

Journal of

Business and Strategic Management

(JBSM)


Enhancing Change Management for Improved Public Service Delivery: A
Study of Kampala Capital City Authority (KCCA)



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Enhancing Change Management for Improved Public Service Delivery: A Study of Kampala Capital City Authority (KCCA)

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Accepted: 25th Aug 2024 Received in Revised Form: 25th Sep 2024 Published: 25th Oct 2024

Abstract:

Purpose: This study aimed to investigate the role of change management in improving service delivery within government parastatals in Uganda, specifically focusing on the Kampala Capital City Authority (KCCA). It explored the enabling factors for change management on service delivery and assessed the effects of change management on service delivery within these parastatals.

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

Findings: The study concluded that the enabling factors for change management on service delivery in government parastatals in Uganda are not well understood. Additionally, it found that change management does have a significant impact on service delivery within these institutions.

Unique contribution to theory, practice and policy (recommendations): Based on the conclusions, it is recommended that KCCA administrators enhance service delivery through a more holistic approach to change management. This should involve addressing various enabling factors and components of the change management framework to optimize service delivery outcomes.

Key Words:

Change Management, Service Delivery, Government Parastatals, Organizational Change, Public Services.

Introduction

Change management is crucial for transforming an organization's strategy or culture in response to shifts in the environment, structure, technology, and workforce (Asselin & Srivastava, 2009). It involves assessing the need for change, aligning resources, and enhancing collaboration, ultimately reducing implementation time and failure rates (Hendricks, 2014). In this study, change management serves as the independent variable, measured through processes such as employee engagement and stakeholder involvement, while service delivery, defined as the provision of services from providers to clients (Leanmap, 2022), acts as the dependent variable, evaluated through criteria like dependability and sustainability.

Change management plays a pivotal role in enhancing service delivery within public organizations. By implementing structured processes that facilitate stakeholder engagement and adaptability, organizations can address the complexities of service provision. Effective change management frameworks, which include awareness and knowledge, ensure that an organization is prepared to meet evolving needs and expectations, ultimately leading to improved service outcomes.

In the context of public institutions, change management initiatives—such as restructuring organizational hierarchies, automating management systems, and adopting flexible administrative procedures—are critical for improving service delivery. The Kampala Capital City Authority (KCCA) serves as a pertinent example; despite efforts to implement change management strategies aimed at enhancing service provision, challenges persist, as evidenced by dissatisfaction among residents regarding healthcare, infrastructure, and sanitation services.

Globally, many governments face challenges in service delivery. Countries like India, Brazil, and Indonesia experience significant issues such as inadequate education and healthcare access, which reflect broader trends of poor public service provision (Arora, 2023; Bezerra & Barbosa, 2023). Similarly, in Africa, nations like South Africa and Nigeria grapple with service delivery failures, leading to widespread discontent among citizens (Thusi et al., 2023; Magbadelo, 2020).

Regionally, Uganda presents a case where service delivery is critically undermined by various systemic issues. The transition from the Kampala Capital City (KCC) to KCCA was meant to address these shortcomings through sound change management practices. However, the continuity of poor service delivery highlights the need for more effective change management strategies.

Locally, within Kampala, residents express dissatisfaction with essential services, including healthcare and infrastructure, reflecting the ongoing challenges faced by KCCA. The persistent gaps in service delivery can hinder progress towards Uganda's Vision 2040, which aims to transform the nation into a modern, prosperous society.

This study aims to explore the influence of change management on service delivery within Uganda's public sector, particularly through the lens of KCCA. By addressing the existing knowledge gap regarding the impact of change management practices on service outcomes, the research seeks to provide insights that could enhance public service delivery in Uganda and similar contexts.

Purpose

Change management is a critical process in public service organizations, impacting service delivery and organizational performance. While previous studies have identified various enabling factors for successful change management, gaps remain in understanding how these factors apply to specific contexts such as Kampala Capital City Authority (KCCA). This study aims to address this gap by investigating the enabling factors for change management at KCCA and their influence on service

delivery outcomes. Existing studies lack empirical data from KCCA and do not provide context-specific insights into change management practices in Ugandan government parastatals. This study builds on the existing literature by focusing on the specific challenges and opportunities for change management at KCCA.

1. Conceptual framework

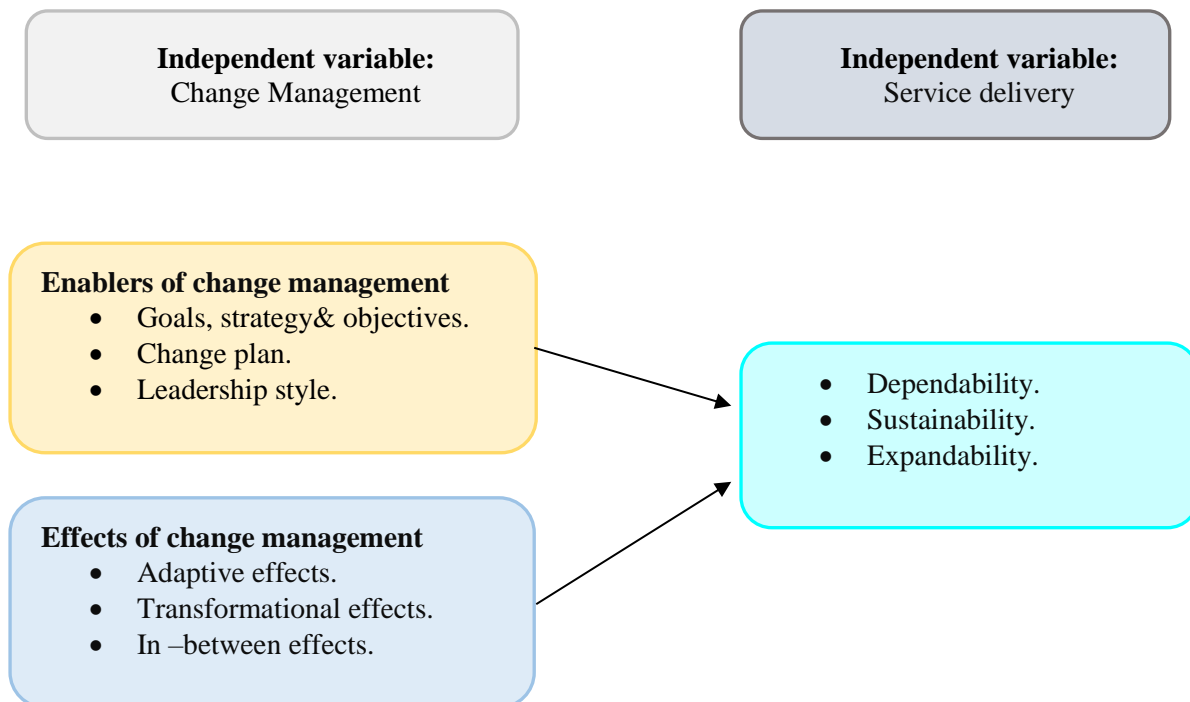


Figure1: *Conceptual framework of the study*

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 enablers of change (goals, strategy & objectives, change plan and leadership style), and effects of change (adaptive effects, transformational effects, and in-between effects). Service delivery is operationalized as dependability, sustainability, and expandability.

Literature Review

In the literature review conducted for the study on enhancing change management for improved public service delivery at Kampala Capital City Authority (KCCA), several key studies were examined to understand the factors influencing change management, the impact of change management processes on service delivery, and the development of ideal change management frameworks. Various research gaps were identified, including methodological, geographical, conceptual, contextual, and empirical gaps, which the current study aims to bridge.

Eiririda and Lotfi (2021) reviewed 37 organizational change management models and conducted focus group discussions to explore factors affecting change management. While the study identified key enablers for successful change management, it was not conducted at KCCA, indicating a methodological gap. Similarly, Sakib (2021) used a qualitative research approach to explore factors

affecting change management but did not gather empirical data from KCCA, leading to a methodological and contextual gap.

Akcem et al. (2012) studied critical success factors for information technology-enabled organizational change and found several key factors, but the study was not conducted at KCCA, highlighting a geographical gap. Jones et al. (2019) analyzed organizational change case studies but did not provide information specific to KCCA, indicating a conceptual and contextual gap in the literature.

Further, studies by Jerono (2016) and Chematia (2021) explored change management practices and their impact on service delivery but were not conducted at KCCA, representing a geographical gap. Overall, the literature review revealed significant research gaps, including methodological, geographical, conceptual, and contextual gaps, which the current study seeks to address by focusing on

Methodology

This study used a cross-sectional and exploratory research design. The cross-sectional research design was used to enable the researcher to gather data once at a point in time from many different respondents while the exploratory research design was used to enable the researcher to explore the enabling factors for change management in government parastatals in Uganda since it is still a new phenomenon with little information. According to Lauren (2022), a cross-sectional design is one where a researcher gathers data from many different respondents at a single time and does not influence the variables of the study.

Concerning the current study, a quantitative research approach was used to quantify the study findings using descriptive statistics such as the mean. Frequencies among others while the qualitative research approach was used to elicit the feelings, views, and opinions of respondents towards the influence of change management on service delivery in Uganda government parastatals. The study population consisted of 298 study participants from KCCA and both quantitative and qualitative sampling techniques were used to select them. The questionnaire survey method and interview method were used to gather primary data while the documentary review method was used to gather secondary data as detailed herein enhancing change management for improved public service delivery at the KCCA

Findings

Response rate of the study

The study had a response rate of 91.2% (236/259 respondents) and this response rate satisfies the recommended response rate of studies by Amin (2005) who posits that for generalization of findings, response rate of a study ought to be 70% and above. The study participants had the following characteristics; 65.7% (155) of the respondents were male and 34.3% (81) were female; 38.6% (91) of the respondents were between 30 to 39 years, 36.4% (86) were above 40 years and 24.6% (58) were between 20 to 29 years; 66.9% (158) respondents were married, 16.1% (38) were divorced, 13.6% (32) were single and 3.4% (8) were widowed; and 38.1% (90) respondents had experience of 3 to 4 years of working with KCCA, 35.2% (83) had 1-2 years, 24.2% (57) respondents had 5 years and above, and 2.5% (6) had experience of less than a year at KCCA.

Service delivery by KCCA

This section presents the frequencies and percentages of both respondents who agreed and disagreed with the statements that depicted service delivery by 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 of Service Delivery By KCCA

Code	Statement	Service delivery					Mean	Total
		SA	A	NS	D	SD		
SD01	The services provided by KCCA are affordable	36 15.3%	99 41.9%	50 21.2%	46 19.5%	5 2.1%	3.49	236 100%
SD02	The services provided by KCCA are consistent over time	76 32.2%	92 39.0%	23 9.7%	35 14.8%	9 3.8%	3.81	236 100%
SD03	The services provided by KCCA are delivered regularly and on time	63 26.7%	88 37.3%	30 12.7%	28 11.9%	27 11.4%	3.56	236 100%
SD04	The services provided by KCCA are enough for everyone who lives and works in Kampala	16 6.8%	88 37.3%	58 24.6%	61 25.8%	13 5.5%	3.14	236 100%
SD05	The services provided by the city reach all the intended beneficiaries	19 8.11%	92 39.0%	78 33.1%	44 18.6%	3 1.3%	3.34	236 100%
SD06	The authority has capacity to continuously provide services	49 20.8%	90 38.1%	57 24.2%	34 14.4%	5 2.1%	3.61	236 100%
SD07	The authority has means to extend services in those areas where services are required but currently not served	71 30.1%	104 44.1%	20 8.5%	34 14.4%	7 3.0%	3.84	236 100%
SD08	The authority has plans to roll out new services that are required by citizens but currently not provided by KCCA	52 22.0%	74 31.4%	43 18.2%	35 14.8%	32 13.6%	3.33	236 100%
SD09	The authority has clear avenues it uses to provide services to the people	51 21.6%	69 29.2%	51 21.6%	36 15.3%	29 12.3%	3.33	236 100%
SD10	The authority has resources to enable it provide services to the people in the current periods and beyond	36 15.3%	113 47.9%	69 29.2%	16 6.8%	2 0.8%	3.70	236 100%

Mean of mean= 3.515

SA= Strongly Agree, A= Agree, NS= Not sure, D= Disagree, SD= Strongly Disagree

Source: Primary data, 2024

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.

Information in table 1 indicates that 135 respondents representing 57.2% of the total number of respondents who were the majority agreed with the statement that the services provided by KCCA are affordable, while 51 respondents representing 21.6% of the respondents disagreed with the statement that the services provided by KCCA are affordable and 50 respondents representing 21.2% of the respondents were not sure when it came to the statement that the services provided by KCCA are affordable. The mean of 3.49 implies that most of the respondents agreed with the statement that the services provided by KCCA are affordable ($3.49 > 3.00$).

In related interviews, it was discovered that services provided by KCCA are affordable as:

A key informant had this to say, “the authority doesn’t charge any fee for most of the social services it provides to the public and in few cases where a fee is charged, this fee is relatively small when you compare it with that of private actors” (Key Informant 001, 1st January 2024).

One of the key informants asserted that “the authority engages with the community to assess the affordability of these services that require a small fee, and the authority has remained open to adjusting fees” (key informant 002, 1st January 2024).

A key informant had this to note “the authority has remained transparent when it comes to fee structure by clearly illustrating how such fees are calculated and the specific services which such fees cover” (key informant 003, 4th January 2024)

A key informant asserted that “services that are essential like garbage collection and health have remained totally free to the citizens of Kampala especially the vulnerable poor” (key informant 005, 8th January 2024).

Table 1 shows that 168 respondents representing 71.2% of the total number of respondents who were the majority agreed with the statement that the services provided by KCCA are consistent overtime, while 44 respondents representing 18.6% of the respondents disagreed with the statement that the services provided by KCCA are consistent overtime and 23 respondents representing 9.7% of the respondents were not sure when it came to the statement that the services provided by KCCA are consistent overtime. The mean of 3.81 implies that most of the respondents agreed with the statement that the services provided by KCCA are consistent overtime ($3.81 > 3.00$).

Based on table 1, 151 respondents representing 64% of the total number of respondents who were the majority agreed with the statement that the services provided by KCCA are delivered regularly and on time, while 55 respondents representing 23.3% of the respondents disagreed with the statement that the services provided by KCCA are delivered regularly and on time and 30 respondents representing 12.7% of the respondents were not sure when it came to the statement that the services provided by KCCA are delivered regularly and on time. The mean of 3.56 implies that most of the respondents agreed with the statement that the services provided by KCCA are consistent overtime ($3.56 > 3.00$).

In related interviews, it was discovered that the services provided by KCCA are consistent over time as:

A key informant had this to say, “the authority has tried to maintain transparent records and reporting mechanism to allow for scrutiny and accountability regarding the

consistency of service provided” (Key Informant 001, 1st January 2024).

Key informant noted that “the authority has tried to improve the infrastructures and facilities it uses to provide services with a view of ensuring that these infrastructures and facilities don’t negatively affect service delivery” (key informant 008, 11th January 2024).

One of the key informants asserted that “the authority tries to review budget allocations and expenditures to ensure that funding levels remain consistent over time to support service delivery” (key informant 007, 11th January 2024).

A key informant had this to say, “the authority examines the staff levels, recruitment practices and training programs to ensure that the authority maintain consistent workforce capable of delivering efficient services over time” (key informant 004, 4th January, 2024).

Results in table 1 indicates that 104 respondents representing 44.1% of the total number of respondents agreed with the statement that the services provided by KCCA are enough for everyone who lives and works in Kampala, while 74 respondents representing 31.3% of the respondents disagreed with the statement that the services provided by KCCA are enough for everyone who lives and works in Kampala and 58 respondents representing 24.6% of the respondents were not sure when it came to the statement that the services provided by KCCA are enough for everyone who lives and works in Kampala. The mean of 3.14 implies that most of the respondents agreed with the statement that the services provided by KCCA are enough for everyone who lives and works in Kampala ($3.14 > 3.00$).

Based on table 1, 111 respondents representing 47.1% of the total number of respondents agreed with the statement that the services provided by the city reach all the intended beneficiaries, while 74 respondents representing 31.3% of the respondents disagreed with the statement that the services provided by the city reach all the intended beneficiaries and 58 respondents representing 24.6% of the respondents were not sure when it came to the statement that the services provided by the city reach all the intended beneficiaries. The mean of 3.34 implies that most of the respondents agreed with the statement that the services provided by the city reach all the intended beneficiaries ($3.34 > 3.00$).

Information in table 1 shows that 139 respondents representing 58.9% of the total number of respondents who were the majority agreed with the statement that the authority has capacity to continuously provide services, while 39 respondents representing 16.5% of the respondents disagreed with the statement that the authority has capacity to continuously provide services and 57 respondents representing 24.2% of the respondents were not sure when it came to the statement that the authority has capacity to continuously provide services. The mean of 3.61 implies that the majority of the respondents agreed with the statement that the authority has capacity to continuously provide services ($3.61 > 3.00$).

From table 1, 175 respondents representing 74.2% of the total number of respondents who were the majority agreed with the statement that the authority has means to extend services in those areas where services are required but currently not served, while 41 respondents representing 17.4% of the respondents disagreed with the statement that the authority has means to extend services in those areas where services are required but currently not served and 20 respondents representing 8.5% of the respondents were not sure when it came to the statement that the authority has means to extend services in those areas where services are required but currently not served. The mean of 3.84 implies that most of the respondents agreed with the statement that the authority has means to extend services in those areas where services are required but currently not served ($3.84 > 3.00$).

Information in table 1 illustrates that 126 respondents representing 53.4% of the total number of respondents who were the majority agreed with the statement that the authority has plans to roll out new

services that are required by citizens but currently not provided by KCCA, while 67 respondents representing 28.4% of the respondents disagreed with the statement that the authority has plans to roll out new services that are required by citizens but currently not provided by KCCA and 43 respondents representing 18.2% of the respondents were not sure when it came to the statement that the authority has plans to roll out new services that are required by citizens but currently not provided by KCCA. The mean of 3.33 implies that the majority of the respondents agreed with the statement that the authority has plans to roll out new services that are required by citizens but currently not provided by KCCA ($3.33 > 3.00$).

Table 1 shows that 120 respondents representing 50.8% of the total number of respondents who were the majority agreed with the statement that the authority has clear avenues it uses to provide services to the people, while 64 respondents representing 27.6% of the respondents disagreed with the statement that the authority has clear avenues it uses to provide services to the people and 51 respondents representing 21.6% of the respondents were not sure when it came to the statement that the authority has clear avenues it uses to provide services to the people. The mean of 3.33 implies that most of the respondents agreed with the statement that the authority has clear avenues it uses to provide services to the people ($3.33 > 3.00$).

In related interviews, it was discovered that the authority has clear avenues it uses to provide services to the people as:

A key informant had this to say, “the authority has clear laws and policies for defining the role of authority in providing various services such as education, healthcare, social welfare among other and these laws clearly outline the ways through which the authority uses to extend services to the people” (key informant 001, 1st January 2024).

One of the key informants noted that “the authority has established various channels through which services can be accessed by the public and these include; physical offices, online platforms, hotlines among others and these channels are easy to access, user-friendly and provide all the necessary information about the services available” (key informant 003, 4th January, 2024).

One of the key informants asserted that “the authority has tried to establish collaborations with non-governmental organizations, community groups and other stakeholders to enhance and widen avenues for delivering services to the people of Kampala” (key informant 008, 11th January 2024).

Results in table 1 indicates that 149 respondents representing 63.2% of the total number of respondents who were the majority agreed with the statement that the authority has resources to enable it provide services to the people in the current periods and beyond, while 18 respondents representing 7.6% of the respondents disagreed with the statement that the authority has resources to enable it provide services to the people in the current periods and beyond and 69 respondents representing 29.2% of the respondents were not sure when it came to the statement that the authority has resources to enable it provide services to the people in the current periods and beyond. The mean of 3.70 implies that most of the respondents agreed with the statement that the authority has resources to enable it provide services to the people in the current periods and beyond ($3.70 > 3.00$).

The overall mean of mean of 3.515 implied that majority of the respondents agreed with the statements that depicted service delivery by KCCA.

A. Enabling factors for Change Management and service delivery by KCCA

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

Descriptive statistics of enabling factors for change management 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 enabling factors for change management 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 2: Descriptive Statistics of Enabling Factors for Change Management.

Enabling Factors for Change Management (EFFCM)								
Code	Item	SA	A	NS	D	SD	Mean	Total
EFFCM01	Creation of a clear change vision strategy	28 11.9%	43 18.2%	59 25.0%	63 26.7%	43 18.2%	2.79	236 100%
EFFCM02	Sharing change vision strategy with staff of KCCA	47 19.9%	38 16.1%	42 17.8%	65 27.5%	44 18.6%	2.91	236 100%
EFFCM03	Assessing change readiness within KCCA	25 10.6%	42 17.8%	58 24.6%	53 22.5%	58 24.6%	2.67	236 100%
EFFCM04	Conducting change capacity building of the KCCA staff	40 16.9%	69 29.2%	47 19.9%	49 20.8%	31 13.1%	3.16	236 100%
EFFCM05	Building competent change team at KCCA	28 11.9%	54 22.9%	41 17.4%	74 31.4%	39 16.5%	2.82	236 100%
EFFCM06	Developing sound mechanism to minimize resistance to change	53 22.5%	74 31.4%	41 17.4%	41 17.4%	27 11.4%	3.36	236 100%
EFFCM07	Ensuring effective communication with staff of KCCA about the change process	37 15.7%	51 21.6%	36 15.3%	71 30.1%	41 17.4%	2.88	236 100%
EFFCM08	Ensuring availability of adequate resources need for change implementation	45 19.1%	49 20.8%	42 17.8%	66 28.0%	34 14.4%	3.02	236 100%
EFFCM09	Use of change champions within KCCA	39 16.5%	46 19.5%	46 19.5%	76 32.2%	29 12.3%	2.96	236 100%
EFFCM10	Motivating employees to embrace change	26 11.0%	51 21.6%	41 17.4%	77 32.6%	41 17.4%	2.76	236 100%
EFFCM11	Involving different stakeholders in the change management process	23 9.7%	53 22.5%	42 17.8%	81 34.3%	37 15.7%	2.76	236 100%
EFFCM12	Ensuring stakeholder's commitment towards change	25 10.6%	66 28.0%	12 5.1%	77 32.6%	56 23.7%	2.69	236 100%
EFFCM13	Ensuring existence of effective leadership during the change process	16 6.8%	52 22.0%	56 23.7%	65 27.5%	47 19.9%	2.68	236 100%
EFFCM14	Implementing sustainable mechanism to ensure continuity of change	29 12.3%	53 22.5%	40 16.9%	77 32.6%	37 15.7%	2.83	236 100%
EFFCM15	Monitoring the changes made within an institution	23 9.7%	61 25.8%	49 20.8%	67 28.4%	36 15.3%	2.86	236 100%
EFFCM16	Involving staff of KCCA in the change management process	26 11.0%	43 18.2%	57 24.2%	70 29.7%	40 16.9%	2.77	236 100%

Mean of mean= 2.715

SA= Strongly Agree, A= Agree, NS= Not sure, D= Disagree, SD= Strongly Disagree

Source: Primary data, 2024

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.

From table 2, 71 respondents representing 30.1% of the total number of respondents agreed with the statement that talked about creation of clear change vision strategy, while 106 respondents representing 44.9% of the respondents disagreed with the statement that talked about creation of a clear change vision strategy and 59 respondents representing 25% of the respondents were not sure when it came to the statement that talked about creation of a clear change vision strategy. The mean of 2.79 implies that most of the respondents disagreed with the statement that talked about creation of a clear change vision strategy ($2.79 < 3.00$).

In related interviews, it was discovered KCCA lacks a clear change vision strategy as:

A key informant had this to say, "since in most cases, policies stem from higher management levels, many times key stakeholders especially the employees and other stakeholders are excluded from the change process and without their input and engagement, the change efforts lack legitimacy and support" (Key Informant 001, 1st January 2024).

One of the key asserted that "some times in the authority, decision-making are driven by short-term considerations rather than a long-term vision for the organization's future which results in reactionary changes that fail to address underlying issues or opportunities" (key informant 003, 4th January, 2024).

Key informant had this to note "the authority lacks metrics to assess progress towards the desired change outcomes and without clear measures of success, it is very challenging to track progress and make informed decisions" (key informant 006, 8th January 2024).

Table 2 indicates that 86 respondents representing 36% of the total number of respondents agreed with the statement that talked about sharing change vision strategy with staff of KCCA, while 109 respondents representing 46.1% of the respondents disagreed with the statement that talked about sharing change vision strategy with staff of KCCA and 42 respondents representing 17.8% of the respondents were not sure when it came to the statement that talked about sharing change vision strategy with staff of KCCA. The mean of 2.91 implies that most of the respondents disagreed with the statement that talked about sharing change vision strategy with staff of KCCA ($2.91 < 3.00$).

Based on table 2, 67 respondents representing 28.4% of the total number of respondents agreed with the statement that talked about assessing change readiness within KCCA, while 111 respondents representing 74.1% of the respondents who were the majority disagreed with the statement that talked about assessing change readiness within KCCA and 58 respondents representing 24.6% of the respondents were not sure when it came to the statement that talked about sharing assessing change readiness within KCCA. The mean of 2.67 implies that most of the respondents disagreed with the statement that talked about assessing change readiness within KCCA ($2.67 < 3.00$).

From table 2, 109 respondents representing 46.1% of the total number of respondents agreed with the statement that talked about conducting change capacity building of the KCCA staff, while 80 respondents representing 33.9% of the respondents disagreed with the statement that talked about conducting change capacity building of the KCCA staff and 47 respondents representing 19.9% of the respondents were not sure when it came to the statement that talked about conducting change capacity

building of the KCCA staff. The mean of 3.16 implies that most of the respondents agreed with the statement that talked about conducting change capacity building of the KCCA staff ($3.16 > 3.00$).

In related interviews, it was discovered that KCCA conducts change capacity building of its staff as:

A key informant had this to say “the authority offers regular training program and workshops focused on change management, resilience, adaptability and other related skills, during these training key topics such as communication, problem-solving and leadership are covered to equip staff with the needed tools for navigating change effectively” (Key Informant 001, 1st January, 2024).

One of the key informants noted that “the authority invests resources in leadership development programs that emphasize change leadership skills, leaders are equipped with knowledge and abilities to effectively lead and support their team through periods of change” (key informant 005, 8th January 2024).

Key informant had this to say, “the authority encourages cross-functional collaboration and knowledge sharing to foster a culture of learning and adaptability, staff members from different departments or teams collaborate on change initiatives, sharing their expertise and experiences to drive successful outcomes” (key informant 007, 11th January 2024).

Results in table 2 shows that 82 respondents representing 34.8% of the total number of respondents agreed with the statement that talked about building competent change team at KCCA, while 113 respondents representing 47.9% of the respondents disagreed with the statement that talked about building competent change team at KCCA and 41 respondents representing 17.4% of the respondents were not sure when it came to the statement that talked about building competent change team at KCCA. The mean of 2.82 implies that most of the respondents disagreed with the statement that talked about building competent change team at KCCA ($2.82 < 3.00$).

Information in table 2 indicates that 127 respondents who were the majority representing 53.9% of the total number of respondents agreed with the statement that talked about developing sound mechanism to minimize resistance to change, while 68 respondents representing 28.8% of the respondents disagreed with the statement that talked about developing sound mechanism to minimize resistance to change and 41 respondents representing 17.4% of the respondents were not sure when it came to the statement that talked about developing sound mechanism to minimize resistance to change. The mean of 3.36 implies that most of the respondents agreed with the statement that talked about developing sound mechanism to minimize resistance to change ($3.36 > 3.00$).

In related interview, it was discovered that KCCA has/ is developing sound mechanism to minimize resistance to change as:

A key informant had this to say “the authority communicates openly and transparently about the reasons for change, the expected outcomes, and the implications for employees. Clear and consistent messaging helps employees understand the rationale behind the change and reduces uncertainty” (Key Informant 001, 1st January 2024).

One of the key informants had this to note “the authority actively involves employees in the change process by seeking their input, feedback, and ideas, this participatory approach helps to increase buy-in and ownership among employees, reducing resistance” (Key Informant 002, 1st January 2024).

A key informant asserted that “the authority identifies and empowers change champions who can advocate for the change, address concerns, and provide support to their

colleagues, and these champions serve as role models and sources of encouragement for others” (Key Informant 003, 4th January 2024).

Key informant asserted that “the authority ensures that the proposed changes align with the organization's values and culture, since when changes are consistent with the organization's identity, employees are more likely to embrace them” (Key Informant 004, 4th January 2024).

Based on table 2, 88 respondents representing 37.3% of the total number of respondents agreed with the statement that talked about ensuring effective communication with staff of KCCA about the change process, while 112 respondents representing 47.5% of the respondents disagreed with the statement that talked about ensuring effective communication with staff of KCCA about the change process and 36 respondents representing 15.3% of the respondents were not sure when it came to the statement that talked about ensuring effective communication with staff of KCCA about the change process. The mean of 2.88 implies that most of the respondents disagreed with the statement that talked about ensuring effective communication with staff of KCCA about the change process ($2.88 < 3.00$).

Table 2 illustrates that 94 respondents representing 39.9% of the total number of respondents agreed with the statement that talked about ensuring availability of adequate resources need for change implementation, while 100 respondents representing 42.4% of the respondents disagreed with the statement that talked about ensuring availability of adequate resources need for change implementation and 42 respondents representing 17.8% of the respondents were not sure when it came to the statement that talked about ensuring availability of adequate resources need for change implementation. The mean of 3.02 implies that most of the respondents agreed with the statement that talked about ensuring availability of adequate resources need for change implementation ($3.02 > 3.00$).

Results in table 2 shows that 85 respondents representing 36% of the total number of respondents agreed with the statement that talked about use of change champions within KCCA, while 105 respondents representing 44.5% of the respondents disagreed with the statement that talked use of change champions within KCCA and 46 respondents representing 19.5% of the respondents were not sure when it came to the statement that talked about use of change champions within KCCA. The mean of 2.96 implies that most of the respondents disagreed with the statement that talked about use of change champions within KCCA ($2.96 < 3.00$).

Information in table 2 indicates 77 respondents representing 32.6% of the total number of respondents agreed with the statement that talked about motivating employees to embrace change, while 118 respondents representing 50% of the respondents disagreed with the statement that talked about motivating employees to embrace change and 41 respondents representing 17.4% of the respondents were not sure when it came to the statement that talked about motivating employees to embrace change. The mean of 2.76 implies that most of the respondents disagreed with the statement that talked about motivating employees to embrace change ($2.76 < 3.00$).

In related interviews, it was discovered that employees at KCCA aren't motivated enough to embrace change as:

Key informant asserted that “sometimes there is inadequate communication about the reasons for change, the benefits it will bring, and how it aligns with the organization's goals, and without clear communication, employees aren't in position to understand the necessity or purpose of the change” (key informant 008, 11th January 2024).

A key informant narrated that “employees sometimes perceive the proposed changes as conflicting with their personal values, career aspirations, or job satisfaction, and when

there is a mismatch between individual and organizational goals, employees are less motivated to embrace change” (key informant 005, 8th January 2024).

One of the key informants noted that “employees in many circumstances feel that there are no incentives or recognition provided for embracing change, and without tangible rewards or acknowledgment for their efforts, employees lack motivation to invest time and energy into adapting to new ways of working” (key informant 004, 4th January 2024).

A key informant had this to say, “at times, our employees feel ill-equipped to adapt to change due to a lack of training and development opportunities, without access to resources or support for acquiring new skills, employees perceive change as a threat rather than an opportunity for growth” (key informant 006, 8th January 2024).

Results in table 2 indicate that 76 respondents representing 32.2% of the total number of respondents agreed with the statement that talked about involving different stakeholders in the change management process, while 118 respondents representing 50% of the respondents disagreed with the statement that talked about involving different stakeholders in the change management process and 42 respondents representing 17.8% of the respondents were not sure when it came to the statement that talked about involving different stakeholders in the change management process. The mean of 2.76 implies that most of the respondents disagreed with the statement that talked about involving different stakeholders in the change management process ($2.76 < 3.00$).

Based on table 2, 91 respondents representing 38.6% of the total number of respondents agreed with the statement that talked about ensuring stakeholder’s commitment towards change, while 133 respondents representing 56.3% of the respondents who were the majority disagreed with the statement that talked about ensuring stakeholder’s commitment towards change and 12 respondents representing 5.1% of the respondents were not sure when it came to the statement that talked about ensuring stakeholder’s commitment towards change. The mean of 2.69 implies that most of the respondents disagreed with the statement that talked about ensuring stakeholder’s commitment towards change ($2.69 < 3.00$).

Table 2 illustrates that 68 respondents representing 28.8% of the total number of respondents agreed with the statement that talked about ensuring existence of effective leadership during the change process, while 112 respondents representing 47.4% of the respondents disagreed with the statement that talked about ensuring existence of effective leadership during the change process and 56 respondents representing 23.7% of the respondents were not sure when it came to the statement that talked about ensuring existence of effective leadership during the change process. The mean of 2.68 implies that most of the respondents disagreed with the statement that talked about ensuring existence of effective leadership during the change process ($2.68 < 3.00$).

Results in table 2 indicate 82 respondents representing 34.8% of the total number of respondents agreed with the statement that talked about implementing sustainable mechanism to ensure continuity of change, while 114 respondents representing 48.3% of the respondents disagreed with the statement that talked about implementing sustainable mechanism to ensure continuity of change and 40 respondents representing 16.9% of the respondents were not sure when it came to the statement that talked about implementing sustainable mechanism to ensure continuity of change. The mean of 2.83 implies that most of the respondents disagreed with the statement that talked about implementing sustainable mechanism to ensure continuity of change ($2.83 < 3.00$).

Information in table 2 indicates 84 respondents representing 35.5% of the total number of respondents agreed with the statement that talked about monitoring the changes made within an institution, while 103 respondents representing 43.7% of the respondents disagreed with the statement that talked about monitoring the changes made within an institution and 49 respondents representing 20.8% of the respondents were not sure when it came to the statement that talked about monitoring the changes made within an institution. The mean of 2.86 implies that most of the respondents disagreed with the statement that talked about monitoring the changes made within an institution ($2.86 < 3.00$).

In related interviews, it was discovered that at KCCA, there is no monitoring of the changes made within the institution as:

One of the key informants noted that “changes made within the organization are not documented systematically; this includes the absence of change request forms, change logs, or updated documentation reflecting modifications.” (Key informant 004, 4th January 2024).

A key informant noted that “the authority lacks formalized procedures for managing change process, systems, or structure and certainly without established protocol changes can occur accidentally without any documentation and accountability” (key informant 007, 11th January 2024).

Key informant had this to say “at KCCA, sometimes there is no requirement for changes to be approved by relevant stakeholders or responsible departments before implementation and this absence of oversight has led to unauthorized and poorly planned changes in the authority” (key informant 002, 1st January 2024).

Based on table 2, 69 respondents representing 29.2% of the total number of respondents agreed with the statement that talked about involving staff of KCCA in the change management process, while 110 respondents representing 46.6% of the respondents disagreed with the statement that talked about involving staff of KCCA in the change management process and 57 respondents representing 24.2% of the respondents were not sure when it came to the statement that talked about involving staff of KCCA in the change management process. The mean of 2.77 implies that most of the respondents disagreed with the statement that talked about involving staff of KCCA in the change management process ($2.77 < 3.00$). The overall mean of 2.715 implied that majority of the respondents disagreed with the statements that depicted enabling factors for change management and service delivery by KCCA ($2.715 < 3.00$).

Inferential statistics of enabling factors for change management and service delivery by KCCA.

This section presents the correlation and bivariate linear regression results of enabling factors for change management and service delivery by KCCA.

Pearson correlation of enabling factors for change management and service delivery (SD) by KCCA.

Pearson correlation analysis was conducted at 95% level of confidence in a bid to determine the relationship between enabling factors for change management and service delivery by KCCA.

Table 3: Pearson Correlation of Enabling Factors for Change Management And Service Delivery By KCCA.

		EFFCM	SD
EFFCM	Pearson Correlation	1	-.070
	Sig. (2-tailed)		.284
	N	236	236
SD	Pearson Correlation	-.070	1
	Sig. (2-tailed)	.284	
	N	236	236

*. Correlation is significant at the 0.05 level (2- ailed).

Source: Primary data, 2024

From Table 3 above, the person correlation coefficient of -0.070 implies that there is a very weak negative relationship between enabling factors for change management and service delivery by KCCA. Furthermore, it also denotes that any improvements in enabling factors of change leads to a reduction in service delivery, and a decline in enabling factors for change management leads to improvement in service delivery. To add on, the p-value of 0.284 which is bigger than 0.05 at 5% level of significance implying that the relationship between enabling factors for change management and service delivery by KCCA is insignificant at 5% levels of significance. Therefore, there is a very weak negative insignificant relationship between enabling factors for change management and service delivery by KCCA.

Regression analysis of enabling factors for change management and service delivery by KCCA.

A bivariate regression analysis was also performed to ascertain and confirm the results of the Pearson correlation results. In addition, it was also conducted to test the hypothesis of the study regarding the specific objective of exploring the enabling factors for change management on service delivery in government parastatals in Uganda; a case of KCCA.

Table 4: Model Summary of Enabling Factors for Change Management And Service Delivery By KCCA.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.070 ^a	.005	.001	.79805

a. Predictors: (Constant), EFFCM

Source: Primary data, 2024

Table 4 above shows the model summary of a bivariate linear regression of enabling factors for change management and service delivery where the Adjusted R² is 0.001 implying that enabling factors for change management account for 0.1% of the total variations in service delivery and the remaining percentage of 99.9% is accounted for by other factors.

Table 5: ANOVA of Enabling Factors for Change Management and Service Delivery by KCCA.

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.734	1	.734	1.152	.284 ^b
	Residual	149.029	234	.637		
	Total	149.763	235			

a. Dependent Variable: SD

b. Predictors: (Constant), EFFCM

Source: Primary data, 2024

To establish whether the regression model was significant, the decision rule was calculated ($p\text{-value} < 0.05$). The results in Table 5 above show; F-Ratio ($F = (.637) = 1.152$, $P > 0.05$). Therefore, the study failed to reject the null hypothesis which stated that the enabling factors for change management on service delivery in government parastatals in Uganda are not known. Thus, the regression model of enabling factors for change management and service delivery is not statistically a good fit in predicting the enabling factors for change management on service delivery. The study, therefore, concludes that the enabling factors for change management on service delivery in government parastatals in Uganda are not known.

Table 6: Regression Coefficient of Enabling Factors for Change Management and Service Delivery By KCCA.

Model		Un standardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	3.719	.197			18.917	.000
	EFFCM	-.071	.066	-.070		-1.073	.284

a. Dependent Variable: SD

Source: Primary data, 2024

Hypothesis testing

H₀: The enabling factors for change management on service delivery in government parastatals in Uganda are not known.

H₁: The enabling factors for change management on service delivery in government parastatals in Uganda are known.

Based on Table 6 above, the standardized beta coefficient of enabling factors for change management is -0.070 which is negative implies that there is a negative relationship between enabling factors for change management and service delivery. In addition, the corresponding p-value of -0.070 is 0.284 which is greater than 0.05 at 5% level of significance implies that the relationship between enabling factors for change management and service delivery is statistically insignificant at 5% level of significance. Therefore, the study fails to reject the null hypothesis which states that the enabling factors for change management on service delivery in government parastatals in Uganda are not known and thus, the study concludes that the enabling factors for change management on service delivery in government parastatals in Uganda are not known.

B. Change management and service delivery by KCCA

This section presents the correlation and bivariate linear regression results of change management and service delivery by KCCA.

Inferential statistics of change management and service delivery by KCCA.

This section presents the correlation and bivariate linear regression results of change management and service delivery by KCCA.

Pearson correlation of change management and service delivery by KCCA.

Pearson correlation analysis was conducted at 95% level of confidence in a bid to determine the relationship between change management and service delivery by KCCA.

Table 7: Pearson Correlation of Change Management and Service Delivery by KCCA

		SD	CM
SD	Pearson Correlation	1	-.048
	Sig. (2-tailed)		.463
	N	236	236
CM	Pearson Correlation	-.048	1
	Sig. (2-tailed)	.463	
	N	236	236

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data, 2024

Table 7 above, the person correlation coefficient of -0.048 implies that there is a very weak negative relationship between change management and service delivery. Furthermore, it also denotes that any improvements in change management leads to a reduction in service delivery, and a decline in change management leads to improvement in service delivery. To add on, the p-value of 0.463 which is bigger than 0.05 at 5% level of significance implying that the relationship between change management and service delivery by KCCA is insignificant at 5% levels of significance. Therefore, there is a very weak negative insignificant relationship between change management and service delivery by KCCA.

Regression analysis of change management and service delivery by KCCA

A bivariate regression analysis was also performed to ascertain and confirm the results of the Pearson correlation results. In addition, it was also conducted to test the hypothesis of the study regarding the specific objective of finding out the effects of change management on service delivery in government parastatals in Uganda.

Table 8: Model Summary of Change Management and Service Delivery by KCCA

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.048 ^a	.002	.002	.79909

a. Predictors: (Constant), CM

Source: Primary data, 2024

Table 8 above shows the model summary of a bivariate linear regression of change management and service delivery where the Adjusted R² is 0.002 implying that change management account for 0.2%

of the total variations in service delivery and the remaining percentage of 99.8% is accounted for by other factors.

Table 9: ANOVA of Change Management and Service Delivery by KCCA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.344	1	.344	.539	.463 ^b
	Residual	149.419	234	.639		
	Total	149.763	235			

a. Dependent Variable: SD

b. Predictors: (Constant), CM

Source: Primary data, 2024

To establish whether the regression model was significant, the decision rule was calculated (p-value < 0.05). The results in Table 9 above show; F-Ratio (F = (.639) = 0.539, P > 0.463. Therefore, the study failed to reject the null hypothesis which stated that change management does not affect service delivery in government parastatals in Uganda. Thus the regression model of change management and service delivery is not statistically a good fit in predicting the effect of change management and service delivery by KCCA.

Table 10: Regression Coefficients of Change Management and Service Delivery by KCCA

Model		Un standardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	3.807	.401		9.484	.000
	CM	-.030	.040	-.048	-.734	.463

a. Dependent Variable: SD

Source: Primary data, 2023

Hypothesis testing

H₀: Change management does not affect service delivery in government parastatals in Uganda

H₁: Change management does not affect service delivery in government parastatals in Uganda

From Table 10 above, the standardized beta coefficient of change management is -0.048 which is negative implies that there is a negative relationship between change management and service delivery. In addition, the standardized beta coefficient of change management of -0.048 also reveals that a unit improvement in change management leads to unit decline in service delivery and a unit decline in change management also lead to unit improvement in service delivery keeping other factors constant. Furthermore, the corresponding p-value of the standardized beta coefficient of -0.048 is 0.463 which is greater than 0.05 at 5% level of significance implies that the effect of change management on service delivery is statistically insignificant at 5% level of significance. Therefore, the null hypothesis which states that change management doesn't affect service delivery in government parastatals in Uganda is accepted and thus, the study concludes that change management doesn't affect service delivery in

government parastatals in Uganda.

2. Summary and Discussion of Findings

Enabling factors for change management and service delivery by KCCA.

In objective one of the study which was to establish the enabling factors for change management and service delivery at KCCA, the findings indicate that the majority of the respondents disagreed with all the statements that reflected enabling factors for change management depicted by mean of mean of 2.7 which is below threshold of three; there is a very weak negative insignificant relationship between enabling factors for change management and service delivery by KCCA; enabling factors for change management accounts for only 0.1% of the total variations in service delivery; and the regression model of enabling factors for change management and service delivery is not statistically a good fit in predicting the enabling factors for change management on service delivery. All this points to the conclusion that the enabling factors for change management on service delivery at KCCA are not known and factors such as goals, strategy and objectives, change plan, and leadership style are not known to contribute to change management on service delivery by KCCA. These findings around objective one disagree with a number of studies discussed in the literature review including the following.

The findings disagree with the study findings of Eririda and Lotfi (2021) that discovered the following known enabling factors for change management on service delivery in organizations; clear and shared change vision and strategy, change readiness and capacity for change, change team performance, activities for managing change management, stakeholder engagement and commitment, leadership, sponsorship, reinforcement and sustainment of change, approach for change, and measurement. The findings also contradict with the study findings of Sakib (2021) which revealed that presence of a plan and objectives, availability of resources, organizational capacity and reputation, awareness of the need for change, stakeholder involvement, communication, and leadership support as enabling factors for change management in NGOs.

The findings also disagree with the study findings of Jones et al. (2019) that discovered that factors such as: effective communication, employee involvement, and effective leadership are key in enabling change. The findings disagree with the study findings of the study done by Australian Institute of Business (2021) which revealed the following factors are enablers of successful change management; planning for change, communicating the why and how of change, integration, motivating staff to embrace change, embracing change with confidence, creating space for people to adjust, and lastly evaluating the change. The findings in objective one still disagree with the study findings of Strother (2021) that postulated having a single point of leadership, leadership conviction, confirmed investments, sufficient and dedicated staff, and commitment to addressing operational issues as one of the known enabling factors for successful change management in organizations.

These findings also disagree with the study findings of Carracher (2023) which argued that there are known six key factors for ensuring successful change management and these are; leadership alignment, stakeholder engagement, communication, change impact and readiness, training, and organization design. Lastly these findings in objective one disagree with the study findings of Walme (2021) that revealed executive buy-in, employee support, presence of change champions, the existence of precise and measurable goals, adaptability, comprehensive training of employees, fun and engaging communication plan, existence of a innovation hub, and existence of a digital component as some of the known enabling factors for change management in organizations.

Change management and service delivery by KCCA

In objective two of the study which was to determine the effects of the change management on service delivery in government Parastatals in Uganda, it was established; that there is a weak negative insignificant relationship between change management and service delivery by KCCA; that change management accounts for only 0.2% of the total variations in service delivery; and that the regression model of change management is not statistically a good fit in predicting the effect of change management on service delivery. These findings agree with a number of studies discussed in the literature review including the following.

The results concur with various studies including; the study findings of Samuel (2018) that indicated that change management affected organizational human resources and service delivery at National University of Rwanda; the study findings of Naidoo (2023) which revealed that change management influenced service delivery in South Africa; the study findings of Makki and EL-Zein (2021) that found out that change management impacted service delivery in the selected municipalities of Lebanese; and the study findings of Wakonyo and Muchemi (2020) that change management has an effect on service delivery by National Police Service in Uasin Gishu.

3. Conclusions.

The study aimed to identify enabling factors for change management and service delivery at KCCA, revealing that respondents largely disagreed with statements regarding these factors, reflected by a mean score of 2.715, below the threshold of 3. The analysis indicated a very weak negative and insignificant relationship between enabling factors for change management and service delivery, with a Pearson correlation coefficient of -0.070 and an Adjusted R² of 0.001, suggesting these factors account for only 0.1% of variations in service delivery. The F-statistics of 1.152, accompanied by a p-value of 0.284, indicated that the regression model was not a good fit. Consequently, the study concluded that enabling factors such as goals, strategy, and leadership style do not contribute to change management at KCCA, leading to the failure to reject the null hypothesis. In a second objective, the study found that change management has a weak negative effect on service delivery, with a decrease in change management resulting in a corresponding increase in service delivery. Thus, it rejected the null hypothesis that change management does not affect service delivery, concluding that it indeed has an effect within government parastatals in Uganda.

4. Recommendations.

The study aimed to identify enabling factors for change management and service delivery at KCCA, revealing that respondents disagreed with the identified factors, resulting in a mean score of 2.7, below the threshold of three. It found a very weak negative relationship between enabling factors for change management and service delivery, with these factors accounting for only 0.1% of the variations in service delivery. Consequently, the study concluded that the enabling factors for change management are not well understood, and the null hypothesis stating that these factors are unknown was not rejected. In contrast, objective two showed that change management has a weak negative effect on service delivery, with a decrease in change management leading to an increase in service delivery. The study rejected the null hypothesis that change management does not affect service delivery, concluding that it does have an impact. Therefore, it recommended that KCCA administrators focus on adaptive, transformational, and intermediary effects of change management to enhance service delivery.

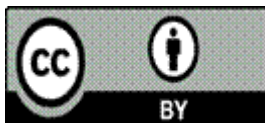
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