

STRATEGIC CHANGE MANAGEMENT PRACTICES AND PERFORMANCE OF HUDUMA KENYA**Doris Aseyo Kisahi^{*1}, Dr. Paul Kariuki²**¹Masters Student, Jomo Kenyatta University of Agriculture and Technology²Lecturer, Jomo Kenyatta University of Agriculture and Technology**ABSTRACT**

The main objective of this study was to establish the effect of strategic change management practices on performance of Huduma Kenya. The specific objectives were to assess the effect of leadership support and stakeholder involvement. The study was guided by Transformational Leadership theory, Stakeholder theory and Organizational Performance theory. The study adopted a descriptive research design. The population of interest comprised of 5 representatives from Huduma Centre Secretariat, 20 Ministries, Departments and Agencies (MDA) representatives from each of the 52 Huduma centres and 52 Huduma centre managers from each centre. The research used stratified random sampling approach in selecting 279 MDA representatives and 14 Huduma centre managers. A census approach was used for the 5 representatives from Huduma Centre Secretariat. The study employed both primary and secondary data. The questionnaire was used to collect primary data and included closed-ended questions to gather quantitative data, supplemented by a few open-ended questions to capture qualitative insights. The secondary data was collected through a data collection sheet. A pilot study of 30 staff from the General Post Office (GPO) Huduma centre in Nairobi represented 10% of the sample population. Content validity was used to measure validity while reliability of the questionnaire was assessed through internal consistency using Cronbach's alpha coefficient. Quantitative data collected through the questionnaires was analyzed using Statistical Package for Social Sciences (SPSS). Data was analyzed through descriptive statistics and inferential statistics. Descriptive statistics included frequencies, percentages, means, and standard deviations. Inferential statistics included correlation analysis and regression analysis. The qualitative data was analyzed using content analysis and presented in prose form. Results revealed that Huduma Kenya service delivery programme communicates clearly and effectively, Leaders at HKSDP encourage feedback and implement agreed changes, and that HKSDP ensures stakeholders are well-represented in discussions and forums. The study concludes that leadership support, and stakeholder involvement have positive and significant relationships with the performance of Huduma Kenya. Based on these findings, it is recommended that Huduma Kenya enhance leadership engagement, prioritize capacity-building efforts, and foster better communication channels to drive improved service delivery. Additionally, while stakeholder involvement remains important, it could be further strengthened through more targeted engagement strategies and involvement of MDAs in decision making.

Key Words: Strategic Change Management Practices, Performance of Huduma Kenya, Leadership Support, Stakeholder Involvement

Background of the Study

The success of any organization is one of the mechanisms to achieve the organization's specified goals. Organizational performance entails organization's wellbeing and at last its endurance (Ali & Anwar, 2021). The effectiveness and efficiency of the organization's performance is strongly dependent on the capability of the firms to utilize their assets, and this leads to the growth of the nation's economy everywhere (Charles & Ochieng, 2023). For various stakeholders, for example, investors and the legislature, hotel performance is exceptionally fundamental as it is a result that has been obtained by a person or a gathering of people in an entity associated with its power and duty to achieve the target legally, not illegally, and in line with the resolve and ethics (Najaf & Najaf, 2021).

Strategic change management practices play a pivotal role in shaping an organization's performance and overall success. These practices are instrumental in guiding an organization through significant transformations, ensuring that the intended strategic objectives are met, and that the transition is as smooth and effective as possible. One of the primary effects of strategic change management practices is improved organizational performance (Lauer, 2020). By providing a structured framework for planning and executing changes, these practices help streamline operations, enhance efficiency, and boost productivity. When change initiatives are well-managed, they can lead to increased competitiveness and profitability. Organizations that embrace change effectively are often better positioned to adapt to shifting market dynamics and customer needs, enabling them to thrive in a rapidly evolving business landscape (Katsaros, Tsirikas & Kosta, 2020).

Strategic change management practices promote alignment with the organization's mission, vision, and strategic goals. This alignment ensures that every change implemented serves a strategic purpose and contributes to the overall performance of the organization. It helps avoid ad-hoc, disjointed changes that may disrupt operations and hinder performance (Brundin, Liu & Cyron, 2022). Effective communication, a key component of change management, fosters employee engagement and commitment to the strategic changes. Engaged employees are more likely to embrace new processes and technologies, leading to higher levels of job satisfaction and, consequently, improved performance. Moreover, change management practices can help mitigate resistance to change, which can be a significant barrier to successful implementation (Neill, Men & Yue, 2020).

Strategic change management practices thus facilitate the monitoring and measurement of progress, enabling organizations to identify areas of improvement and adjust strategies accordingly. By employing key performance indicators (KPIs) and performance metrics, organizations can track the impact of changes on various aspects of their operations and make data-driven decisions to optimize performance continually (Errida & Lotfi, 2021).

Statement of the Problem

The environment in which organizations operate is very dynamic and highly unpredictable. Due to constant changes, organizations are required to continuously adapt to strategically remain relevant (Anwar & Abdullah, 2021). Strategic change management practices have a profound effect on an organization's performance. They promote efficiency, alignment with strategic objectives, employee engagement, and adaptability, all of which contribute to improved performance (Ali & Anwar, 2021). However, organizations face various challenges in implementing strategic change management practices that can hinder effectiveness of organizations. One of the most significant challenges is resistance from employees and other stakeholders (Mansaray, 2019). Without strong and visible support from top leadership, change efforts can falter. Ineffective communication can leave employees uninformed or misinformed.

Failing to provide sufficient capacity building opportunities can result in employees struggling to adapt to new processes or technologies (Errida & Lotfi, 2021).

Despite the many initiatives to address public service delivery, the initiatives have enjoyed limited success levels and have not been strategic and agile enough for the long-term success of public institutions. In a report by the world bank in 2017, it was found that government service delivery would significantly change if speed, convenience, and value would be key deliverables of Huduma centres (Nkanata & Ocholla, 2022). Huduma Centres serve approximately 28,000 citizens daily nationwide and over 35 million Kenyans have been served since the initiative was launched in 2013 (Huduma Kenya, 2023). However, implementation of Huduma Kenya faces risks such as inadequate funding as the budget was cut from Ksh 858,190,306 in year 2023 to Ksh 714,703,822 in year 2024. Other challenges include cybersecurity threats, staff resistance to change and data privacy concerns. Digital inclusion is also a challenge and thus there is a need to ensure that all citizens have access to digital services (Huduma Kenya, 2023). Thus, there is need to establish the role of strategic change management practices on performance of Huduma Kenya.

Studies have been done about strategic change management practices and performance. Kimhi and Oliel (2019) studied change management and organizational performance in manufacturing companies in Anambra State, Nigeria and concluded that change management had a positive significant effect on organizational performance of companies. However, a contextual gap exists as the focus was on manufacturing companies and not public sector delivery while a methodological gap exists as the study only relied on primary data. A conceptual gap existed as the study focus was on change management and not strategic change management practices. Muteti and Muhoho (2019) studied strategic change management practices and performance of five-star hotels in Nairobi County, Kenya and found that leadership, organizational learning, stakeholder involvement and communication all had a favorable impact on five-star hotel performance. However, a contextual gap exists as the focus was on hotel industry and not public sector delivery while a methodological gap exists as the study only relied on primary data.

Nkanata and Ocholla (2022) focused on Huduma Centres E-government initiative in Kenyan public service delivery and established that political goodwill, e-government regulatory framework, capacity-building and improved systems interoperability could enhance the development of Huduma e-government initiatives. However, a conceptual gap exists as the study relied more on external factors outside the organization that enhanced Huduma Centres performance instead of strategic change management practices while a methodological gap exists as the study only relied on primary data. Based on the above findings, a gap thus existed, and this study is thus timely in filling the existing gap on the effect of strategic change management practices on performance of Huduma Kenya.

Furthermore, all these studies focused on specific departments, branches, or organizations, limiting the generalizability of findings to the entire organization. There is a need for studies that assess the organization-wide impact of strategic change management practices which created population gap.

General Objective

The main objective of this study was to establish the effect of strategic change management practices on performance of Huduma Kenya.

Specific Objectives

- i. To determine the leadership support on performance of Huduma Kenya.
- ii. To evaluate the effect of stakeholder engagement on performance of Huduma Kenya.

LITERATURE REVIEW

Theoretical Framework

Transformational Leadership Theory

Transformational Leadership Theory, developed by James MacGregor Burns and later expanded upon by Bernard M. Bass, posits that effective leaders inspire and motivate followers to achieve common goals by emphasizing vision, values, and individual growth (Yammarino & Dubinsky, 1994). Transformational leadership goes beyond transactional exchanges and focuses on empowering and developing followers to reach their full potential. Leaders who embody transformational leadership qualities are charismatic, visionary, inspirational, and intellectually stimulating (Korejan & Shahbazi, 2016).

Transformational leaders foster a supportive and inclusive work environment, where employees feel valued, respected, and empowered. By demonstrating empathy, concern for individual needs, and active listening, leaders can build trust and rapport with employees, enhancing their morale, satisfaction, and commitment to organizational goals (Chitiga, 2018). Moreover, transformational leaders cultivate a culture of innovation and continuous improvement, encouraging employees to think creatively, challenge the status quo, and pursue excellence (Rolfe, 2011). By fostering a climate of learning, experimentation, and risk-taking, leaders can stimulate innovation and adaptability, essential qualities for organizational success in dynamic environments (Rolfe, 2011).

However, Transformational Leadership theory has not been without criticism. Critics argue that the theory may overemphasize the role of charismatic leadership and downplay the importance of situational factors and followers' contributions (Chitiga, 2018). Additionally, some question arises on the generalizability of transformational leadership across diverse cultural contexts and organizational settings, suggesting that its effectiveness may vary based on cultural norms, values, and leadership expectations (Hay, 2006).

In the case of Huduma Kenya, leadership support entails providing resources, guidance, and encouragement to employees, enabling them to perform at their best and achieve desired outcomes. Leadership support at Huduma Kenya involves promoting a culture of innovation, where employees are encouraged to explore new ideas, embrace change, and strive for excellence in service delivery. Transformational Leadership Theory offers valuable insights into how leadership support influences organizational performance. By embodying transformational leadership qualities such as vision, supportiveness, and innovation, leaders at Huduma Kenya can foster an environment conducive to employee engagement, motivation, and performance. The Transformational Leadership Theory provides a robust framework for understanding how leadership behaviours influence organizational outcomes. By articulating a compelling vision for Huduma Kenya's mission and objectives, leaders can inspire employees to engage passionately in their work and contribute to the organization's success.

Stakeholder Theory

Stakeholder Theory, pioneered by R. Edward Freeman in the 1980s, proposes that organizations should consider the interests and needs of all stakeholders, not just shareholders, in their decision-making processes (Freeman, 2009). This theory challenges the traditional view of business solely focused on maximizing shareholder value and advocates for a more inclusive approach that considers the concerns of employees, customers, suppliers, communities, and other stakeholders (Freeman, 2011). At the heart of Stakeholder Theory are several key principles. Firstly, organizations have a moral and ethical obligation to consider the impact of their actions on all stakeholders affected by their operations. Secondly, stakeholders possess legitimate claims and rights that should be respected and addressed by

organizations. Thirdly, organizations should seek to create value for all stakeholders, not just shareholders, as a means of ensuring long-term sustainability and success (Freeman, Harrison & Zyglidopoulos, 2018).

Critics argue that the theory may be too broad and vague, making it challenging to implement in practice. Additionally, sceptics question the feasibility of balancing the conflicting interests of multiple stakeholders and achieving consensus on organizational priorities (Phillips, Freeman & Wicks, 2003). According to Eskerod (2020), Stakeholder Theory emphasizes the importance of stakeholder engagement and dialogue in decision-making processes. By actively involving stakeholders in discussions, consultations, and feedback mechanisms, Huduma Kenya can build trust, foster collaboration, and enhance its reputation as a socially responsible organization. This inclusive approach to decision-making can lead to better outcomes for all stakeholders and contribute to improved organizational performance over the long term.

Stakeholder Theory offers a valuable perspective for assessing the effect of organizational performance on Huduma Kenya. By considering the interests, rights, and claims of all stakeholders, researchers can evaluate how effectively Huduma Kenya manages its relationships and responsibilities to stakeholders. By applying the principles of Stakeholder Theory to the study, will gain insights into the effect of Stakeholder Theory on the performance of Huduma Kenya.

Organizational Performance Theory

Organizational Performance theory, championed by Richard Daft, underscores the importance of identifying and comprehending the primary factors that influence individual and organizational performance (Daft, 2014). This theory operates under the assumption that organizations set specific objectives and aims, which can span financial, strategic, operational, or social and environmental realms. It posits that performance is quantifiable and assessable, with organizations employing diverse metrics, indicators, and benchmarks to gauge their performance relative to established objectives. The theory emphasizes the principles of effectiveness and efficiency, as organizations strive to strike a balance between these elements to ensure optimal resource utilization while attaining desired outcomes (Gomez-Mejia, Berrone & Franco-Santos, 2014).

Critics of the theory argue that the theory frequently leans heavily on quantitative metrics, such as financial indicators or productivity measures, to evaluate performance (Osabiya, 2015). This emphasis on quantitative measures may overlook qualitative aspects of performance, such as organizational culture, employee morale, and social impact. Applying Organizational Performance theory entails not only comprehending its assumptions but also customizing its principles to address the specific requirements and obstacles faced by the organization (Rehman, Mohamed & Ayoup, 2019).

Organizational Performance theory emphasizes the importance of organizations achieving their goals and objectives effectively. In the context of Huduma Kenya, this means delivering public services efficiently, meeting the needs of citizens and fulfilling the organization's mandate. The theory underscores the significance of efficiency and effectiveness in organizational functioning. Huduma Kenya need to optimize their resources, streamline processes, and implement best practices to deliver services in a cost-effective manner while achieving desired outcomes. Organizational Performance theory highlights the importance of delivering high-quality services to stakeholders. Huduma Kenya is expected to provide services that meet or exceed the expectations of citizens, promote accountability and transparency, and ensure equitable access to services for all members of society. The theory will thus be relevant in establishing the effect of strategic change management practices on performance of Huduma Kenya.

Conceptual Framework

The conceptual framework outlines the perceived connections between the research variables as perceived by the researcher. The independent variables encompass leadership support, and stakeholder involvement while the dependent variable is identified as performance.

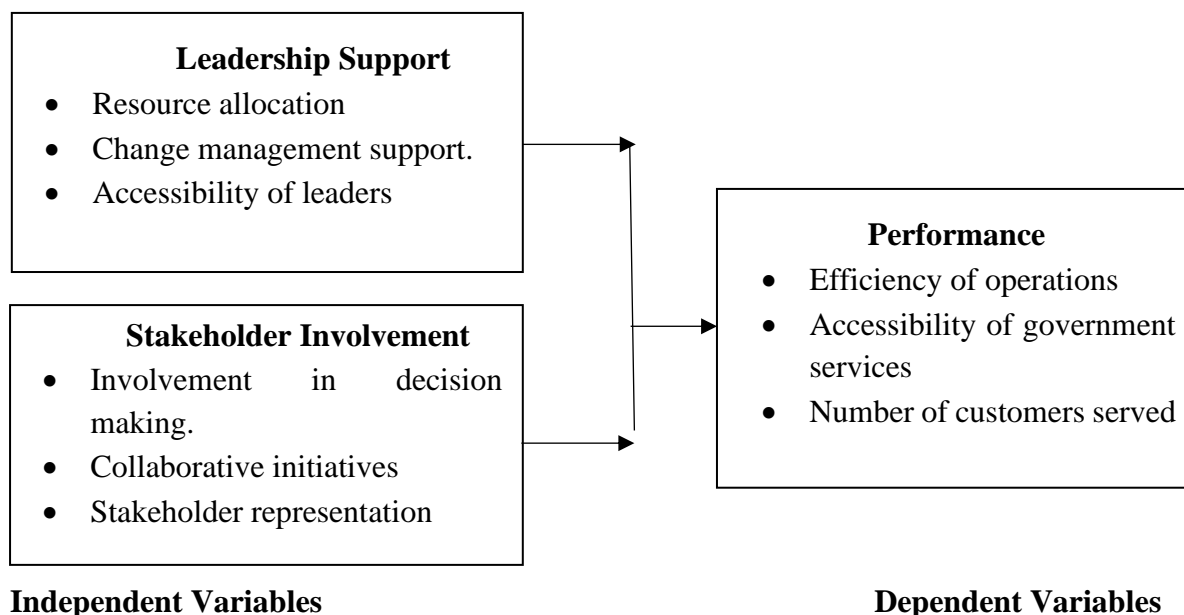


Figure 2.1: Conceptual Framework

Leadership Support and Organizational Performance

Ullah (2022) evaluated the impact of leadership behaviors on organizational performance: a case study of D&R Cambric Communication. The study utilized both qualitative and quantitative research methods, including surveys and interviews with the CEO. A survey questionnaire was administered to employees, with 29 respondents out of a total of 54 employees participating in the study. The findings indicated a strong correlation between leadership behaviors and organizational performance, with the CEO's behavior playing a significant role in the company's success (Ullah, 2022).

Butera (2020) assessed the influence of transformational leadership on organizational performance: a case study of selected government ministries in Rwanda. This study employed a descriptive research design to examine the relationship between Transformational Leadership and Organizational Performance in the Ministry of Sports, Ministry of Youth and Culture, and Ministry of Gender and Family Promotion in Rwanda. The targeted population consisted of 118 employees, with a sample of 70 staff members selected through complex random sampling methods, including systematic and stratified random sampling. Data collection was conducted using structured questionnaires, and the collected data were analyzed using descriptive statistics, Pearson's correlation analysis, and linear regression analysis. Statistical analysis was performed using SPSS version 26, with results presented in visual formats such as bar charts and pie charts. The study findings indicated significant positive correlations between individualized consideration, idealized influence, intellectual stimulation, inspirational motivation, and organizational performance across all selected Ministries in Rwanda (Butera, 2020).

Ibrahim and Daniel (2019) explored the relationship between leadership style and organizational performance: A Case Study of Coca-Cola Company in Abuja, Nigeria. The study employed a qualitative approach to investigate the influence of leadership on the organizational performance of Coca-Cola Company in Abuja, Nigeria. Data collection

involved interviews, surveys, and observations to gather insights into leadership practices and their impact on employee performance and organizational outcomes. The study focused on leadership styles, particularly participatory leadership and delegation of duties, as key factors influencing organizational performance. Through thematic analysis, the study identified patterns and themes in the data to draw conclusions regarding the relationship between leadership style and organizational performance. The findings of this study highlighted the significant role of leadership style, particularly participatory leadership and delegation of duties, in enhancing employee performance and the attainment of corporate goals and objectives within Coca-Cola Company in Abuja, Nigeria. The study emphasized the importance of selecting effective leaders who can inspire and motivate employees to achieve organizational objectives (Ibrahim & Daniel, 2019).

Kuria et al. (2021) investigated the impact of leadership on organizational performance: a study of the Public Service in Kenya. The study adopted a cross-sectional survey research design and surveyed employees from twenty ministries in Kenya. A sample size of 197 subjects was selected through stratified and simple random sampling techniques. A structured questionnaire, validated through content validity and reliability analysis, was used to collect primary data. Both descriptive and inferential statistics were employed for data analysis, with SPSS version 21 utilized for processing quantitative responses. The study revealed a significant statistical association between leadership and organizational performance within the public service sector in Kenya. Flexible and adaptive leadership was identified as essential for organizational survival and prosperity (Kuria et al., 2021).

Stakeholder Involvement and Organizational Performance

Nyambitta and Mohamed (2022) assessed the impact of stakeholder involvement on the performance of public authorities in delivering water services in Tanzania. Employing a cross-sectional design, data was collected from a sample of 52 respondents obtained through stratified sampling and simple random sampling techniques. Data collection methods included questionnaires, interviews, and documentary reviews, with both quantitative and qualitative analysis techniques utilized. Quantitative data was analyzed using descriptive statistics, frequency, percentage, and inferential statistics, while qualitative data was subjected to content analysis. The study revealed that stakeholders had a positive and significant effect on the performance of public authorities in delivering water services in Tanzania. Consequently, it was concluded that stakeholder involvement is essential for the performance of public authorities in delivering water services (Nyambitta & Mohamed, 2022).

Mlanya (2021) evaluated the relationship between stakeholder involvement in strategic management and the performance of British American Investments Company Limited (BAICL), utilizing a descriptive research design. The study targeted five interviewees from each of BAICL's three branches in Nairobi, all of whom participated in the study. Primary data was obtained through interviews, while secondary data was collected from BAICL's published annual reports spanning five years (2010-2014). Descriptive statistics were used to analyze quantitative data, presented in tables, graphs, and charts. Qualitative data was analyzed using content analysis to develop a thematic framework from key issues, concepts, and themes emerging from open-ended questions. The study revealed that BAICL has embraced the concept of strategic management with stakeholder involvement in various significant areas such as financing, investment, expansion, restructuring, strategic alliances, and company management. Stakeholder involvement in the firm's strategic management process resulted in clarity in organizational direction, coherence in decision-making, enhanced ability to deal with market turbulence, improved coordination of activities, effective communication, increased operational efficiency and productivity, better cost management, innovation in products and

services, enhanced quality, increased output, optimal resource utilization, and improved ability to handle market competition (Mlanya, 2021).

Sahal and Bett (2022) investigated the influence of stakeholder involvement on the performance of the Kenyan Parliamentary Service Commission. Employing a descriptive survey research design, the target population comprised 805 respondents, including 20 department heads and 785 employees from PARLSCOM Job Group (Scale) 6 and above. To ensure representation, respondents were sampled based on their department using a stratified sampling method, with a sample size of 81 individuals selected via simple random sampling. Primary data was collected using questionnaires, with a pilot study involving 10 respondents conducted prior to the main study. Content validity was assessed for instrument validity, while reliability was tested using Cronbach's alpha coefficient, aiming for a correlation coefficient of 0.7. Descriptive statistics, including standard deviation and mean, were utilized to analyze quantitative data, presented through tables, pie charts, and bar graphs. Inferential statistics such as multiple regressions and correlation analysis were employed to determine variable relationships. The study findings revealed a positive and significant impact of stakeholder involvement on the performance of the Kenyan Parliamentary Service Commission (Sahal & Bett, 2022).

Bwogen and Muthoni (2023) assessed the impact of stakeholder involvement on the performance of Bomet County Government, Kenya, drawing on stakeholder involvement theory. Employing a primary research methodology, data was collected and analyzed from all 384 participants of the county government, using a census approach. Data analysis was conducted using the Statistical Package for Social Sciences (SPSS), facilitating data coding and the generation of descriptive and inferential statistics. The study revealed significant effects of stakeholder involvement on the performance of the County Government of Bomet. These findings led to recommendations for the County Government to create more opportunities for stakeholder involvement to enhance and sustain performance levels (Bwogen & Muthoni, 2023).

RESEARCH METHODOLOGY

Based on the objectives of the study and the nature of the research questions, a descriptive research design was most suitable. A descriptive research design allows for the systematic collection, analysis, and interpretation of data to describe phenomena and identify patterns or relationships among variables (Siedlecki, 2020). The target population for this study comprises of five (5) representatives from Huduma Centre Secretariat, which serves as the central administrative body responsible for coordinating and overseeing the operations of all Huduma Centers across the country. The population of interest also has 20 Ministries, Departments and Agencies (MDA) representatives from each of the 52 Huduma centres managers totalling to 1,040 representatives. Finally, 52 Huduma centre managers from each centre.

A sample is a small group that is obtained from an accessible population (Erik & Marko, 2019). As the population of MDA representatives and Huduma centre managers is not homogeneous, the stratified random sampling approach was utilized. According to Erik and Marko (2019) stratified random sampling produces estimates the overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogeneous population. This method reduces chances of bias, and all items have an equal chance of being selected. The method also enables the researcher to obtain reasonably precise estimates for all subgroups related to the study population. Yamane formula was used to calculate a sample size at 95% level of confidence as recommended by Yamane formula (1967)

Table 1: Sample Size

Population Category	Sample Size	Percentage
MDA Representatives	279	93.6
Huduma Centre Managers	14	4.7
Representatives from Huduma Centre Secretariat	5	1.7
Total	298	100.0

Thus, the sample size 279 MDA representatives, 14 Huduma centre managers and 5 representatives from Huduma Centre Secretariat. For the representatives from Huduma centre secretariat, a census was used as the population was too small for sampling. A census is a comprehensive and exhaustive data collection process that involves gathering information from every single unit or element that makes up a particular population or sample (Dubey & Kothari, 2022). The study used both primary and secondary data. Primary data was collected using structured questionnaires designed to assess employees' perceptions of strategic change management practices and organizational performance. Secondary data was acquired through the utilization of a data collection sheet. The sources of secondary data were be drawn from statistical reports of Huduma Kenya Digitalization Plan. The secondary data is about performance which is be the measured by service charter compliance reports for the last 5 years (2019-2023).

Quantitative data collected through the questionnaires and data collection sheet was analyzed using statistical software, SPSS. Descriptive statistics, including frequencies, percentages, means, and standard deviations, was computed to summarize the data. Inferential statistics, such as correlation analysis and regression analysis, was used to examine relationships between variables and test hypotheses.

RESEARCH FINDINGS AND DISCUSSION

The study administered 293 instruments to the sampled respondents. Of the 293 respondents, 226 responded and returned completed questionnaires representing a response rate of 77.1%

Descriptive Statistics

Leadership Support

Respondents were asked to indicate their level of agreement with the following statements relating to leadership exhibited at HKSDP.

Table 2: Leadership Support

	Mean	Std dev
Leaders at HKSDP encourage feedback and implement agreed changes.	3.97	0.66
Leaders actively support change management initiatives within Huduma Kenya.	4.09	0.64
Leaders at HKSDP are accessible and open to employee concerns.	4.01	0.63
Leaders maintain visibility, fostering support and confidence among employees.	4.10	0.58
HKSDP leadership empowers employees in communication initiatives, enhancing responsibility.	4.08	0.55
Leaders recognize employees' communication efforts, motivating positive contributions.	3.99	0.69
Overall Mean and SD	4.04	0.63

Respondents agreed most strongly that Leaders at HKSDP maintain visibility, fostering support and confidence among employees, with a mean score of 4.10 and a low standard deviation of

0.58. This indicates that participants have a high level of confidence in the visibility and support provided by HKSDP leadership. Additionally, respondents agreed that leaders actively support change management initiatives within Huduma Kenya, as shown by a mean of 4.09 and a low standard deviation of 0.64, reflecting positive perceptions of leadership involvement in change management. These results tally with the of Ullah (2022) which indicated a strong correlation between leadership behaviors and organizational performance, implying that with the CEO's behavior playing a significant role in the company's success.

Further, the study found that leaders at HKSDP empower employees in communication initiatives, enhancing responsibility," with a mean score of 4.08 and a low standard deviation of 0.55, suggesting strong support for employee empowerment in communication processes. Respondents also concurred that leaders at HKSDP are accessible and open to employee concerns," with a mean score of 4.01 and a low standard deviation of 0.63, indicating a favorable view of leader accessibility. These finding complements study deductions by Butera (2020) who found a positive and significant correlation between leadership support and performance, which underscores the crucial role of leadership in enhancing service delivery. Participants also agreed that leaders recognize employees' communication efforts, motivating positive contributions, with a mean of 3.99 and a standard deviation of 0.69, which suggests recognition efforts by leaders. Lastly, the study showed that leaders at HKSDP encourage feedback and implement agreed changes" with a mean of 3.97 and a standard deviation of 0.66, reflecting moderate agreement on the importance of feedback and change implementation by leadership. These results reinforce the findings by Ibrahim and Daniel (2019) which emphasizes the importance of recognition and feedback in enhancing employee motivation and organizational performance. Descriptive results established that Huduma Kenya leaders have implemented a range of initiatives, such as training programs, which are geared towards upskilling staff in handling digital service platforms and enhancing customer service skills. This focus on employee development not only improves the quality-of-service delivery but also contributes to employee satisfaction and motivation. The results are in support of study deduction by Kuria et al. (2021) who emphasize that leaders should prioritize a feedback-oriented culture and that employee concerns regarding workloads, resource availability, and working conditions must be addressed promptly so as to foster a sense of value and support among staff.

Stakeholder Involvement

The study inquired on respondent's level of agreement with the statements below evaluating on stakeholder involvement at Huduma Kenya Service Delivery Programme

Table 3: Stakeholder Involvement at Huduma Kenya Service Delivery Programme

	Mean	Std dev
Stakeholders, actively participate in HKSDP decision-making, ensuring their perspectives are considered.	2.01	0.77
HKSDP leadership engages in collaborative efforts with stakeholders to achieve shared goals.	4.25	0.61
The programme ensures stakeholders are well-represented in discussions and forums.	4.15	0.64
Stakeholders are encouraged to provide feedback, which is valued in improving processes and outcomes.	4.23	0.59
HKSDP collaborates with stakeholders to identify and resolve challenges, fostering shared accountability.	4.03	0.70
Decision-making at HKSDP is transparent, keeping stakeholders informed about the rationale and impacts of decisions.	2.14	0.91
Overall Mean and SD	3.47	0.70

Respondents agreed most strongly that HKSDP engages in collaborative efforts with stakeholders to achieve shared goals, with a mean score of 4.25 and a low standard deviation of 0.61, indicating a strong perception of collaboration within the programme. Additionally, the statement stakeholders are encouraged to provide feedback, which is valued in improving processes and outcomes received a mean score of 4.23 with a standard deviation of 0.59, reflecting a positive view on the importance of stakeholder feedback. The findings tally with the research by Mlanya (2021) which highlights the value of stakeholder collaboration and feedback in enhancing the effectiveness of service delivery programmes.

Further, the study found that the programme ensures stakeholders are well-represented in discussions and forums," with a mean score of 4.15 and a standard deviation of 0.64, indicating strong agreement on the inclusion of stakeholders in decision-making. Respondents also agreed that HKSDP collaborates with stakeholders to identify and resolve challenges, fostering shared accountability," as shown by a mean of 4.03 and a standard deviation of 0.70, suggesting effective collaboration on problem-solving. The goes hand in hand with study deduction by Nyambitta and Mohamed (2022) that by involving stakeholders in decision-making and utilizing their feedback fosters a sense of ownership and accountability, leading to improved outcomes and greater success in achieving programme goals.

On the other hand, respondents showed disagreement with Stakeholders, such as MDAs, actively participate in HKSDP decision-making, ensuring their perspectives are considered," with a mean score of 2.01 and a standard deviation of 0.77, indicating minimal participation. Similarly, participants disagreed that decision-making at HKSDP is transparent, keeping stakeholders informed about the rationale and impacts of decisions" received a mean score of 2.14 and a high standard deviation of 0.91, suggesting limited transparency in decision-making processes. These results are concurrent with assertion by Bwogen and Muthoni (2023) that in order to create more opportunities for stakeholder involvement to enhance and sustain performance levels.

Huduma Kenya Service Delivery Programme could enhance stakeholder involvement in decision-making and collaborative initiatives through Establishing regular forums with stakeholders, including citizens, government agencies, private sector partners, and community organizations, would provide a platform for collaborative dialogue, by Introducing digital platforms for stakeholders to provide continuous input on services, suggest improvements, and vote on proposed initiatives could foster active participation.

Huduma Kenya could increase engagement at the grassroots level by partnering with local leaders and community-based organizations to gather input and mobilize support for new initiatives. Also forming advisory committees with representatives from key stakeholder groups could provide ongoing consultation and oversight on strategic decisions and policy changes. And by engaging private sector players in public-private partnerships, Huduma Kenya can benefit from diverse perspectives and resources for innovation. Collaborative initiatives, such as technology upgrades or outreach campaigns, can be co-designed with private entities and community organizations to better meet public needs.

Organizational Performance

Respondents were asked to indicate their level of agreement with the following statements assessing on organizational performance.

Table 4: Organizational Performance

	Mean	Std dev
Huduma Kenya Service Delivery Programme demonstrates high efficiency in its day-to-day operations and service delivery.	3.94	0.66
Government services are delivered fairly and impartially, treating all citizens equitably and without discrimination at HKSDP	4.08	0.52
The waiting time for customers to receive services has reduced over the years.	4.02	0.60
The facilities are accessible and inclusive for people with disabilities and other special needs.	4.00	0.59
Huduma Centres process customer requests promptly and effectively.	4.11	0.53
The number of customer requests handled at Huduma Centres is managed efficiently.	4.17	0.44
Overall Mean and SD	4.07	0.55

Respondents agreed that the number of customer requests handled at Huduma Centres is managed efficiently, with a mean score of 4.17 and a low standard deviation of 0.55. Huduma Centres process customer requests promptly and effectively as indicated by a mean of 4.11 with a standard deviation of 0.53. Government services are delivered fairly and impartially, treating all citizens equitably and without discrimination at HKSDP as shown by a mean score of 4.08 and a standard deviation of 0.52. The waiting time for customers to receive services has reduced over the years as indicated by a mean score of 4.02 with a standard deviation of 0.60. The facilities are accessible and inclusive for people with disabilities and other special needs with a mean score of 4.00 and a standard deviation of 0.59.

Table 5: Number of Customer Served Over the Years

Year	Number of Customer Served
2023	10,920,000
2022	10,374,000
2021	9,828,000
2020	9,282,000
2019	8,954,400

Source: Kenya National Bureau of Statistics (2023), Economic Survey

The number of customers served over the years increased from 8,954,400 customers to 9,282,000 in the year 2019 to 2020. The number of customers served increased further to 9,828,000 in the year 2021, 10,374,000 in the year 2022 and 10,920,000 in the year 2023. This is an indication that there has been improvement in performance at Huduma Kenya as indicated by better service delivery as revealed by increased customer service.

Inferential Statistics

Correlation Analysis

The correlation Table 6 provide the strength and direction of the relationships between Procurement Performance and the various independent variables.

Table 6: Correlations

		Performance Of Huduma Kenya (Y)	Leadership Support (X ₂)	Stakeholder Involvement (X ₃)
Performance of Huduma Kenya Y	Pearson Correlation	1	.402**	.260**
	Sig. (2-Tailed)		.000	.000
	N	226	226	226
Leadership Support (X ₂)	Pearson Correlation	.402**	1	-.093
	Sig. (2-Tailed)	.000		.164
	N	226	226	226
Stakeholder Involvement (X ₃)	Pearson Correlation	.260**	-.093	1
	Sig. (2-Tailed)	.000	.164	
	N	226	226	226

Leadership support demonstrates a stronger positive and significant correlation with the performance of Huduma Kenya, with a correlation coefficient of 0.402 ($p < 0.01$). This indicates that the level of support from leadership plays a crucial role in driving the performance of the service delivery programme.

Stakeholder involvement also shows a positive and significant correlation with the performance of Huduma Kenya at 0.260 ($p < 0.01$). This indicates that involving stakeholders contributes positively to the overall success of the programme, but to a lesser extent.

Regression Analysis

A regression was conducted to establish the strength of the relationship between the independent variables and dependent variable.

Regression Coefficients

Table 7: Regression Coefficients

Model	Coefficients ^a		Standardized Coefficients	t	Sig.
	Unstandardized Coefficients	Std. Error			
1 (Constant)	-1.125	.270		-4.171	.000
Leadership Support	.410	.058	.377	7.106	.000
Stakeholder Involvement	.443	.085	.278	5.215	.000

a. Dependent Variable: Performance of Huduma Kenya

Leadership support shows a stronger effect with an unstandardized coefficient of 0.410 and a p-value of 0.000, suggesting that leadership support is a significant driver of performance. Similarly, stakeholder involvement has an unstandardized coefficient of 0.443 and a p-value of 0.000, emphasizing the importance of involving stakeholders in decision-making to improve performance.

Conclusions

The research concludes that leadership support is a critical determinant of the performance of Huduma Kenya. The visibility of leadership, coupled with their proactive involvement in change management processes, was found to significantly enhance organizational performance. Leaders who empower employees and provide consistent support foster a positive work environment that promotes collaboration, innovation, and accountability. This strong leadership presence not only boosts employee morale and motivation but also facilitates

the successful implementation of initiatives, ultimately contributing to improved service delivery and overall programme success.

The study concludes that stakeholder engagement is a pivotal factor in driving the performance of Huduma Kenya. Active participation from both internal and external stakeholders in decision-making and problem-solving processes was found to significantly enhance the programme's effectiveness. The integration of stakeholder feedback, along with collaborative efforts, fostered a sense of shared responsibility and common objectives. This engagement not only strengthened accountability but also led to the continuous improvement of service delivery, ensuring that Huduma Kenya's initiatives are more responsive to the needs of the public and aligned with stakeholder expectations.

Recommendations

Managerial Implications

The study further highlights the significance of strong leadership support in shaping the performance of the programme. Managers should focus on enhancing leadership visibility, supporting change management initiatives, and empowering employees to foster a positive organizational culture. Leadership should also be proactive in engaging with employees and other stakeholders to ensure that the programme's goals are met effectively.

Recommendations for Policy and Practice

In terms of leadership, it is recommended that policies be developed to ensure leadership visibility and involvement in decision-making, particularly in change management processes. This should include formalizing leadership support programs that empower employees and promote a collaborative organizational culture.

Regarding stakeholder engagement, it is essential that policies ensure the inclusion of both internal and external stakeholders in the decision-making process. Establishing regular consultation forums and encouraging stakeholder participation in problem-solving activities fostered a sense of shared responsibility, ultimately improving the programme's effectiveness and responsiveness.

Areas for Further Research.

The study was limited to investigating the effect of strategic change management practices on performance of Huduma Kenya. Future studies could explore the long-term impact of strategic change management practices on the organizational culture at Huduma Kenya. Research could examine how sustained change initiatives shape values, norms, and behaviors within the organization, and how these cultural shifts contribute to improved performance over time. This will correctly impact Monitoring and Evaluation with added Accountability and Learning.

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