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**EFFECT OF STRATEGIC CHANGE MANAGEMENT PRACTICES ON SERVICE
DELIVERY AT THE DIRECTORATE OF IMMIGRATION OF KENYA**

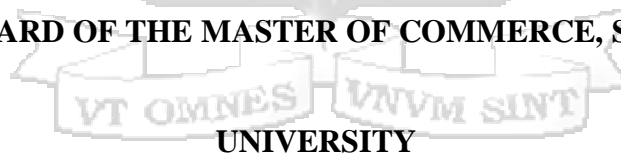
BY

GILLIAN ANYANGO OPAR

ADMISSION NUMBER: 137195

A THESIS SUBMITTED IN PARTIAL FULFILMENT FOR THE REQUIREMENTS

FOR THE AWARD OF THE MASTER OF COMMERCE, STRATHMORE



UNIVERSITY

APRIL, 2023

DECLARATION

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the thesis contains no material previously published or written by another person except where due reference is made in the thesis itself.

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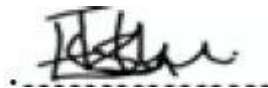


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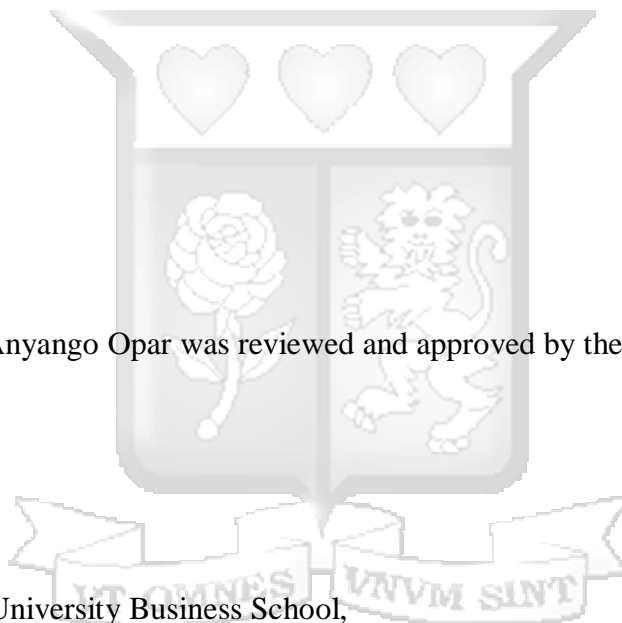
APPROVAL

The thesis of Gillian Anyango Opar was reviewed and approved by the following:

Dr. Kuthea Nguti,



Lecturer, Strathmore University Business School,
Strathmore University.



DEDICATION

I dedicate this thesis to the Almighty God for giving me the strength and good health throughout this study. For the gift of family and friends who are the greatest inspiration to pursue my dreams. Finally, to Dancan Kombo on his unwavering support throughout my study.



ACKNOWLEDGEMENT

I am thankful to God for His grace in the course of my academic pursuits. My deepest sense of appreciation goes to my project supervisor, Dr Kuthea Nguti from whose counsel and critique I benefited immensely. I am also profoundly grateful to Strathmore University for affording me an ample environment for learning. I am sincerely grateful to my course lecturers and my colleagues for the thought-provoking engagements we had during the coursework that helped sharpen the focus of my study. May God bless you all abundantly.



ABSTRACT

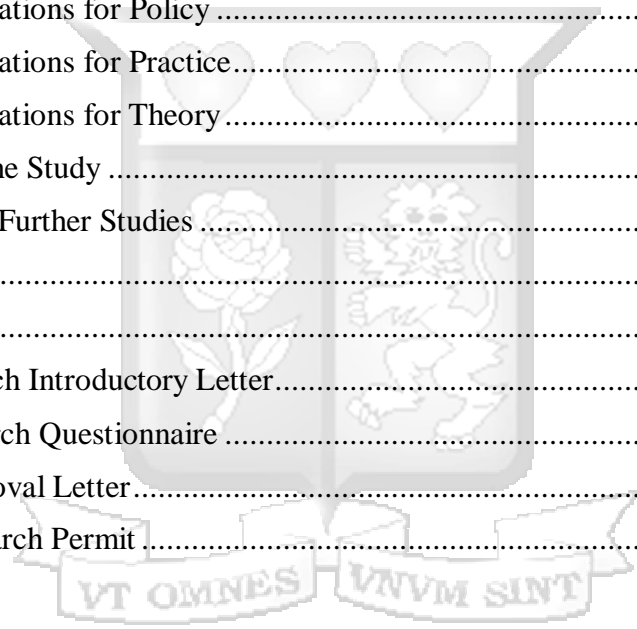
Occasioned by mounting outcry from an increasingly enlightened citizenry, the Kenyan government, as with other public administrations, has in the recent past resorted to reforms under the new public management dispensation. This was aimed at advancing an enhanced service delivery. In the immigration department, a number of service improvements and technological innovations have particularly been introduced in an effort to improve customer experience. It however remains unexplored in the Kenyan body of knowledge, the effect of these strategic change management practices on service delivery, presenting a knowledge gap. The study thus sought to examine the effect of strategic change management practices on service delivery at the Directorate of Immigration Services. More specifically, the study sought to establish the effect of strategic employee participation on service delivery at the Directorate of Immigration Services of Kenya; to determine the effect of strategic corporate communication on service delivery at the Directorate of Immigration Services of Kenya; and to establish the effect of strategic leadership on service delivery at the Directorate of Immigration Services of Kenya. This study employed a descriptive research design. The study targeted 168 senior, middle and operational level staff from the Directorate of Immigration Services headquarters in Nairobi, Kenya. The determined sample size was 118, which were proportionately distributed across the three job cadres. Questionnaires that are structured in design was used to gather information from study participants. Data analysis was then conducted using both descriptive and inferential statistics. This served to provide a general impression of where a majority of respondents lies with regard to the questionnaire items as well as the statistical association between the independent and dependent variables. Strategic employee participation, strategic corporation participation and strategic leadership are significantly associated with service delivery at the Directorate of Immigration Services of Kenya. This implies that a notable proportion of the variance in service delivery at the Directorate of Immigration Services of Kenya is attributed to strategic corporation participation. The study recommends that in order to realize superior service delivery in the management of change among government institutions, public administrations ought to actively involve lower cadre employees in a joint decision making and collective bargaining manner. It is also recommended that public administrations carry out strategic corporate communication in a manner that reduces employee anxiety, through established internal communication channels. It is further recommended that administrative leadership in government institutions provide support, direction, and motivation during the management of change.

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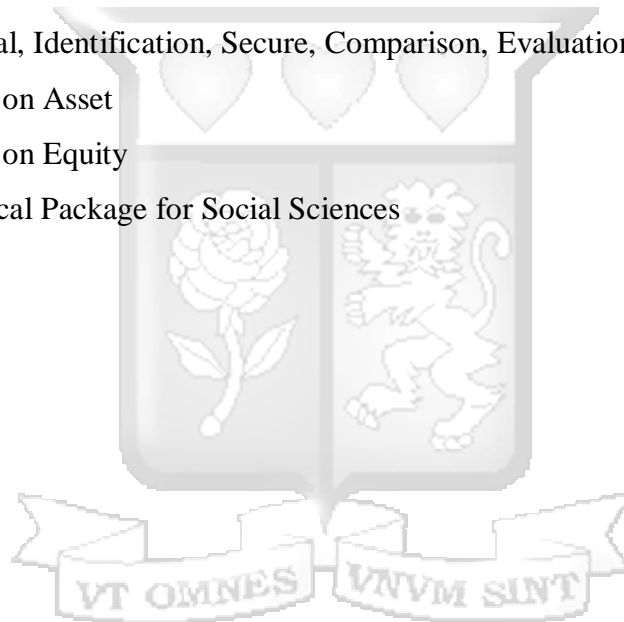


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LIST OF ABBREVIATIONS

CEOs	Chief Executive Officers
CID	Criminal Investigation Department
COVID-19	Coronavirus, 2019
GJLOS	Governance, Justice, Law and Order Sector
ICE	Immigration and Customs Enforcement
IDRC	International Development Research Centre
NCWSC	Nairobi City Water and Sewerage Company
NPM	New Public Management paradigm
OECD	Organization for Economic Co-operation and Development
OOP	Office of the President
PISCES	Personal, Identification, Secure, Comparison, Evaluation System
ROA	Return on Asset
ROE	Return on Equity
SPSS	Statistical Package for Social Sciences



CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The concept of service delivery is defined as the efficiency, reliability and effectiveness with which services are discharged to the intended recipient (Samal & Pradhan, 2020). Service delivery is increasingly gaining prominence particularly in public administrations across both developed and developing economies occasioned by the wave of public sector reforms with the emergence of the new public management paradigm (O'Toole & Kenneth, 2021). Under the new public management dispensation, governments are ideally expected to seek to improve their delivery of services using customer-centric private sector management models. This is in response to sustained complaints by the citizenry regarding poor delivery of services in the public sector, relative to the private sector (Samal & Pradhan, 2020).

Accordingly, governments have sought to realize improvements in their delivery of services through public sector reforms, case in point, the Work Programme (2011-2015) and Canada's Labour Market Agreements (2008-2014) which sought to reform recruitment processes with a focus on the long-term unemployed citizens (Grunig et al., 2021); and the structural reforms in the Ghanaian rural water supply between 2002 and 2005 (Musenze & Balunywa, 2018). In Kenya, various public sector reforms were implemented by the government between 2003 and 2008. These included such efforts as nurturing and instilling significant public service changes and improving the performance of civil servants through extending of Results-Based Management (RBM), an instrument developed by the United Nations Development Group (2017) to manage and monitor strategic planning in the public sector. A notable result is the transformation of the national police from a 'force' to an accountable and professional 'service' (Karanja & Juma, 2020).

Effective service delivery, in light of the NPM dispensation, therefore presupposes that the government guarantees, establishes and fosters a citizen-centered governance; makes excellent administration a policy goal that is purposefully implemented through a variety of regulatory and legislative tools; and ensure that services are delivered in a customer-friendly, effective, reliable and predictable manner (Hodgkinson & Hughes, 2021). Public sector administrators as a result, must determine which activities they must carry out in order to create value to the satisfaction of a citizenry that is more discerning and vocal, and expects accountability and greater services (Besley & Ghatak, 2019). To this end, public sector organizations are increasingly adopting strategic practices traditionally employed in the private sector, key among which include, strategic change management practices in an effort to drive reforms and improve their service delivery (O'Toole *et al.*, 2021). It however remains unexplored in the Kenyan body of knowledge, how strategic change management practices employed in the public sector influence service delivery. This presents a gap in knowledge that the present study set out to address.

Unlike the private sector context in which change is traditionally continuous due to competition and therefore employees are more receptive to change; change resistance has been identified as a key hurdle in the public sector resulting in high failures rates of change projects (Khalid, 2019). This owes to the slow reform process and the fact that most employees are used to the traditional non-competitive way of operation (Handa & Adas, 2020). To address this, a cross-section of studies has recommended the adoption of strategic change management practices aimed at transforming the rigid bureaucratic organizational structure in the public sector into a dynamic structure amenable to change. These include the involvement of employees across job cadres in important decision-making levels (Avortri *et al.*, 2019; Enwereji & Uwizeyimana, 2019); strategic communication for a shared vision (Oreg, 2018; Ganta & Manukonda, 2019); and strategic leadership in place of the

bureaucratic leadership style (Hitt *et al.*, 2017; Musenze & Balunywa, 2018). It however remains unexplored in the Kenyan body of knowledge, how these strategic change management practices employed in the public sector influence service delivery, hence the present study.

Strategic change management is defined as the implementation of change inside an organisation that is required to achieve strategic objectives and goals (Musenze & Balunywa, 2018). These practices are ideally directed at providing adaptive responses to change with a view to achieve better alignment of corporate policies and strategic priorities (Hania & Ahmad, 2017). In empirical literature, strategic change management practices are grounded on various strategic change management models and theories, including Lewin's three (3)-Stage Model of Change (Lewin, 1947), the McKinsey seven (7)S Model (McKinsey & Co., 1970). Based on these theories, strategic change management practices can be operationalized into three concepts, including strategic employee participation, strategic corporate communication and strategic leadership.

Strategic employee participation is defined as a process in which employees are involved in decisions regarding their work, employee participation in organizational change satisfies three core human labor needs: autonomy, meaningfulness and reduced isolation (Avortri *et al.*, 2019). Strategic corporate communication is defined by Oreg (2018) as the ability of an organization to communicate the new priorities, procedures, systems and mission to its numerous stakeholders, including, most significantly, its people, will determine the success of strategic transformation (Ganta & Manukonda, 2019). Strategic leadership is defined as the ability of a leader to foresee, visualize, and preserve flexibility while also empowering others to make strategic changes as needed (Hitt *et al.*, 2017). Leaders are the most important

contributors to the success of any change management initiative, and their influence cannot be overstated.

The Organization for Economic Co-operation and Development (2017) defines service delivery as any interaction with government entities in which individuals, residents, or entities seek or supply information, perform their tasks, or manage their affairs. These services should be acceptable, accessible, available, affordable, and accommodative and as promptly and effectively as possible to the intended receiver (Gagnon & Dragon, 2019). Legislators, beneficiaries and providers of services such as administrators, teachers and doctors form a nexus of connections that offer public services (Khalid, 2019). Improving service delivery could be motivated by a variety of factors, including citizen requests for higher quality services or increased accessibility, or an internal search for better administration or more appropriate operating methods (Handa & Adas, 2020).

According to Govindarajan (2019), quality service delivery is basically the characteristics of a service that satisfactorily meets the prescribed requirements of customers. This is measured by the number of customer referrals, customers' complaints, profitability, efficiency and return visits among other indicators. On their part, Affisco and Soliman (2020) define service delivery as a business component defining relationship between the providers and customers with services being offered by the provider inform of task or information leading to value gain or loss. The authors operationalize service delivery by efficiency, effectiveness, transparency and accountability (Affisco & Soliman, 2016).

Enwereji and Uwizeyimana (2019) reckon that most organizations that offer services are focused on quality of services to ensure customer satisfaction. They operationalize service delivery as including timeliness of delivery and ease of access in addition to customer referrals and customers' complaints. Avortri et al. (2019) intimates that improving the quality

of services requires change underpinned and informed by a more cohesive approach to standards. In this regard, achieving desirable service delivery require that sectors and institutions develop, document, disseminate and apply service delivery standards (Buong & Ayugi, 2017).

Whereas change management has been practiced across government departments in the wake of new public management, the Directorate of Immigration Services stands out as having implemented and managed key landmark changes including the modernization of travel documents to biometric format; introduction of the Personal Identification Secure Comparison and Evaluation System (PISCES); adoption of the e-government strategy; and introduction of visa stickers (Mutua & Machuki, 2018; Wagereka, 2020; Moragori, 2021). Due to its considerable security implications, the immigration docket in Kenya and all other countries is a state matter that occupies a key role in government. This country's restrictions on foreigners' entry and residency stretch back to 1906 when the Immigration Restriction Ordinance was passed. Foreigners, particularly Indians, were prohibited from entering the colony and protectorate of Kenya after the Kenya-Uganda Railway (KUR) or the Iron Snake was completed. Travelers visiting Kenya for the purpose of permanent settlement were subject to rigorous regulations under this and subsequent Ordinances passed in 1940, 1944, 1948, and 1956.

As with other public sector departments, the immigration department is dealing with a wide range of external and internal factors, including political and technological as well as legal and social. According to a recent report by Immigration and Customs Enforcement (ICE), a larger informal sector as well as technology advancements has contributed to a rise in immigration violations. Other issues include the spread of diseases such as HIV/AIDS and Coronavirus-2019 (COVID-19) within the workforce, as well as economic integration and

regional trading blocs. The department also lacked administrative unity and a human approach to meeting client demands because its sections operated independently. There was additional evidence that the Kenyan Immigration Department was riddled with inefficiencies and fraud. To address these concerns, the department chose to implement reforms in accordance with the “Kenya Governance, Justice, Law and Order Sector (GJLOS)” Reform Program.

Accordingly, the three strategic change management practices are manifested at the directorate of immigration of Kenya in their adoption of employee consultation, delegation, joint decision making and collective bargaining to enhance employee participation in managing change (Maobe, 2020). The introduction of an internal communication platform, use of public relations, image and reputation management and stakeholder relations management are also adopted to enhance communication at the directorate (Mutua & Machuki, 2018). Further, the adoption of a leadership style that offers direction, support, motivation, inspiration and stakeholder management are aimed at providing leadership in the management of change at the directorate. Digital leadership is also employed at the directorate with a view to spearhead digital transformation (Maobe, 2020), all in an effort to improve service delivery.

Despite the foregoing strategic change management practices carried out at the directorate of immigration of Kenya, it remains unexplored in the Kenyan body of knowledge, how strategic change management practices employed at the directorate of immigration of Kenya, influence service delivery. This presents a gap in knowledge that the present study set out to address.

1.2 Research Problem

Delivery of public services particularly in most of the developing countries have historically been characteristically cumbersome, ineffective, red taped, costly, too procedural and lacking in transparency, sparking public outcry (Dostal & Olsson, 2020). In this backdrop, public administrations have increasingly resorted to reforms under the NPM dispensation with the aim of advancing an enhanced service delivery through a customer-centric approach to government administration. This implies change in the delivery of services, with the public, the public service recipients, as the customers and key public administration stakeholders (O'Toole & Kenneth, 2021). It is thus eminent that this change be strategically managed with a view to avert resistance and enable a seamless adaption for desired service delivery (Samal & Pradhan, 2020). Three strategic practices have been particularly touted in empirical literature as effective in the management of change, including employee participation, communication and leadership (Eriksson *et al.*, 2020).

As a result, in response to rising public concerns about shortcomings in government agencies and ministries, Kenya's government has implemented extensive reforms, including the adoption of numerous sectoral policies, technological innovations and strategic plans (Mutua & Machuki, 2018). Particularly in the Immigration Department, a number of service improvements and technological innovations have been introduced in an effort to improve customer experience across the three Sections of the Department, including Passport Section, Foreign Nationals Services, the Visa and Exemption Services Section, as well as the Work Permits and Passes section (Moragori, 2021). These include the integration of digital payments and introduction of e-government implementation platform areas such as machine-readable passport system, file movement and Personal, Identification, Secure, Comparison, Evaluation System (PISCES) (Wagereka, 2020). To effectively execute these strategic changes, the administrative leadership at the department has been strategically

communicating the vision to all 384 staff at various cadres across the country (Public Service Commission (PSC), 2021) through internal memos and meetings; and involving employees in a number of consultative and progress meetings for feedback as well as training sessions (Moragori, 2021).

It however remains unexplored in the Kenyan body of knowledge, how these strategic change management practices employed at the Immigration Department, that is strategic employee participation (consultative and progress meetings), strategic corporate communication (internal memos and meetings) and strategic leadership (vision sharing, support and direction) influence service delivery. Pertinent knowledge gaps are also identified in international and regional literature, as extant related studies have either focused on the broader strategic management practices or different organizational contexts other than the Immigration Department. In the United States, Fernandez and Rainey (2018) undertook a study in managing successful change in public organizations but overlooked its effect on service delivery. In Germany, Ridder et al. (2020) undertook a study to analyze public change management processes with reference to local government accounting reforms but also overlooked its effect on service delivery. In India, Burell (2019) conducted a study on change management intervention and the resistance to change in complex organizations, but focused on the private sector; while in Malaysia, Basamh et al. (2018) undertook an empirical study on change management practices and performance in 37 Malaysian government-linked companies. The study however focused on benchmarking and knowledge management.

In Nigeria, Esu and Inyang (2019) set out to determine the challenges and prospects government institutions face in managing change but failed to link the same to service delivery; while Akunne and Ibrahim (2021) focused on employee performance, which is conceptually different from service delivery, in their evaluation of the impact of change

management in the Nigerian Electricity Regulatory Commission. In Namibia, Zvavahera (2019) conducted a study on the effect of strategic management practices on performance appraisal at the University, which is also conceptually different from service delivery. Oakland (2017) studied change management in South African learning institutions but failed to link the same to service delivery; while in Eastern Uganda, Aupal (2019) assessed the effect of change management practices and performance of selected local governments, which are operationally different from a government department.

In Kenya, Karanja and Juma (2020) assessed how the delivery of service in Kenyan state parastatals is affected by strategic management practices, but with reference to national transport and safety authority, which is both structurally and operationally different from the directorate of immigration; while Makokha (2018) studied how delivery of service is influenced by strategic management practices in the Kenya's Nairobi County government, which is also both structurally and operationally different from the directorate of immigration. Kamau (2018) explored how Kenya's telecommunication industry's performance is influenced by the practices of managing strategic change, but with reference to Telkom Kenya Limited, structured and operating different from the directorate of immigration. The foregoing presents a knowledge gap on the effect of strategic change management practices on service delivery at the directorate of immigration of Kenya, warranting the present study.

1.3 Research Objectives

1.3.1 General Objective

The general objective of the study was to establish the effect of strategic change management practices on service delivery at the Directorate of Immigration Services.

1.3.2 Specific Objectives:

- i. To establish the effect of strategic employee participation on service delivery at the Directorate of Immigration Services of Kenya.
- ii. To determine the effect of strategic corporate communication on service delivery at the Directorate of Immigration Services of Kenya.
- iii. To establish the effect of strategic leadership on service delivery at the Directorate of Immigration Services of Kenya.

1.4 Research Questions

- i. What is the effect of strategic employee participation on service delivery at the Directorate of Immigration Services of Kenya?
- ii. What is the effect of strategic corporate communication on service delivery at the Directorate of Immigration Services of Kenya?
- iii. What is the effect of strategic leadership on service delivery at the Directorate of Immigration Services of Kenya?

1.5 Significance of the Study

The study advances various implications for policy, practice and academic improvements. To policy makers, the study has generated important information that can be useful for policy formulation and implementation towards effective change management in the public sector. To ensure orderly economic growth and development, the study also helps the government formulate regulations to regulate the change process in the areas that demand strategic change management for improved service delivery. This will reduce the pressure to deliver on their mandate by adopting the recommended strategic change management practices.

As a result of this research, practitioners in the public and private sectors may gain new insights and knowledge in strategic change management practices. Most importantly, the study will help administrators at the Immigration department plan and implement changes in the future. Management of the Immigration department is also able to identify the best change management practices to enable efficient and effective service delivery in the face of change. Administrators in other government institutions may also benefit from the study as they are informed on how to make future strategic changes, how to manage the changes and leverage the change management practices for superior service delivery.

The findings of this study contribute to the international, regional and Kenyan body of knowledge on change management in the public sector by elaborating how strategic change management practices influence service delivery at the Directorate of Immigration Services in Kenya. The study is thus a reference material for future researchers, academic institutions and scholars. Researchers may also use the findings and suggestions for future studies herein to pursue additional research. The study also adds to their knowledge and enable them to be more informed when undertaking strategic change management. By so doing, the findings of this study add to the existing knowledge on the theories highlighted.

1.6 Scope of the Study

The study confined itself to four (4) strategic change management practices, including strategic employee participation, strategic corporate communication and strategic leadership. Measurement of strategic employee participation was delimited to employee consultation, delegation, joint decision making and collective bargaining; while strategic corporate communication was measured by internal communication channels, public relations and image and reputation management, stakeholder relations management, strategic leadership was on the other hand measured by direction, support, motivation, inspiration and stakeholder

management. Service delivery was operationalized by effectiveness, efficiency, reliability and financial viability. The study made use of quantitative data, which was collected by structured questionnaires and analyzed by both descriptive and inferential statistics. The geographic scope was Nairobi County and the study was conducted over a period of one (1) month.

1.7 Chapter Summary

This chapter has built the case for the study by discussing the background to the study, followed by an in-depth characterization of the study variables that is strategic change management practices and service delivery in terms of their definition, application and operationalization. It is further discussed in the chapter, the research problem, objectives, research questions, significance and scope of the study. The next chapter focuses on the literature review as guided by the study objectives. The third chapter discusses the proposed research methodology; while chapter four covers the analysis of results as obtained from the field, and their subsequent discussions with reflections from previous related studies. The report culminates in chapter five, which presents a discussion of the key findings of the study are presented, the consequential conclusion drawn and recommendations for policy, practice and research presented.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter focuses on the study's literature review. The theories that guided the research are presented and discussed in detail. Additionally, a summary of empirical studies and research gaps is included along with a review of the theoretical foundation.

2.2 Theoretical Framework

Whereas a myriad of theories underpins the concepts of strategic change management and service delivery, of pertinence in the association between the two concepts in the present context include the Kurt Lewin's change management theory and the New Public Management theory. This study is thus anchored on the two theoretical frameworks owing to their application in implementing and managing change in order to improve service delivery in the public sector.

2.2.1 Kurt Lewin's Change Management Theory

According to Lewin (1947), there are three stages to implementing change. These are termed as Unfreeze, Change and Refreeze. In order to implement a strategic change, the first step is to unfreeze the status quo (Lewin, 1947). Individuals and the organization are getting ready for the shift from the existing state to the intended state during this phase. The more urgent the need for change is acknowledged, the more driven individuals and organizations are to implement it (Akunne & Ibrahim, 2021). Consequently, it is more likely that a deadline for implementing change will be met if incentives and penalties are tied to it (Muma, 2016). As a result, the problem must be identified, data on possible solutions must be gathered, senior

management must be consulted, action plans must be developed and finally, the suggested change and actions must be strategically communicated (Fernandez & Rainey, 2018).

Change occurs in the second stage, where things really get going (Palmer & Dunford, 2008). In order to facilitate the implementation of change, new attitudes and behaviors are being formed. At this point, it is critical to communicate and provide employees with the tools they need to learn new methods and to reward those employees who do so (Burnes, 2007). Employees must be convinced that the old ways are no longer helpful in order for change to be successful. They must be convinced to work together in executing the change and be backed by strong leadership (Palmer & Dunford, 2008). The change is then executed, follow up done and repercussions analyzed (Kraft, 2008). Notable changes in this regard may include the involvement of employees in key decisions, offering leadership and/or introducing effective channels of communication.

To prevent people from going back to their previous ways of doing things, the final stage is known as "refreezing" (Lewin, 1947). The leadership can come up with policies and procedures that can be used to accomplish this. In addition, they can introduce reward systems help to ensure that the change is long-lasting (Fernandez & Rainey, 2018). At this point, it's important to keep an eye on things and figure out new ways to improve operations. In recent years, Lewin's approach to transformation has been widely criticized (Palmer & Dunford, 2008). His approach has been seen as assuming that organizations operate in a stable state and ignoring the power and politics of the organization. Furthermore, some contend that his strategy is top-down, ignoring the input of employees (Burnes, 2004). A number of businesses have achieved success with this technique, as Hossan (2015) points out in his article. Perhaps Lewin's critics were unaware that he was addressing the forces that drive or resist change when they panned his work.

The theory is relevant in this investigation as it grounds the three strategic change management practices across the phases of organizational change, that is unfreeze, change and refreeze. At the unfreezing stage the theory was used to demonstrate that the administration must provide strategic leadership by strategically communicating their vision for change and steering the employees towards change through ensuring their participation in order to avoid change resistance. At the changing phase, the theory was used to demonstrate that strategic communication is also critical for employees to be convinced that the old ways are no longer helpful in order for change to be successful. Employees must also be involved at this stage in order to build a strong organizational culture with new attitudes and behaviors being formed. At the refreezing stage, the theory was used to demonstrate that the leadership must be strategic by formulating policies and procedures to ensure that the change is sustained. Effective communication is important to keep employees engaged and focused on the new practices.

2.2.2 New Public Management Theory

The new public management theory forms the main anchoring theory in the present study. The proponent, new public management is defined by Hood (1991) as a set of procedures and organizational topics relating to reforms in the public sector aimed at increasing the effectiveness, financial feasibility, relevance, and efficiency of service delivery. New public management is a technique of administering public sector entities that is used at both the subnational and national levels in the public service and government organizations and institutions (Hood, 1991). New public management emerged as a replacement to the traditional public management model in the mid-1980s and 1990s (Batley & Larbi, 2004).

The basic principles of the new public management theory can best be described when split into seven different aspects elaborated by Hood (1991): Management, Performance standards,

Output controls, Decentralization, Competition, Private-sector management and Cost reduction. According to Hood (1991), because of its belief in the importance and strength of privatizing government, it is critical to have an emphasis on management by engaging in hands-on methods. This theory allows leaders the freedom to manage freely and open up discretion. It is critical to preserve express measures and measures of execution in a workforce. Utilizing this strategy advances clarification of goals/intent, targets, and markers for movement (Kaboolian, 1998). Roberts (2018) further acknowledges the "shift from the use of input controls and bureaucratic procedures to rules relying on output controls measured by quantitative performance indicators". This aspect requires using performance based assessments when looking to outsource work to private companies/groups.

The new public management theory advocates frequently moved from a bound together administration framework to a decentralized framework in which directors pick up adaptability and are not constrained to organization restrictions (Hope, 2001). With regard to competition, can advance competition within the public sector which may in turn lower fetched, dispose of debate and conceivably accomplish a better quality of progress/work through the term contracts (Farazmand, 2006). Competition can too be found when the government offers contracts to the private segments and the contract is given in terms of the capacity to provide the benefit viably, quality of the merchandise given, subsequently this will increment competition since the other private division which did not get the contract will make strides to make strides the quality and capacity subsequently encouraging competition (Manning & Lau, 2016).

This viewpoint on private-sector management centers on the need to set up short-term labor contracts, create corporate plans or trade plans, execution assentions and mission statements (Morisson & Doussineau, 2019). It moreover centers on setting up a working environment in

which open representatives or temporary workers are mindful of the objectives and intention that offices are attempting to reach. With regard cost reduction, the most effective aspect of the new public management theory which has led to its ascent into global popularity focuses on keeping cost low and efficiency high. "Doing more with less" moreover cost reduction stimulates efficiency and is one way which makes it different from the traditional approaches to management (Batley & Larbi, 2004).

While concepts on new public management have carried out globally and a lot of economies have adopted restructurings linked with it, numerous criticisms have been published against it. Prominent among the criticisms is by Maor (1999) who argued that offering public administrators more autonomy to administer programs may lead to focusing decision-making in them. Therefore, new public management may result in consolidated decision making by administrators in public organizations (Batley & Larbi, 2004). Hope (2001) further argues that there are blurred lines between policymaking and providing services in the new public management system. Questions have also been raised about the potential politicization of the public service, when executives are hired on contract under pay-for-performance systems. The ability for citizens to effectively choose the appropriate government services they need has also been challenged.

The new public management theory is relevant in the present as it was used to measure the concept of service delivery along the 4 identified measures It was also used to underpin how the three strategic change management practices influence the effectiveness, financial feasibility, relevance, and efficiency of service delivery at the immigration department. This is in view of the assumption that the three practices of employee participation, strategic corporate communication and strategic leadership were introduced at the directorate with a view to realize superior service delivery.

2.3 Conceptual Review

The present study is based on two main concepts that is strategic change management practices and service delivery. These are explored in this section, in reference to their conceptual characterization and operationalization.

2.3.1 Strategic Change Management

Ganta and Manukonda (2019) define change in an organizational setting as any changes to the administration, structure, workers, procedures, or other activities linked to them. Since change can have both negative and positive effects on organizational results, the necessity to manage change is becoming a top priority (Nwachukwu *et al.*, 2018). This implies that change management is critical for effectively managing and adapting, as well as combating opposition to change (Pasha & Poister, 2020). As such, change ought to be managed strategically to counter the confounding externalities occasioned by such external and internal attributes as environmental, political, economic, social as well as trends in business (Eriksson *et al.*, 2020).

Strategic change management is grounded in empirical literature, by a number of theories and management, including Lewin's three (3)-Stage Model of Change (Lewin, 1947), the McKinsey seven (7)S Model (McKinsey & Co., 1970), the ADKAR Change Management Model (Hiatt, 2003), Kübler-Ross Change Curve (Kübler-Ross, 1969), Bridges' Transition Model (Bridges, 1991), Satir Change Model (Satir, 1991), Kotter's Theory (Kotter, 1996) and the Deming Cycle (Deming, 1950).

The foregoing theories have grounded and informed a number of strategic change management practices identified in empirical literature. Common among these include strategic employee participation drawn from Nudge theory's principle of 'considering employee point of view' (Thaler, 2008); strategic corporate communication drawn from the

fourth stage of Kotter's Theory, which is to 'communicate the vision' (Kotter, 1996) and Nudge theory's principle of 'listening to employee feedback'; and strategic leadership drawn from a combination of all 8) stages of Kotter's Theory, as they portray strategic leadership attributes, which include creating a sense of urgency; build the change team; form a strategic vision; communicate the vision; remove barriers to change; focus on short-term wins; maintaining momentum and instituting change (Kotter, 1996).

Strategic change implementation necessitates that organizations win over a critical mass of employees whose buy-in and active commitment and participation is necessary to provide the energy requisite for change to occur (Enwereji & Uwizeyimana, 2019). Employees not only feel engaged and valued, but change managers also gain critical knowledge that will aid them in making more informed choices while implementing a change (Petouhoff, 2019). Involving employees in the implementation of change can be done by moving decision making from the chief executive's office to the lower levels of the organization.

With regard strategic leadership, an organization needs to give employees a clear strategic direction and a mandate broad enough to encourage enterprising behavior, risk-taking, flexibility and innovation in line with the organizational strategy (Ganta & Manukonda, 2019). Leaders in organizations that are constantly undergoing change have to therefore have the ability to both lead and manage this ongoing change (Ganta & Manukonda, 2019). The leaders of an organization must be the visionaries, champions, and role models for the change they want to implement (Hania & Ahmad, 2017). The leadership's ability to inspire a change-oriented organizational culture is also an important attribute in whether or not an organization's leaders are able to successfully implement change (Musenze & Balunywa, 2018).

Efficient internal communications that correlate to each step of the strategy is an essential component of strategic transformation. Employees are more likely to be ready for change when they get notices of upcoming changes that are timely, relevant, and address their concerns (Petouhoff, 2019). When managers communicate effectively with their employees, they reduce employee anxiety, promote employee self-efficacy so that they are confident in their ability to function once a change is enacted, and inform employees of the change's implications (Ganta & Manukonda, 2019).

2.3.2 Concept of Service Delivery

The concept of service delivery has r been previously operationalized (Lufonyo, 2018; Hassan, 2019; Garrison et al, 2020) by four dimensions as per the new public management theory. New public management seeks to reform service delivery in public administration towards effectiveness, financial feasibility, relevance, and efficiency through the importation of private sector practices to the internal workings of public administration (Hood, 1991). In light of this, the present study will operationalize service delivery as per the new public management theory as it is deemed to factor in the Kenyan public's anticipation of services as effective, financially feasible, relevant and efficient.

Effectiveness is the beginning point for evaluating an organization's performance, and it is described as the degree to which an institution can achieve its objectives (Handa & Adas, 2020). Effectiveness is thus a requirement for the company to achieve its objectives and therefore a measure of service delivery. Among the indicators of effectiveness in the public sector include the goal achievement, number of customers attended to, products/service quality, service usage and access, life change quality, products or service demand as well as indicators of growth for coverage of funding, services, programs and clients (Brudney & Condrey, 2018; Blickendorfer & Janey, 2020; Handa & Adas, 2020).

Efficiency is described as a ratio that represents a comparison of outputs achieved vs costs expended to achieve these objectives (Cockerill et al., 2019). Every company has a limited number of resources with which to deliver services and goods, and it must work within those limits (Zammuto, 2018). Indicators include outputs per staff, cost per or program or service provided, overhead to total program or service cost, cost per customer served, employee turnover and absenteeism rates, program rates of completion, system breakdown frequency, and service delivery timeliness (Zammuto, 2018; North, 2019; Cockerill *et al.*, 2019).

An organisation's ability to achieve the requirements and acquire the approval of its core future, present, and past stakeholders is one of the most important service delivery variables (Blickendorfer & Janey, 2020). From the standpoint of stakeholders, an organization's performance is defined as the amount to which every stakeholder's demands and criteria are met. As a result, institutions must be pertinent to their most important stakeholders (Lufonyo, 2018). Among the relevance indicators include satisfaction of stakeholder, number of new services and programs, partner attitude changes, changes in roles, reputation changes among peer institutions, services and programs acceptance by stakeholders, number of new and old financiers, changes in organizational adaptability and innovation, organizational reputation changes among core as well as program and service changes in relation to altering client systems (Lufonyo, 2018; Zammuto, 2018; Blickendorfer & Janey, 2020).

Financial viability is a vital long- and short-term concern, whether in the public sectors, which depend on development bank or government funding or loans or private sector, where financial health is measured by profits (Cockerill et al., 2019). Financial viability is described as an institution's ability to earn enough funds to pay its debts, as well as be successful and lucrative in the not-for-profit institutional context (North, 2019). Key financial viability indicators include ratio of biggest financier to overall income; alterations to net operating

capital over three years; ratio of current assets to current liabilities; ratio of cash to deferred revenues; ratio of total assets to total liabilities, level of funding source diversification; growth indicators with respect to number of financiers, amount of mobilized resources, assets, revenues, capital; and regularity or frequency of hiring to offer services (Brudney & Condrey, 2018; North, 2019; Cockerill *et al.*, 2019). Against this backdrop, service delivery is operationalized in this study by four indicators, including effectiveness, financial viability, relevance and efficiency. This owes to the theoretical grounding of the four measures by NPM.

2.4 Empirical Review

This section provides a review of past studies of different scholars as they relate to the objectives of the study. The review is thematically structured along the three independent variables including strategic employee participation, strategic corporate communication and strategic leadership in relation to the dependent variable that is service delivery.

2.4.1 Strategic Employee Participation and Service Delivery

In the presented study, strategic employee participation entails the involvement of employees in the implementation of change, by moving decision making from the chief executive's office to the lower levels of the organization. Employees in this case are involved in decisions regarding their work, employee participation in organizational change satisfies three core human labor needs: autonomy, meaningfulness and reduced isolation (Avortri *et al.*, 2019). An organization needs to give employees a clear strategic direction and a mandate broad enough to encourage enterprising behavior, risk-taking, flexibility and innovation in line with the organizational strategy (Ganta & Manukonda, 2019).

In Western Europe, Wilkinson *et al.* (2019) looked at direct involvement in ten European nations. Employing a descriptive survey design, this evaluation of the reach, range, and

degree of various types of direct engagement included over 6,000 top managers who responded to online questionnaires. Active intervention had positive impacts on economic performance (output increase, lower cost and product or service quality improvement). Similarly, Williamson (2018) conducted desktop research in Canada on the impacts of increasing employees' direct involvement in decision-making on company value inputs in an informal reward setting. Employee engagement in decision-making, according to the study, gives employees the ability to use personal private knowledge, which can result in improved judgments for the company, ultimately boosting its performance. The studies were however conducted in reference to commercial sector entities in developed economic contexts, results of which may not be generalizable to the public sector context in Kenya. The studies were also focused on financial outcomes which are conceptually different from service delivery and therefore measured differently.

The effectiveness of representational employee engagement on organizational performance was investigated by Berg et al. (2017). They compared four neighboring nations –the United Kingdom, Germany, Belgium, and the Netherlands in an inter-country research. The comparative desktop review discovered that works councils or working groups committees as well as the power of trade unions exert varying degrees of influence on organizational performance. In a similar study, Sofijanovska and Zabijakin-Chatleska (2020) investigated the link between employee engagement in decision-making and problem-solving and observed organizational effectiveness in the Republic of Macedonia. Employing an explanatory study design, work engagement was found to be positively connected to observed organisation effectiveness in the study. Further an investigation on employee engagement in the Malaysian private sector was done by Parasuraman, Kelly, and Rathakrishnan (2018). The study's findings revealed that higher staff participation resulted in improved service delivery.

The foregoing studies were however conducted in reference to commercial sector entities in developed economic contexts, results of which may not be generalizable to the public sector context in Kenya. The studies were also conducted in relation to the national culture context of developed economies which is socio-economically different from both the national and organizational culture context in the Kenyan public sector. Further, because the present research was carried out in a developed economy, the results may not be applicable to the Kenyan context.

Addai (2019) investigated in a descriptive survey, the relationship between judgment, employee participation, and motivation of employees in Ghana's banking industry. Employee involvement in different initiatives increases job satisfaction and boosts commitment to the firm, according to the conclusions of this research study. It was shown that including employees in choices and changes in policy that directly influences their jobs, as well as allowing them to become more independent, significantly boosts overall morale. The study was however conducted in reference to the banking sector, and therefore the findings may not be generalizable to the public sector context, which is the focus in the present study.

In a similarly study, Ontiri (2018) employed the descriptive survey design on their study on the effect of employee participation on service delivery with reference to Nairobi City Water and Sewerage Company (NCWSC) in Nairobi City County, Kenya. The study's results demonstrate that employee participation had a statistically significant impact on service delivery. Similarly, Kuria (2017) looked into the impact of employee involvement on the functioning of a Kenyan government healthcare facility. According to the descriptive study's aims and findings, employee engagement, delegating, collaborative judgement call, bargain collectively, and leadership style all have a role in improving the performance of government healthcare institutions. The studies were however focus on different organizational contexts,

including the NCWSC and government healthcare institutions respectively, which are both functionally and operationally different from the immigration department and findings thereof may therefore not be applicable in the present context.

A majority of the foregoing studies (Williamson, 2018; Wilkinson et al., 2019) were conducted in reference to commercial sector entities in developed economic contexts, results of which may not be generalizable to the public sector context in Kenya. Most of the studies were also focused on financial outcomes which are conceptually different from service delivery and therefore measured differently. Further, most of the foregoing studies (Parasuraman et al., 2018; Sofijanov & Zabijakin-Chatleska, 2020; Berg et al., 2017) were conducted in reference to commercial sector entities in developed economic contexts, results of which may not be generalizable to the public sector context in Kenya. To address the foregoing studies, the present study sought to establish the effect of strategic employee participation on service delivery at the Directorate of Immigration Services of Kenya.

2.4.2 Strategic Corporate Communication and Service Delivery

In this study, strategic corporate communication denotes the transmission of change messages accurately from one level of the organization to another. The study argues that employees are more likely to be ready for change when they get notices of upcoming changes that are timely, relevant, and address their concerns (Petouhoff, 2019). When managers communicate effectively with their employees, they reduce employee anxiety, promote employee self-efficacy so that they are confident in their ability to function once a change is enacted, and inform employees of the change's implications (Ganta & Manukonda, 2019).

Vig, Dumicic, and Klopotan (2017) investigated in a descriptive survey, how corporate communication about working circumstances, organizational services and products, vision and leadership impacted an organization's success in a study conducted in Croatia. According

to the findings, financial performance was found to be influenced by corporate communication on goods and services, management and vision, and working conditions. In a similar study, Zerfass and Sherzada (2020) investigated in an explanatory study, how German Chief Executive Officers (CEOs) saw the importance of strategic messaging to their companies. Communication activities such as communicating, reputation and image administration, and shareholder relations management, according to the CEOs, led to the organization's profitability and financial success. The studies were however focused on financial performance which is conceptually different from service delivery. The studies were also conducted in reference to the commercial sector, and therefore the findings may not be generalizable to the public sector context, which is the focus in the present study.

Grunig, Grunig, and Dozier (2021) from New Jersey investigated the link between great public connections and successful organizations in three nations using communication management as a case study. Channels of communication, according to the authors, help stakeholders communicate more effectively. Similarly, Burge (2020) examined in a desktop study, how the concepts of business communication strategies laid out in public affairs theory match with public relations practice in South Africa. The findings imply that public relations professionals take a more pragmatic approach to their work than those who take a theoretical approach. The studies were however conducted in reference to commercial sector entities in developed economic contexts, results of which may not be generalizable to the public sector context in Kenya. The studies were also qualitative in design and the approaches employed may not be amenable to the present study's quantitative approaches.

On their part, Singh (2019) evaluated the influence of comprehensive strategic policy on delivery of services and better governance in the KwaZulu-Natal department of sport and recreation, also in South Africa. The investigation used an experimental technique that

included questionnaires, interviewing, and observations to collect pertinent information from DSR officials and constituents in order to identify areas that needed to be reviewed in terms of communication. E-Government is a new way of service delivery in today's world, and the effectiveness of the digital governmental system is heavily reliant on information systems being integrated into the communication strategy. The study was however focused on the department of sport and recreation which is functionally and operationally different from the immigration department and findings thereof may therefore not be applicable in the present context.

In a different study, the impact of Airtel Kenya's internal communications tactics on its financial results was investigated by Ojwang' (2018). The research was a survey study that gathered data through interviews and questionnaires. Airtel Kenya Investor Relations Division and 248 Airtel Kenya consumers made up the sample group. Airtel Kenya's internal communications initiatives had an impact on the profitability in the categories of income, market dominance, value creation, and client satisfaction, according to the report. The study was however focused on Airtel Kenya which is commercial in nature and therefore functionally and operationally different from the immigration department and findings thereof may thus not be applicable in the present context.

A majority of the foregoing studies (Zerfass & Sherzada, 2020) studies focused on financial performance which is conceptually different from service delivery. The studies (Ojwang', 2018; Singh, 2019) were also conducted in reference to the commercial sector, and therefore the findings may not be generalizable to the public sector context, which is the focus in the present study. Some studies (Burge, 2020) were also conducted in reference to commercial sector entities in developed economic contexts, results of which may not be generalizable to the public sector context in Kenya. Some studies (Burge, 2020) were also qualitative in

design and the approaches employed may not be amenable to the present study's quantitative approaches. To address the gaps, the present study set out to determine the effect of strategic corporate communication on service delivery at the Directorate of Immigration Services of Kenya.

2.4.3 Strategic Leadership and Service Delivery

In the present study, strategic leadership concerns the leadership's ability to inspire a change-oriented organizational culture, an important attribute in whether or not an organization's leaders are able to successfully implement change (Musenze & Balunywa, 2018). Leaders in organizations that are constantly undergoing change have to therefore have the ability to both lead and manage this ongoing change (Ganta & Manukonda, 2019). Leaders are the most important contributors to the success of any change management initiative, and their influence cannot be overstated. They must therefore be the visionaries, champions, and role models for the change they want to implement (Hania & Ahmad, 2017).

With reference to the Thungulu District Municipality, Ndlovu (2018) evaluated in a desktop study, strategic leadership as a means of promoting service delivery by local government in South Africa. The execution of effective management at the uThungulu District Municipality was found to be inconsistent with strategic theoretical approaches. Absence of strategic leadership was determined to be the cause of poor delivery of services, long delays, poor communication, failure to align nationwide, regional, and local programs, weak governance, and inability to establish policies. The study was however focused on the Thungulu District Municipality in South Africa which is contextually different from the immigration department and findings thereof may therefore not be applicable in the present context.

Similar results are reported by Mungania and Karanja (2019) who argue that leadership, according to, is a crucial component determining the strategic plan implementation.

According Mungania and Karanja (2019), performance of an organization is connected to the collective influence of leaders at various hierarchical levels in organizations of any size. Also employing a desktop design, Ragul (2021) conducted a critical review of literature on strategic leadership and service delivery in organizations. The study established that strategic leadership is a key success factor in organizational performance and therefore in the delivery of service for the benefit of the public. Another desktop study by Gaitho (2018) critically evaluated how leadership characteristics, ethics, and accountability are linked to service delivery. The assessment emphasized the need for legislators to establish a regulatory regime to foster strong leadership, improve ethics, and increase accountability in order to improve service delivery. The studies were however desktop in design and therefore not context-specific. The findings may therefore not be applicable in the present study context.

Shimengah (2018) undertook a study of the literature to investigate the impact of strategic leadership techniques on service delivery in Kenyan county administrations. Effective management approaches, according to the study, can improve service delivery. By better managing resources, involving citizens, and reducing bureaucracy, electing and selecting county executives who are professionally competent and possess critical leadership attributes helps hasten the achievement of devolution goals. In a similar descriptive study, Gaitho *et al.* (2018) investigated the link between county government effective management and service delivery in Kenya. Strategic leadership was found to have a considerable impact on service delivery among Kenyan county administrations. The studies were however conducted in the context of County Governments in Kenya, findings of which may not be generalizable to the present study context.

2.5 Summary of Research Gaps

Empirical studies have revealed two categories of gaps namely conceptual and contextual. Conceptual gaps relate to the relationship between the concepts of strategic change management and service delivery. This is particularly in reference to previous studies having explored one of the two concepts in isolation of the other. The study's context, in this case government entities in particular reference to the Directorate of Immigration of Kenya, is the focus of contextual gaps. In this regard, previous studies may have explored either of the concepts focused on in the present study, but in organizational contexts other than the Directorate of Immigration of Kenya. Table 2.1 highlights the many gaps in the literature that were observed during the review process.

Table 2.1: Summary of Research Gaps

Researcher(s)	Title of Study	Key Findings	Key Gaps	How the current study addresses the gaps
Ontiri (2018)	Effect of employee participation on service delivery with reference to NCWSC in Nairobi City County, Kenya	Employee participation had a statistically significant impact on service delivery	The study was however focus on NCWSC, which is functionally commercial in nature and therefore operationally different from the immigration department and findings thereof may therefore not be applicable in the present context	The present study explored employee participation and service delivery with reference to the directorate of immigration of Kenya
Kuria (2017)	Impact of employee involvement on the functioning of a Kenyan government	Improvement of performance of government healthcare institutions was found to be a	The study was however focused on government healthcare institutions, which are	The present study explored employee participation and service delivery with

	healthcare facility	function of employee consultation.	functionally and operationally different from the immigration department and findings thereof may therefore not be applicable in the present context.	reference to the directorate of immigration of Kenya.
Singh (2019)	Influence of comprehensive strategic policy on delivery of services and better governance in the KwaZulu-Natal department of sport and recreation	Effectiveness of the digital governmental system is heavily reliant on information systems being integrated into the communication strategy	The study was however focused on the department of sport and recreation which is functionally and operationally different from the immigration department and findings thereof may therefore not be applicable in the present context	The present study explored strategic corporate communication and service delivery with reference to the directorate of immigration of Kenya.
Vig et al. (2017)	Impact of corporate communication on an organization's success in Croatia	Financial performance was found to be influenced by corporate communication on goods and services, management and vision, and working conditions	The study was however focused on financial performance which is conceptually different from service delivery	The present study explored strategic corporate communication and service delivery with reference to the directorate of immigration of Kenya.
Ojwang' (2018)	Impact of Airtel Kenya's internal communications tactics on its financial results	Airtel Kenya's internal communications initiatives had an impact on the profitability	The study was however focused on Airtel Kenya which is commercial in nature and therefore functionally and operationally different from the immigration department and	The present study examined strategic corporate communication and service delivery with reference to the directorate of immigration of Kenya.

			findings thereof may thus not be applicable in the present context	
Shimengah (2018)	Impact of strategic leadership techniques on service delivery in Kenyan county administrations.	Effective management approaches, according to the study, can improve service delivery	The study was however also desktop in design and therefore not context-specific.	The present study took the descriptive design in examining strategic corporate communication and service delivery with reference to the directorate of immigration of Kenya.
Gaitho <i>et al.</i> (2018)	Link between county government effective management and service delivery in Kenya	Strategic leadership was found to have a considerable impact on service delivery	The study was however conducted in the context of County Governments in Kenya	The present study explored strategic leadership and service delivery with reference to the directorate of immigration of Kenya

Source: Researcher (2022)

2.5 Operationalization of Study Variables

Operationalization of variables refers to the process of defining the variables to remove ambiguity. These variables must be defined in such a way that they can be measured either quantitatively or qualitatively. In this study, the factor variable is strategic change management practices while the dependent variable is service delivery. Table 2.2 presents a summary of the operationalized variables in this study.

Table 2.2: Operationalization of Study Variables

Variable	Operational Indicators	Operationalized measures	Supporting Literature	Measurement Scale
Strategic Change Management	Employee participation	<ul style="list-style-type: none"> Employee consultation Joint decision 	Kuria (2017)	5-point Likert Scale

Practices (Independent)	Communication	<ul style="list-style-type: none"> making • Collective bargaining • Internal communication channels • Relevant • Timely • Stakeholders' concerns 	Vig et al. (2017)	
	Leadership	<ul style="list-style-type: none"> • Direction • Support • Motivation • Inspiration • Stakeholder Management 	Ndlovu (2018)	
Service Delivery (Dependent)	Effectiveness	<ul style="list-style-type: none"> • Goal achievement • Charter • Protocol • Feedback 	Brudney & Condrey (2018)	5-point Likert Scale
	Efficiency	<ul style="list-style-type: none"> • Service delivery timelines • Use of infrastructural physical facilities • Financial resource use • System breakdown frequency • Benchmark 	Zammuto (2018)	
	Relevance	<ul style="list-style-type: none"> • Revision of programs • Periodic mission review • Stakeholder need assessment • New innovations 	Lufonyo (2018)	
	Financial viability	<ul style="list-style-type: none"> • Sustained support • New sources of funding • Less expenses than revenue • Liabilities are less than assets • Surplus of funds 	Brudney & Condrey (2018)	

Source: Researcher (2022)

2.6 Conceptual Framework

From the review of existing theoretical and empirical knowledge, it is evident that strategic change management practices affect the outcome of change initiatives, in this case, service delivery. The model in figure 2.1 shows the how each practice affects service delivery at the Directorate of Immigration of Kenya.

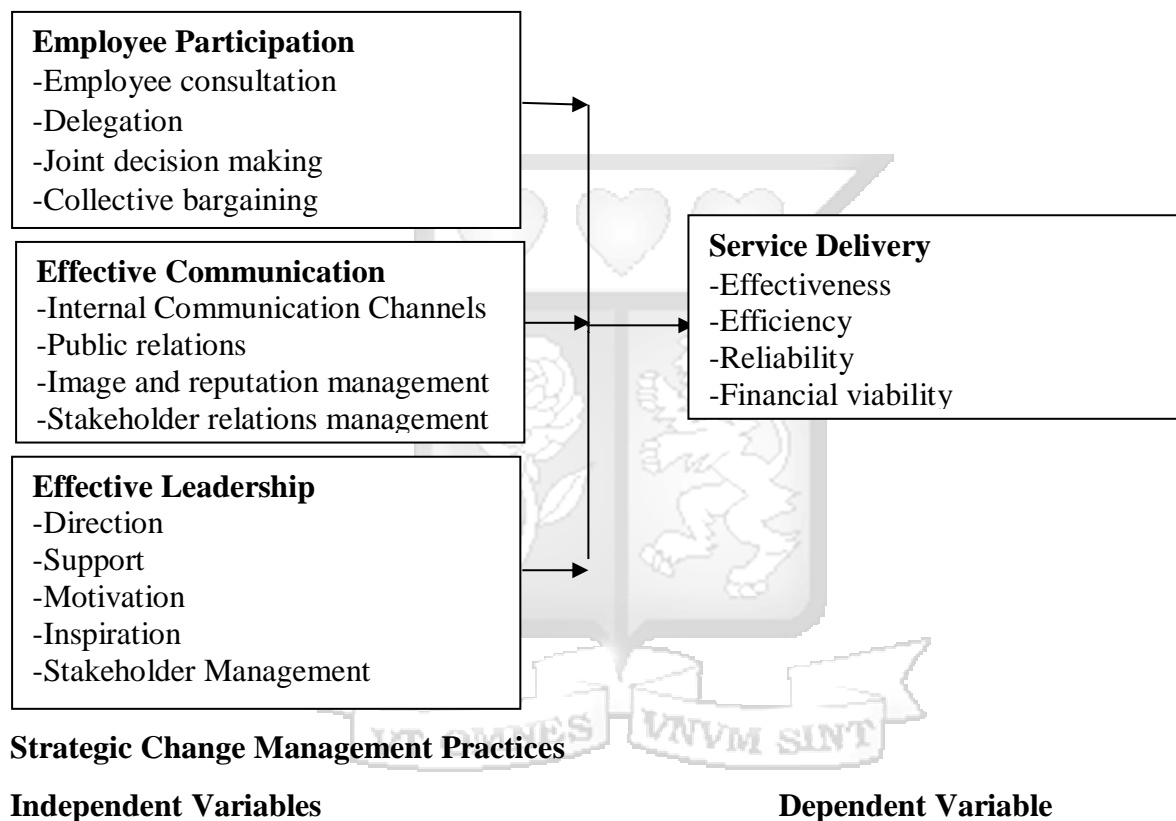


Figure 2.1: Conceptual Framework

Source: Researcher (2022)

2.7 Chapter Summary

This chapter examined the theoretical underpinning, empirical literature and conceptual framework. The theoretical review involved an explanation of the theories upon which the research was anchored. Empirical literature review on the other hand involved a systematic identification, categorization, and analysis of materials that are pertinent to the study subject under investigation. A conceptual framework is further presented, diagrammatically

projecting the interrelationship among the study's concepts. The next chapter present the research methodology



CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the proposed research methodology; the research design, research approach, study site and population, population sample, sampling techniques, data collection, and presentation methods and research tools that were used.

3.2 Research Philosophy

Philosophy has four main paradigms namely: positivism, interpretivism, realism and relativism. Interpretivism is a school of thought that advocates for non-engagement of the subjects during data collection (Creswell & Clark, 2007). Realism is quantitative by nature and focuses more on figures and how they are subject to change over time. Relativism is the paradigm that advocates for experimental data collection methods (Kumar, 2011). Positivism is a methodological paradigm under the objectivism epistemology in quantitative research which applies the natural sciences methods to carry out social science inquiries (Crotty, 1998).

The present study took the positivism paradigm, which is anchored on the ideal that there exists only one truth, which cannot be perfectly determined owing to human beings' limitations and this truth can only be determined by scholars within the dimensions of probability (Saunders, Lewis, & Thornhill, 2016). Positivism entails the communication with the real world, impartiality, objective reality, consistency, confirmability, explanation of regularities and dependability (Crotty, 1998). This paradigm also maintains that the subjects and researcher are independent as they do not affect the outcome or each other. The researcher thus supports impartiality by remaining unbiased and by observing objectivity throughout the research process in order to prevent biasness and values from affecting outcome (Creswell & Clark, 2007). In tandem with the positivism paradigm, the present

study adopted quantitative research methods in sampling, collection of quantitative data, and the application of both descriptive and inferential data analyses.

3.3 Research Design

This study employed a descriptive cross-sectional research design to establish the effect of strategic change management practices on service delivery at the Directorate of Immigration Services. According to Kothari (2014), the descriptive cross-sectional research design entails the use of such survey data collection techniques as questionnaires to gather information about a phenomenon at one-point-in-time, as opposed to a drawn-out period of time. As such, the present study adopted the descriptive cross-sectional research design in order to give an accurate account of strategic change management practices as employed at the Directorate of Immigration Services and how the same influences service delivery thereof. In this regard, questionnaires were administered at one-point-in-time over a period of one-month.

3.4 Population of the Study

According to Saunders et al. (2016), the population of the study is defined as all members of a specific group to whom the research was linked. As enumerated in the Public Service Commission's (PSC) Annual Report for the Financial Year 2020/2021, the study population comprised all 168 senior, middle and operational cadre staff from the Directorate of Immigration Services headquarters in Nairobi, Kenya (PSC, 2021). The headquarters was purposively selected owing to the Directorate's cascading practice in strategic change management, whereby strategic change is introduced at the headquarters and disseminated down to various regional offices in the country (Karanja & Juma, 2020). The headquarters is also the busiest station in the directorate in terms of service offering and therefore service delivery thereof is more distinct in comparison to other stations in the country. Table 3.1 breaks down the target population.

Table 3.1 Population Size

Staff Cadre	Target Population
Senior administrative staff	18
Middle administrative staff	36
Operational staff	114
Total	168

Source: (PSC, 2021)

3.5 Sample Size and Sampling Techniques

To avoid data redundancy from duplicated information, sampling was conducted. To arrive at an appropriate sample size, the Yamane formula (Yamane, 1967) was employed in this study as illustrated below:

$$n = \frac{N}{1 + N(e)^2}$$

Where: n = required sample

N =total population=168

e = margin of error=0.05

Therefore;

$$n = \frac{168}{1 + 168(0.05)^2}$$

$n = 118$

The determined sample size was therefore 118 senior, middle and lower cadre staff from the Directorate of Immigration Services. These were proportionately distributed by stratified random sampling technique, with the 3 staff cadres forming the strata as shown in Table 3.2. The stratified random sampling technique was justified as it ensures each job cadre within the staff population receives proper representation within the sample. Being a probability sampling technique, a sampling frame containing a list of all employees was obtained from the Administrative Support Services department from which a lottery was conducted along each stratum for purposes of randomizing the sample. The units of observation thus included the 118 staffs, while the units of analysis were the Directorate of Immigration Services.

Table 3.2: Sample Size Distribution

Institution	Population	Sample	% Proportion
Senior administrative staff	18	13	10.7
Middle administrative staff	36	25	21.4
Operational staff	114	80	67.9
Total	168	118	100.0

Source: Author's Computation Based on PSC (2021)

3.6 Data Collection Methods

Questionnaires that are structured in design were used to gather information from study participants. Questionnaire survey was utilized for the reasons it is able to provide adequate time for respondents to answer back to the items; it has the ability to reach a large number of participants in a short period of time; and that it provides a sense of confidentiality to the participant; and it is an ideal methodology with no bias associated with personal character traits (Kumar, 2011). The first part of the questionnaires captured demographic characteristics while the other parts were organized according to the research objectives.

Mugenda and Mugenda (2003) recommend the use of structured questionnaires because they are advantaged in being easy to administer, analyze and inexpensive in terms of time. The questionnaire was administered on a 'drop and pick' approach whereby the researcher administered the questionnaire to respondents who were then given ample time to respond, due to their busy schedules. The researcher then collected the duly filled questionnaires at respondents' convenience. The questionnaire was structured into 5 parts, including Part A covering the Demographic Information, Part B comprising of questions on Strategic Employee participation, Part C covering Strategic Corporate Communication, Part D covering Strategic Leadership and Part E comprising questions on Service Delivery.

3.7 Research Quality

A pre-test was conducted to ascertain the validity, reliability and objectivity of the questionnaire. This was done through reliability and validity tests (Kothari, 2004). Mugenda

and Mugenda (2003) observes that a study population with less than 10,000 respondents as a sample size, a size of between 10% and 30% of respondents not included for the research study is an adequate population representation (Kumar, 2011) and hence 10 % is adequate for a pilot test. The researcher thus randomly selected 10% (17 respondents) from the Civil Registration Department in the ministry of Interior and Coordination of National Government. This owes to the fact that the Directorate shares similar structural and administrative characteristics as the Directorate of Immigration Services of Kenya.

3.7.1 Validity

A combination of face and content validity tests were complimentarily employed to check for instrument validity in the present study. To this end, the researcher sought expert counsel from the project supervisors in order to ascertain both content and face validity. As suggested by the supervisors, the questionnaire was firmed up to include all relevant questions as guided by the both the literature review and conceptual framework. A final questionnaire was then presented to the supervisors who approved it for data collection. In this regard then, the questionnaire was deemed valid.

3.7.2 Reliability

The researcher utilized the Cronbach Alpha coefficient of internal consistency to test for the reliability of the questionnaire. According to Collis and Hussey (2009), an instrument is reliable if it precisely evaluates what it should and produces outcomes that are consistent after the same object is measured recurrently. To ascertain questionnaire reliability, the Cronbach Alpha threshold set at a coefficient of 0.7 (Nunnally, 1978) was used. The reliability test results are presented in Table 3.3.

Table 3.3: Reliability Analysis

Variable	Cronbach Alpha	Items	Decision
Strategic employee participation	0.717	7	Reliable
Strategic corporate communication	0.714	9	Reliable
Strategic leadership	0.709	9	Reliable
Service delivery	0.899	29	Reliable
Overall	0.948	54	Reliable

Source: Survey Data (2022)

From Table 3.3, the questionnaire was notably reliability, with all 4 variables recording reliability coefficients above the 0.7 threshold originally proposed by Nunnally (1978) and supported by Tashakkori and Teddlie (2010). Service delivery had the highest reliability coefficient at 0.899, trailed by Strategic employee participation at 0.717. Strategic corporate communication was also reliable at a coefficient of 0.714, followed by Strategic leadership at a coefficient of 0.709. The questionnaire used in the study can therefore be considered internally consistent and therefore substantially reliable.

3.8 Data Analysis

The data collected from the field was processed, coded, and input into the Statistical Package for Social Sciences (SPSS), version 27 before being analyzed. After that, descriptive and inferential statistics were calculated. While descriptive analysis provided a general impression of where a majority of respondents lies with regard to the questionnaire items, inferential analysis provided the statistical association between the independent and dependent variables. In descriptive analysis, numbers, proportions, averages, and standard deviations were all clearly displayed using figures and tables. To establish inferential statistics and evaluate the hypotheses, both Pearson and regression analysis were used. The impact of strategic change management practices on service delivery was determined using a regression equation. The regression model that was used is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

Y = Service Delivery

X₁ = Strategic employee participation

X₂ = Strategic corporate communication

X₃ = Strategic leadership

β₀ = Constant

β₁, β₂, and β₃ = Regression Coefficients

ε = Error Term

Prior to conducting the inferential analyses, diagnostic tests were performed. These include tests for normality, homoscedasticity, multicollinearity and linearity. Since the data in the present study is not time-series, cointegration, unit root and Hausman tests were not performed.

3.8.1 Normality

Statistical operations necessitate that the normality of collected data is tested to check for data distribution. To check for normality, the present study employed a visual assessment of the quantile–quantile (Q-Q) plots was conducted for all variables. Figure 4.1, presents the yield of a Q-Q plot for strategic employee participation.

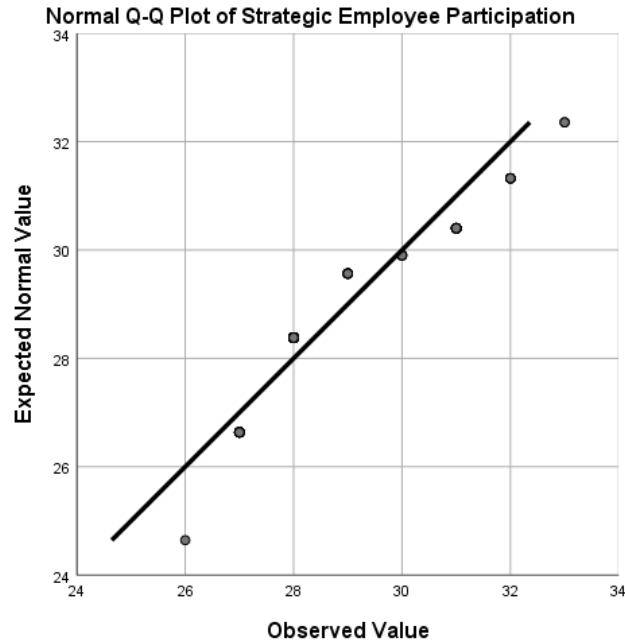


Figure 3.1: Q-Q Plot for Strategic Employee Participation
 Source: Survey Data (2022)

As illustrated in Figure 3.1 a majority of the data points are distributed close to the line of best fit. The data in the Q-Q plot displayed is therefore normally distributed as the observed values were within the expected values. Data on strategic employee participation was therefore normally distributed and had no outliers that needed to be excluded from the data before analysis. A Q-Q plot for strategic corporate communication was also produced and the result is presented in Figure 3.2.

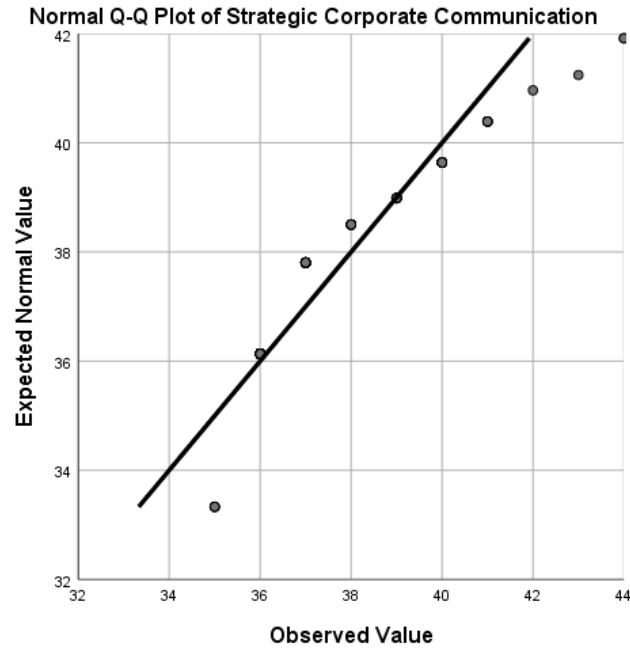
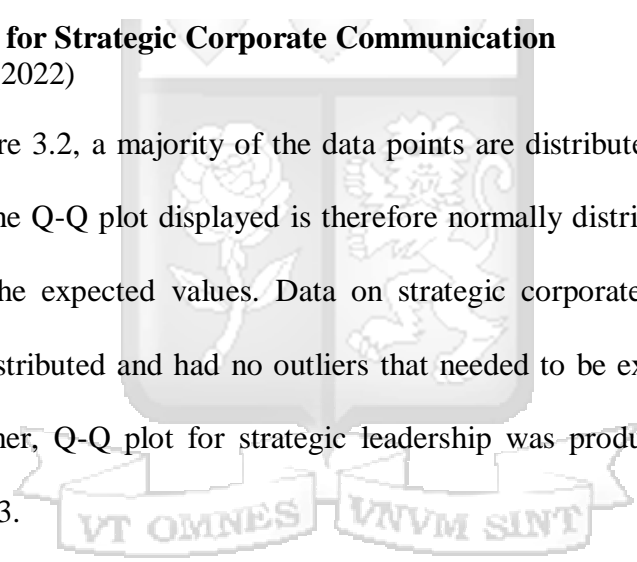


Figure 3.2: Q-Q Plot for Strategic Corporate Communication

Source: Survey Data (2022)

As illustrated in Figure 3.2, a majority of the data points are distributed close to the line of best fit. The data in the Q-Q plot displayed is therefore normally distributed as the observed values were within the expected values. Data on strategic corporate communication was therefore normally distributed and had no outliers that needed to be excluded from the data before analysis. Further, Q-Q plot for strategic leadership was produced and the result is presented in Figure 3.3.



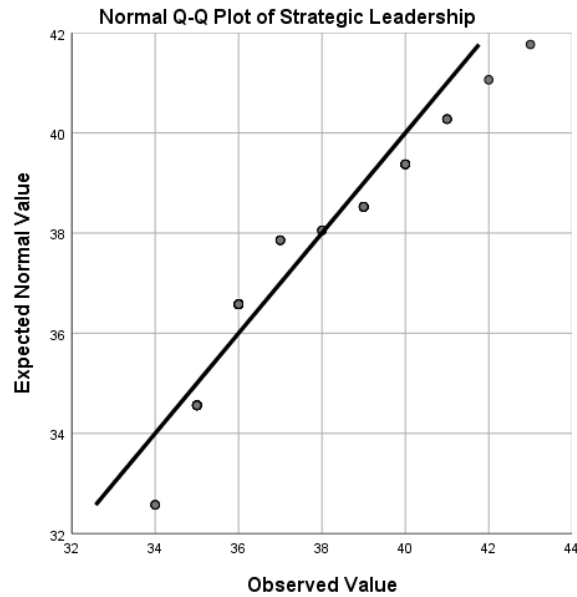


Figure 3.3: Q-Q Plot for Strategic Leadership

Source: Survey Data (2022)

As illustrated in Figure 3.3, a majority of the data points are distributed close to the diagonal line. The data in the Q-Q plot displayed is therefore normally distributed as the observed values were within the expected values. Data on strategic leadership was therefore normally distributed and had no outliers that needed to be excluded from the data before analysis. Further, Q-Q plot for service delivery was conducted and the result is presented in Figure 3.4.

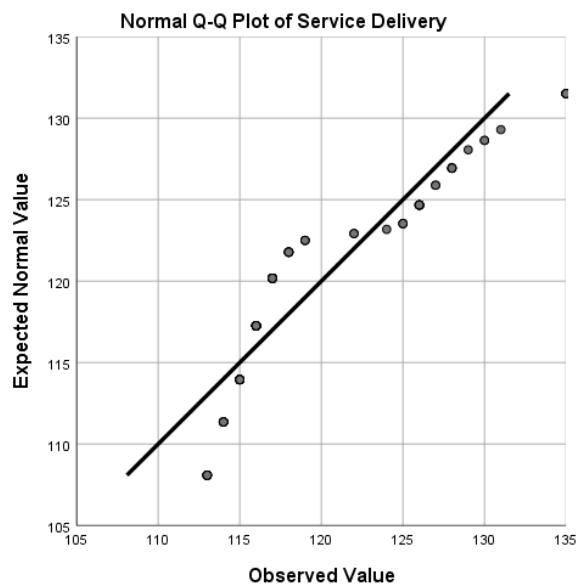


Figure 3.4: Q-Q Plot for Service Delivery

Source: Survey Data (2022)

As illustrated in Figure 4.4, a majority of the data points are distributed close to the line of best fit. The data in the Q-Q plot displayed is therefore normally distributed as the observed values were within the expected values. Therefore, data on service delivery was normally distributed and had no outliers that needed to be excluded from the data before analysis.

3.8.2 Multicollinearity

When one or more pairs of predictor variables are highly associated as evidenced by the correlation coefficients and have a value of 9.0 and above, it is called multicollinearity (Creswell, 2013). To check for multicollinearity, the study used both the Variance Inflation Factor (VIF) and tolerance. For VIF, values ranging between -10 and 10 were deemed acceptable, while tolerance values were considered acceptable if above 0.1. The test results are presented in Table 3.3.

Table 3.4: Multicollinearity Diagnostics

	Tolerance	VIF
Strategic Employee Participation	.325	3.080
Strategic Corporate Communication	.193	5.172
Strategic Leadership	.218	4.589

Source: Survey Data (2022)

From the results in Table 3.3 therefore, all tolerance values were notably above 0.1 and VIF values within the acceptable range of -10 to 10, hence no problem of multicollinearity in the data. It is therefore inferable from the finding that the 3 independent variables in the study are significantly distinct from each other. Having met this assumption, the data was further considered fit for regression analysis.

3.8.3 Homoscedasticity

The study conducted homoscedasticity tests, which assumed a constant variance of the errors. Its violation that is heteroscedasticity makes it problematic to determine the actual standard deviation of errors, normally leading to confidence intervals that are either too narrow or

wide (Saunders *et al.*, 2016). To check for homoscedasticity, a plot of the standardized residual and predicted values was assessed. Figure 3.5 illustrates the finding.

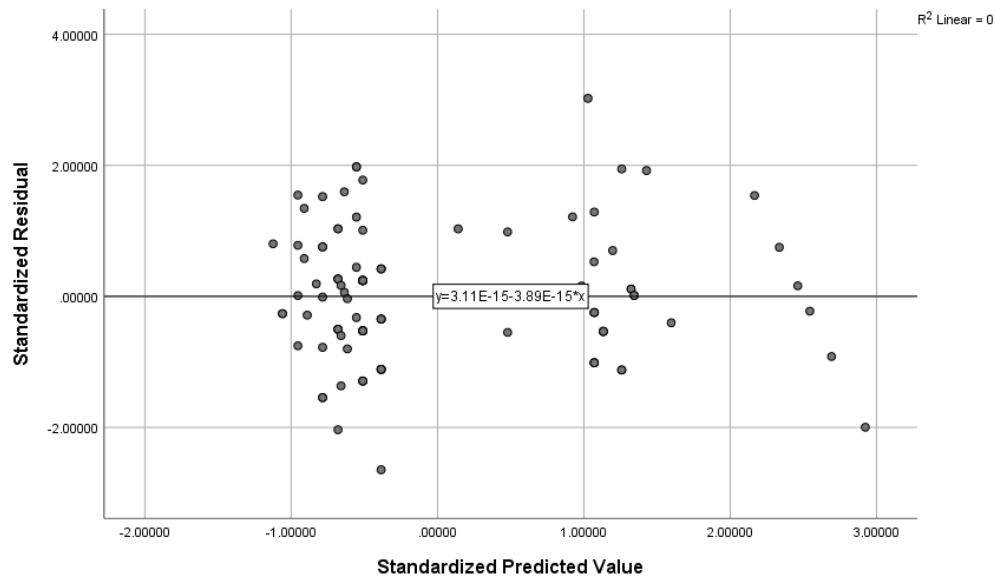


Figure 3.5: Tests for Homogeneity of Variances

Source: Survey Data (2022)

As illustrated in Figure 3.5, a largely symmetrical plot of the standardized residual and predicted values is observed with a majority of the residual data points close to 0 on both sides of the fitted line. This indicates that the average residual error is about 0 for each level and that there is no heteroskedasticity (violation of homoscedasticity). Homoscedasticity can thus be considered present in the data and therefore regression analysis can be conducted.

3.8.4 Linearity

Linearity tests were further performed to determine if variables have a linear association. To check for linearity, a visual assessment of scatter plots was carried out to see if the distribution of data points could be described with linear Loess curve. If the data points align along the curves from visual inspection of the graphs, the data was deemed linear. Figure 3.6 illustrates the scatterplot for the association between strategic employee participation (independent variable) and service delivery (dependent variable).

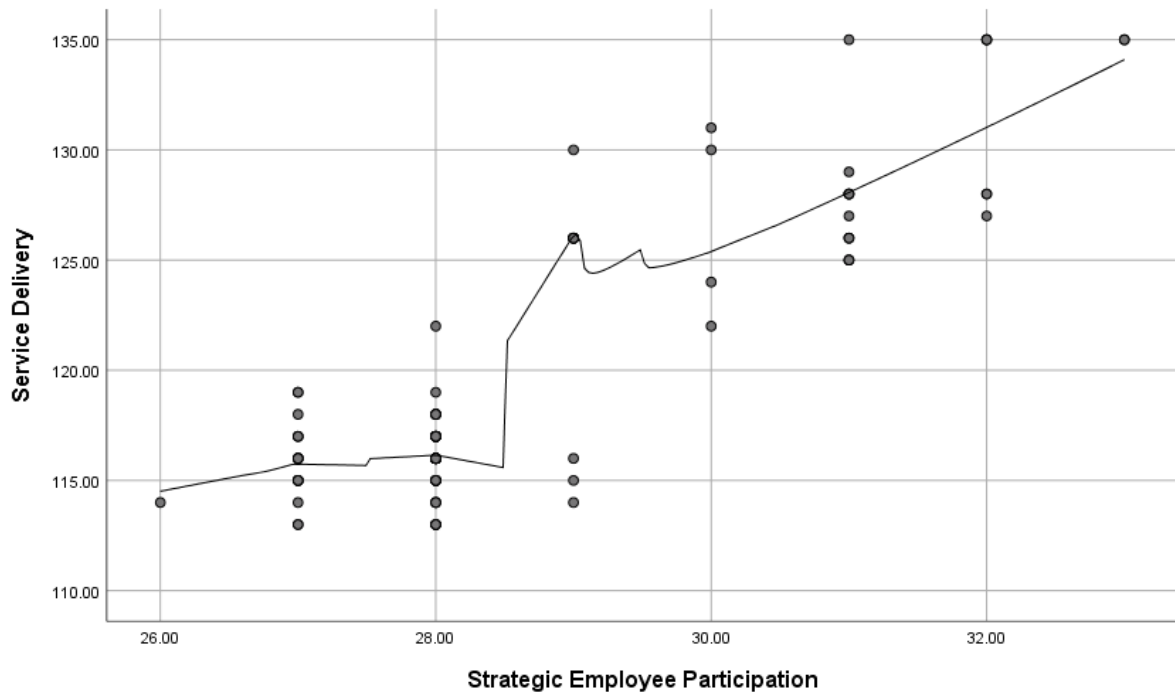


Figure 3.6: Linearity Test Result for Strategic Employee Participation and Service Delivery

As Figure 3.6 displays, a linear association is observed between strategic employee participation and service delivery based on the largely linear loess curve. It can therefore be deduced that linearity assumption was met in the association between strategic employee participation and service delivery. A scatterplot was also produced for the association between strategic corporate communication and service delivery, results of which are displayed in Figure 3.7.

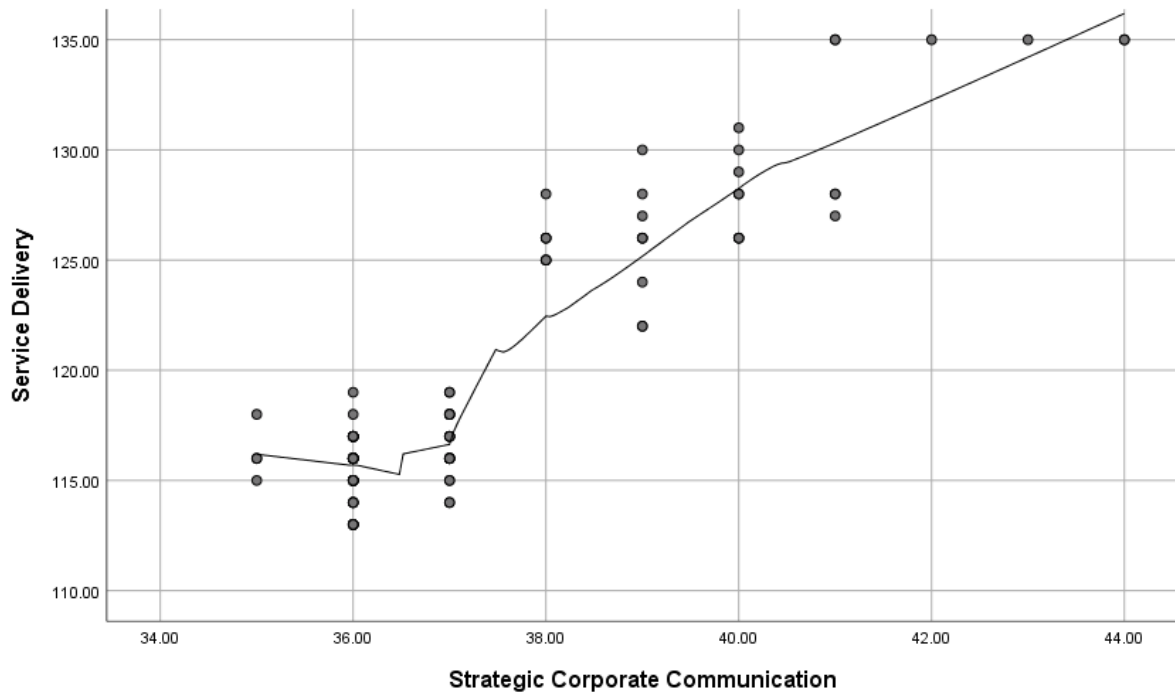


Figure 3.7: Linearity Test Result for Strategic Corporate Communication and Service Delivery

As Figure 3.7 displays, a linear association is observed between strategic corporate communication and service delivery based on the largely linear loess curve. It can therefore be deduced that linearity assumption was met in the association between strategic corporate communication and service delivery. A scatterplot was also produced for the association between strategic leadership and service delivery, results of which are displayed in Figure 3.8.

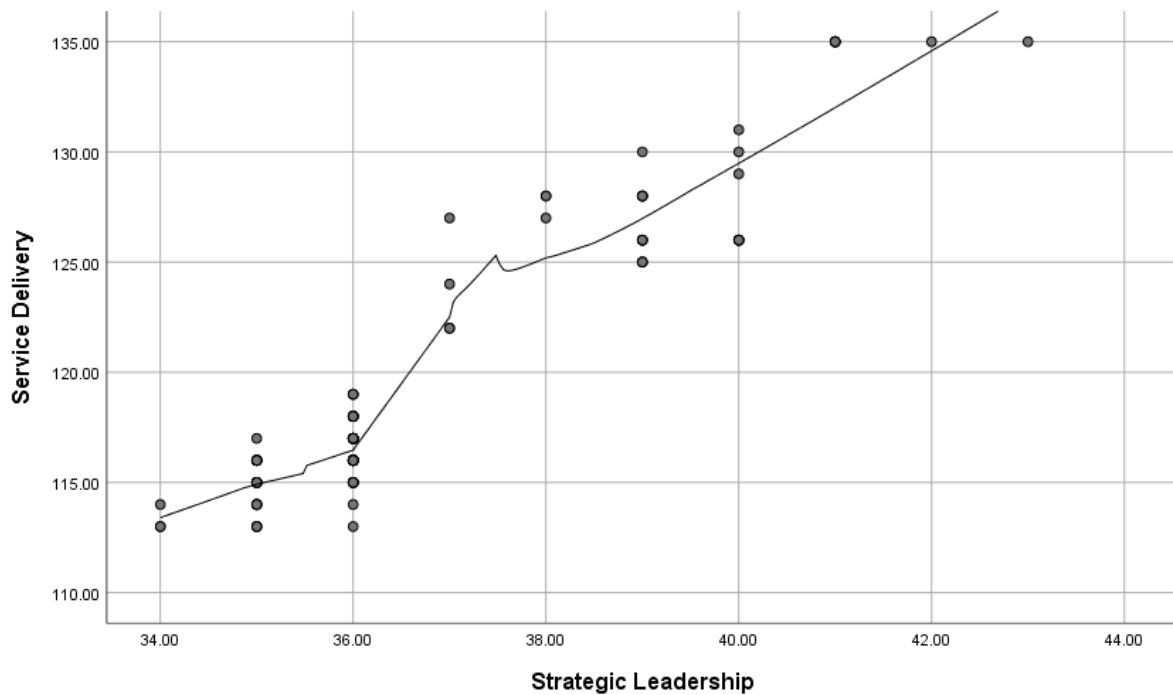


Figure 3.8: Linearity Test Result for Strategic Leadership and Service Delivery

As Figure 3.8 displays, a linear association is observed between strategic leadership and service delivery based on the largely linear loess curve. It can therefore be deduced that linearity assumption was met in the association between strategic leadership and service delivery.

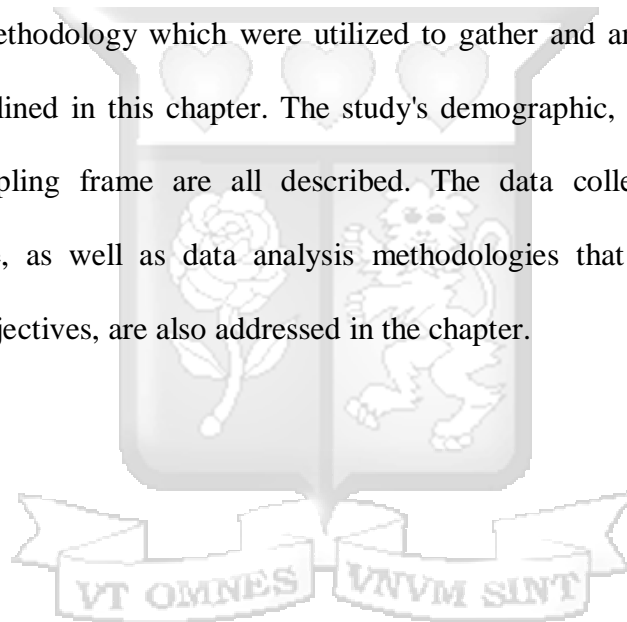
3.9 Ethical Considerations

The scholar followed the study procedure' ethical guidelines. The scholar delivered an official letter with the goal of gaining permission to carry out the study, which clarified the study's goal and purpose. Prior to collecting data, the researcher obtained agreement from participants, ensuring that the information is kept confidential and used solely for scholarly use. Only those who willingly agree to engage in the data gathering process received surveys. No one was coerced to fill out questionnaires if they did not want to. Only authorized persons had access to the data collected in the field, which was kept in a locked area.

Before proceeding to data collection, the researcher first got ethical clearance and an approval to perform the study from Strathmore University. This was in form of an authorization letter. The researcher then used the authorization letter from the University to apply for a research permit from Kenya National Commission for Science, Technology, and Innovation (NACOSTI). Following licensing, the researcher followed proper protocol in obtaining permission and the sample frame from the Directorate of Immigration Services of Kenya for data collection.

3.10 Chapter Summary

The processes and methodology which were utilized to gather and analyze the information for this study are outlined in this chapter. The study's demographic, sample size, sampling techniques, and sampling frame are all described. The data collection techniques and instruments to utilize, as well as data analysis methodologies that were appropriate for fulfilling the given objectives, are also addressed in the chapter.



CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter covers the analysis of results as obtained from the field, and their subsequent discussions with reflections from previous related studies. The analysis was conducted with the aid of SPSS version 26, results from which are presented in both tabular and graphical forms. The chapter is structured into five main sections, including introductory analysis which entails the response rate, instrument reliability and validity test results; descriptive analysis covering demographic information and descriptive statistics for the five study variables; diagnostic tests for assumptions of regression analysis; inferential analysis which includes both Pearson correlation and regression analysis; and discussion of findings.

4.2 Response Rate

As per the determined sample size, a total of 118 questionnaires were administered by stratified random sampling technique, with the 3 staff cadres forming the strata. Out of the 118 questionnaires, 104 were dully responded to and returned. This makes a response rate of 88.1% as broken down in Table 4.1.

Table 4.1: Response Rate

	Frequency	Percentage
Response	104	88.1
Non-Response	14	11.9
Total	118	100.0

Source: Survey Data (2022)

Consistent with Creswell (2013), the established return rate of 81.1% was regarded both excellent and adequate for both descriptive and inferential data analysis of data. Similarly, Collis and Hussey (2009) posit that a rate of return of 70% and above is “excellent”, a return rate of 60% is “good” and a return rate of 50% is “adequate”. The excellent return rate is

ascribed to the recruitment and training of 5 research assistants to aid in the administration of the questionnaires under the guidance and supervision of the researcher.

4.3 Demographic Information

This section covers the respondents’ demographic information. The purpose of demographic information in the study was to provide a general impression of respondents’ profiles. This would serve to ascertain that the study findings are representative of diverse opinions based on the different demographics. In this regard, the information that was sought comprised of the respondents’ respective gender, age bracket, highest level of education, length of work experience and job level. The outcomes are reported in percentages and frequencies and presented in tables, charts and graphs.

4.3.1 Respondents’ Gender

The study sought to find out respondents’ gender, in order to ensure that the results are representative of any gender differential experiences with respect to the effect of strategic change management practices on service delivery. As such, respondents were requested to indicate their respective genders. Table 4.2 presents the results.

Table 4.2: Respondents’ Gender

	Frequency	Percent
Male	55	52.9
Female	49	47.1
Total	104	100.0

Source: Survey Data (2022)

As visualized in Table 4.2, a distant majority of respondents were of the male gender (52.9%) in comparison to their female counterparts (47.1%). The result is of the implication that the findings comprise responses from both gender, and therefore the study is representative of any gender differential experiences.

4.3.2 Respondents' Age Bracket

Respondents were asked to indicate their respective age brackets with a view to further ensure that the study findings are representativeness of any age differential experiences with respect to the effect of strategic change management practices on service delivery. Results in this regard are as illustrated in Table 4.3.

Table 4.3: Respondents' Age Bracket

	Frequency	Percent
18 - 25 years	12	11.5
26-30 years	16	15.4
31-35 years	28	26.9
36-40 years	38	36.5
Above 50 years	10	9.6
Total	104	100.0

Source: Survey Data (2022)

Findings illustrated in Table 4.3 show that a majority of respondents (36.5%) were between 36 and 40 years of age, followed by 26.9% of respondents affirming to being between 31 and 35 years of age. Further 15.4% of respondents indicated that they were aged between 26 and 30 years, while 11.5% were between 18 and 25 years above. Only 9.6% affirmed that they were above 50 years of age. The finding implies that the study is representative of the various perceptions pertinent to the effect of strategic change management practices on service delivery based on age.

4.3.3 Respondents' Education Level

Participants were requested to state their respective education levels in order to give a general impression of the levels of education among respondents. This would also ensure that the study findings are representativeness of any differences in perception of the effect of strategic change management practices on service delivery based on education levels. Table 4.4 gives a depiction of the outcomes.

Table 4.4: Highest Academic Attainment

	Frequency	Percent
Certificate	20	19.2
Diploma	27	26.0
Undergraduate	37	35.6
Postgraduate	20	19.2
Total	104	100.0

Source: Survey Data (2022)

Based on the depiction advanced in Table 4.4, most participants (35.6%) had attained undergraduate level of education, followed by 26.0% who had a Diploma while 19.2% had either a certificate or a postgraduate degree. The finding implies that the study is representative of the various perceptions relevant to the effect of strategic change management practices on service delivery based on education levels.

4.3.4 Length of Work Experience

The study sought to find out respondents' length of work experience. This was deemed important as it would ensure representativeness of the diverse perceptions of the effect of strategic change management practices on service delivery, based on work experiences in the organization. Table 4.5 illustrates the findings.

Table 4.5: Length of Work Experience

	Frequency	Percent
Less than 5 years	13	12.5
5-10 years	35	33.7
11-15 years	29	27.9
16-20 years	17	16.3
Over 20 years	10	9.6
Total	104	100.0

Source: Survey Data (2022)

Findings illustrated in Table 4.5 reveal that a majority of respondents (33.7%) had worked in the organization for between 5 and 10 years, followed by 27.9% affirming to having worked for between 11 and 15 years. A further 16.3% indicated that they had worked in the

organization for between 16 and 20 years, then 12.5% affirming to working for less than 5 years. Only 9.6% of respondents affirmed to have worked in the organization for over 20 years. It is inferrable from the results that cummulatively, most of the respondents had worked in the organization for least 10 years. This means that the study is representative of the diverse perceptions with regard to the effect of strategic change management practices on service delivery, based on work experience.

4.3.5 Job Level

The study sought to find out respondents’ job level. This was considered important as it would ensure representativeness of the diverse perceptions of the the effect of strategic change management practices on service delivery based on job level. Table 4.6 illustrates the findings.

Table 4.6: Job Level

	Frequency	Percent
Senior level	30	28.8
Middle level	35	33.7
Operational level	39	37.5
Total	104	100.0

Source: Survey Data (2022)

Findings illustrated in Table 4.6 reveal that a majority of respondents (37.5%) were from the operational level job cadre, followed by 33.7% who affirmed to the middle level job cadre. A further 28.8% indicated that they were from the senior level cadre. It can be inferred from the finding that the study is representative of the diverse perspectives in relation to the effect of strategic change management practices on service delivery based on job level.

4.4 Descriptive Statistics

This section presents an analysis of the main variables explored in the study with a view to determine how a majority of respondents answered against the questions asked. To achieve

this, the study generated means from the responses provided based on a 5-point Likert scale. The variables in this regard include strategic employee participation, strategic corporate communication and strategic leadership as independent variables; and service delivery as the dependent variable.

4.4.1 Strategic Employee Participation

The study sought to establish the effect of strategic employee participation on service delivery at the Directorate of Immigration Services of Kenya. To address this objective, respondents were asked to indicate their respective levels of agreement with items posed in relation to strategic employee participation in the organization. This was on a “5-point Likert scale”, with “strongly disagree” denoted by number 1, “disagree” denoted by number 2, “neutral” denoted by number 3, “agree” denoted by number 4 and “strongly agree” denoted by number 5. Table 4.7 presents the results.

Table 4.7: Descriptive Statistics for Strategic Employee Participation

	Mean	Std. Dev
Employees are consulted before change is implemented	3.952	0.256
There is joint decision making between leadership and lower cadre employees on issues pertinent to change in the organizations	4.010	0.327
Employees are involved in collective bargaining regarding change	4.115	0.321
Enterprising behavior is encouraged among employees in line with the organizational strategy	4.202	0.403
Employees across cadres feel engaged and valued during change implementation	4.164	0.464
There is considerable job autonomy among employees during change implementation	3.914	0.344
Employees are delegated duties in the process of change	4.317	0.468
Overall Mean	4.096	0.369

Source: Survey Data (2022)

The findings presented in Table 4.7 depict an overall mean of 4.096 and a standard deviation of 0.369. This mean implies that a majority of the respondents highly affirm to the application of strategic employee participation in the organization. The standard deviation of 0.369 is less than 1 implying that a majority of the responses did not deviate significantly

from the mean, in that most respondents affirmed to ‘strongly agree’. More specifically, a majority of respondents highly agree that employees are delegated duties in the process of change; employees are consulted before change is implemented (4.317); enterprising behavior is encouraged among employees in line with the organizational strategy (4.202); employees across cadres feel engaged and valued during change implementation (4.164); employees are involved in collective bargaining regarding change (4.115); there is joint decision making between leadership and lower cadre employees on issues pertinent to change in the organizations (4.010); employees are consulted before change is implemented (3.952); and that there is considerable job autonomy among employees during change implementation (3.914).

4.4.2 Strategic Corporate Communication

The study also sought to determine the effect of strategic corporate communication on service delivery at the Directorate of Immigration Services of Kenya. To address this objective, respondents were asked to indicate their respective levels of agreement with items posed in relation to strategic corporate communication in the organization. This was also on a “5-point Likert scale”, with “strongly disagree” denoted by number 1, “disagree” denoted by number 2, “neutral” denoted by number 3, “agree” denoted by number 4 and “strongly agree” denoted by number 5. Table 4.8 presents the outcomes.

Table 4.8: Descriptive Statistics for Strategic Corporate Communication

	Mean	Std. Dev
There are established internal communication channels through which change is communicated	4.106	0.416
In the institution, change is communicated in a manner that reduces employee anxiety	4.135	0.463
The institution communicates change in a manner that promotes employee self-efficacy	4.183	0.388
Change is communicated in a timely manner	4.202	0.403
In the institution, change is communicated to all relevant stakeholders	4.173	0.380
Change in the institution is communicated in a manner that addresses stakeholders’ concerns	4.202	0.414

The institution employs public relations as a communication strategy	4.260	0.441
Image and reputation management as a communication strategy in the institution employs	4.029	0.381
The institution employs stakeholder relations as a communication strategy	4.087	0.283
Overall Mean	4.153	0.395

Source: Survey Data (2022)

The findings presented in Table 4.8 depict an overall mean of 4.153 and a standard deviation of 0.395. The mean is of the implication that a majority of the respondents highly affirm to the application of strategic corporate communication in the organization. The standard deviation of 0.365 is less than 1 implying that a majority of the responses did not deviate significantly from the mean, in that most respondents affirmed to ‘strongly agree’. A majority particularly highly affirmed that the institution employs public relations as a communication strategy (4.260); change in the institution is communicated in a manner that addresses stakeholders’ concerns (4.202); change is communicated in a timely manner (4.202); the institution communicates change in a manner that promotes employee self-efficacy (4.183); in the institution, change is communicated to all relevant stakeholders (4.173); in the institution, change is communicated in a manner that reduces employee anxiety (4.135); there are established internal communication channels through which change is communicated (4.106); the institution employs stakeholder relations as a communication strategy (4.087); and that image and reputation management as a communication strategy in the institution employs (4.029).

4.4.3 Strategic Leadership

The study further set out to establish the effect of strategic leadership on service delivery at the Directorate of Immigration Services of Kenya. To address this objective, respondents were asked to indicate their respective levels of agreement with items posed in relation to strategic leadership in the organization. This was on a “5-point Likert scale”, with “strongly

disagree” denoted by number 1, “disagree” denoted by number 2, “neutral” denoted by number 3, “agree” denoted by number 4 and “strongly agree” denoted by number 5. Table 4.9 presents the results.

Table 4.9: Descriptive Statistics for Strategic Leadership

	Mean	Std. Dev
The leadership provides direction on change management	4.173	0.450
In this institution, the leadership offers support during change	4.260	0.441
The leadership in this institution offers motivation during change	3.971	0.451
In this institution, the leadership offers inspiration during change	4.087	0.283
Change-oriented organizational culture is inspired by the leadership in this institution	4.048	0.510
Stakeholders are effectively managed during change	4.039	0.276
There is shared vision by the leadership is in this institution	4.077	0.360
The leaders are role models for change	4.067	0.349
The leadership delegates duties during change implementation	4.096	0.407
Overall Mean	4.091	0.392

Source: Survey Data (2022)

The findings presented in Table 4.9 depict an overall mean of 4.091 and a standard deviation of 0.392. The mean value implies that a majority of the respondents highly affirm to the application of strategic leadership in the organization. The standard deviation of 0.392 is less than 1 implying that a majority of the responses did not deviate significantly from the mean, in that most respondents affirmed to ‘strongly agree’. More specifically, a majority highly affirmed that in the institution, the leadership offers support during change (4.260); the leadership provides direction on change management (4.173); the leadership delegates duties during change implementation (4.096); in this institution, the leadership offers inspiration during change (4.087); there is shared vision by the leadership is in this institution (4.077); the leaders are role models for change (4.067); change-oriented organizational culture is inspired by the leadership in this institution (4.048); stakeholders are effectively managed during change (4.039); and that the leadership in this institution offers motivation during change (3.971).

4.4.4 Service Delivery

The study sought to assess service delivery in the institution. To this end, respondents were asked to indicate their respective levels of agreement with items posed in relation to service delivery in the organization. This was on a “5-point Likert scale”, with “no extent” denoted by number 1, “a small extent” denoted by number 2, “a moderate extent” denoted by number 3, “a large extent” denoted by number 4 and “a very large extent” denoted by number 5.

Table 4.10 gives a depiction of the outcomes.

Table 4.10: Descriptive Statistics for Service Delivery

	Mean	Std. Dev
Effectiveness		
The mission statement, charter and other documents offer the purpose of our institution	4.260	0.441
The mission is agreed to and known by the institution’s staff	3.885	0.527
The institution operationalizes the mission through activities, objectives and program goals	4.115	0.321
Qualitative and quantitative indicators are employed to capture the mission’s essence	3.875	0.649
A protocol is established to assess the institution’s effectiveness	4.173	0.380
The organization tracks effectiveness of the institution	4.260	0.441
The institution employs feedback for self-improvement	3.885	0.527
Overall Mean	4.065	0.469
Efficiency		
The institution uses staff members to the potential	4.115	0.321
Optimal use is made of infrastructural physical facilities (equipment, buildings, etc.)	4.135	0.343
The institution makes optimal use of financial resources	4.067	0.488
The system of administration offers good value for finances	4.058	0.306
High-quality systems of administration are established (strategy, financial, program, human resources, etc.) to support the institution’s efficiency	4.106	0.392
Benchmark assessments are done of the progress the institution achieved	4.067	0.349
Overall Mean	4.091	0.367
Relevance		
Regular revision of programs reflects varying institution’s capacities and environment	4.125	0.332
The mission of the institution is reviewed periodically	4.289	0.455

Assessment of stakeholder need is regularly conducted	4.327	0.471
The environment is regularly reviewed by the institution to adjust its strategy	4.240	0.429
The institution tracks its image	4.212	0.410
The institution adapts or creates new innovations	4.240	0.429
Institution encourages innovation	4.279	0.451
Regular role analyses are undertaken by the institution	4.154	0.363
Overall Mean	4.233	0.418

Financial viability

Our institution is offered sustained support by existing sources of funding	4.106	0.309
New sources of funding are consistently obtained by the institution	4.164	0.397
There are consistently less expenses than revenue in the institution	4.115	0.377
In the institution, liabilities are less than assets	4.164	0.464
A reasonable surplus of funds is kept by the institution to use in hard times	4.135	0.504
Regularly, finances are monitored by the institution	3.942	0.306
Our institution monitors depreciation and capital assets	4.269	0.446
The institution does not rely on one funding source	4.039	0.309
Overall Mean	4.117	0.389

Source: Survey Data (2022)

The findings presented in Table 4.10 depict an overall mean of 4.065 in effectiveness as a measure of service delivery, and a standard deviation of 0.469. The mean value implies that a majority of the participants approve highly of the questions posed with regard to service delivery as indicated by effectiveness. The standard deviation of 0.469 is less than 1 implying that a majority of the responses did not deviate significantly from the mean, in that most respondents affirmed to 'strongly agree'. A majority particularly affirmed that to a great extent, the mission statement, charter and other documents offer the purpose of the institution (4.260); the mission is agreed to and known by the institution's staff (3.885); the institution operationalizes the mission through activities, objectives and program goals (4.115); qualitative and quantitative indicators are employed to capture the mission's essence (3.875); a protocol is established to assess the institution's effectiveness (4.173); the organization

tracks effectiveness of the institution (4.260); and that the institution employs feedback for self-improvement (3.885).

An overall mean of 4.091 was established in efficiency as a measure of service delivery, and a standard deviation of 0.367. This mean value implies that a majority of the participants approve highly of the questions posed with regard to service delivery as indicated by efficiency. The standard deviation of 0.367 is less than 1 implying that a majority of the responses did not deviate significantly from the mean, in that most respondents affirmed to ‘strongly agree’. A majority particularly affirmed that to a great extent, the institution uses staff members to their potential (4.115); the optimal use is made of infrastructural physical facilities (equipment, buildings, etc.) (4.135); the institution makes optimal use of financial resources (4.067); the system of administration offers good value for finances (4.058); high-quality systems of administration are established (strategy, financial, program, human resources, etc.) to support the institution’s efficiency (4.106); and that benchmark assessments are done of the progress the institution achieved (4.067).

An overall mean of 4.233 was further recorded in relevance as a measure of service delivery, and a standard deviation of 0.418. The mean value implies that a majority of the participants approve highly of the questions posed with regard to service delivery as indicated by relevance. The standard deviation of 0.418 is less than 1 implying that a majority of the responses did not deviate significantly from the mean, in that most respondents affirmed to ‘strongly agree’. A majority particularly affirmed that to a great extent, regular revision of programs reflects varying institution’s capacities and environment (4.125); the mission of the institution is reviewed periodically (4.289); assessment of stakeholder need is regularly conducted (4.327); the environment is regularly reviewed by the institution to adjust its strategy (4.240); the institution tracks its image (4.212); the institution adapts or creates new

innovations (4.240); institution encourages innovation (4.279); and that regular role analyses are undertaken by the institution (4.154).

An overall mean of 4.117 was established in financial viability as a measure of service delivery, and a standard deviation of 0.389. This mean value implies that a majority of the participants approve highly of the questions posed with regard to service delivery as indicated by financial viability. The standard deviation of 0.389 is less than 1 implying that a majority of the responses did not deviate significantly from the mean, in that most respondents affirmed to ‘strongly agree’. A majority particularly affirmed that to a great extent, the institution is offered sustained support by existing sources of funding (4.106); new sources of funding are consistently obtained by the institution (4.164); there are consistently less expenses than revenue in the institution (4.115); in the institution, liabilities are less than assets (4.164); a reasonable surplus of funds is kept by the institution to use in hard times (4.135); regularly, finances are monitored by the institution (3.942); the institution monitors depreciation and capital assets (4.269) and that the institution does not rely on one funding source (4.039).

4.5 Variable Manifestation by Job Cadre

To determine respondents’ perception of strategic employee participation, strategic corporation communication and strategic leadership by job cadres, chi-square tests were computed. This was meant to show whether or not there existed any significant differences in perception of the three variables, based on job cadre. Results to this effect are presented in Table 4.11, 4.12 and 4.13.

Table 4.11 Strategic Employee Participation * Job Cadre

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.741 ^a	14	.329
Likelihood Ratio	20.353	14	.119

Linear-by-Linear Association	.049	1	.824
N of Valid Cases	104		

The Chi-square test results presented in Table 4.11 show a P value of .329, which lacks statistical significance at 95% confidence level (Sig.=.329>.05). This implies that there was no significant association between job cadre and perception of strategic employee participation. As such, respondents' level of satisfaction with strategic employee participation in the institution did not depend on whether respondents were from the senior, middle or operational cadres. There is therefore no bias in strategic employee participation in the institution, based on job cadre. .

Table 4.12 Strategic Corporation Communication * Job Cadre

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.932 ^a	18	.157
Likelihood Ratio	26.538	18	.088
Linear-by-Linear Association	.598	1	.439
N of Valid Cases	104		

The Chi-square test results presented in Table 4.12 show a P value of .157, which lacks statistical significance at 95% confidence level (Sig.=.157>.05). This implies that there was no significant association between job cadre and perception of strategic corporation communication. As such, respondents' level of satisfaction with strategic corporation communication in the institution did not depend on whether respondents were from the senior, middle or operational cadres. There is therefore no bias in strategic corporation communication in the institution, based on job cadre.

Table 4.13 Strategic Leadership* Job Cadre

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.724 ^a	18	.681
Likelihood Ratio	16.625	18	.549
Linear-by-Linear Association	.925	1	.336
N of Valid Cases	104		

The Chi-square test results presented in Table 4.13 show a P value of .681, which lacks statistical significance at 95% confidence level (Sig.=.681>.05). This implies that there was no significant association between job cadre and perception of strategic leadership. As such, respondents' level of satisfaction with strategic leadership in the institution did not depend on whether respondents were from the senior, middle or operational cadres. There is therefore no bias in strategic leadership in the instutiton, based on job cadre.

4.6 Correlation Analysis

A correlation analysis was conducted in order to determine the strength of the linear association between the independent variables (strategic employee participation, strategic corporate communication and strategic leadership) and the dependent variable (service delivery). The rule of thumb is that correlation values (r) of 0.3 and below indicates a weak correlation; values between 0.3 and 0.5 indicate a medium correlation; while values above 0.5 indicate a strong correlation. Table 4.14 presents the results.

Table 4.14: Pearson Correlation Matrix

		Service Delivery	Strategic Employee Participation	Strategic Corporate Communication	Strategic Leadership
Service Delivery	r	1	.874**	.921**	.949**
	Sig. (2-tailed)		.000	.000	.000
Strategic Employee Participation	r	.874**	1	.808**	.780**
	Sig. (2-tailed)	.000		.000	.000
Strategic Corporate Communication	r	.921**	.808**	1	.876**
	Sig. (2-tailed)	.000	.000		.000
Strategic Leadership	r	.949**	.780**	.876**	1
	Sig. (2-tailed)	.000	.000	.000	

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

The study recorded strong, positive and significant correlations between strategic employee participation and service delivery (r = .874; Sig. = .000<.05); between strategic corporate communication and service delivery (r =.921; Sig. = .000<.05); and between strategic

leadership and service delivery ($r = .949$; $\text{Sig.} = .000 < .05$). Owing to the significant correlations, it is concluded that there is strong linearity in the dataset, and therefore data was amenable to regression analysis.

4.7 Regression Analysis

Having met all assumptions, the study proceeded to conduct the regression analysis with a view to determine the extent to which each predictor variable predicts technology acceptance while statistically controlling for the other variables. With this, regression analysis would show the individual strength, direction and significance of each independent variable on the dependent variable keeping other factors constant, hence testing the stated hypothesis.

4.7.1 Strategic Employee Participation and Service Delivery

The study sought to establish the effect of strategic employee participation on service delivery at the Directorate of Immigration Services of Kenya. To achieve this objective, a simple linear regression analysis was conducted. Three outcomes were produced, including the model fit summary, Analysis of Variance (ANOVA) and the estimated model table. Table 4.15 shows the model fit summary.

Table 4.15: Model Summary for Strategic Employee Participation and Service Delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874 ^a	.764	.762	3.03687

a. Predictors: (Constant), Strategic Employee Participation

b. Dependent Variable: Service Delivery

A .874 correlation value (R) was observed from the output in Table 4.15, modelling a strong linear linkage between strategic employee participation and service delivery. An R^2 value of 0.764 was also observed, implying that strategic employee participation accounts for 76.4% of service delivery, and the balance of 23.6% ascribed by other factors which the regression

model in this research did not include. From the depiction in Table 4.16, an ANOVA test was also produced from the regression analysis.

Table 4.16: ANOVA for Strategic Employee Participation and Service Delivery

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3052.057	1	3052.057	330.933	.000 ^b
	Residual	940.702	102	9.223		
	Total	3992.760	103			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Strategic Employee Participation

Outcomes of the ANOVA test as per the depiction in Table 4.16 show that the regression model adopted in the study was significant ($F = 330.933$, $\text{Sig.} < 0.05$). The outcomes also depict that based on the total squares sum (3992.760), the regression squares sum was 3052.057, carried out at 95% level of confidence. This means that the model of regression accounts for approximately 76.4% of the dataset's variability, while the residual squares sum is 940.702 meaning that 23.6% of the dataset's variability is unaccounted for. Regression analysis also produced a regression coefficients table presented in Table 4.17.

Table 4.17: Coefficients for Strategic Employee Participation and Service Delivery

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	22.469	5.359		4.193	.000
	Strategic Employee Participation	3.394	.187	.874	18.192	.000

a. Dependent Variable: Service Delivery

Results in Table 4.17 shows a regression coefficient of .874 in strategic employee participation means that for every 1% increase in strategic employee participation, there is a correlated .874% increase in service delivery, controlling for the other variables. The finding was significant ($\text{Sig.} = .000 < .05$), implying that strategic employee participation has a significant effect on service delivery at the Directorate of Immigration Services of Kenya.

Taking the regression model: $Y = \beta_0 + \beta_1 X_1 + \varepsilon$

The summative regression model can be rewritten as follows:

$$Y = 22.469 + .874 (\text{Strategic employee participation})$$

4.7.2 Strategic Corporate Communication and Service Delivery

The study also sought to determine the effect of strategic corporate communication on service delivery at the Directorate of Immigration Services of Kenya. To achieve this objective, a simple linear regression analysis was conducted. Three outcomes were produced, including the model fit summary, ANOVA and the estimated model table. Table 4.13 shows the model fit summary.

Table 4.13: Model Summary for Strategic Corporate Communication and Service Delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921 ^a	.848	.846	2.44319

a. Predictors: (Constant), Strategic Corporate Communication

b. Dependent Variable: Service Delivery

A 0.921 correlation value (R) was observed from the output in Table 4.13, modelling a strong linear linkage between strategic corporate communication and service delivery. An R² value of .848 was also observed, implying that strategic corporate communication accounts for 84.8% of service delivery, and the balance of 15.2% ascribed by other factors which the regression model in this research did not include. From the depiction in Table 4.14, an ANOVA test was also produced from the regression analysis.

Table 4.14: ANOVA for Strategic Corporate Communication and Service Delivery

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3383.901	1	3383.901	566.894	.000 ^b
	Residual	608.858	102	5.969		
	Total	3992.760	103			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Strategic Corporate Communication

Outcomes of the ANOVA test as per the depiction in Table 4.14 show that the regression model adopted in the study was significant ($F = 566.894$, $\text{Sig.} < 0.05$). The outcomes also depict that based on the total squares sum (3992.760), the regression squares sum was 3383.901, carried out at 95% level of confidence. This means that the model of regression accounts for approximately 84.8% of the dataset's variability, while the residual squares sum is 608.858 meaning that 15.2% of the dataset's variability is unaccounted for. Regression analysis also produced a regression coefficients table presented in Table 4.15.

Table 4.15: Coefficients for Strategic Corporate Communication and Service Delivery

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	11.412	4.559			2.503	.014
	Strategic Corporate Communication	2.900	.122	.921		23.810	.000

a. Dependent Variable: Service Delivery

Results in Table 4.15 shows that for every 1% increase in strategic corporate communication, there is a .921% increase in service delivery, controlling for the other variables. The finding was also significant ($\text{Sig.} = .000 < .05$), implying that strategic corporate communication has a significant effect on service delivery at the Directorate of Immigration Services of Kenya.

Taking the regression model: $Y = \beta_0 + \beta_2 X_2 + \varepsilon$

The summative regression model can be rewritten as follows:

$$Y = 11.412 + .921 (\text{Strategic corporate communication})$$

4.7.3 Strategic Leadership and Service Delivery

The study further sought to establish the effect of strategic leadership on service delivery at the Directorate of Immigration Services of Kenya. To achieve this objective, a simple linear regression analysis was conducted. Three outcomes were produced, including the model fit summary, Analysis of Variance (ANOVA) and the estimated model table. Table 4.16 shows the model fit summary.

Table 4.16: Model Summary for Strategic Leadership and Service Delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.949 ^a	.900	.899	1.97915

a. Predictors: (Constant), Strategic Leadership

b. Dependent Variable: Service Delivery

A 0.949 correlation value (R) was observed from the output in Table 4.16, modelling a strong linear linkage between strategic leadership and service delivery. An R² value of 0.900 was also observed, implying that strategic leadership accounts for 90.0% of service delivery, and the balance of 10.0% ascribed by other factors which the regression model in this research did not include. From the depiction in Table 4.17, an ANOVA test was also produced from the regression analysis.

Table 4.17: ANOVA for Strategic Leadership and Service Delivery

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3593.222	1	3593.222	917.331	.000 ^b
	Residual	399.538	102	3.917		
	Total	3992.760	103			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Strategic Leadership, Strategic Employee Participation, Strategic Corporate Communication

Outcomes of the ANOVA test as per the depiction in Table 4.17 show that the regression model adopted in the study was significant (F = 917.331, Sig. < 0.05). The outcomes also

depict that based on the total squares sum (3992.760), the regression squares sum was 3593.222, carried out at 95% level of confidence. This means that the model of regression accounts for approximately 90.0% of the dataset's variability, while the residual squares sum is 399.538 meaning that 10.0% of the dataset's variability is unaccounted for. Regression analysis also produced a regression coefficients table presented in Table 4.18.

Table 4.18: Coefficients for Strategic Leadership and Service Delivery

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.385	3.651		2.571	.012
	Strategic Leadership	2.999	.099	.949	30.287	.000

a. Dependent Variable: Service Delivery

Results in Table 4.18 shows that for every 1% increase in strategic leadership, there is a .949% increase in service delivery, controlling for the other variables. The finding was also significant (Sig.=.000<.05), implying that strategic leadership has a significant effect on service delivery at the Directorate of Immigration Services of Kenya.

Taking the regression model: $Y = \beta_0 + \beta_3 X_3 + \varepsilon$

The summative regression model can be rewritten as follows:

$$Y = 9.385 + .949 (\text{Strategic leadership})$$

4.7.4 Strategic Change Management Practices and Service Delivery

The study further sought to establish the effect of all three strategic change management practices on service delivery at the Directorate of Immigration Services of Kenya. To achieve this objective, a multiple linear regression analysis was conducted. Three outcomes were produced, including the model fit summary, Analysis of Variance (ANOVA) and the estimated model table. Table 4.19 shows the model fit summary.

Table 4.19: Overall Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.984 ^a	.968	.965	1.15727

a. Predictors: (Constant), Strategic Leadership, Strategic Corporate Communication, Strategic Employee Participation

A 0.984 correlation value (R) was observed from the output in Table 4.19, modelling a strong linear linkage between strategic change management practices and service delivery. An R² value of 0.968 was also observed, implying that strategic change management practices accounts for 96.8% of service delivery, and the balance of 3.2% ascribed by other factors which the regression model in this research did not include. From the depiction in Table 4.20, an ANOVA test was also produced from the regression analysis.

Table 4.20: Overall ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1422.357	3	474.119	354.014	.000 ^b
	Residual	46.874	35	1.339		
	Total	1469.231	38			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Strategic Leadership, Strategic Corporate Communication, Strategic Employee Participation

Outcomes of the ANOVA test as per the depiction in Table 4.20 show that the regression model adopted in the study was significant (F = 354.014, Sig. < 0.05). The outcomes also depict that based on the total squares sum (1469.231), the regression squares sum was 1422.357, carried out at 95% level of confidence. This means that the model of regression accounts for approximately 96.8% of the dataset's variability, while the residual squares sum is 46.874 meaning that 3.2% of the dataset's variability is unaccounted for. Regression analysis also produced a regression coefficients table presented in Table 4.21.

Table 4.21: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.498	4.718		.741	.463
	Strategic Employee Participation	1.488	.264	.452	5.636	.003
	Strategic Corporate Communication	1.282	.206	.423	6.225	.000
	Strategic Leadership	1.676	.247	.456	6.796	.000

a. Dependent Variable: Service Delivery

Results in Table 4.21 shows that for every 1% increase in strategic employee participation, there is a .152% increase in service delivery, controlling for the other variables. The finding was also significant (Sig.=.003<.05), implying that strategic employee participation has a significant effect on service delivery at the Directorate of Immigration Services of Kenya. Also, for every 1% increase in strategic corporate communication, there is a .423% increase in service delivery, controlling for the other variables. The finding was also significant (Sig.=.000<.05), implying that strategic corporate communication has a significant effect on service delivery at the Directorate of Immigration Services of Kenya. Further, for every 1% increase in strategic leadership, there is a .456% increase in service delivery, controlling for the other variables. The finding was also significant (Sig.=.000<.05), implying that strategic leadership has a significant effect on service delivery at the Directorate of Immigration Services of Kenya. Taking the overall regression model:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

The overall summative regression model can be rewritten as follows:

$$Y = 3.498 + .452 \text{ (Strategic Employee Participation)} + .423 \text{ (Strategic Corporate Communication)} + .456 \text{ (Strategic Leadership)}$$

CHAPTER FIVE: DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In the present chapter, a discussion of the key findings of the study are presented, the consequential conclusion drawn and recommendations for policy, practice and research presented. The aim of the chapter is to tie the research objectives and the respectively stated research questions to the findings and deduce inferences based on the research findings. The chapter then culminates in suggestions for future research as a way of highlighting how the identified knowledge gaps and limitations can be bridged and addressed.

5.2 Discussion

5.2.1 Strategic Employee Participation and Service Delivery

The study sought to establish the effect of strategic employee participation on service delivery at the Directorate of Immigration Services of Kenya. The findings imply that a majority of the respondents highly affirm to the application of strategic employee participation in the organization. It is deducible from the finding that strategic employee participation in the management of change is applied in the institution to a great extent. It is particularly notable that the administration involves lower cadre employees in collective bargaining regarding change and in delegation of duties in the process of change.

There is also considerable job autonomy in the institution as enterprising behavior is encouraged among employees in line with the organizational strategy. Employees are also to an extent consulted in a joint decision making between leadership and employees across all cadres on issues pertinent to change in the organizations. Strategic employee participation was also significantly associated with service delivery at the Directorate of Immigration Services of Kenya. This implies that a notable proportion of the variance in service delivery

at the Directorate of Immigration Services of Kenya is attributed to strategic employee participation.

The findings are consistent with Wilkinson and colleagues (2019) who report in their study, that direct involvement of employees had positive impacts on economic performance (output increase, lower cost and product or service quality improvement). Similarly, Williamson (2018) found in their study, that employee engagement in decision-making gives employees the ability to use personal private knowledge, which can result in improved judgments for the company, ultimately boosting its performance. Further in agreement with the present study findings, Parasuraman et al. (2018) revealed in their study that higher staff participation resulted in improved service delivery. Similar results were also reported by Ontiri (2018) who demonstrate that employee participation had a statistically significant impact on service delivery at NCWSC. The finding is however in contrast with Noah (2018) who found that employee participation in decision making among selected establishments in Lagos, Nigeria has a negative impact on job productivity. Similarly, Sagie and Aycan (2021) report that involving employees in critical decision-making level influences their job performance negatively.

The findings are in tandem with Lewin's (1947) Change Management Theory, which conceptualize the three stages to implementing change. As demonstrated in the study findings, employees must be involved at the changing phase, in order to build a strong organizational culture with new attitudes and behaviors being formed. Accordingly, Change Management theory (Lewin, 1947) posits that employees must also be involved at this stage in order to build a strong organizational culture with new attitudes and behaviors being formed.

5.2.2 Strategic Corporate Communication and Service Delivery

The study also sought to determine the effect of strategic corporate communication on service delivery at the Directorate of Immigration Services of Kenya. The findings show that a majority of the respondents highly affirm to the application of strategic corporate communication in the organization. It is particularly found that strategic corporate communication in the institution is carried out in a manner that reduces employee anxiety through established internal communication channels. Change in the institution is also communicated in a manner that is timely and that promotes employee self-efficacy.

It is also notable from the findings that as a communication strategy, the institution employs reputation management as well as both public and stakeholder relations through communication to all relevant stakeholders with a view to address their respective concerns. Strategic corporation participation was also significantly associated with service delivery at the Directorate of Immigration Services of Kenya. This implies that a notable proportion of the variance in service delivery at the Directorate of Immigration Services of Kenya is attributed to strategic corporation communication.

The study findings are in agreement with Vig et al. (2017) financial performance was found to be influenced by corporate communication on goods and services, management and vision, and working conditions. Similarly, Zerfass and Sherzada (2020) found that communication activities such as communicating, reputation and image administration, and shareholder relations management, according to the CEOs, led to the organization's profitability and financial success. Similar results were reported by Ojwang' (2018) who found that Airtel Kenya's internal communications initiatives had an impact on the profitability in the categories of income, market dominance, value creation, and client satisfaction, according to the report. The finding is however in contrast with Hikmah (2020) who found that if not

strategically executed, corporation communication has a negative impact on employee productivity. Similarly, Bolarinwa and Olorunfemi (2019) argue that top-down corporate corporation without a measure of feedback from staff at the operational level may negatively influence organizational performance.

The findings are also in support of Lewin's (1947) Change Management Theory, in that strategic communication is found to be critical for employees to be convinced that the old ways are no longer helpful in order for change to be successful. This is consistent with the theory in that at the second stage where change occurs, it is critical to communicate and provide employees with the tools they need to learn new methods and to reward those employees who do so (Burnes, 2007). Accordingly, Palmer and Dunford (2008) observe that in order to facilitate the implementation of change, new attitudes and behaviors are being formed.

5.2.3 Strategic Leadership and Service Delivery

The study further set out to establish the effect of strategic leadership on service delivery at the Directorate of Immigration Services of Kenya. The findings presented imply that a majority of the respondents highly affirm to the application of strategic leadership in the organization. The administrative leadership in the institution is particularly found to provide support and direction during the management of change. The leadership is also found to offer motivation during change in an effort to have the employees buy in to and rally behind the adopted change. Leadership in the institution is also found to offer inspiration by acting as role models during the management of change, as well as inspire a change-oriented organizational culture. The leadership further shares their vision and delegates duties during the implementation of change. The administration also effectively manages all pertinent stakeholders during change. Strategic leadership was also significantly associated with

service delivery at the Directorate of Immigration Services of Kenya ($\beta = .528$, $\text{Sig.}=.000<.05$). This implies that a notable proportion of the variance in service delivery at the Directorate of Immigration Services of Kenya is attributed to strategic leadership.

The results are consistent with Ndlovu (2018) who found that absence of strategic leadership was the cause of poor delivery of services, long delays, poor communication, failure to align nationwide, regional, and local programs, weak governance, and inability to establish policies at uThungulu District Municipality in South Africa. Similarly, Mungania and Karanja (2019) report that performance of an organization is connected to the collective influence of leaders at various hierarchical levels in organizations of any size. Also, in tandem with the present study findings, Ragul (2021) established that strategic leadership is a key success factor in organizational performance and therefore in the delivery of service for the benefit of the public. The results are further supported by Gaitho *et al.* (2018) in whose study strategic leadership was found to have a considerable impact on service delivery among Kenyan county administrations.

The finding is supported by Lewin's (1947) Change Management Theory, whereby findings demonstrate that the administration must thus provide strategic leadership by strategically communicating their vision for change and steering the employees towards change through ensuring their participation in order to avoid change resistance. This is in accordance with Lewin (1947) who intimates that at the unfreezing stage, leadership must be strategic by providing employees with the tools they need to learn new methods and to reward those employees who do so. To prevent people from going back to their previous ways of doing things, the final stage is known as "refreezing" (Lewin, 1947). The leadership can come up with policies and procedures that can be used to accomplish this.

The study sought to assess service delivery in the institution. The findings depict effectiveness as a measure of service delivery, implying that a majority of the participants approve highly of the questions posed with regard to service delivery as indicated by effectiveness. It is deducible from the finding, that service delivery in the institution is perceived as largely effective. In the institution, the activities, objectives and program goals are tied to the mission statement, which is agreed to and known by the institution's staff. There is also concordance between the purpose of the institution and mission statement.

Findings also imply that a majority of the participants approve highly of the questions posed with regard to service delivery as indicated by efficiency. It is inferred from the findings, that service delivery in the institution is notably efficient. To achieve efficiency, high-quality systems of administration are established in the institution, including strategy, financial, program and human resources. Particularly, financial resources and infrastructural physical facilities including equipment and buildings are optimally utilized. Staff members in the institution also perform to their optimal potential.

It is also implied that a majority of the participants approve highly of the questions posed with regard to service delivery as indicated by relevance. The study thus deduces that there is notable relevance in the institution's service delivery. This can be attributed to the regular revision of the mission of the institution and programs to reflect varying institution's capacities and adjust to the environment. The finding is consistent with Blickendorfer and Janey (2020) who observe that public institutions are increasingly pursuing relevance through program and service changes in relation to altering client systems. There is also regular role analysis and stakeholder assessment in the institution. The institution is also found to encourages, adapts and/or creates new innovations.

Findings imply that a majority of the participants approve highly of the questions posed with regard to service delivery as indicated by financial viability. The study thus finds a notable measure of financial viability in the institution. This is attributable to the sustained support by both existing and new sources of funding; the consistently less expenses than revenue in the institution; as well as less liabilities in the institution compared to assets. The finding is supported by Cockerill *et al.* (2019) who assert that superior financial viability in the public sector is demonstrable in the ratio of cash to deferred revenues; ratio of total assets to total liabilities, level of funding source diversification. The observed financial viability in the institution is also tied to the regularly monitoring of finances by the institution; the reasonable surplus of funds kept by the institution as well as the reliance of multiple sources of funding.

The finding is supported by NPM theory as posited by Hood (1991), in that results have demonstrated how the deployment of the three strategic change management practices as part of NPM influence the effectiveness, financial feasibility, relevance, and efficiency of service delivery at the immigration department. This is in view of the assumption that the three practices of employee participation, strategic corporate communication and strategic leadership were introduced at the directorate with a view to realize superior service delivery.

5.3 Conclusion

The study sought to establish the effect of strategic employee participation on service delivery at the Directorate of Immigration Services of Kenya. Based on the study findings, it is concluded that strategic employee participation has a significant effect on service delivery at the Directorate of Immigration Services of Kenya. This implies that a notable proportion of the variance in service delivery at the Directorate of Immigration Services of Kenya is attributed to strategic employee participation. It is also deducible that before, during and after change is implemented in the institution, the administration largely involves staff at the lower

cadres. By so doing, employees across cadres feel engaged and valued during change implementation, which results in superior service delivery.

The study also sought to determine the effect of strategic corporate communication on service delivery at the Directorate of Immigration Services of Kenya. The study concludes in this regard that strategic corporate communication has a significant effect on service delivery at the Directorate of Immigration Services of Kenya. This implies that a notable proportion of the variance in service delivery at the Directorate of Immigration Services of Kenya is attributed to strategic corporation participation. It is also inferred from the finding that there is a considerably high level of strategic corporate communication with regard to the management of change in the institution. This is expected as the implementation and management of change presupposes information symmetry between the leadership and lower cadre staff. With information symmetry, change is managed in a well-coordinated manner which translates into organizational effectiveness and efficiency, hence superior service delivery.

The study further set out to establish the effect of strategic leadership on service delivery at the Directorate of Immigration Services of Kenya. The study concludes that strategic leadership has a significant effect on service delivery at the Directorate of Immigration Services of Kenya. This implies that a notable proportion of the variance in service delivery at the Directorate of Immigration Services of Kenya is attributed to strategic leadership. It is implied from the finding, that strategic leadership in the process of managing change is employed in the institution to a great extent. This is important as change is normally originated at the administration level and cascaded down to employees in the lower cadres. It is thus expected that leadership is strategically provided for effective management of change, which then results in superior service delivery.

5.4 Recommendations

5.4.1 Recommendations for Policy

It was found that strategic employee participation has a significant effect on service delivery at the Directorate of Immigration Services of Kenya. It is therefore recommended that policy makers in the country formulate policy guidelines for government institutions to involve employees at various job levels in critical decisions and changes that impact their day-to-day operations.

It was also found that strategic corporate communication has a significant effect on service delivery at the Directorate of Immigration Services of Kenya. It is thus recommended that policy makers in the country formulate policy directives for public institutions to develop communication structures that will enable both top-down and bottom-up communication channels for change to be effectively realized in these institutions.

The study further found that strategic leadership has a significant effect on service delivery at the Directorate of Immigration Services of Kenya. It is thus recommended that policy makers in the country formulate policy guidelines for administrative to implement in the course of change management and in keeping with the NPM paradigm. This should guide all aspects of public administration that relate to change management.

5.4.2 Recommendations for Practice

It is recommended that for superior service delivery in government institutions in the management of change, administrations thereof ought to practice strategic employee participation. More specifically, it is recommended that lower cadre employees are actively involved in collective bargaining regarding change and in delegation of duties in the process of change. Employees ought to also be given a considerable job autonomy through encouragement of enterprising behavior in line with the organizational strategy. Public

administrations are also implored to consult employees in a joint decision making between leadership and lower cadre employees on issues pertinent to change in the organizations.

It is recommended that in order to realize superior service delivery during the process of change, government institutions ought to employ strategic corporate communication in the management of change. It is particularly recommended that public administrations carry out strategic corporate communication in a manner that reduces employee anxiety through established internal communication channels. Change in the institution ought to also be communicated in a manner that is timely and that promotes employee self-efficacy. Both public and stakeholder relations ought to also be employed through communication to all relevant stakeholders with a view to address their respective concerns.

The study recommends that administrative leadership in government institutions provide support, direction, and motivation during the management of change and share their vision and delegates duties during the implementation of change. This will realize employee buy-in to and enable them rally behind the adopted change. It is also recommended that leadership in the institution offer inspiration by acting as role models during the management of change, as well as inspire a change-oriented organizational culture.

5.4.3 Recommendations for Theory

The present study was underpinned by two theories, including Kurt Lewin's change management theory and the new public management theory. In support of the two theories, findings have demonstrated that the administration must thus provide strategic leadership by strategically communicating their vision for change and steering the employees towards change through ensuring their participation in order to avoid change resistance. Leadership must also be strategic by providing employees with the tools they need to learn new methods and to reward those employees who do so. Strategic communication is also critical for

employees to be convinced that the old ways are no longer helpful in order for change to be successful.

The new public management theory has also been proven relevant in the present study. It was particularly demonstrated that the three strategic change management practices embody the NPM paradigm and significantly influence the effectiveness, financial feasibility, relevance, and efficiency of service delivery at the immigration department. This is in view of the assumption that the three practices of employee participation, strategic corporate communication and strategic leadership were introduced at the directorate with a view to realize superior service delivery.

5.5 Limitations of the Study

The main limitation faced in the study was the inability to generalize the study findings to all government institutions in the country as well as organizations in the private sector, as different government institutions and private sector organizations may have different organizational structures and cultures and therefore the process of managing change may not be similar to the Directorate of Immigration Services.

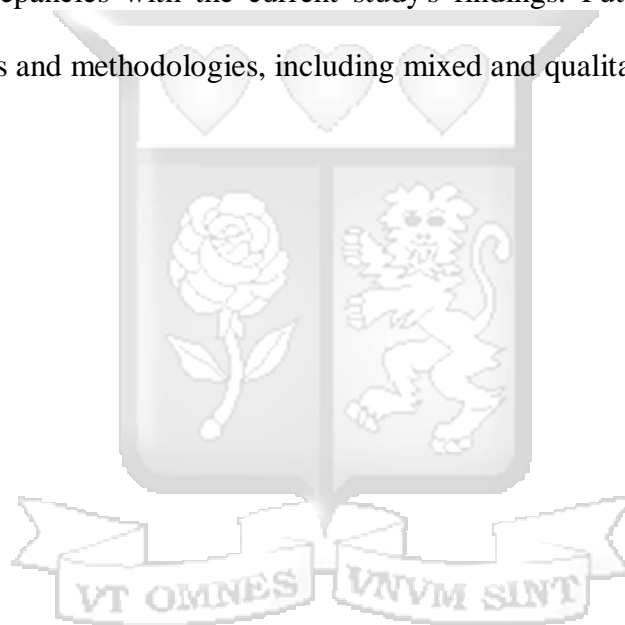
The conceptual limitation was that the study examined four main variables, namely strategic leadership, strategic corporate communication, strategic employee participation and evaluated how these variables affected service delivery. Results from regression analyses reveal that there exist other factors that affect service delivery, but were not included in the model.

The methodological limitation on the other hand was that the study data was limited to primary data collected through use of a structured questionnaire. While myriad of authors and scientific research supports the appropriateness of use of questionnaires as data collection tool, the tool is faced by various challenges; key challenge being accuracy of the information

obtained. The researcher encouraged the respondents to provide accurate information as possible and also introduced checker questions to identify any inconsistencies.

5.6 Suggestions for Further Studies

The purpose of this study was to establish the effect of strategic change management practices on service delivery at the Directorate of Immigration Services. Based on the foregoing limitation faced, this study recommends that future research should replicate this study into other government institutions and private sector organizations to see if there are any parallels or discrepancies with the current study's findings. Future studies could also explore other variables and methodologies, including mixed and qualitative.



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APPENDICES

Appendix I: Research Introductory Letter

Gillian Anyango Opar
Strathmore University
Nairobi

Dear Respondent,

RE: Data Collection for Research Project (Masters)

My name is Gillian Anyango Opar, a Masters degree student at the Strathmore University Business School. I am conducting a study on the *Effect of Strategic Change Management Practices on Service Delivery at the Directorate of Immigration of Kenya*. This research is purely for academic reasons and will not be used for any other purpose; your responses will be treated confidential. Kindly answer the following questions.

Yours faithfully,



Gillian Anyango Opar



Appendix II: Research Questionnaire

Instructions

- There is no wrong answer; each response will be treated as a correct one. Your opinion is what is required in this study.
- Do not think too long about each statement. It should take you around 10 minutes to complete.

Part A: Demographic Information

1. What is your gender?

Male Female

2. What is your age?

18 - 25 years 26-30 years 31-35 years
 36-40 years Above 50 years

3. What is your highest level of education?

Primary Secondary Certificate
 Diploma Undergraduate Postgraduate

4. For how long have you worked in this organization?

Less than 5years 5-10 years 11-15 years
 16-20 years Over 20years

5. What is your job level?

Senior level Middle level Operational level

Part B: Strategic Employee Participation

Please indicate your level of agreement with the statements in relation to strategic employee participation in your facility, using the scale: Use a Likert scale of 1-5, where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree.

Strategic Employee Participation	1	2	3	4	5
Employees are consulted before change is implemented					
There is joint decision making between leadership and lower cadre employees on issues pertinent to change in the organizations					
Employees are involved in collective bargaining regarding change					

Enterprising behavior is encouraged among employees in line with the organizational strategy					
Employees across cadres feel engaged and valued during change implementation					
There is considerable job autonomy among employees during change implementation					
Employees are delegated duties in the process of change					

Part C: Strategic Corporate Communication

Please indicate your level of agreement with the statements in relation to strategic corporate communication in your facility, using the scale: Use a Likert scale of 1-5, where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree.

Strategic Corporate Communication	1	2	3	4	5
There are established internal communication channels through which change is communicated					
In the institution, change is communicated in a manner that reduces employee anxiety					
The institution communicates change in a manner that promotes employee self-efficacy					
Change is communicated in a timely manner					
In the institution, change is communicated to all relevant stakeholders					
Change in the institution is communicated in a manner that addresses stakeholders' concerns					
The institution employs public relations as a communication strategy					
Image and reputation management as a communication strategy in the institution employs					
The institution employs stakeholder relations as a communication strategy					

Part D: Strategic Leadership

Please indicate your level of agreement with the statements in relation to knowledge acquisition in your facility, using the scale: Use a Likert scale of 1-5, where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree.

Strategic Leadership	1	2	3	4	5
The leadership provides direction on change management					
In this institution, the leadership offers support during change					
The leadership in this institution offers motivation during change					

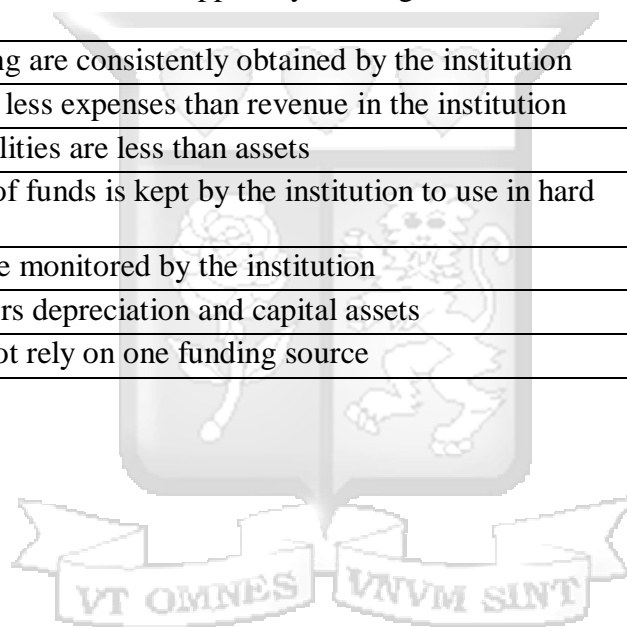
In this institution, the leadership offers inspiration during change					
Change-oriented organizational culture is inspired by the leadership in this institution					
Stakeholders are effectively managed during change					
There is shared vision by the leadership in this institution					
The leaders are role models for change					
The leadership delegates duties during change implementation					

Part E: Service Delivery

Please indicate your level of agreement with the statements in relation to service delivery in your facility, using the scale: 1= No Extent; 2 = Little Extent; 3 = Moderate Extent; 4 = High Extent; 5 = Very High Extent

	1	2	3	4	5
Effectiveness					
The mission statement, charter and other documents offer the purpose of our institution					
The mission is agreed to and known by the institution's staff					
The institution operationalizes the mission through activities, objectives and program goals					
Qualitative and quantitative indicators are employed to capture the mission's essence					
A protocol is established to assess the institution's effectiveness					
The organization tracks effectiveness of the institution					
The institution employs feedback for self-improvement					
Efficiency					
The institution uses staff members to the potential					
Optimal use is made of infrastructural physical facilities (equipment, buildings, etc.)					
The institution makes optimal use of financial resources					
The system of administration offers good value for finances					
High-quality systems of administration are established (strategy, financial, program, human resources, etc.) to support the institution's efficiency					
Benchmark assessments are done of the progress the institution achieved					

Relevance					
Regular revision of programs reflects varying institution's capacities and environment					
The mission of the institution is reviewed periodically					
Assessment of stakeholder need is regularly conducted					
The environment is regularly reviewed by the institution to adjust its strategy					
The institution tracks its image					
The institution adapts or creates new innovations					
Institution encourages innovation					
Regular role analyses are undertaken by the institution					
Financial viability					
Our institution is offered sustained support by existing sources of funding					
New sources of funding are consistently obtained by the institution					
There are consistently less expenses than revenue in the institution					
In the institution, liabilities are less than assets					
A reasonable surplus of funds is kept by the institution to use in hard times					
Regularly, finances are monitored by the institution					
Our institution monitors depreciation and capital assets					
The institution does not rely on one funding source					



Appendix III: Approval Letter



29th August 2022

Ms Opar Gillian,
gillian.opar@strathmore.edu

Dear Ms Opar,

RE: Effect of Strategic Change Management Practices on Service Delivery at the Directorate of Immigration of Kenya

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU- master's** research proposal. Your application reference number is **SU-ISERC1467/22**. The approval period is from **29th August 2022 to 28th August 2023**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 48 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 48 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to SU-ISERC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,






A handwritten signature in black ink, appearing to read "Ben Ngoye".

for: **Dr Ben Ngoye,**
Secretary, SU-ISERC

Cc: Prof Fred Were,
Chairperson, SU-ISERC



Appendix IV: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 543200	Date of Issue: 08/September/2022
RESEARCH LICENSE	
	
<p>This is to Certify that Ms. Gillian Anyango Opar of Strathmore University, has been licensed to conduct research in Nairobi on the topic: EFFECT OF STRATEGIC CHANGE MANAGEMENT PRACTICES ON SERVICE DELIVERY AT THE DIRECTORATE OF IMMIGRATION OF KENYA for the period ending : 08/September/2023.</p>	
License No: NACOSTI/P/22/20119	
543200	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Applicant Identification Number	Verification QR Code
	
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