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Developing an Ideal Change Management Framework for Enhancing
Service Delivery in Government Parastatals: A Case Study of Kampala
Capital City Authority in Uganda.



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Developing an Ideal Change Management Framework for Enhancing Service Delivery in Government Parastatals: A Case Study of Kampala Capital City Authority in Uganda.

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Abstract:

Purpose: This study aims to develop an ideal change management framework specifically tailored to government parastatals in Uganda, focusing on the Kampala Capital City Authority (KCCA), to enhance service delivery.

Methodology: The research adopted a cross-sectional and exploratory approach, utilizing both quantitative and qualitative methods. The study population comprised 298 participants from various departments within KCCA. Data collection involved self-administered questionnaires, interviews with key informants, and documentary review. Validation of study instruments was conducted using the Content Validity Index, and reliability was assessed through Cronbach's Alpha coefficient. Quantitative data were analyzed using descriptive statistics, correlation analysis, and bivariate regression, while qualitative data underwent content analysis.

Findings: The study concluded that the change management process for service delivery in government parastatals in Uganda is well-defined. However, the ideal change management framework necessary for improving service delivery among these parastatals remains unidentified.

Recommendations: Based on the findings, it is recommended that KCCA administrators adopt a more holistic approach to change management, addressing various enabling factors and components necessary to enhance service delivery effectively.

Key Words: *Change Management, Service Delivery, Government Parastatals, Organizational Change, Public Services.*

Introduction

The rapidly evolving landscape of public administration and effective change management has emerged as a crucial determinant for enhancing service delivery within government parastatals. Change management refers to the structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state, particularly in response to environmental shifts, technological advancements, and organizational restructuring (Asselin & Srivastava, 2009). This process not only facilitates the assessment of the necessity and implications of change but also aligns organizational resources to implement such changes efficiently, thereby fostering cooperation and minimizing resistance (Hendricks, 2014). This study explores the intricate relationship between change management and service delivery, viewing change management as the independent variable, which is operationalized through various dimensions: change management processes (employee engagement, adoption rates, and stakeholder engagement), and a change management framework (awareness, knowledge, and structure). Conversely, service delivery is regarded as the dependent variable, assessed through its dependability, sustainability, and expandability.

Globally, governments are grappling with the challenge of delivering essential services such as education, healthcare, and infrastructure to their citizens. For instance, countries like India, Indonesia, and Brazil are experiencing significant deficiencies in service delivery, which impact their overall human development outcomes (Arora, 2023; Institute of Development Studies, 2023; Bezerra & Barbosa, 2023). These issues resonate across Africa, with nations like South Africa, Nigeria, and Ghana facing similar challenges, marked by public dissatisfaction and protests against local governments due to inadequate service provision (Thusi et al., 2023; Magbadelo, 2020; Idowu, 2020).

In Uganda, the transition from the Kampala City Council (KCC) to the Kampala Capital City Authority (KCCA) in 2011 was a significant change management initiative aimed at rectifying the service delivery failures of its predecessor. Despite the implementation of new management systems and administrative reforms, KCCA continues to face substantial challenges, including poor road conditions, inadequate healthcare services, and limited access to clean water and sanitation (KCCA & SEMA, 2021; Kafero, 2023). This persistent dissatisfaction among residents—exemplified by 21% expressing dissatisfaction with healthcare services—highlights an ongoing need for effective change management strategies to enhance service delivery (International Water Association, 2021).

Against this backdrop, this study seeks to investigate the conceptual link between change management process and framework with improved service delivery outcomes. This research aims to contribute to the development of an ideal change management framework tailored for enhancing public service delivery in Uganda. Ultimately, the findings of this study will provide valuable insights into how structured change management processes can bridge the gap between policy implementation and tangible improvements in public service delivery.

Conceptual Framework

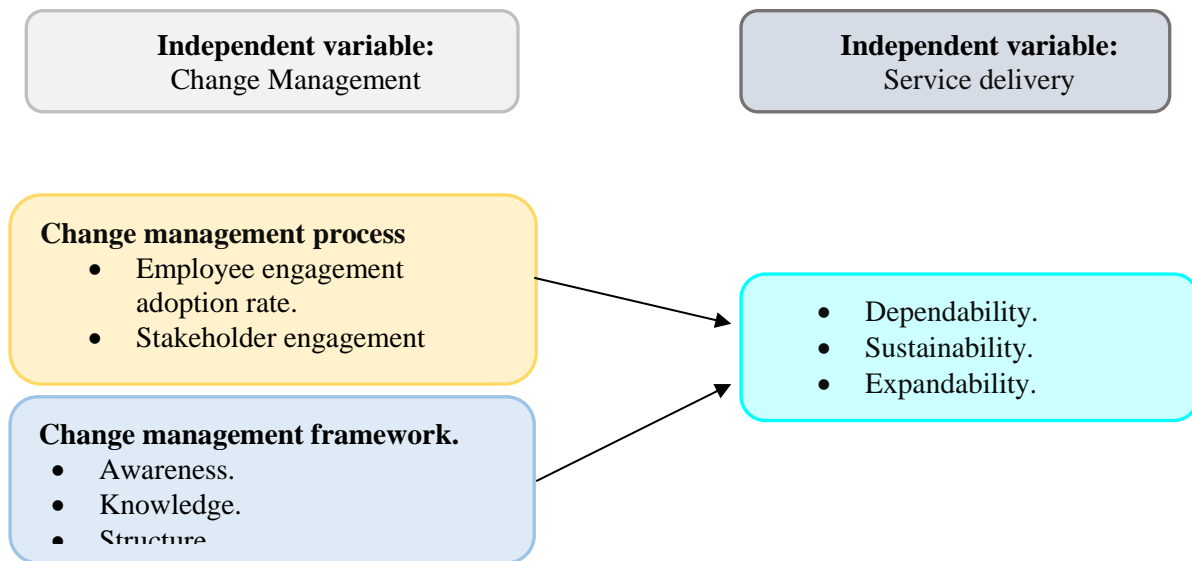


Figure1: *Conceptual framework of the study*

Source: Adopted from Leybourne (2016) and Yli-Kerttula &Varis (2023) and further modified by the researcher.

The figure above shows the interplay of change management and service delivery where the independent variable is change management and the dependent variable is service delivery. Change management is operationalized as change management process (employee engagement adoption rate, stakeholder engagement), and change management framework (awareness, knowledge and structure). Service delivery is operationalized as dependability, sustainability, and expandability.

Literature Review

Various studies have explored factors influencing successful change management in organizations, affecting service delivery, and developing change management frameworks. This review synthesizes relevant literature to inform the development of an ideal change management framework for enhancing service delivery at Kampala Capital City Authority (KCCA) in Uganda. Eririda and Lotfi (2021) reviewed 37 organizational change management models and identified key factors such as clear vision and strategy, change readiness, and stakeholder engagement as enablers of successful change. However, this study was not specific to KCCA and did not gather empirical data from the organization's staff. Sakib (2021) conducted a study on factors affecting change management using qualitative research and found that aspects like planning, resources, and communication influenced successful change. Nonetheless, this study did not provide information on the unique context of KCCA. In a study by Akcam et al. (2012), critical success factors for information technology-enabled change initiatives were examined, highlighting factors like leadership support and resource availability. However, like previous studies, it did not focus on KCCA or gather data from its staff.

Furthermore, the impact of change management on service delivery has been explored in studies such as Jerono (2016) and Chematia (2021). Jerono found that change management practices improved service delivery, while Chematia identified strategic change practices that influenced service delivery at specific organizations. However, these studies did not focus on KCCA. In analyzing change management frameworks for organizations, Hong and Hong (2022) proposed a framework for digital

transformation that included trigger, input, throughput, output, and context dimensions. This framework may offer insights for developing a customized framework for KCCA.

Overall, the existing literature provides valuable insights into factors influencing change management, effects on service delivery, and various change management frameworks. However, there is a need for a tailored change management framework specific to KCCA to enhance service delivery in the organization. This review sets the stage for the development of an ideal change management framework for KCCA, informed by existing literature and tailored to the unique context and needs of the organization in Uganda.

Methodology

This study employs a comprehensive methodological framework combining cross-sectional and exploratory research designs. The cross-sectional design is instrumental in capturing data from a broad spectrum of respondents at a single point in time, thereby eliminating any potential influence on study variables and allowing for a snapshot analysis of the current state (Lauren, 2022). The exploratory design is essential for delving into the enabling factors of change management within Ugandan government parastatals, an emerging area with scant prior research. A mixed-methods approach integrates both quantitative and qualitative research paradigms, providing a holistic understanding of the research problem. The quantitative component involves the use of descriptive statistics, such as means and frequencies, to quantify the study's findings and offer a clear, numerical depiction of data. This approach aids in identifying patterns and trends within the dataset.

Conversely, the qualitative component is designed to capture the nuanced perspectives of respondents, focusing on their feelings, views, and opinions concerning the influence of change management on service delivery. This qualitative insight is crucial for understanding the subjective experiences and attitudes that quantitative data alone cannot fully capture.

The study's population consists of 298 participants drawn from the Kampala Capital City Authority (KCCA). To ensure a representative sample, both probability and non-probability sampling techniques were employed. This dual approach enhances the reliability and validity of the findings, ensuring that the sample accurately reflects the broader population.

Data collection was methodically structured using multiple techniques including:

- **Primary Data Collection:** This involved the administration of structured questionnaires and the conduct of in-depth interviews. The questionnaires were designed to elicit quantitative data, while the interviews provided rich qualitative insights, allowing participants to express their thoughts in their own words.
- **Secondary Data Collection:** A comprehensive documentary review was conducted to gather existing data relevant to the study. This included reviewing policy documents, reports, and previous studies to contextualize the findings within existing literature.

The integration of these methods provides a robust framework for examining the dynamics of change management. This approach not only ensures a thorough analysis but also enhances the study's ability to draw meaningful conclusions and offer practical recommendations.

Findings

A. Response rate of the study

This section provides an overview of the study's sample, ensuring diverse representation across key demographic and experiential variables. The study achieved a robust response rate of 91.2% (236 out

of 259 respondents), surpassing the 70% threshold recommended by Amin (2005) for reliable generalization of findings. The participants comprised 65.7% males ($n = 155$) and 34.3% females ($n = 81$). Regarding age distribution, 38.6% were between 30-39 years ($n = 91$), 36.4% were over 40 years ($n = 86$), and 24.6% were between 20-29 years ($n = 58$). Marital status varied, with 66.9% married ($n = 158$), 16.1% divorced ($n = 38$), 13.6% single ($n = 32$), and 3.4% widowed ($n = 8$). In terms of professional experience with KCCA, 38.1% had 3-4 years of experience ($n = 90$), 35.2% had 1-2 years ($n = 83$), 24.2% had 5 years and above ($n = 57$), and 2.5% had less than a year ($n = 6$).

B. The Change Management Process at KCCA.

This section presents the descriptive statistics of change management process. In addition, it also delineates correlation and bivariate linear regression results of change management process and service delivery by KCCA.

Descriptive statistics of change management process and service delivery by KCCA.

This section presents the frequencies and percentages of respondents who were in agreement and disagreement with the statements that depicted change management process at KCCA. In addition, it also delineates the mean response of each item.

The analysis of the survey results reveals a strong consensus among respondents regarding several aspects of change management and leadership effectiveness at KCCA. A significant majority, 76.2%, agreed that KCCA fosters an effective leadership style, with a mean score of 3.98 indicating strong agreement. Related interviews highlighted that the authority empowers leaders through delegation, creating a supportive environment. Additionally, 69.9% of respondents acknowledged the importance of conducting stakeholder engagement, reflected in a mean score of 3.86, with feedback emphasizing the alignment of stakeholder interests with organizational goals. Furthermore, 63.9% agreed on the necessity of ensuring employee participation in the change process, supported by a mean of 3.61; key informants noted that training and accountability are essential for engaging employees in changes. The respondents also recognized the importance of constant communication during the change management process, with 65.6% agreeing and a mean score of 3.73. A strong 77.1% agreed on promoting the use of robust technology, resulting in a mean of 4.01. Moreover, 80.9% agreed on the necessity of top management support for change initiatives, reflected in a mean of 4.16, while 85.6% affirmed the importance of sustaining change, yielding a mean of 4.18. Overall, the average mean score of 3.92 suggests that the majority of respondents favor the change management processes and service delivery strategies employed by KCCA.

Inferential statistics of change management process and service delivery by KCCA.

The analysis of the change management process (CMP) and service delivery (SD) by KCCA reveals a very weak positive relationship between the two, indicated by a Pearson correlation coefficient of 0.130, which is statistically significant ($p = 0.045$). This suggests that improvements in the change management process are associated with enhancements in service delivery, although the effect is minimal. A bivariate linear regression analysis further supports these findings, showing that the change management process accounts for only 1.3% of the variations in service delivery (Adjusted $R^2 = 0.013$), leaving 98.7% attributed to other factors. The regression model is statistically significant ($F = 4.051$, $p < 0.05$), leading to the rejection of the null hypothesis that the change management process has no impact on service delivery. The regression coefficients indicate a positive relationship (Beta = 0.130, $p = 0.045$), confirming that the change management process does influence service delivery in government parastatals in Uganda. Thus, the study concludes that the change management process's role in enhancing service delivery is recognized, albeit with limited impact.

C. Ideal change management framework for improving service delivery.

This section presents the descriptive statistics of the ideal change management framework for improving service delivery. In addition, it also delineates correlation and bivariate linear regression results of ideal change management framework for improving service delivery and service delivery by KCCA.

Descriptive statistics of ideal change management framework for improving service delivery and service delivery by KCCA.

This section presents the frequencies and percentages of respondents who were in agreement and disagreement with the statements that depicted ideal change management framework for improving service delivery at KCCA. In addition, it also delineates the mean response of each item. For the purpose of analysis; the scores of agreed and strongly agreed were combined to represent agreement with a statement while the scores of disagreed and strongly disagreed were combined to represent disagreement with a statement. In addition, mean > 3.00 implied agreement with a statement while mean <3.00 implied disagreement with a statement.

Table 1:
Descriptive Statistics for Ideal Change Management Framework for Improving Service Delivery.

Ideal Change Management Framework (CMF) for improving service delivery								
		Unfreezing						
Code	Statement	SA	A	NS	D	SD	MEAN	TOTAL
CMF01	Creating a sense of urgency for change	23 9.7%	63 26.7%	57 24.2%	61 25.8%	32 13.6%	2.93	236 100.0%
CMF02	Preparing the affected stakeholders for the upcoming organizational change	43 18.2%	62 26.3%	43 18.2%	59 25.0%	29 12.3%	3.13	236 100.0%
CMF03	Obtaining member buy in/ support in the change management	37 15.7%	51 21.2%	50 21.2%	64 27.1%	34 14.4%	2.97	236 100.0%
CMF04	Creating a strategic change vision	34 14.4%	39 16.5%	46 19.5%	81 34.3%	36 15.3%	2.81	236 100.0%
CMF05	Creating a strategic change strategy	48 20.3%	56 23.7%	44 18.6%	64 27.1%	24 10.2%	3.17	236 100.0%
CMF06	Communicate in a compelling way about why change has to occur	36 15.3%	73 30.9%	44 18.6%	61 25.8%	22 9.3%	3.17	236 100.0%
CMF07	Addressing employee concerns with honesty and transparency	34 14.4%	63 26.7%	50 21.2%	69 29.2%	20 8.5%	3.09	236 100.0%
CMF08	Communicating what people are losing due to the coming change	44 18.6%	41 17%	56 23.7%	71 30.1%	24 10.2%	3.04	236 100.0%
CMF09	Empowering employee to letting go of the old system	32 13.6%	84 35.6%	30 12.7%	58 24.6%	32 13.6%	3.11	236 100.0%
Change								
CMF10	Ensuring a continuous flow of information to obtain the support of your team members	37 15.7%	77 32.6%	21 8.9%	66 28.0%	35 14.8%	3.06	236 100.0%
CMF11	Organizing change management workshops and sessions for change exercises	36 15.3%	72 30.5%	35 14.8%	62 26.3%	31 13.1%	3.08	236 100.0%
CMF12	Empowering employees to deal with the change proactively	37 15.7%	58 24.6%	41 17.4%	57 24.2%	43 11.9%	2.95	236 100.0%
CMF13	Motivating team by generating easy wins	29 12.3%	41 17.4%	58 24.6%	80 33.9%	28 11.9%	2.84	236 100.0%
CMF14	Empowering employees to learning what their new roles will be	30 12.7%	56 23.7%	61 25.8%	64 27.1%	25 10.6%	3.01	236 100.0%
Refreezing								
CMF15	Identifying early adopters or change champions	35 14.8%	67 28.4%	56 23.7%	59 25.0%	19 8.1%	3.17	236 100.0%
CMF16	Rewarding early adopters or change champions	31 13.1%	58 24.6%	78 33.1%	37 15.7%	32 13.6%	3.08	236 100.0%
CMF17	Collecting employee feedback regularly	42 17.8%	52 22.0%	51 21.6%	58 24.6%	33 14.0%	3.05	236 100.0%
CMF18	Offering on-demand employee training or support	29 12.3%	60 25.4%	62 26.3%	59 25.0%	26 11.0%	3.03	236 100.0%
CMF19	Offering support to employees to understand their new roles	40 16.9%	41 17.4%	54 22.9%	65 27.5%	36 15.3%	2.93	236 100.0%
CMF20	Offering support to employees to understand their new purpose	30 12.7%	51 21.6%	59 25.0%	58 24.6%	38 16.1%	2.90	236 100.0%

Mean of mean= 2.868
 SA= Strongly Agree, A= Agree, NS= Not sure, D= Disagree, SD= Strongly Disagree

Source: Primary data, 2024

The Ideal Change Management Framework (CMF) is a comprehensive and structured approach designed to enhance service delivery within organizations by guiding them through three critical phases: Unfreezing, Change, and Refreezing. Each phase encompasses specific strategies tailored to facilitate a smooth transition during periods of organizational change, ultimately leading to improved service outcomes. The table above shows results from the research in relation to the respondents perspectives around the different change management framework tenets across the phases. The results are further explained below.

In the Unfreezing phase, the primary focus is on preparing the organization and its stakeholders for the impending change. This preparation involves creating a sense of urgency, which is crucial for motivating individuals to embrace the transformation ahead. Survey responses reveal that 9.7% of participants strongly agreed with the necessity of this urgency, while a notable 26.7% agreed, resulting in a mean score of 2.93. Additionally, key elements in this phase include preparation for affected stakeholders and fostering buy-in from employees, with scores ranging from 2.81 to 3.17. These results indicate a moderate to strong consensus on the critical importance of effective communication and transparency in addressing employee concerns and articulating a compelling vision for the upcoming changes.

Transitioning into the Change phase, the framework places significant emphasis on maintaining a continuous flow of information to support and engage teams throughout the process. Participants highlighted the importance of organizing change management workshops and empowering employees to proactively navigate the change. Mean scores in this phase, which range from 2.84 to 3.08, suggest that while there is acknowledgment of the importance of these strategies, there remains considerable room for improvement in their practical implementation. Furthermore, the framework underscores the value of motivating teams by celebrating small wins, as recognizing and rewarding incremental successes can boost morale and encourage ongoing engagement in the change process.

The final phase, Refreezing, plays a crucial role in solidifying the changes made and ensuring their long-term sustainability. This phase centers on identifying and rewarding early adopters or change champions, which helps to cultivate a supportive and collaborative organizational culture. Feedback collected from employees during this phase is invaluable, as it enables organizations to make necessary adjustments and provide ongoing training and support, ensuring that the changes are effectively integrated into the daily operations. Mean scores in this phase range from 2.90 to 3.17, indicating a positive reception of these strategies but also highlighting the need for consistent follow-up and reinforcement to ensure lasting impact.

Overall, the average mean score of 2.868 suggests a moderate level of consensus among participants regarding the effectiveness of the proposed strategies within the CMF. This underscores the critical role of communication, support, and recognition in the successful management of change. By effectively implementing these strategies, organizations can significantly enhance their service delivery, ensuring that employees feel valued and supported throughout the change process. This approach ultimately leads to the establishment of a more resilient and adaptive organizational culture, capable of navigating the complexities of change while remaining focused on delivering exceptional service to stakeholders.

Inferential statistics of ideal change management framework for improving service delivery and service delivery by KCCA.

A Pearson correlation analysis was conducted to assess the relationship between an ideal change management framework (CMF) for improving service delivery and the actual service delivery by KCCA, revealing a very weak negative correlation of -0.121. This suggests that improvements in the

change management framework may correlate with a decline in service delivery, although the relationship is statistically insignificant (p -value = 0.065). A bivariate regression analysis confirmed these findings, indicating that the CMF accounts for only 1% of the variation in service delivery, with the remaining 98.7% influenced by other factors. The ANOVA results further supported the insignificance of the regression model (p -value > 0.05), leading to a failure to reject the null hypothesis that the ideal change management framework for improving service delivery among government parastatals in Uganda is not known. Consequently, the study concludes that the relationship between the ideal change management framework and service delivery is not statistically significant, suggesting that the framework is not effective in enhancing service delivery in this context.

Summary and Discussion of Findings

Change Management process and Service Delivery by KCCA.

In objective one of the study which was to examine the change management process on service delivery in government Parastatals in Uganda, it was established that; the majority of the respondents agreed with all the statements that reflected change management process depicted by mean of mean of 3.9 which is above threshold of three; there is a very weak significant relationship between change management and service delivery by KCCA; that the change management process accounts for 1.3% of the total variations in service delivery; and that the regression model of change management process and service delivery is statistically a good fit in predicting the change management process on service delivery (0.130 unit increase in change management process leads to 0.130 unit increases in service delivery and a 0.130 unit decrease in change management process leads to a 0.130 unit decrease in service delivery). All this points to the indication that the change management process for service delivery by KCCA is known. These findings for objective two agree with a number of studies discussed in the literature review including the following.

These results agree with various study findings including; Jerono (2016) which revealed that the change management process is known in Kenya and change management practices like leadership, stakeholder involvement, employee participation, and communication and how the change management practices affect service delivery; the study findings of Chematia (2021) which noted that the change management process is known and affects service delivery by Kenya Commercial Bank (KCB) in Kenya; the study findings of Kariuki (2014) that revealed change management process improves service delivery at the Co-operative Bank of Kenya; the study findings of Kamugisha (2013) which found out that the change management process had an effect on the organization's human resources and service delivery; the study findings of Wakonyo and Muchemi (2020) which noted that change management practices are known and affect service delivery of the National Police Service in the County of Uasin Gishu in Kenya; and the study findings of Makki and EL-Zein (2021) which revealed that change management process is known and has an impact on service delivery by Lebanese municipality.

Ideal change management framework for improving service delivery and service delivery by KCCA.

In objective two of the study which was to develop an ideal change management framework for improving service delivery among government parastatals in Uganda, it was found; that the majority of the respondents agreed with all the statements that reflected ideal change management framework for improving service delivery depicted by mean of mean of 2.9 which is below the threshold of three; that there is a very weak insignificant relationship between the ideal change management framework for improving service delivery and service delivery by KCCA; that the ideal change management framework for improving service delivery accounts for 1% of the total variations in service delivery; and that the regression model of ideal change management framework for improving service delivery

and service delivery is not statistically a good fit in predicting the ideal change management framework for improving service delivery. All this points to the conclusion that the ideal change management framework for improving service delivery by KCCA is not known and the metrics of change management framework such as awareness, knowledge and structure are not known to be among the components of an ideal framework for improving service delivery by KCCA. These results disagree with several other studies discussed in the literature review including the following.

The results disagree with the study findings of Hong and Hong (2022) that revealed five key dimensions of ideal change management framework for improving service delivery which include; trigger encompassing the need for change and advanced preparation; input consisting of change areas; throughput consisting of change areas and change process; output consisting of change outcome and change effects; and lastly context encompassing change drivers, change enablers and change facilitators.

The results also disagree with the study findings of Gabriele et al. (2012) that identified known ideal framework for improving service delivery with exact metrics such as input which consists of elements such as external opportunities and threats, internal strengths and weaknesses, technology, contingency analysis, and knowledge sharing; throughput which encompasses, organizational identity, leadership, change process and change content; and output which consists of performance and organizational legitimacy.

The results contradict the study findings of Stekolschik (2016) that identified a well-known ideal change management framework for improving service delivery and its components such as; request change, change decision, create change object, fill overall change data, revise parts, link parts to change object, fill part related change data, implement changes, release parts, release change objects, and change production.

Similarly, the results still disagree with the study findings of Kho et al. (2020) where a known ideal change management framework for improving service delivery was developed with its components such as preparing for change which encompasses, assessing the opportunity or problem motivating change, selecting and supporting a guideline for change coalition, formulating a clear compelling vision; managing change which includes communicating the vision, mobilizing energy for change, empowering others to act, developing and promoting change related ability, monitoring and strengthening the change process; and reinforcing change constituting of the following constructs, identifying short term wins and using as reinforcement of change, institutionalizing change in organizational culture, practice and management succession.

Conclusions.

The study aimed to examine the change management process and its impact on service delivery by KCCA, revealing that respondents generally agreed with the statements reflecting this process, resulting in a mean score of 3.92. The analysis indicated a very weak but significant relationship between change management and service delivery, with a Pearson correlation coefficient of 0.130 and a p-value of 0.045. The change management process accounted for only 1.3% of the variations in service delivery, as shown by an Adjusted R² of 0.013. Conversely, in developing an ideal change management framework to improve service delivery, respondents' agreement was lower, with a mean score of 2.868, indicating that the framework is not well understood. The corresponding Pearson correlation coefficient of -0.121 and a p-value of 0.065 suggested an insignificant relationship. Ultimately, the study concluded that while the change management process is recognized, the ideal framework for enhancing service delivery remains unclear, leading to a failure to reject the null hypothesis concerning its unknown status.

Recommendations.

The study concludes that KCCA's change management process for service delivery is clear, leading to the rejection of the null hypothesis regarding its clarity. It recommends that KCCA administrators enhance service delivery by emphasizing employee engagement, adoption rates, and stakeholder involvement. Additionally, the study identifies a gap in the knowledge of an ideal change management framework for improving service delivery, failing to reject the null hypothesis on this aspect. Metrics like awareness, knowledge, and structure were found insufficiently recognized as components of an effective framework. Consequently, the study urges KCCA administrators to explore other elements beyond these metrics to develop a more comprehensive change management framework. Overall, the findings highlight the need for strategic improvements in both clarity and framework effectiveness to enhance service delivery at KCCA.

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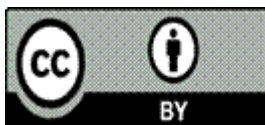
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