THE INFLUENCEOF TRANSFORMATIONAL CHANGE ON SERVICE DELIVERY: A CASE OF THE CITIZEN SERVICE CENTRES IN NAIROBI COUNTY.

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ABSTRACT

The purpose of the study was to establish the effects of transformational change on service delivery in the Citizen Service Centres in Nairobi County popularly known as Huduma Centres. The new century has been marked by a generalized sense that traditional work arrangements are inadequate to address the challenges organizations, in particular the public sector encounter today. The shifts from an industrial to an information-based society and from a manufacturing to a service economy, compounded by the forces of globalization, have propelled revolutionary changes on work place arrangements, Successful organizations remain in the learning mode in order to cope with change. The objectives of this study was to determine the effects of

organizational culture on service delivery in the Citizen Service centres in Nairobi County; to determine the effects of organization structure on service delivery in the Citizen Service centres in Nairobi County; to establish the effects of Processes on service delivery in the Citizen Service centres in Nairobi County, and to determine the effects of Staff training on service delivery in the Citizen Service Centres in Nairobi County. This study adopted a descriptive design. The target population of this study was the service employees of the Citizen Service Centres of Nairobi County. The study used stratified random sampling technique. The main research instrument of primary data collection was a structured questionnaire and secondary data was obtained from published sources such as library, internet and research done by other scholars. Data collected was analyzed using Statistical Package for Social Sciences (SPSS) version 21. Correlation and regression was used to establish the relationship between independent variables and dependent variable and conclusion and recommendations were drawn.

Key words: Transformational Change on Service Delivery

1.0 Introduction

Organizations today increasingly face fierce competition, demanding customers, economic pressures, and financial crises (Manmath, 2006). Radical disruptions to competition, regulation, technology and customer expectations are creating an almost constant need for change (Miller 2012). Manmath (2006), urges that, to be effective, organizations must reduce costs, improve product and service quality, and respond quickly to new opportunities in the marketplace. Shareholders are demanding more from fewer resources. Empowered and innovative employees are mandated to find new ways to enhance profitability, business performance, competitive advantage and service delivery faster than ever before. Employees are becoming better educated and more questioning, they are much less receptive to autocratic, compliance driven leadership styles.

According to Pricewaterhouse Coopers (PwC) (2010), reforms in the public sector aimed at improving service delivery have received considerable focus during the last decade. Global trends such as rising customer expectations, budgetary constraints, and global competition for investment, public sector reform programs and changing demographics have transformed the environment in which the public sector operates. This, in turn, has broken down old constraints and created new opportunities. Fundamental to the demand for better public services are the

heightened expectations of citizens – expectations that transcend economic status, geographies and the different methods of funding, managing and delivering these services. Therefore, transformational change which is a shift in the business culture of an organization resulting from a change in the underlying strategy and processes that the organization has used in the past has been given priorities. A transformational change is designed to be organization-wide and is enacted over a period of time. The process of transformational change must always mirror what it seeks to create. It has a strong focus on what is happening right now, in the present, while appreciating the impact of our past and establishing goals for the future, the power of transformational change is in actually becoming the fullness of who we are right here, right now. (Gass, 2012). Transformational change addresses the systems and processes; the structure that is, reporting relationship and the change of mindset (culture) which include the Mission, Vision and values;

1.1 Statement of the problem

To enhance high service delivery brought about by transformational change in the Kenyan public sector, total transformation, particularly attitude change of civil servants must be transformed too. According to UNDP (2006), the new century has been marked by a generalized sense that traditional work arrangements are inadequate and in particular in the public sector. The shifts from an industrial to an information-based society and from a manufacturing to a service economy, compounded by the forces of globalization, have propelled revolutionary changes on work place arrangements, and hence successful organizations remain in the learning mode in order to cope with change.

According to Miller (2012) it should be recognized that customer centric services cannot be provided or sustained without both structural and cultural/behavioral changes taking place. According to PwC (2010), in many public sector organizations, despite a strong appetite for improvement and willingness to change, existing staff members lack the confidence or knowhow needed to develop new models for service delivery. The future state is so radically different than the current state that the people and culture must change to implement it successfully (Miller, 2012). New mindsets and behaviors are required. Paton & McCalman, (2000) suggests that leaders and workers must shift their worldviews to even invent the required new future.

Despite all the efforts to improve on the service quality offered to customers, evidence shows that there are continued customer complaints. According to the survey by the Institute of Customer Service (2014), on the inaugural service excellence awards whose awards recognize that customers' experiences with products/services are the most important determinant of a company'ssuccess. The survey found out that Huduma Centres had 33% of customers as loyal enthusiasts who will keep buying and refer others (promoters), 22% are unhappy customers (Detractors), and 45% are satisfied, but unenthusiastic, vulnerable to competitive offerings (Passives). Although Huduma Centres had a positive customer service experience as compared to other government agencies, the survey indicated that further analysis needed to find ways/strategies in which the organization can focus on continuing to nurture its customers and effectively deal with Detractors and Passives. According to Kiptoo (2012), 51 percent of citizens who seek services complain on the poor services offered due to delays in getting logbooks and drivers licenses. Chemengich, (2013), indicate that although the e-Government, Performance Contracting and Rapid Results Initiatives have led to significant improvements, more remains to be done. In Kenyan context, limited literature exists on the subject of transformation particularly factors enhancing the transformation process and this has led to inability to compare the status of organizational transformation in the country with major counterparts or a lost opportunity to learn from those that have been successful or success transformation stories (Atikiya & Nzulwa, 2014).

The inability to provide high quality service may be attributed to failure to adopt transformational change management practices that enhance employee performance and motivation which could improve the service delivery of the public service. This study will therefore, look into the influence of transformational change on service delivery in the Citizen Service Centres in Nairobi county.

1.2 General Objectives

To establish the effects of transformational change on service delivery in the Citizens Service Centres in Nairobi County.

1.2.1 Specific Objectives

1) To determine the effects of organizational culture on service delivery in the Citizen Service Centres in Nairobi County

2) To establish the effects of organization structure on service delivery in the Citizen Service Centres in Nairobi County

3) To determine the effects of Processes on service delivery in the Citizen Service Centres in Nairobi County

4) To establish the effects of Staff Training on service delivery in the Citizen Service Centres in Nairobi County.

1.3 LITERATURE REVIEW

1.3.1 McKinsey 7s Model

McKinsey 7s model was developed in 1980s by Tom Peters, Robert Waterman and Julien Philips with a help from Richard Pascale and Anthony G. Athos. According to Ovidijus (2013), the model has been widely used by academics and practitioners and remains one of the most popular strategic planning tools. It sought to present an emphasis on human resources (Soft S), rather than the traditional mass production tangibles of capital, infrastructure and equipment, as a key to higher organizational performance. McKinsey 7s model is a tool that analyzes firm's organizational design by looking at 7 key internal elements: strategy, structure, systems, shared values, style, staff and skills, in order to identify if they are effectively aligned and allow organization to achieve its objectives.

1.3.2 Lewin's 3-Stage Model of Change

Another change management model relevant to this study especially on organizational culture is Kurt Lewin's 3-Stage Model (1951). This model is known as Unfreeze–Change–Refreeze and refers to the three-stage process of change. He described organizational change using the analogy of the changing shape of a block of ice. (Bourda, 2013). According to Armstrong (2012), the basic mechanisms for managing change as set out by Lewin (1951) are: Unfreezing; this stage is about altering the present stable equilibrium that supports existing behaviors and attitudes, (mindsets), breaking down existing status quo (organizational culture) to build up a new way of operating, (Armstrong, 2012; Bourda, 2013;Connelly, n.d), it Challenges the organizational beliefs, values, attitudes, and behaviors and develop compelling messages for why the existing way of doing

things cannot continue (Bourda, 2013).According to Armstrong (2012), this process must take account of the inherent threats change presents to people and the need to motivate those affected to attain the natural state of equilibrium by accepting change.

1.3.3 System Approach Theory

Systems theory was proposed in the 1940's by the biologist Ludwig von Bertalanffy. He emphasized that real systems are open to, and interact with, their environments, and that they can acquire qualitatively new properties through emergence, resulting in continual evolution. Systems concepts include: system-environment boundary, input, output, process, state, hierarchy, goal-directedness, and information. In the Systems Approach theory, service delivery largely depends on the organizational environment within which it operates. Service delivery is the key factor that makes difference in how well public offices serve people. The systems approach theory helps to understand the service delivery system from the point of service provider's environment. From this point of view, organizational culture, Structure and processes become vocal in service delivery. The systems approach thus views the organization, in this case service provider, as a unified, purposeful system composed of interrelated parts. It considers the organization as a whole and as part of the larger, external environment. In this approach, flow is a key concept that plays a very important role. There are flows of information, services and energy (including human energy).

1.3.4 Expectancy Theory (Porter and Lawler Model)

Expectancy theory was proposed by Victor H. Vroom (1964), then Porter and Lawler developed a model based on Expectancy theory in 1968. Porter and Lawler theory insists that to complete a task, individual is motivated by the expected reward after completing the task. The rewards are categorized as intrinsic (the positive feelings that the individual experiences from completing the task e.g. satisfaction, sense of achievement)and extrinsic (rewards emanating from outside the individual such as training bonus, commission 'and pay increases). It summarized this section by indicating that individual's view regarding the attractiveness and fairness of the rewards will affect motivation. This findings is very helpful to this study in relating the performance (service delivery) of a service employee to motivation in terms of training.

1.4 Empirical Review

1.4.1 Organizational Culture

A research done by Bichanga and Shikanda, (2010) investigated the effects of organizational culture on innovation in services industry. The hypothesis was that innovation in service industry is, affected by factors as culture, leadership, skills, rewards and recognition. Among the key findings of this study was that organizational culture, leadership, skills, rewards and recognition affect innovation. Organizational culture forms an essential part of the functions of the organization. The influence of leadership style on the improvement of professional skills is vital when innovative culture is either high or low. The study also found out that employees in public service sector are influenced by officials in higher authority. The study established that high innovation culture demands that employees be given operational autonomy, where the leaders of the company trigger an innovative culture. It indicated that employees in public service sector are not encouraged to think outside the norm. The study indicated that there is no effective communication between the subordinate staff and top management; hence the implementation of new ideas is a challenge.

1.4.2 Organizational Structure

Zinn, J. S. and Mor, V. (2011) did a research on Organizational Structure and the Delivery of Primary Care to Older Americans that addressed the relationship between intra-organizational structure and patient care outcomes in ambulatory, hospital, nursing home, and home healthcare settings. The finding suggested that more bureaucratic control (e.g., centralization or built-in features to assure coordination and communication) appeared to be associated with better outcomes in hospital settings. However, there are suggestions in the literature that structures allowing for more horizontal communication appear to be more effective when the care required is less technical but still complex.

A study by Liang (2010) investigated human resource strategies for delivering service quality in the hotel industry at Haibin Hotel and Westin Hotel in China. This study reveals the important role of employees in service quality delivery (position of service employees in decision making) and suggested the need for theory to be used to provide the guideline to improve the service quality

delivery. The study shows that organizations should highlight the crucial role service employees' play on good service delivery. The study further shows that, service providers should also emphasize on the service quality delivery which can be achieved through integrating the service culture and human resource strategies into the organization.

1.4.3 Organizational Processes

The Studies on Processes and Service Delivery which were found useful to this study include one by Pretorius and Schurink (2007) on service delivery in local government in South Africa whose main concern of the study was to investigate the policy and procedure in local government with an objective of ensuring enhanced service delivery within local government. The study established that service delivery faced various challenges including; ensuring effective and efficient service delivery; facilitating new core management systems, developing procedures to ensure that resources and activities are aligned with the Integrated Development Plan, ensuring funding for prioritized projects to meet the challenges of service delivery and to address infrastructure backlogs, and stimulating local economic development. These issues made the service delivery not visible to the consumers. The study recommended that the government was an enabler of service delivery to its citizens and the local government was a vehicle delivery. The local government was therefore required to ensure; expediting procedures; emphasize a culture of effective service delivery; providing funding and human resources; promoting integration and coordination.

According to Kiptoo (2012) study on the factors affecting service delivery at the Road Transport Department (RTD) of Kenya Revenue Authority, established that service delivery is highly influenced by ineffective use of information technology, the too many steps in approval of licenses, and bureaucratic controls, and lack of logistics support.

Kasem (2011) conducted an exploratory study which was aimed to expose the realities of service delivery system of the Assistant Commissioner (Lands) offices in the Dhaka city, Bangladesh. The findings of the study revealed that the inadequacy of service delivery employees; lack of incentive for workloads, poor management style, clumsy service delivery procedures, motivational challenges, and illiteracy of service seekers about the services made the service providers encounter various challenges in delivering service.
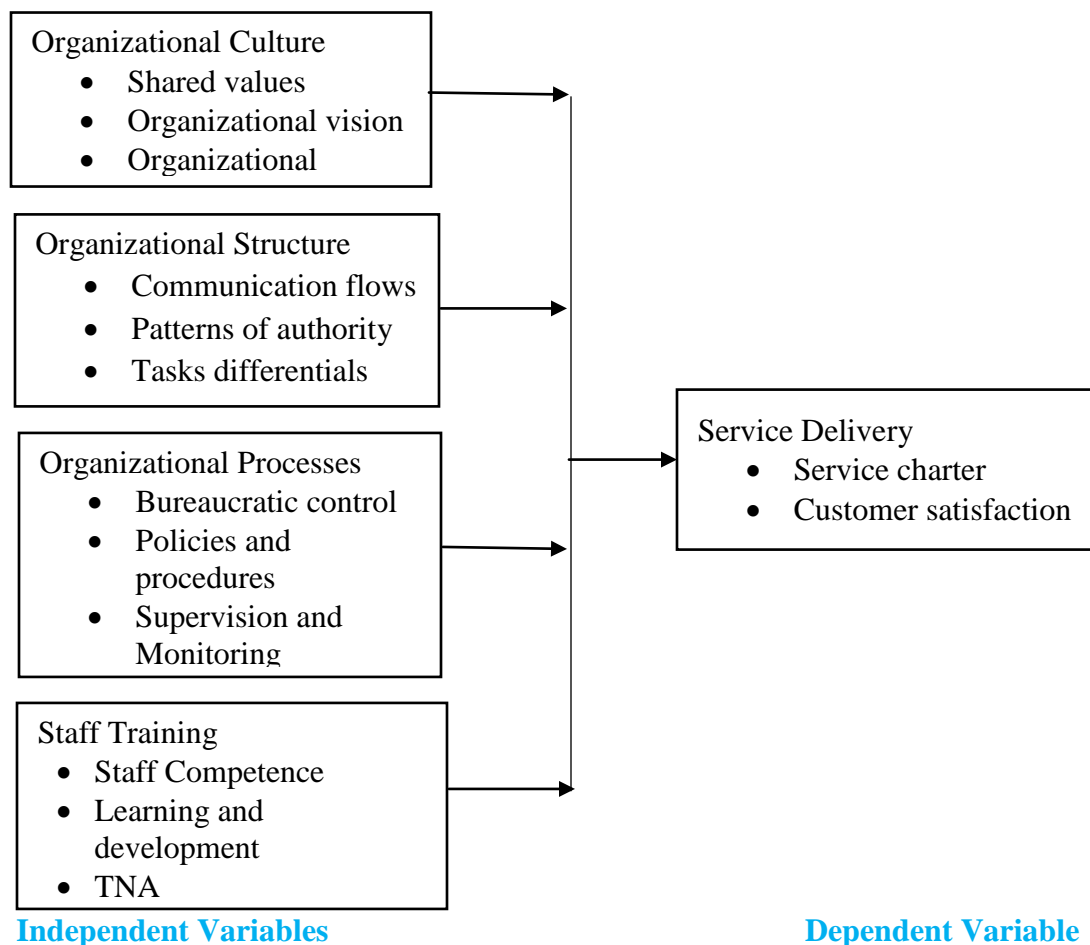
1.4.4 Staff training

According to Kiptoo (2012) study on the factors affecting service delivery at the Road Transport Department (RTD) of Kenya Revenue Authority, whose objective was to establish the extent to which the factors in the available literature influence provision of services at the department, indicated that service delivery at RTD was affected by inadequate staff to provide services to customer, inadequate training and lack of staff motivation.

Sahinidis and Bouris (2007) examined 134 employees in public organizations after they had completed a training program. Their study supports that there is a significant correlation between the employees perceived training effectiveness and their commitment, job satisfaction and motivation. Khan et al. (2011) found a significant relationship between the employees training and their resultant performance in accomplishing different tasks in the organization. This study identified other past studies which treated the staff training as factor of service delivery. A study conducted by Jochimsen (2007) to evaluate the Parkinson's Law at vehicle registration offices in Germany. The study found out that the incentive based work contracts played an important role in service delivery. This is where financial incentives as well as motivation through training were found to be important tools in increasing efficiency. They were more productive (produced better results) than a simple increase of number of staff or disintegrations of tasks. This is to say that employee motivation through training was a key factor in service delivery.

1.5 Conceptual Framework

According to Kombo and Tromp (2009), conceptual framework is a set of broad ideas and principles taken from relevant fields of inquiry and used to structure a subsequent presentation. It is a pictorial representation of the relationship between the independent variables and dependent variable. The framework developed here was based on four independent variables -Organizational Culture, Organizational Structure, Organizational processes and Staff training- and one dependent variable- Service Delivery.

Organizational Culture	
• Shared values	
• Organizational vision	
• Organizational	

Organizational Structure	
• Communication flows	
• Patterns of authority	
• Tasks differentials	

Organizational Processes	Service Delivery
• Bureaucratic control	• Service charter
• Policies and procedures	• Customer satisfaction
• Supervision and Monitoring	

Staff Training	
• Staff Competence	
• Learning and development	
• TNA	

Independent Variables   **Dependent Variable**

1.6 Research Design

This research used a descriptive type of research design. This is because descriptive design provides insights concerning the current status of the phenomenon and to describe what exist in what with respect to variables or conditions in a situation (Kothari 2006). According to Mugenda & Mugenda (2008) the purpose of descriptive research is to determine and report the way things are and it helps in establishing the current status of the population under study. This helped in providing useful and accurate information to answer the questions based on who, what, when, and how. The design enabled the study to combine both quantitative and qualitative research approaches. Qualitative approach provides verbal descriptions rather than numerical (Bryman, 2008). Qualitative methods can be used to gain more in depth information that may be difficult to convey quantitatively (Mugenda and Mugenda, 2003).

1.7 Data Collection Instrument

Data was collected using a questionnaire which contained both open-ended and close-ended questions. A questionnaire in general terms include all techniques of data collection in which each person is asked to respond to the same set of questions in a predetermined order (de Vaus,2002). According to Oppenheim (2001) this method of data collection ensures a high response rate and accurate sampling. He also urged that greatest care is needed in briefing the respondents, or they may, with the best intentions, introduce fatal bias. The instrument was considered appropriate for the study because all the respondents were literate. It was also less costly in terms of time, and was more flexible for busy respondents.

1.8 Inferential Analysis

This section presents the findings on correlation analysis, and multiple regression analysis.

1.8.1 Relationship between Variables – Correlation Analysis

According to Mugenda and Mugenda (2003), correlation technique is used to analyze the degree of relationship between two variables. The computation of a correlation coefficient yields a statistic that ranges from -1 to +1. The researcher carried out correlation analysis between the variables of the study using Pearson correlation coefficient. Correlation Coefficient was used to test whether there existed interdependency between independent variables and also whether the independent variables were related to the dependent variable. This section outlines the correlation analysis.

Variables	Pearson Correlation	Organizational culture	Organizational structure	Organizational processes	Staff training	Service delivery
Organizational culture	Pearson Correlation	1				
	Sig. (2-tailed)					
	n	90				
Organizational structure	Pearson Correlation	.213	1			
	Sig. (2-tailed)	.058				
	n	90	90			
Organizational processes	Pearson Correlation	-.010	-.406**	1		
	Sig. (2-tailed)	.932	.000			
	n	90	90	90		
Staff training	Pearson Correlation	-.117	.330**	-.247*	1	
	Sig. (2-tailed)	.301	.003	.027		
	n	90	90	90	90	
Service delivery	Pearson Correlation	.327**	.362**	-.295**	.226*	1
	Sig. (2-tailed)	.003	.001	.008	.044	
	n	90	90	90	90	90

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

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

1.9 Correlations matrix

From the correlation matrix, three of the independent variables had a positive relationship with the dependent variable (see Table 4.9), Organizational culture, organizational structure and Staff training(r =0.327, p<0.003) at 0.01; (r=0.362, p<0.001) at 0, 01; (r=0.226, p<0.44) at 0.05 level of significance respectively, while organizational processes has inverse relationship with service delivery (r=-0.295, p<0.008) at 0.01 showing a consistent with the findings in Table 4. 8, where majority agreed to the statement that there are too many steps in approval of customers' requirements (63.8%), Bureaucratic controls hinder efficiency (68.7%), and that sometimes there are delays in supply of documents to customers (67.5%),

When correlation among independent variables was measured, organizational culture was related to organizational structure (r=0.213, p=0.058) to organizational processes (r= -0.010, p= 0.932), and Staff training(r = - 0.117, p = 0.301) but the relationship was not significant. Organizational structure was inversely related to organizational processes (r = - 0.406, p< 0.0001) and positively to Staff training(r = 0.330, p<0.003) at 0, 01 significant level. Organizational processes is inversely related to Staff training(r = - 0.247, p < 0.027) at 0.05 significant level.

It is noted that, the relationship between organizational culture and other independent variables was not significant since it had a score of 0 which indicates no correlation at all. Therefore, all other variables can be used to influence service delivery and each other.

2.0 Multiple regressions

In the regression analysis, one of the output is a model which indicate the R, R square, adjusted R square and standard Error of the estimate. In this study, the R^2 was 0.252

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.502[a]	.252	.213	.40379

Model summary

Predictors: (Constant), Organizational culture, Organizational structure, Organizational processes, and Staff training. The four independent variables that were studied, explain 25.2% predictive power of effects of transformational change on service delivery in the Citizen Service Centres of Nairobi County as represented by the R^2. This therefore means that other factors not studied in this research contribute 74.8% predictive power in the dependent variable. Therefore, the researcher's variables are significant to this study.

Another output of regression analysis is ANOVA which depict the sum of squares, df, mean square, F critical and significance level.

Table 4. 11. ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4.130	4	1.032	6.332	.000[a]
Residual	12.228	85	.163		
Total	16.358	89			

a. Predictors: (Constant), Organizational culture, Organizational structure, Organizational processes, Staff training.

b. Dependent Variable: Service delivery

In this study, the F critical at 6% level of significance was 1.032. Since F calculated is greater than the F critical (value 6.332), this shows that the overall model was significant. The significance is less than 0.05, (the value of alpha) thus indicating that the predictor variables, explain the variation in the dependent variable. If the significance value of F was larger than 0.05 then the independent variables would not explain the variation in the dependent variable

Another output of the model depict the beta coefficient, the standard error, the t-value and the significance level.

Table 4. 12. Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	7.078	.984		8.120	.000
	Organizational culture	.260	.117	.262	2.302	.005
	Organizational structure	.033	.165	.024	.195	.004
	Organizational processes	-.325	.148	.246	2.065	.003
	Staff training	.301	.180	.274	2.175	.001

The regression equation ($Y = \beta 0 + \beta 1 X 1 + \beta 2 X 2 + \beta 3 X 3 + \beta 4 X 4$) was interpreted to mean

Y= 7.078+.260X_1+.033X2+.301X_3-.325X_4

Y= Service delivery in the Citizens Service Centres

X_1 is Organizational culture, X_2Organizational structure, X3 isStaff training and X4is the Organizational processes.

According to the equation, taking all factors (Organizational culture, Organizational structure, Organizational processes and the Staff training.) constant at zero, overall Service delivery in the Citizens Service Centres in Kenya will be 7.078. The data findings also show that a unit increase Organizational culture will lead to a 0.260 increase service delivery in the Citizens Service Centres in Nairobi County; a unit increase Organizational structurewill lead to a 0. 033 increase in service delivery in the Citizens Service Centres in Nairobi County; a unit increase in Organizational processes, will lead to a 0. 325 decreases in service delivery in the Citizens

Service Centres in Nairobi Countyand   a unit increase in Staff trainingwill lead to a 0.301 increase in service delivery in the Citizens Service Centres in Nairobi County. This means that the most significant variable is Staff training followed by Organizational processes.

2.1 Conclusions

The study concluded that transformational change affects service delivery in the citizen service centres (Huduma Centres). On organizational culture the study concluded that it affects service delivery and that organizational mission and vision was an essential component and influences service delivery. However, the study further concluded that there is no room for creativity in that, staff follow the way things are done.

On organizational structure, the study concluded that organizational structure affects service delivery and that it also concluded that internal communication is inadequate and that employees reports to many bosses and this hinders effective communication.

On organizational processes, the study concluded that it affects service delivery. The study also concluded that the bureaucratic controls, many steps in document approval and delays in supply of documents hinder effective service delivery.

Lastly on Staff training, the study concluded that it has effects on service delivery. it also concluded that training of staff, learning and development of staff are not adequately done, reward on performance is not done and that training need analysis is not regularly done.

Generally, the researcher concluded that customer satisfaction is highly value in Huduma centres but customer surveys are rarely done.

2.2 Recommendations

The study recommendations are based on the research findings and the conclusion. On organizational culture, the study recommended that the culture should allow for creativity and innovation rather than just following the current norms.

On organizational structure, the study recommended that Organizational structures should be developed in a way that they allow for flexible internal communication, and the number of bosses or reporting relationship should be minimum for service delivery to be effective.

On organizational processes, the study recommended that for service delivery to improve, Organizational processes should be reduced, that is, long processes in approval of documents that results in delay and bureaucratic controls, this is because as processes increase, the service delivery reduces and vice versa.

The study further recommended that Staff training should be enhanced at all levels. It recommended that regular training be done, and regular training need analysis to assess the level of skills and competence in staffs be done.

On service delivery, the study recommended that the management should carryout regular customer satisfaction surveys to help them improve service delivery.

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