

**INFLUENCE OF STRATEGIC LEVERS ON CHANGE INTERVENTION IN
NAIROBI CITY COUNTY GOVERNMENT**

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DECLARATION

This thesis is my original work and has not been presented for examination in any other university.

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DEDICATION

I dedicate this thesis to the almighty God and my family for their encouragement and support during the entire duration of this work.

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God has blessed me with life and intelligence, and I want to thank Him for it. In addition, I would like to express my gratitude to Mr. Moses Kithinji and Ms. Jane Wanjiru Munga, who served as my lecturers and supervisors, respectively, for giving me the intellectual support I needed during the research time. You have been unparalleled in your input.

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ABBREVIATIONS AND ACRONYMS

CLRM	Classical Linear Regression Model
KEBS	Kenya Bureau of Standards
KIPPRA	Kenya Institute for Public Policy Research and Analysis
NCCG	Nairobi City County Government
NGO	Non-Governmental Organization
NHIF	National Hospital Insurance Fund
NNPC	Nigerian National Petroleum Corporation
RDT	Resource Dependence Theory
SET	Social Exchange Theory
TMRT	Taipei Mass Rapid Transit

ABSTRACT

The dynamic governance landscape of Nairobi City County Government necessitates the implementation of effective strategic change interventions to address persistent urban challenges and improve public service delivery. The purpose of this study was to examine the influence of school resources on the attainment of CBC set goals among grade 7 learners in public primary schools in Kajiado Central Subcounty, Kenya. Specific objectives included; to determine the influence of stakeholder engagement on change intervention in Nairobi City County Government. To establish the influence of strategic resource allocation on change intervention in Nairobi City County Government. To analyze the influence of strategic partnerships on change intervention in Nairobi City County Government. To investigate the influence of organizational culture on change intervention in Nairobi City County Government. Grounded in Stakeholder Theory, Resource Dependence Theory, Social Exchange Theory and Denison's Culture Profile Theory, the study adopted an explanatory research design using a quantitative approach. The target population comprised 6,899 county personnel across top, middle and operational levels, from which a stratified random sample of 378 respondents was drawn. Data were collected using structured questionnaires and analyzed through multiple linear regression to establish the statistical significance and influence of the strategic levers on change intervention. The findings revealed that all four strategic levers significantly influenced change intervention in Nairobi City County Government. Stakeholder engagement emerged as a critical determinant, with strong communication channels, feedback mechanisms, and stakeholder representation contributing to enhanced transparency and public trust. However, inclusivity in decision-making processes remained a challenge. Strategic resource allocation was found to moderately support change interventions; while alignment with strategic goals and competency-based human resource allocation were evident, issues such as budget rigidity and inequitable distribution hampered effectiveness. Strategic partnerships were observed to facilitate change through shared governance and external expertise, although their sustainability and alignment with long-term objectives required strengthening. Organizational culture, particularly aspects of adaptability and involvement, was recognized as a significant enabler of change. Yet, interdepartmental silos and inconsistent collaboration impeded cohesive action across departments. The study concludes that for Nairobi City County Government to achieve sustainable and impactful change, a more deliberate and integrated approach to managing these strategic levers is required. Stakeholder engagement should be institutionalized through participatory governance frameworks; resource allocation systems must adopt flexible and equitable budgeting models; strategic partnerships should be guided by long-term goals and robust governance mechanisms; and cultural transformation programs need to be embedded into the County's operational fabric to promote cross-functional collaboration and innovation. The study recommends the formulation of a formal stakeholder engagement policy, the introduction of adaptive budgeting tools, regular evaluation of partnerships against strategic benchmarks, and targeted cultural development initiatives to enhance change-readiness. From a policy perspective, the study advocates for a holistic and inclusive model of strategic change that embeds transparency, accountability and responsiveness within the public sector.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The need for change interventions in government organizations, particularly in Nairobi City County, stems from the complex and dynamic nature of public governance, which demands continuous adaptation to socio-political, economic, and technological shifts. In the case of Nairobi, the government's role in managing urban services, infrastructure, and resources makes strategic interventions necessary for improving efficiency and delivering public value (Avedi & Anyieni, 2023). Key determinants such as stakeholder engagement, resource allocation, strategic partnerships, and organizational culture play a significant role in the success or failure of these interventions. Addressing these determinants effectively ensures that change initiatives align with both internal capabilities and external expectations, thereby fostering sustainable growth and organizational resilience (Kemei & Rugami, 2024).

According to Ngugi (2024) engaging stakeholders in the decision-making process is pivotal for successful change interventions. Stakeholders in Nairobi include public officials, local communities, and businesses, each with vested interests in the outcomes of strategic initiatives. Effective engagement fosters transparency, trust, and collaboration, crucial elements in reducing resistance to change and ensuring that interventions meet the needs of the populace. Recent studies emphasize that involving stakeholders from the planning phase leads to more sustainable and accepted solutions. Such engagement is also

linked to the concept of participatory governance, which has gained prominence in policy discussions as a method for enhancing accountability and responsiveness in public institutions (Waithaka, 2023).

Resource allocation is a critical factor in driving successful change interventions. In the NCCG, the allocation of financial, human, and technological resources must be aligned with strategic priorities to ensure that change initiatives are not only initiated but also sustained over time. Misallocation of resources can lead to project delays, cost overruns, or even failure. Studies suggest that governments that implement data-driven resource allocation strategies are better positioned to address the complexities of urban management (Mwangi & Kamau, 2023). In Nairobi, strategic resource allocation has been identified as a determinant for tackling issues such as infrastructure development, service delivery, and waste management, which are crucial for urban sustainability (Chimkono & Deya, 2021).

The formation of strategic partnerships between the public and private sectors is increasingly recognized as a key enabler of successful strategic change in government. These partnerships leverage the strengths of both sectors, fostering innovation, sharing risks, and pooling resources to implement large-scale projects that may be beyond the capacity of the government alone. In Nairobi, such partnerships have been vital in areas like infrastructure development and public service delivery. The integration of private expertise and public oversight in these partnerships ensures that strategic interventions are more effective, scalable, and responsive to the rapidly evolving needs of urban governance (Morris, 2018).

The culture within a government institution, including its norms, values, and behaviors, plays a significant role in shaping the outcomes of strategic change interventions. An organizational culture that supports innovation, flexibility, and continuous learning can facilitate the adoption of new strategies and practices (Mule & Njuguna, 2024). Conversely, a rigid or resistant culture can hinder the progress of change initiatives. In Nairobi City County Government, fostering a culture that encourages employee participation, embraces technological advancements, and values accountability is crucial for the successful implementation of strategic changes. Studies on organizational change underscore that cultural alignment is as important as technical and structural adjustments when it comes to achieving long-term change (Kamuri et al, 2025).

Performance is a central indicator of the effectiveness of strategic change interventions in government organizations. In Nairobi City County, performance is often evaluated in terms of service delivery efficiency, project completion rates, financial accountability, and public satisfaction with government initiatives (Morris, 2018). Effective strategic change interventions are associated with improved performance outcomes, such as reduced delays in infrastructure development, enhanced public health services, and streamlined waste management processes. However, persistent challenges such as resource mismanagement, corruption, and public resistance have impeded the realization of these performance benchmarks. Performance improvement requires a holistic approach that integrates stakeholder engagement, optimal resource allocation, and a performance-oriented organizational culture. Recent evidence suggests that counties that prioritize measurable outcomes and incorporate performance monitoring tools are better positioned to achieve sustainable reforms and meet public expectations (Kariuki, et al., 2024). For Nairobi City

County, enhancing performance through strategic change interventions is not only essential for addressing its current governance challenges but also for reinforcing public trust and fostering long-term urban resilience.

1.1.1 Change Intervention from a Global Perspective

The determinants of strategic change intervention in public organizations vary widely based on contextual factors such as organizational culture, leadership, technological advancements, and the external environment. In many developed nations, the adoption of advanced informatics technologies like artificial intelligence and digital data systems has played a crucial role in shaping public sector resilience (Iyengar et al., 2024). In the context of public health, modern informatics has allowed organizations to become more resilient to stressors such as pandemics and climate change by utilizing adaptive, data-driven decision-making frameworks. These technologies help tailor interventions to specific organizational and cultural needs, underscoring the importance of contextualizing change interventions based on local determinants (Edwards et al., 2024).

Another key determinant is the integration of technological and strategic analysis in public transportation systems, particularly in cities like Taipei. The Taipei Mass Rapid Transit (TMRT) system exemplifies the importance of operations and performance as a critical determinant in advancing sustainable strategic interventions. Strategic resource allocation, technological adoption, and sustainable supply chain management have been crucial for the success of public transportation interventions in Taipei (Lo et al., 2024). This highlights how the interplay between technological innovations and strategic resource management determines the success of public sector interventions, particularly in urban development and transportation (Lo et al., 2024).

In the UK, public health research activity in local government has revealed the importance of interpersonal skills, leadership, and embedded research roles as determinants of strategic change. According to Edwards et al. (2024), effective communication and resource availability are critical for embedding researchers within public health teams to ensure the successful translation of research into policy. These findings suggest that human resources and leadership play a significant role in driving strategic change within local government, especially in research-intensive environments where innovation is critical to public health outcomes (Zhang et al., 2024).

Leadership and communication have also been identified as critical determinants of strategic change in public organizations globally. In Poland, Opalka and Jarosinski (2019) examined public investment management, finding that leadership commitment and strategic financial planning were necessary for effective implementation. The study highlights that the success of public sector interventions depends on strong governance, strategic financing, and a clear understanding of socio-economic infrastructure needs. This is particularly relevant in long-term investment projects that require substantial financial and organizational commitment from public sector entities (Smidt & Jokonya, 2022).

The complexity of financial determinants also plays a critical role in shaping strategic change interventions, especially in high-capital projects. Public organizations are often constrained by budgetary limitations, which necessitates a strategic approach to resource allocation (Edwards et al., 2024). In Poland, for instance, the strategic management of public investment is largely dependent on public funds, making financial planning a primary determinant of successful project implementation (Opalka & Jarosinski, 2019). Similarly, in Taiwan's public transportation sector, strategic funding and resource

distribution play a pivotal role in ensuring the success of urban development interventions (Lo et al., 2024).

1.1.2 Change Intervention from a Regional Perspective

Leadership is one of the most critical determinants of strategic change interventions in both public and private organizations across Africa. Leadership guides the vision, creates organizational alignment, and ensures accountability throughout the change process. In South Africa, public organizations like Eskom, the state-owned electricity company, have undergone significant strategic changes (Ma et al., 2024). These changes required strong leadership to navigate challenges such as operational inefficiencies and political pressures. Similarly, in the private sector, organizations like MTN Group have successfully implemented strategic changes to maintain market competitiveness in the telecommunication industry, driven by adaptive leadership focused on digital transformation (Omar & Minja, 2022).

Bulthuis et al. (2020) posit that resource allocation also plays a pivotal role in determining the success of strategic interventions. In Zimbabwe, public organizations like the Ministry of Health have faced challenges in allocating sufficient resources for healthcare reforms, with limited funding and human capital posing barriers to effective strategic implementation. Studies show that well-planned resource mobilization, particularly in high-impact sectors like education and healthcare, is essential for the success of change initiatives (Opalka & Jarosiński, 2021). Without adequate resources, even the best strategic plans fail to materialize, highlighting the necessity of aligning resources with strategic goals.

Stakeholder engagement is another key determinant of strategic change in both public and private organizations. In Nigeria, the success of public sector reforms, particularly in the oil and gas industry, has depended on active engagement with local communities, government bodies, and private investors. The Nigerian National Petroleum Corporation (NNPC) has implemented major reforms to increase transparency and efficiency, relying heavily on stakeholder buy-in. Engaging stakeholders helps to reduce resistance, promote collaboration, and ensure that strategic changes meet the needs of all involved parties (Waweru, 2021).

Technological innovation has emerged as a driving force behind strategic change in many African organizations. Rwanda has been a leader in this regard, with its e-Government initiative transforming public service delivery. The digitalization of government processes has improved efficiency, transparency, and access to public services (Opalka & Jarosinski, 2019). In the private sector, companies such as Safaricom in Tanzania have embraced mobile banking technologies to enhance financial inclusion, showcasing how technology can be leveraged to implement strategic changes that benefit both the organization and the broader community (Frankel et al., 2022).

Organizational culture is another determinant that significantly impacts the success of strategic change interventions. In Ethiopia, the telecommunications sector, particularly Ethio Telecom, has faced cultural resistance to change (Adebisi et al., 2021). Organizations with rigid, hierarchical cultures often struggle to implement strategic changes, whereas those that foster innovation and flexibility are better positioned to adapt to changing market conditions. Successful change interventions require an organizational

culture that aligns with the strategic goals and encourages buy-in from employees at all levels (Frankel et al., 2022).

Political stability is a determinant that affects strategic change interventions in both the public and private sectors. Ghana, for instance, has maintained a stable political environment that has allowed for the implementation of major public sector reforms, particularly in the energy sector (Omar & Minja, 2022). The Ghanaian government has promoted strategic interventions aimed at improving energy access and efficiency, with political will providing the necessary support for these changes to be implemented smoothly. Political stability fosters an environment where long-term strategic planning and investment can flourish, enabling organizations to successfully implement strategic changes (Waweru, 2021).

1.1.3 Change Intervention from a Local Perspective

Leadership plays a pivotal role in determining the success of strategic change interventions in Kenyan organizations, both public and private. Leadership is critical for guiding organizations through periods of transformation and ensuring that strategic initiatives align with the organization's long-term vision (Waweru, 2021). For example, at the National Hospital Insurance Fund (NHIF), leadership change management was found to significantly influence organizational performance, helping to navigate the challenges posed by a changing healthcare landscape in Kenya. This leadership was instrumental in enhancing organizational adaptability through strategic decisions, resource mobilization, and stakeholder engagement (Waithaka, 2023).

Technology adoption is another key determinant of successful strategic change in Kenya. Both public and private organizations in the country have embraced technology to drive

innovation and improve service delivery. The Kenya Bureau of Standards (KEBS) has undergone significant strategic changes by integrating technology into its operations, improving communication, collaboration, and overall efficiency (Waithaka, 2023). Likewise, private sector firms such as Brookside Dairy have leveraged technological advancements in production and supply chain management to maintain their competitive edge in the dairy industry. In both cases, technology adoption has been essential in transforming business operations and ensuring sustainable growth (Avedi & Anyieni, 2023).

Resource mobilization also plays a crucial role in determining the success of strategic change interventions. The availability of financial and human resources is critical in implementing strategic plans effectively. Organizations that fail to mobilize adequate resources face difficulties in realizing their strategic goals (Omar & Minja, 2022). At the Kenya Bureau of Standards, effective resource mobilization has ensured the organization's ability to continue offering services despite facing challenges such as political pressures and stringent regulations (Waithaka, 2023). Resource allocation is also crucial in microfinance institutions, where strategic planning and resource management directly impact performance (Kemei & Rugami, 2024).

Stakeholder involvement is another determinant that significantly impacts the success of strategic change interventions in Kenya. For example, in Kenya's milk processing industry, Brookside Dairy has effectively utilized stakeholder engagement to align its strategic management practices with market demands (Avedi & Anyieni, 2023). This engagement ensures that the interests of suppliers, customers, and regulators are considered, reducing resistance to change and enhancing collaboration. In the public

sector, NHIF has also benefited from involving stakeholders in strategic decisions, which has helped the organization maintain relevance and improve service delivery (Omesa et al., 2021).

Organizational culture plays a critical role in shaping the success of strategic change interventions. In private universities in Kenya, cultural shifts towards embracing innovation and continuous learning have positively impacted performance (Avedi & Anyieni, 2023). Strategic capabilities, such as marketing and technological advancements, were found to be most effective when aligned with a culture of adaptability and teamwork. At NHIF, a culture of continuous improvement and adaptation to changing healthcare needs has been instrumental in driving strategic change (Waithaka, 2023). This illustrates how a supportive organizational culture is key to implementing effective strategic interventions.

Environmental factors such as economic and regulatory changes impact the success of strategic change interventions. Organizations in Kenya, particularly in regulated industries like healthcare and dairy, must continuously adapt to changes in the external environment to maintain competitiveness. Brookside Dairy has adjusted its strategic plans in response to market demands and environmental regulations (Kamiri, 2020). Similarly, NHIF has had to adapt to changes in healthcare policy and regulations to ensure that its services remain accessible and relevant to its beneficiaries. These environmental factors compel organizations to continuously reassess their strategic goals and adapt accordingly (Lesiyampe et al., 2021).

1.1.4 Nairobi City County Government

The NCCG plays a critical role in managing Nairobi's urban infrastructure, services, and governance. It is tasked with overseeing functions such as waste management, transportation, public health, and education, serving as the key administrative body for Kenya's bustling capital. As of 2023, the county government has initiated various reforms aimed at improving public service delivery, fiscal management, and urban development (Waweru & Mang'ana, 2024). One of its key strategies involves the decentralization of services through the creation of boroughs, which are designed to bring local government services closer to Nairobi's residents. These boroughs, covering six administrative regions, are intended to enhance efficiency in areas like road maintenance and garbage collection, ultimately improving the county's responsiveness to citizen needs (Kamau & Ragui, 2022).

Financial management is another priority for the NCCG, particularly as it seeks to balance the city's growing needs with limited resources. The Nairobi City County Finance Act 2023 introduced reforms aimed at increasing revenue through revised fees and levies. This act is designed to address inefficiencies in tax collection and ensure that the county's financial resources are allocated to high-priority projects like healthcare, education, and infrastructure (Waweru & Mang'ana, 2024). Through public participation and consultation, the county government has ensured that the new tax measures are fair and equitable, balancing the interests of the government with those of the public. These reforms are expected to generate significant revenue, which will be used to support key development goals, including environmental management and disaster preparedness (Ezeh et al., 2024).

In addition to these administrative and financial reforms, the NCCG has taken a proactive stance on climate change and sustainability. In 2023, the Nairobi City County Climate Change Management Bill was introduced to establish a legal framework for addressing climate challenges (Ezeh et al., 2024). This bill mandates the integration of climate change mitigation and adaptation strategies into the county's planning processes, promoting projects that aim to reduce carbon emissions and enhance the city's resilience to climate risks. Through these efforts, the NCCG aligns with Kenya's national climate commitments and global sustainability goals, furthering its commitment to green urban development.

1.2 Statement of the Problem

Despite multiple reform efforts aimed at enhancing service delivery, efficiency and infrastructure, issues such as poor waste management, inadequate housing, and inefficient public transportation persist (Waweru & Mang'ana, 2024). These enduring challenges underscore the importance of comprehensively understanding the determinants of successful strategic change interventions. Limited research on underlying factors contributing to the success or failure of these initiatives highlights a critical gap, as inconsistent outcomes hinder sustainable progress (Kamau & Ragui, 2022).

A survey by Kenya Institute for Public Policy Research and Analysis (KIPPRA, 2022) revealed significant dissatisfaction among Nairobi residents regarding county-led reforms, which are often perceived as poorly communicated or unfavorable. This resistance undermines public buy-in, slowing or derailing the implementation of meaningful strategic changes. Additionally, corruption poses a pervasive barrier to progress, with misappropriation of funds and financial mismanagement undermining development

efforts. Transparency International's Corruption Perceptions Index (2023) ranks Nairobi as one of the most corrupt counties, with significant sums intended for development projects, such as Ksh 1.8 billion in healthcare and transport, unaccounted for. These governance challenges, compounded by public resistance and corruption, create a difficult environment for achieving sustainable reform and strategic change.

Compounding these issues is the inadequacy of human resources, particularly in critical sectors such as health, urban planning, and environmental management. A 30% staffing deficit, as reported by the Public Service Commission (2023), has left Nairobi County unable to fully realize its strategic objectives, with technical roles crucial for implementing change going unfilled. This shortage directly impacts initiatives such as decentralizing services through the borough system or improving healthcare delivery in overburdened facilities. Moreover, gaps in stakeholder engagement, resource allocation, and organizational culture further complicate strategic change interventions. While studies emphasize the importance of stakeholder involvement, trust, and resource alignment, they fail to provide comprehensive frameworks addressing the unique complexities of public governance in Nairobi. These challenges necessitated this study on the influence of strategic levers on change intervention in Nairobi City County Government

1.3 Research Objectives

This study was guided by the following general and specific objectives:

1.3.1 General Objective

To examine the influence of strategic levers on change intervention in Nairobi City County Government

1.3.2 Specific Objectives

The specific objectives included:

- i. To determine the influence of stakeholder engagement on change intervention in Nairobi City County Government.
- ii. To establish the influence of strategic resource allocation on change intervention in Nairobi City County Government.
- iii. To analyze the influence of strategic partnerships on change intervention in Nairobi City County Government.
- iv. To investigate the influence of organizational culture on change intervention in Nairobi City County Government.

1.4 Hypothesis of the study

The study was guided by the following hypotheses

H₀₁: Stakeholder engagement has no significant influence on change intervention in Nairobi City County Government.

H₀₂: Strategic resource allocation has no significant influence on change intervention in Nairobi City County Government.

H₀₃: Strategic partnerships have no significant influence on change intervention in Nairobi City County Government.

H₀₄: Organizational culture has no significant influence on change intervention in Nairobi City County Government.

1.5 Significance of the Study

1.5.1 Nairobi City County Government

The most immediate beneficiary of the study will be the NCCG itself. The findings will provide valuable insights into the effectiveness of its strategic interventions, including decentralization through boroughs and fiscal reforms. It will allow the government to better understand the enablers and barriers to successful change, helping in the formulation of more robust policies for improved service delivery and governance.

1.5.2 County Employees and Public Service Officials

Employees within the NCCG, including public servants and administrators, will gain insights into the necessary skills, structures, and leadership qualities that drive successful change interventions. Understanding these factors will improve their performance and adaptability in an evolving governance framework.

1.5.3 National Government and Policy Makers

The results of the study will offer valuable lessons for the national government and other counties in Kenya on the design and implementation of effective change interventions. The findings could be used to support reforms and decentralization efforts in other parts of the country.

1.5.4 Academia and Researchers

Scholars in the field of public administration and governance will benefit from the study by gaining new empirical data that will contribute to the academic discourse on strategic change in public institutions, particularly within developing urban centers like Nairobi.

1.6 Scope of the Study

The target population was derived from Nairobi City County Government and was categorized into three main groups: Top management includes 45 individuals, such as county executives, departmental heads, and directors. Middle management consists of 840 individuals who bridge the gap between top management and operational staff. These included senior officers and departmental managers who are directly involved in translating strategic plans into actionable tasks. Operational staff, the largest group with 6,014 individuals, includes frontline employees who execute the day-to-day operations that align with the strategic initiatives. The study focused on stakeholder engagement, strategic resource allocation, Strategic partnerships and organizational culture as the independent variable and strategic change intervention in NCCG as the dependent variable. The study was conducted from October 2024 to February 2025.

1.7 Limitations and Delimitations of the Study

The study on the influence of strategic levers on change intervention in Nairobi City County Government faced several limitations that impacted various stages of the research process. One major limitation was the challenge of accessing critical internal documents and strategic reports from the county departments. Due to bureaucratic processes and the sensitive nature of change-related information, gaining approval to review relevant data required extended waiting periods and multiple follow-ups. Furthermore, some departments were reluctant to release documents that contained operational or performance-related insights, which restricted the availability of rich, in-depth content necessary for comprehensive analysis.

Another limitation encountered was the difficulty in securing the full engagement of targeted respondents. Several officials within the county government were either preoccupied with their day-to-day responsibilities or wary of participating in a study that focused on internal change processes. This led to delays in scheduling interviews and reduced the immediacy of responses. Additionally, given the political and institutional complexities surrounding change initiatives within public institutions, some respondents were guarded in their responses, fearing potential repercussions for sharing candid opinions or criticisms related to the strategic interventions being studied.

To overcome these limitations, the researcher adopted a range of mitigation strategies. Formal authorization letters and research permits were obtained early in the process to streamline access and reduce institutional resistance. To build rapport and encourage participation, the researcher assured respondents of confidentiality and the purely academic intent of the study. For those unable to attend in-person interviews, alternative modes of communication such as phone interviews and online questionnaires were utilized to enhance flexibility. Moreover, triangulation was employed—comparing data from multiple sources such as public reports, departmental briefs, and existing literature—to strengthen the reliability and depth of the study’s findings.

1.8 Assumptions of the Study

The study on the determinants of strategic change intervention within the Nairobi City County Government operated under several key assumptions. It assumed that the governance framework at the time, including recent decentralization efforts like the borough system and fiscal reforms, provided a conducive environment for change. The study also presumed that the county employees and policymakers were receptive to

change and that their behaviours and attitudes impacted the success of these interventions. Another assumption was that the data gathered accurately reflected the operational realities and challenges of the Nairobi City County Government. It was further assumed that there were existing barriers, such as bureaucratic inefficiencies, financial constraints, and resistance to change, which influenced the speed and effectiveness of strategic interventions.

1.9 Operational Definition of Key Terms

The research was based on the following basic terms as defined.

Change Intervention: Deliberate actions to alter its current structure, operations, or strategies to achieve long-term goals or respond to external and internal challenges (Bulthuis et al., 2020).

Organizational Culture: The set of shared assumptions, perspectives, and practices that shape how people act and think in a given workplace (Stathers et al., 2020).

Stakeholder Engagement: The method through which an organization engages individuals, groups, or entities that are impacted by or have the capacity to affect the organization's actions, decisions, and policies (Bulthuis et al., 2020).

Strategic Change:	Systematic process of altering an organization's direction, priorities or operations to adapt to internal and external environmental dynamics and achieve long-term objectives (Mule & Njuguna, 2024).
Strategic Levers:	High-impact, critical actions or mechanisms that organizations can utilize to achieve their strategic objectives (Morris, ,2018).).
Strategic Partnerships:	Formal, long-term collaborations between two or more organizations aimed at achieving mutually beneficial goals (Adebisi et al., 2021).
Strategic Resource Allocation:	The process of distributing an organization's resources in a way that supports the organization's overall strategic objectives (Malakoane et al., 2020).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter dealt with the theoretical framework, the conceptual framework, empirical review and research gap.

2.2 Theoretical Framework

Theories that guided the study included the Stakeholder Theory, Resource Dependence Theory, Social Exchange Theory, and Denison Culture Profile Theory. While all four theories contributed to different aspects of the study, Stakeholder Theory stood out as the primary theoretical framework because stakeholder engagement formed the foundation for successful implementation and alignment of all strategic levers in Nairobi City County Government.

2.2.1 Stakeholder Theory

R. Edward Freeman proposed Stakeholder Theory in 1984, and it states that businesses should take into account the needs of everyone involved, not just shareholders, when making choices. According to the theory, the success of strategic interventions, such as those undertaken by Nairobi City County Government, hinges on effective stakeholder engagement (Abdool Karim et al., 2020). Stakeholders include government agencies, local communities, private businesses, and NGOs. The theory posits that when stakeholders are meaningfully engaged in the decision-making process, they are more likely to support and contribute to strategic change initiatives. This is particularly relevant for public sector

interventions, where diverse interests must be balanced to achieve collective goals (Morris, ,2018).

In Nairobi City County Government, stakeholder engagement is crucial for successful strategic change interventions, particularly given the diverse nature of its stakeholders. Freeman's Stakeholder Theory highlights the need to involve these groups early in the planning process to foster ownership and reduce resistance (Bulthuis et al., 2020). For instance, engaging local communities in urban development projects can ensure that their concerns about displacement and environmental degradation are addressed. Studies show that strategic changes are more likely to be implemented smoothly when stakeholders perceive that their interests have been considered. This aligns with Freeman's assertion that stakeholder cooperation enhances organizational resilience and adaptability (Morris,2018; Mule & Njuguna, 2024).

Furthermore, stakeholder engagement in Nairobi's strategic interventions can be evaluated using the Stakeholder Theory's principles of accountability and transparency. Public sector organizations are accountable to a wide array of stakeholders, making transparency in decision-making and communication vital (Freeman et al., 2010; Mwangi & Kamau, 2023). Engaging stakeholders in regular consultations and providing clear information about the progress of strategic initiatives builds trust and ensures that all parties remain aligned with the objectives. This collaborative approach can mitigate conflicts and improve the overall success of strategic changes. Such practices have proven effective in various public sector reforms globally, including Nairobi.

However, despite its broad applicability, Stakeholder Theory has been critiqued for being overly inclusive, sometimes to the detriment of decision-making efficiency. Critics argue

that involving too many stakeholders in the process can lead to delays and watered-down decisions, as consensus can be hard to achieve in highly diverse stakeholder groups (Mwangi, & Moronge, 2020). In the context of Nairobi City County Government, where urgent strategic changes are often needed, such delays could hinder the timely implementation of necessary reforms. Additionally, the theory has been criticized for not adequately addressing power imbalances between stakeholders, which can affect whose interests are prioritized during decision-making (Giti et al.,2020).

Despite these critiques, stakeholder theory remains an effective framework for analyzing stakeholder engagement in strategic interventions in Nairobi's public sector. Its focus on balancing diverse stakeholder interests aligns well with the complexity of public governance, where multiple, sometimes conflicting, interests must be considered. The theory provides a robust structure for ensuring that strategic change initiatives are inclusive, transparent, and ultimately more sustainable due to broad stakeholder support. This makes it particularly useful for understanding how Nairobi City County Government can navigate the challenges of change interventions through active and meaningful stakeholder engagement.

2.2.2 Resource Dependence Theory

Resource Dependence Theory (RDT), developed by Jeffrey Pfeffer and Gerald Salancik in 1978, is based on the premise that organizations do not exist in isolation but are embedded in an environment from which they must secure essential resources for survival and growth. These resources whether financial, human, or physical are often controlled by external entities, creating dependencies that organizations must manage strategically. In the case of Nairobi City County Government, strategic resource allocation becomes

critical for navigating these dependencies (Ngugi , 2024). According to Yulei (2024), the theory suggests that the County government must not only focus on securing necessary resources but also ensure that its strategic allocation aligns with the larger goal of achieving sustainable reforms. By understanding which external resources are most critical, such as funding from the national government or international donors, the county can better navigate these dependencies and use them to drive effective strategic change interventions.

RDT posits that resource dependence shapes organizational behavior and decision-making processes, particularly in contexts such as Nairobi City County, where public sector reforms require careful balancing of limited resources. The theory highlights the need for the county to build strong relationships with external resource providers, including government agencies, NGOs and the private sector, to ensure a steady flow of resources (Smidt, & Jokonya, 2022). For example, in infrastructure development projects, Nairobi City County often relies on partnerships with international donors and private sector companies to supplement its limited budget. According to the theory, these partnerships not only provide the necessary financial resources but also help in reducing the County's vulnerability to resource scarcity by diversifying the sources of support for strategic interventions (Borzova & Alekseev, 2024).

Resource Dependence Theory emphasizes the importance of internal resource management in complementing external resource acquisition. For Nairobi City County, this means ensuring that internally allocated resources, such as human capital and operational funding, are managed efficiently to support strategic change initiatives (Omesa et al., 2021). RDT highlights that the success of public sector reforms often hinges

not only on securing external resources but also on aligning internal capabilities such as leadership, staff competencies, and organizational processes with the strategic objectives of the reforms. Strategic resource allocation, in this context, is about making decisions that balance both immediate needs and long-term sustainability, ensuring that reforms are not just initiated but also fully implemented with the available resources (Mule & Njuguna, 2024).

However, Resource Dependence Theory is not without its criticisms. One key critique is that it focuses too heavily on external resource dependencies, often overlooking the internal organizational dynamics that can also significantly impact the success of strategic interventions (Chen et al., 2024). In Nairobi City County, for instance, issues such as bureaucratic inefficiencies, corruption, and political interference may also hinder strategic resource allocation, yet these factors are not fully addressed by RDT. Additionally, while the theory provides valuable insights into how organizations can manage resource dependencies, it assumes that organizations always have the capacity and autonomy to negotiate with external resource providers, which may not be the case in highly centralized public sector environments like that of Nairobi (Waweru & Mang'ana, 2024).

Despite these limitations, Resource Dependence Theory remains a relevant and powerful framework for understanding strategic resource allocation in Nairobi City County Government. It provides a structured approach to analyzing how resource flows, both internal and external, influence the success of public sector reforms. The theory's emphasis on managing dependencies and forming strategic partnerships is particularly useful in a public sector context, where government organizations are often constrained by budgetary limitations and must rely on external support. By applying RDT, Nairobi

City County can better understand the importance of diversifying its resource base, negotiating for more favorable terms with external funders, and managing internal resources efficiently to drive sustainable strategic change.

2.2.3 Social Exchange Theory

Social Exchange Theory (SET), introduced by George Homans in 1958, emphasizes that social relationships, including partnerships, are based on the principle of reciprocity, where each party evaluates the benefits and costs of the relationship (Dash and Dash, 2021). In Nairobi City County Government, strategic partnerships are essential in facilitating strategic change interventions, as the County relies on collaborations with various external actors such as private firms, NGOs, and international organizations. SET provides a framework for understanding how these partnerships are sustained when both parties perceive a fair exchange of resources, knowledge, and opportunities. For example, the County may engage in a partnership with a private construction firm to improve infrastructure, where the firm provides technical expertise and capital, while the government provides land access and regulatory approvals (Retnandari, 2022).

Within Nairobi City County's strategic change efforts, SET highlights that successful partnerships are built on trust and mutual benefits. The theory posits that these relationships thrive when there is a perceived balance in the exchange of resources. For instance, when the County enters a partnership with an NGO to implement health programs, the NGO may provide funding and operational support, while the County provides institutional backing and logistical resources (Okwata et al., 2022). According to SET, when both parties see that they are benefiting equally from the relationship, they are more likely to sustain the partnership, which, in turn, enhances the overall success of the

strategic change intervention. This reciprocal arrangement fosters long-term cooperation and helps in overcoming challenges such as resource constraints or political opposition (Retnandari, 2022).

SET also sheds light on the dynamics of power within strategic partnerships. In public sector settings like Nairobi City County, partnerships often involve an imbalance of resources and influence. For example, when the County government relies on international donors for funding infrastructure projects, it may find itself in a weaker negotiating position (Pittaway & Montazemi, 2020). Social Exchange Theory suggests that the party with fewer resource options is more dependent and therefore has less power in the relationship. This dynamic may affect the County's ability to implement its strategic objectives as the more powerful partner may dictate terms that align with their own priorities rather than the County's long-term goals. Consequently, understanding these power dynamics is crucial for the County to manage dependencies and negotiate more equitable partnerships (Wanjiku, 2025; Mwangi & Moronge 2020).

However, while Social Exchange Theory provides valuable insights into the mechanics of strategic partnerships, it has limitations, particularly in the public sector. One critique is that the theory tends to oversimplify relationships by assuming that actors are rational and always act in their own best interests (Glyptis et al., 2020). In reality, public sector partnerships, such as those in Nairobi City County, are often influenced by political agendas, social pressures, and bureaucratic inertia, which may not follow a clear cost-benefit logic. Additionally, the theory does not adequately account for the complex, multifaceted nature of public sector goals, where short-term gains may be sacrificed for long-term societal benefits. Therefore, while SET can explain some aspects of strategic

partnerships, it may not fully capture the nuances of public sector governance (Bolden et al., 2020).

Despite these limitations, Social Exchange Theory remains a relevant and practical framework for analyzing strategic partnerships within Nairobi City County Government. Its focus on reciprocity, trust, and the exchange of resources aligns with the County's need to collaborate with external partners to address challenges such as urban development, health service delivery, and infrastructure improvement. The theory provides a useful lens for examining how partnerships can be leveraged to achieve strategic change by ensuring that both the County and its partners benefit equitably. Moreover, SET's emphasis on managing dependencies and negotiating balanced exchanges offers insights into how the County can maintain productive partnerships over time, even in resource-constrained environments.

2.2.4 Denison Culture Profile Theory

The Denison Culture Profile Theory, developed by Daniel Denison in 1990, offers a comprehensive framework for understanding how organizational culture influences business outcomes. Denison argues that an organization's culture is a key determinant of its overall performance, particularly in strategic change interventions (Choi & Park, 2024). This theory measures culture across four key dimensions: involvement, consistency, adaptability, and mission. In the context of the Nairobi City County Government, these dimensions serve as vital indicators of how effectively strategic changes are communicated, accepted, and implemented (Rodríguez-Pose & Ketterer, 2020). For instance, organizations with high levels of employee involvement in Nairobi are likely to

experience smoother transitions during strategic interventions because employees are more aligned with the organization's vision and goals (Okwata et al., 2022).

In Nairobi's City County Government, where public sector reforms are essential, the adaptability and consistency dimensions of the Denison model are particularly relevant. Adaptability ensures that government departments can respond to the dynamic socio-political environment, while consistency fosters internal stability, enabling sustained performance amid external pressures (Waweru & Mang'ana, 2024). Research in Kenya indicates that government institutions often face resistance to change due to entrenched bureaucratic cultures. However, organizations that foster adaptive cultures are better equipped to implement reforms (Okwata et al., 2022). For example, the Kenya Wildlife Service has successfully aligned its mission and cultural values to strategic objectives, resulting in better employee commitment and performance outcomes (Li et al., 2023).

The Denison model is also instrumental in examining how the Nairobi City County Government engages its employees during strategic interventions. The theory suggests that organizations with high levels of involvement and mission clarity perform better because employees feel more invested in the outcomes (Evans & Mendez Acosta, 2021). Studies on Kenyan NGOs show that organizations promoting strong cultural alignment with strategic objectives experience fewer implementation challenges. This is critical for Nairobi's government, where engaging employees in the strategic planning process ensures that reforms are embraced rather than resisted (Okwata et al., 2022).

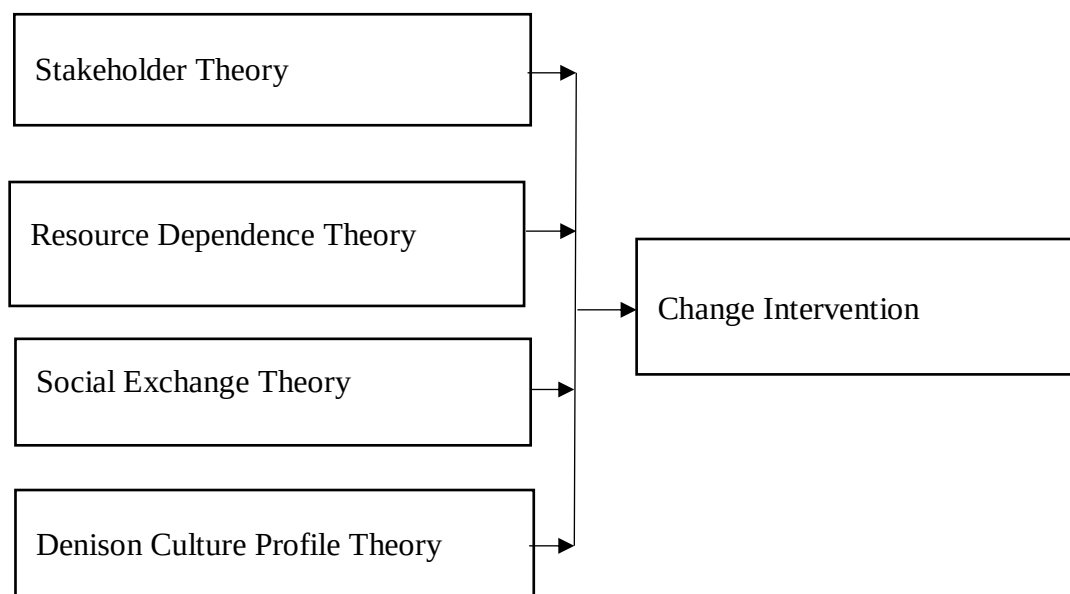
However, critiques of the Denison Culture Profile Theory argue that its broad dimensions may not account for the specific cultural and contextual nuances of public sector organizations in developing nations like Kenya. For example, while adaptability is

emphasized, the theory doesn't fully consider how deeply ingrained practices and political influences can hinder cultural shifts in government entities (Kamau & Ragui, 2022). Additionally, the theory's reliance on employee surveys might overlook external factors such as policy changes or leadership transitions that significantly impact organizational culture (Omar & Minja, 2022).

Despite these critiques, the Denison Culture Profile Theory remains a valuable tool for analyzing organizational culture in Nairobi's City County Government due to its focus on practical dimensions that can be measured and acted upon. Its adaptability to different organizational contexts, combined with its emphasis on mission alignment and employee involvement, makes it particularly suited for government institutions undergoing change interventions. It provides a robust framework that not only diagnoses cultural issues but also offers actionable insights for fostering a culture conducive to reform.

Figure 2.1:

Theoretical Framework



2.3 Empirical Literature Review

2.3.1 Stakeholder Engagement and Change Intervention

The study by Waweru and Mang'ana (2024) aimed to assess the influence of strategic plan implementation on the performance of regulatory institutions in Nairobi City County. The general objective was to evaluate how well these institutions engaged stakeholders during the strategic plan execution and whether this impacted their overall performance. The research used a cross-sectional survey methodology, collecting data from 246 respondents, including top management, middle management, and operational staff across 81 regulatory institutions. The findings indicated that while there was moderate stakeholder engagement, critical challenges such as budget misalignment with strategic goals and insufficient skills in some areas significantly hindered the implementation process. The study concluded that regulatory institutions must improve communication around strategic objectives and better align resources to these goals to ensure successful implementation. It recommended more comprehensive training for employees and closer stakeholder involvement to enhance performance.

Bosire et al. (2024) undertook an empirical investigation centered on community involvement in mental health and brain health research within Kilifi County, Kenya. Examining how stakeholder involvement affects health intervention efficacy in low- and middle-income settings was the primary goal of this research. Involving 65 people from the neighborhood, the research used ethnographic methodologies including participant observation, focus groups, and interviews with key informants. The findings revealed that trust, continuous engagement, and the use of local languages were critical for community buy-in. However, socioeconomic barriers, partial involvement in decision-making, and

lack of access to information were found to impede effective engagement. The study recommended building stronger relationships with community leaders, increasing awareness of research activities, and ensuring continuous dialogue with stakeholders to foster acceptance and participation.

Ezeh et al. (2024) explored effective strategies for engaging stakeholders in energy projects, particularly within the oil and gas industries. The aim was to investigate the ways in which stakeholder involvement can improve the sustainability and effectiveness of energy initiatives. Using qualitative research, the study involved interviews with key stakeholders, including community leaders, government officials, and company representatives. The findings highlighted the importance of early and ongoing dialogue with stakeholders to build trust, avoid conflicts, and ensure the smooth implementation of projects. Stakeholder mapping, which helps identify and prioritize the needs and concerns of different groups, was identified as a key strategy for effective engagement. The study concluded that transparent communication, regular consultations, and the use of digital platforms for real-time updates are essential for sustaining stakeholder support in energy projects. The researchers recommended integrating CSR initiatives to address local community needs, which would help foster long-term project success.

Dash and Dash (2021) examined stakeholder engagement in public policy in India, focusing on large government initiatives like Swachh Bharat Abhiyan and the Smart City Mission. The objective of the study was to assess how effectively stakeholders are involved in shaping public policy and implementing developmental programs. Through document analysis, the study evaluated the extent to which various stakeholders, including citizens, NGOs, and governmental bodies, were engaged in the planning and execution of

these programs. The findings indicated that stakeholder engagement led to better alignment of policies with public needs, improving the outcomes of these initiatives. However, the study identified a lack of standardized frameworks for stakeholder engagement across sectors, limiting the consistency of engagement efforts. Dash and Dash (2021) recommended the development of formal frameworks to ensure that stakeholder engagement is systematic and meaningful in public policy.

Yulei (2024) examined governance challenges in China's county-level football associations, focusing on how stakeholder engagement can improve governance structures and ensure sustainable development. The objective was to identify the barriers hindering the development of these associations and propose strategic pathways for overcoming them. Using qualitative analysis, the study found that outdated governance models, unequal resource distribution, and a lack of stakeholder collaboration were key challenges. The study recommended enhancing leadership roles, redefining governance structures, and fostering collaboration among stakeholders to create more inclusive and effective governance frameworks. By promoting better stakeholder engagement, these associations could improve grassroots participation in football and contribute to the broader development of the sport in China.

The study conducted by Ezech et al. (2024) explored strategies for stakeholder engagement in energy projects, focusing on fostering sustainability, compliance, and community support. Utilizing a qualitative case study approach, the researchers examined stakeholder mapping and communication strategies used in energy projects. The findings emphasized that early and ongoing dialogue with stakeholders significantly enhances project success by building trust and minimizing conflicts. The key strategies identified included the use

of stakeholder mapping to understand the interests and influence of different groups, as well as developing robust communication plans to ensure transparent and effective engagement. The study concluded that energy companies should adopt transparent communication strategies, foster collaboration, and proactively address potential conflicts. Additionally, the use of Corporate Social Responsibility (CSR) initiatives was recommended as a means to strengthen stakeholder relationships and ensure long-term project sustainability. By integrating these strategies, energy companies can enhance their reputation, gain community support, and improve compliance with regulatory standards.

In a related study, Sunkuyia (2024) explored how stakeholder involvement influences the execution of strategic initiatives in Narok County Government, Kenya. A total of eighty-seven participants filled out the study's structured questionnaires, contributing to the descriptive research design. The results revealed a noteworthy positive correlation between stakeholder involvement, especially in aspects like communication, adherence to procedures, and stakeholder support, and the effective execution of strategic initiatives. The study advised that the Narok County Government engage a range of stakeholders during the complete strategy implementation process to guarantee the effective execution of plans and policies. Engaging stakeholders effectively not only secures their support but also enhances the overall efficiency and success rate of strategic projects.

Okonya (2023) focused on the role of stakeholder engagement in the implementation of strategic plans and its impact on internal efficiency in public secondary schools. The researchers used a convergent parallel mixed-methods design, gathering data from 134 respondents, including school principals, teachers, and board of management (BOM) members. The findings revealed that meaningful stakeholder engagement was a critical

factor in strategic plan implementation, contributing significantly to the internal efficiency of the schools. Stakeholders, such as parents, teachers, and school boards, were found to play a pivotal role in decision-making and policy implementation processes, which ultimately improved school performance. The study recommended that policymakers focus on enhancing stakeholder engagement by formulating policies that incorporate strategic planning into the management of public secondary schools. These policies should ensure continuous involvement of key stakeholders in the planning, monitoring, and evaluation of educational programs.

2.3.2 Strategic Resource Allocation and Change Intervention

Kamau and Ragui (2022) examined the impact of resource allocation as a strategic change management practice on performance within the Directorate of Criminal Investigations (DCI) in Nakuru County, Kenya. Their research, rooted in resource-based and institutional theories, utilized a descriptive design to gather data from 137 DCI employees through self-administered questionnaires. The research revealed that the distribution of resources plays a vital role in effectively executing strategic change initiatives. The researchers determined that public institutions such as the DCI should prioritize the prompt and sufficient distribution of resources to effectively advance their strategic objectives. The study advised that management should closely monitor budgeting and ensure that resources are aligned with organizational objectives to enhance efficiency and productivity. The sample size of 137 DCI employees may not comprehensively represent the entirety of DCI or other public institutions in Kenya, which may restrict the broader applicability of the findings. The study primarily emphasizes resource allocation;

however, it might have benefited from examining additional factors that impact performance, including leadership and organizational culture.

Level 3 and 4 public health facilities in Laikipia County were the subject of Lesiyampe, et al. (2021) investigation of the impact of strategic resource allocation on service delivery. One hundred forty-four healthcare professionals (doctors, nurses, and others) participated in the descriptive survey that formed the basis of the research. We used statistical programs like SPSS to examine the data we got from the surveys. The results demonstrated a strong positive relationship between the two variables, with healthcare outcomes improved as a result of more efficient use of available resources. The study revealed gaps in resource tracking and noted that departments within the health facilities did not receive the resources they needed in a timely manner. The authors recommended improving resource tracking systems and reducing bureaucratic delays in the allocation of resources to enhance healthcare service delivery in county hospitals. The sample size of 74 medical practitioners is small and might not fully represent all staff in Level 3 and 4 facilities. Additionally, the study's focus on Laikipia County alone limits its applicability to other counties with different resource allocation dynamics.

Omar and Minja (2022) conducted a thorough examination of the factors influencing budgetary allocation processes within county governments, specifically highlighting Mandera County. Employing a descriptive research design with a sample of 292 participants, comprising county employees and citizens, the study pinpointed essential factors that impact the budgetary process. The findings indicated that citizen involvement enhanced the effectiveness of budget allocations, whereas political interference detrimentally influenced the process. The study recommended that county governments

encourage active citizen involvement in budgetary discussions to ensure more transparent and efficient resource allocation. Furthermore, the researchers emphasized the need to reduce political influence in budget decisions to improve resource distribution and service delivery.

Omesa et al. (2021) examined the impact of financial resource allocation on the execution of strategic plans in county governments located in Western Kenya. The research focused on strategy executors in 10 counties and utilized a descriptive survey research design. Data collection involved the use of semi-structured questionnaires, followed by analysis through statistical software. The research revealed that the allocation of financial resources plays a crucial role in determining the success of implementing strategic plans. The researchers emphasized that the effective distribution and utilization of financial resources are crucial for attaining strategic objectives in county governments. They recommended the hiring of skilled professionals, better utilization of available resources, and inter-county resource sharing to maximize efficiency and service delivery.

Waweru and Mang'ana (2024) examined the implementation of strategic plans in regulatory institutions within Nairobi City County. Using a cross-sectional survey design, the researchers collected data from 246 employees across 81 institutions. The study found that while there was moderate stakeholder engagement in strategic plan implementation, significant challenges existed, including budget misalignment with strategic priorities and inadequate staff skills. The researchers concluded that better alignment of budgets with strategic goals and more robust communication of strategic objectives were necessary to improve implementation outcomes. The study also recommended the establishment of

monitoring and evaluation systems, with clear Key Performance Indicators (KPIs) to track progress.

Kamiri (2020) investigated the factors influencing the effective implementation of strategic plans in Kiambu County, Kenya. The study used a descriptive survey design to collect data from county administrators and executives. It found that resource allocation, organizational structure, and leadership significantly affect the successful implementation of strategic plans. The study concluded that counties need to allocate adequate financial, human, and physical resources to support strategic initiatives. Additionally, effective leadership and organizational structures were found to be essential in ensuring that resources are deployed efficiently and that strategic plans are executed according to set objectives. The study recommended that counties regularly audit their resources and ensure that all departments have the necessary tools and personnel to meet their strategic goals.

2.3.3 Strategic Partnerships and Change Intervention

Borzova and Alekseev (2024) examined the strategic partnership between Spain and China, focusing on trade, economic, and investment cooperation, particularly in regions such as Latin America, North Africa, and Asia. The study used a mixed-methods approach, combining qualitative analysis of diplomatic and economic trends with quantitative trade data. The researchers aimed to assess the potential for expanded cooperation within the 2005 formalized partnership. Their findings showed that while some economic benefits were realized, geopolitical factors posed significant obstacles to deeper collaboration. Spain's membership in NATO and the EU's anti-Chinese stance, along with Beijing's evasion of anti-Russian sanctions, limited the potential for further

growth in this partnership. The authors concluded that geopolitical misalignments, including Spain's declining interest in China's Belt and Road Initiative, have reduced the likelihood of forming broader strategic collaborations between Spain, China, and other regions. While the study provides an in-depth analysis of the geopolitical dynamics, it could have benefitted from a deeper exploration of how both nations could overcome these strategic misalignments through diplomatic engagement and softer policy alignment, potentially offering solutions to the barriers identified.

Tanwar et al. (2024) explored how blockchain technology could be leveraged to improve food contamination prevention through strategic partnerships between retailers and suppliers. The study utilized a game-theoretic model to investigate how blockchain technology could trace contamination sources and foster better collaboration within the supply chain. The research found that blockchain significantly reduced financial losses by preventing the cascading effects of food contamination, particularly in contamination-vulnerable food supply chains. However, the study also highlighted that these benefits were not as evident for contamination-resistant foods. Although the study provides valuable insights into the application of blockchain in food safety, it lacks an analysis of the broader barriers to blockchain adoption, such as high implementation costs and resistance from smaller suppliers, which could limit its scalability across the food industry.

Zhang et al. (2024) explored the influence of fairness considerations on decision-making regarding Environmental, Social, and Governance (ESG) initiatives in the semiconductor supply chain. The study utilized digital twin technology and an evolutionary game model to analyze the complex interactions among manufacturers, consumers, and regulatory agencies. The research revealed that strategic partnerships, influenced by government

incentives and fairness-oriented behaviors, could significantly enhance ESG outcomes. However, it also showed that substantial investments in digital twin technology might dissuade some manufacturers from fully committing to ESG objectives due to cost concerns. While the study successfully links fairness concerns with ESG outcomes, it could have provided more concrete policy recommendations to address the high costs of digital twin technology adoption. Additionally, further exploration of how smaller manufacturers can overcome financial barriers to participate in ESG initiatives would strengthen the study's applicability.

Chen et al. (2024) examined how inter-firm strategic alliances influence labor investment efficiency within Chinese firms. The research utilized an extensive dataset and revealed that, although strategic alliances aim to enhance resource allocation and operational efficiency, they simultaneously give rise to agency issues. The analysis revealed that these alliances led to a 4.5% decrease in labor investment efficiency, primarily attributed to managerial opportunism and inadequate corporate governance frameworks. The research suggested that companies involved in strategic alliances enhance their corporate governance and minimize information asymmetry to address these inefficiencies. The study offers important insights into the drawbacks of strategic alliances; however, it could have elaborated on how firms might effectively balance the advantages of these alliances with the challenges they present. Additionally, more practical solutions, such as frameworks for enhancing corporate governance in such partnerships, would have made the study more actionable for firms facing similar issues.

Omesa et al. (2021) explored the impact of financial resource allocation on the execution of strategic plans within the county governments of Western Kenya. The research

employed a descriptive survey to collect data from strategy implementers across 10 counties. The findings indicated that effective allocation of financial resources was a crucial factor in the successful implementation of strategic plans. Counties that allocated their resources efficiently were more likely to meet their strategic objectives. The study recommended improving resource utilization and inter-county collaboration to maximize the impact of financial allocations. The study provides a thorough analysis of resource allocation but could have delved deeper into the challenges of mobilizing financial resources, particularly in counties with limited revenue generation capabilities. Additionally, the study could have included case studies of specific counties to illustrate how resource allocation practices vary across different contexts.

Omar and Minja (2022) examined the determinants of budgetary allocation processes in Mandera County, Kenya, with a particular focus on how strategic partnerships with citizens and local institutions influence budgetary transparency and efficiency. Using a descriptive research design, data were collected from 292 respondents, including county officials and local citizens. The study revealed that while citizen participation positively influenced budgetary processes, political interference remained a major hindrance. The study recommended minimizing political interference and fostering stronger partnerships between the county government, civil society, and local communities to ensure transparent and effective resource allocation. The study highlights the importance of citizen participation but could have benefited from a deeper analysis of how technology and digital platforms could be leveraged to enhance transparency in resource allocation. Additionally, while political interference is mentioned as a challenge, the study does not propose concrete strategies to mitigate this issue beyond general recommendations.

2.3.4 Organizational Culture and Change Intervention

Muragijimana et al. (2024) conducted a study on the use of indigenous knowledge (IK) in climate resilience and health interventions in Turkana County, Kenya. This research highlights the importance of organizational culture rooted in indigenous practices for effective disaster risk reduction (DRR). By relying on a phenomenological approach and focus group discussions, the study delved into how local agro-pastoral communities leverage traditional knowledge to adapt to climate change. The researchers found that modern interventions, which often disregard local cultural practices, are less effective because they fail to resonate with the community's lived experiences. The study concluded that a hybrid model incorporating both modern scientific knowledge and IK would better serve communities facing environmental challenges. While this study underscores the importance of culturally aligned interventions, it lacks a detailed exploration of how county governments can institutionalize this hybrid approach to ensure scalability across other regions experiencing similar climate impacts.

Ponce Chalen (2024) examined the influence of internal control systems on strategic planning in Ecuador's decentralized municipal governments. The study employed semi-structured interviews and document analysis to investigate how internal control mechanisms impact strategic planning processes, particularly regarding risk management. The findings emphasized that a strong internal control culture is essential for mitigating risks and improving strategic change implementation. Organizational culture that promotes accountability and transparency significantly enhances the effectiveness of strategic planning. The research recommended integrating internal control systems with strategic goals to improve governance at the municipal level. Although this study sheds

light on the importance of internal controls, it does not provide specific recommendations on how to overcome resistance to cultural change in decentralized institutions where

Jumanne et al. (2023) explored the influence of organizational culture on the adoption of solar photovoltaic (PV) technology in climate-smart agriculture in Uasin Gishu County, Kenya. This study focused on the organizational leadership's role in fostering a culture that supports environmental sustainability and innovation. Using a descriptive correlational design, the researchers found a strong positive relationship between an organization's cultural orientation toward innovation and the successful adoption of solar PV technology. Leadership that promotes sustainability and aligns the organization's objectives with global climate goals was a key predictor of successful solar adoption. The study concluded that cultivating a pro-environmental organizational culture is critical to the success of climate-related interventions. While the study effectively links leadership and culture to technological adoption, it does not fully explore the challenges of maintaining this cultural alignment in the face of political or economic pressures that may deprioritize environmental initiatives.

Bukoye and Abdulrahman (2022) investigated the interaction between organizational culture typologies and strategy implementation in Nigerian local governments. The study utilized qualitative methods to analyze the role of different cultural frameworks: clan, hierarchical, and market cultures in influencing how local governments implement their strategic plans. The researchers found that a combination of clan and market cultures, which promote collaboration and efficiency, was most effective for strategy implementation, particularly in delivering infrastructural and social services. The study suggested that understanding an organization's dominant culture is crucial for tailoring

strategic interventions to suit local governance needs. Although the study provides a comprehensive analysis of cultural typologies, it would have benefitted from a more in-depth exploration of how specific cultural elements, such as leadership style or employee engagement, directly influence strategic outcomes. Furthermore, the study could have employed a mixed-method approach, incorporating quantitative data to strengthen its conclusions.

Okerio and Muturi (2021) examined the connection between organizational culture and the execution of strategic plans in Nyamira County, Kenya. This study employed a descriptive research design and collected data from 195 county government employees to evaluate the impact of cultural factors, including leadership and communication, on the effectiveness of strategic change. The findings revealed that a culture within an organization that encourages mentorship, enhances employee engagement and nurtures innovation is essential for the successful execution of strategic plans. The study emphasized the need for county governments to develop nurturing and supportive leadership cultures that align with the strategic goals of the county. While the study effectively highlights the role of leadership in shaping organizational culture, it does not sufficiently address how external factors, such as political instability or resource constraints, might affect the alignment of culture and strategy in county governments.

2.4 Conceptual Framework

The conceptual framework for this study provides a structured representation of the relationship between strategic levers and change intervention in Nairobi City County Government. It categorizes and describes key concepts, ensuring a clear understanding of their interconnections and guiding the research focus. The framework is instrumental in

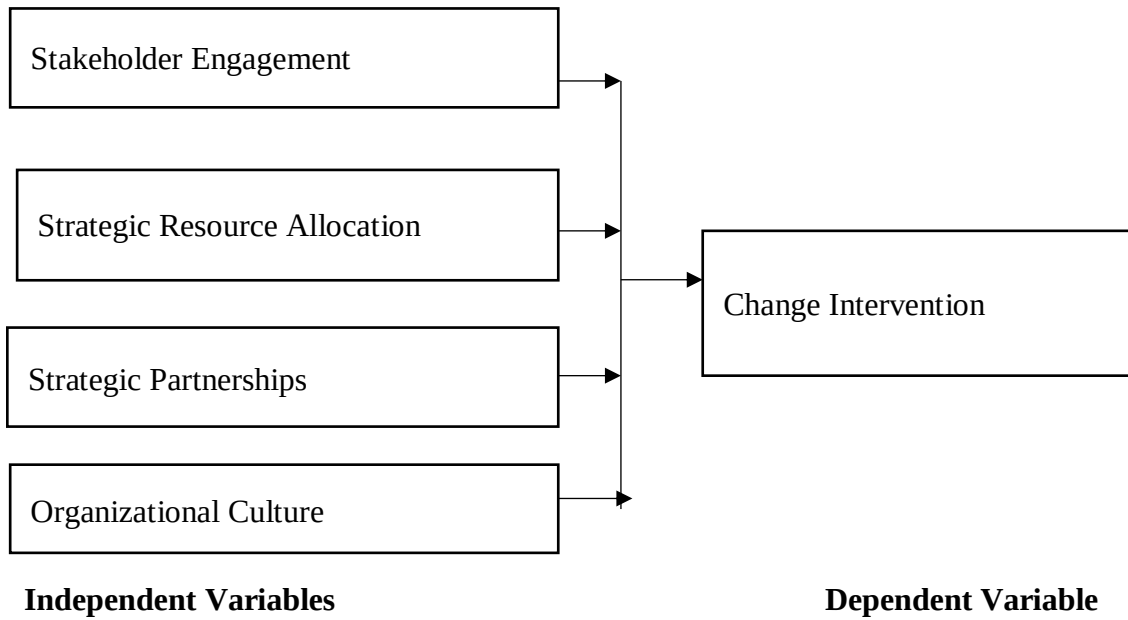
defining the core concepts, mapping the research scope, systematizing relationships among variables, and identifying gaps in the existing literature.

In this study, strategic levers serve as the independent variables, influencing the effectiveness of change interventions, which is the dependent variable. The key strategic levers examined include stakeholder engagement, strategic resource allocation, strategic partnerships, and organizational culture. Stakeholder engagement focuses on the involvement, influence, and participation of various actors in driving change interventions within the county government. Strategic resource allocation examines the distribution and utilization of financial, human, and technological resources to facilitate change processes. Strategic partnerships explore the role of collaborations and alliances in enhancing the success of change initiatives. Organizational culture assesses how shared beliefs, values, and norms shape the county's adaptability to change interventions.

The dependent variable, change intervention in Nairobi City County Government, represents the effectiveness, sustainability, and impact of strategic change initiatives implemented within the county. The framework illustrates how each independent variable contributes to or influences the success of change interventions, highlighting the interconnectedness of strategic levers in public sector transformation. This conceptual structure provides a basis for empirical analysis, ensuring that the study systematically examines the role of strategic levers in driving change interventions within Nairobi City County Government. Figure 2.2 visually represents this conceptual framework, mapping out the cause-and-effect relationships between strategic levers and change intervention outcomes.

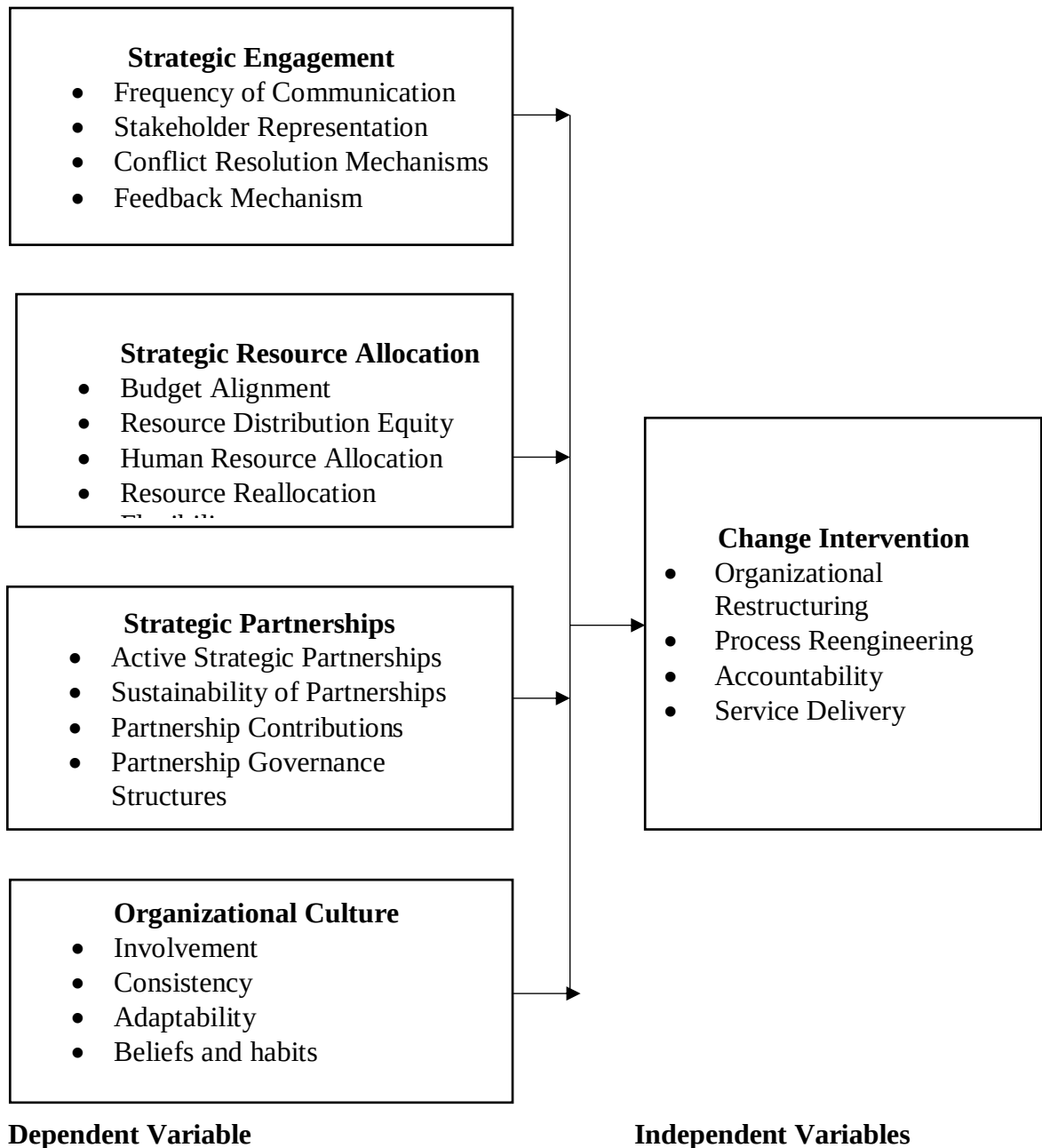
Figure 2.2:

Conceptual Framework



2.5 Operational Framework

Figure 2.3:
Operational Framework



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter meticulously outlined the research design, the population, sampling frame, sampling technique, sample size, instruments utilized, pilot test data analysis and presentation, along with various diagnostic tests.

3.2 Research Design

Research design encompasses the strategies and protocols for conducting research, ranging from overarching assumptions to specific methodologies for data collection and analysis (Bickel, 2020). Explanatory (Causal) Research Design is a method aimed at establishing relationships of cause and effect between variables. This method assesses the impact of variations in one or more independent variables on a dependent variable (Ghuri & Gronhaug, 2020). In the context of this study, explanatory research design helped analyze how strategic levers such as stakeholder engagement, resource allocation, strategic partnerships and organizational culture (independent variables) drive the effectiveness of change interventions (dependent variable) in Nairobi City County Government. This design goes beyond describing relationships by testing hypotheses to identify the strength and direction of the influence each lever exerts on the dependent variable (Dzwigol, 2022).

In implementing this design, the study used quantitative methods to collect data from participants, including government officials, community representatives, and private sector partners. The data was then analyzed using statistical tools, such as multiple linear

regression, to test hypotheses about the relationships between the strategic levers and the success of change interventions. For example, the model assessed whether higher levels of stakeholder engagement or better resource allocation led to improved project completion rates, efficiency, or public satisfaction (Ghauri & Gronhaug, 2020). By establishing these causal links, the study generated actionable insights that can inform decision-making and policy development in Nairobi City County.

The choice of explanatory research design was justified by the study's objective of not only identifying relationships but also determining causation between strategic levers and change interventions. This approach allowed for the quantification of the relative influence of each lever, providing a robust framework for prioritizing actions that will maximize the success of interventions (Bickel, 2020). Additionally, explanatory research design supports the development of predictive models, enabling policymakers to anticipate the outcomes of adjustments to specific strategic levers. By uncovering the mechanisms through which these levers drive change, the study contributed to evidence-based strategies for addressing governance challenges in Nairobi City County.

3.3 Target Population

Golder and Golder (2021) characterized a population as a collection of individuals, objects, or items from which samples are drawn for measurement purposes. As noted by Gujarati (2020), a population refers to the complete set of elements concerning which inferences are desired. The target population for this study on the influence of strategic levers on change intervention in NCCG consists of key personnel involved at various levels of governance and strategic decision-making. This population was categorized into three main groups: Top management includes 45 individuals, such as county executives,

departmental heads, and directors. These individuals play a critical role in formulating strategic policies and overseeing their implementation. Their insights were valuable as they are responsible for setting the strategic direction and ensuring that resources and personnel are aligned with strategic goals. Middle management consists of 840 individuals who bridge the gap between top management and operational staff. These included senior officers and departmental managers who are directly involved in translating strategic plans into actionable tasks. They manage resources, coordinate teams and report on the progress of strategic change initiatives. Their perspective was crucial in understanding how strategic plans are operationalized and the challenges faced in implementation. Operational staff, the largest group with 6,014 individuals, includes frontline employees who execute the day-to-day operations that align with the strategic initiatives. This group provided insights into how well strategic plans are communicated and implemented on the ground, as well as the practical challenges faced during execution.

The unit of observation in this study were the individual respondents from the target population. This choice is justified because data collected at the individual level from top management, middle management, and operational staff provided a comprehensive understanding of the different perspectives on change interventions. The unit of analysis was the NCCG as an institution. The choice of NCCG as the focus of this study was justified by its critical role as Kenya's capital and largest urban area, serving as the country's economic, political, and administrative hub. Nairobi faces complex governance challenges, including rapid urbanization, infrastructure deficits, and service delivery inefficiencies, making it a relevant and dynamic context for examining strategic change interventions. As a county with a diverse and active stakeholder base, it provided a rich

environment for exploring the influence of strategic levers such as stakeholder engagement, resource allocation, strategic partnerships and organizational culture. The findings from this study not only provided actionable recommendations for Nairobi but also offered lessons applicable to other urban counties in Kenya and beyond, reinforcing its significance as an ideal case for investigating strategic change interventions.

Table 3.1:

Target Population

Category	Population
Top Management	45
Middle Management	840
Operational Staff	6014
Total	6899

Source: NCCG Employee Registry (2023)

3.4 Sampling Frame

The sampling frame serves as the tangible representation of the target population, encompassing all units that could potentially be included in a sample (May & Perry, 2022). The sampling frame for this study was derived from the NCCG Employee Registry as of December 2023. This registry served as an official and comprehensive record of all employees working within the county government, making it the most appropriate and reliable source for identifying the population from which the sample was selected. The registry included detailed information on the organizational hierarchy, departmental structures and employee roles, ensuring that all relevant individuals involved in strategic planning, implementation, and operational activities were accurately represented.

Additionally, the registry's detailed and up-to-date employee information allowed for a more efficient sampling process, minimizing the risk of selection bias. It ensured that no relevant subgroups are overlooked, such as specific departments or key individuals involved in strategic change initiatives. The registry's inclusion of contact details and job descriptions also facilitates the identification and access to respondents, which is vital for both quantitative data collection (Pandey & Pandey, 2021). By using the NCCG Employee Registry as the sampling frame, the study ensured that the sample selected was both representative and diverse, covering all critical roles and perspectives within the Nairobi City County Government. This enhanced the validity of the findings and ensured that the results provide a comprehensive understanding of the determinants of strategic change intervention within the county government.

3.5 Sample Size and Sampling Technique

Mehmetoglu and Jakobsen (2022) define sample size as the count of observations or individuals selected from a broader population for statistical analysis. The size of the sample is a crucial element of research design, as it can significantly affect the reliability and generalizability of the study results. Singh (2022) defines a sampling technique as the method employed to choose a subset of individuals, items, or data points from a larger population in order to draw conclusions about that population.

In this investigation, stratified random sampling proved to be the most suitable method of sampling. There were three separate groups that make up the target population: upper management, middle management, and operational workers. This method guaranteed that the sample is representative of all three. Given that these groups play different roles in strategic change processes, stratified random sampling allowed for a proportional

representation of each subgroup, capturing their unique insights and experiences. By dividing the population into strata based on management levels, this technique enhanced the accuracy and relevance of the findings, ensuring that all levels of the organization contributed to the study.

Stratified random sampling is particularly useful in this context because it reduces sampling error by treating each stratum as a homogenous group, improving the precision of the data collected (Pandey & Pandey, 2021). This was critical for understanding the nuanced roles that top, middle, and operational staff play in the implementation of strategic interventions. Additionally, it ensured that smaller, but equally important, groups like top management were well-represented and not overshadowed by the larger operational staff category. The technique allowed for an equal chance of selection within each stratum, guaranteeing that the sample reflects the structure of the Nairobi City County Government workforce. By ensuring representation from different levels of management and financial analysts, the study captured diverse perspectives. The researcher utilized the Yamane sampling formula.

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

$$n = \frac{6899}{1+6899(0.05^2)}$$

$$n = 378$$

Table 3.2:

Sample Size

Category	Sample Size
Top Management	2
Middle Management	46
Operational Staff	330
Total	378

3.6 Data Collection Instruments

The research examined primary data collected via the distribution of questionnaires. As noted by Gujarati (2020), data encompasses any information presented or accepted as a fact that serves as the foundation for research inferences. Mehmetoglu and Jakobsen (2022) characterized data collection instruments as the tools and methodologies employed in the measurement of variables within research.

A questionnaire comprised a series of questions or statements designed to evaluate attitudes, opinions, beliefs, biographical details, or various other types of information (Pandey & Pandey, 2021). Researchers indicated that questionnaires are favored for primary data collection due to their cost-effectiveness, particularly when dealing with large and geographically dispersed populations. The implementation of a questionnaire guarantees anonymity, allows for the utilization of standardized questions, and maintains consistent procedures. It also guaranteed that respondents who may be difficult to engage are contacted effectively. Furthermore, questionnaires allowed respondents the opportunity to reflect on their answers and are straightforward to administer and evaluate (Tabachnick & Fidell, 2020). Consequently, questionnaires served as essential

instruments for gathering primary data, owing to the numerous advantageous characteristics outlined in this discussion. The approach was advantageous for efficiency, considering the extensive area of the county included in the research. The questionnaire featured Likert scale types of questions, ensuring a careful balance between the quantity and quality of the data collected.

3.7 Data Collection Procedures

University and NACOSTI approval was sought by the researcher. After obtaining this authorization, the researcher used email to contact the participants who had been chosen for the study and invited them to participate. Included in the email was the informed consent form, which explained the research's goals, participants' responsibilities, the researcher's contact info, the study's methods, the benefits, the use of the data, the safeguards to protect participants' privacy, and the fact that participation was entirely voluntary. Participants received an email with a link to the online survey after they signed the informed consent form. The questionnaire link was deactivated after a period of 2 weeks to facilitate thorough analysis. Utilizing an e-questionnaire was a sensible choice as it significantly lowered transport expenses and facilitated rapid data cleaning and compilation.

3.8 Pilot Study

To ensure the research instruments were clear, reliable, and valid, a pre-test was conducted before the main study. The pre-test was carried out in a location outside Nairobi City County to avoid influencing the primary study area and its participants. Kiambu, a neighboring county, was selected for the pre-test, as these areas shared similar governance

structures and urban management challenges, making them relevant for testing the research instruments while maintaining independence from the main study area.

The pilot study encompassed a limited group of participants selected from the same categories as those in the main study. This sample accounted for 10–15% of the target population of the main study. Participants received a thorough briefing on the purpose of the pre-test, ensuring clarity that it served as a trial run to enhance the research tools rather than being part of the actual study.

In the pilot study, the research instruments, including questionnaires and interview guides, were implemented following the same procedures that were intended for the main study. This involved utilizing identical data collection techniques, including in-person interviews or self-administered surveys, to replicate authentic study environments. Participants were invited to share their insights regarding the clarity, relevance, and comprehensibility of the questions, along with the suitability of the instructions and response options.

Singh (2022) recommends a sample size of 5%-10% for pilot analysis. The pre-testing of instruments will be conducted on 38 respondents selected from the sample size. This will account for 10% of the actual sample, aligning with the 10% to 20% range (Clark et al., 2021). This facilitated the enhancement of questionnaires and interviews, thereby increasing their validity and reliability.

3.8.1 Reliability

For a questionnaire to be considered reliable, it must be able to consistently produce the same result when given the same incentive. Consistency refers to how consistently respondents answer the same question (Singh, 2022). Whenever applied to a comparable

variable, an instrument should consistently impose the same quantitative measure with regard to that variable. Decreases in the amount of random error lead to improvements in reliability (Tabachnick & Fidell, 2020).

A total of 38 surveys was administered as part of the reliability test and pilot study. Researchers can check the accuracy of their instruments by employing tried-and-true methods like test-retest, split-half, and inter-rater techniques, as well as formulas that produce numerical indices (Bickel, 2020). The study employed the effective and inexpensive reliability test of internal consistency known as Cronbach's alpha. A Cronbach alpha coefficient of 0.7 or higher was considered to be highly reliable (Clark et al., 2021).

3.8.2 Validity

Both internal and external validity can be applied to questionnaires. According to Chen et al. (2023), an instrument's internal validity is its capacity to measure the intended construct, whereas data's external validity is its ability to be generalized across multiple contexts. Mahuika and Mahuika (2020) state that there are primarily three forms of validity. The validity of the content, the validity of the criteria, and the validity of the prototype. According to Tabachnick and Fidell (2020), construct validity entails using an approximation to validate measures of behaviors that cannot be directly seen, whereas content validity implies that the notion is relevant and open to diverse interpretations. There must be a reasonable connection between the variables for construct validity to hold. Both the content and construct validity of this study was tested using judging discretion and panel assessments. The construct validity was tested using Confirmatory Factor Analysis.

3.9 Data Analysis and Presentation

The completed surveys were reviewed for accuracy and any blanks were filled in. The researcher coded, processed, and removed outliers and inconsistencies from the quantitative data that was collected. The data analysis was conducted by the researcher using SPSS version 29. Data visualization tools like frequency tables, graphs, and charts utilized descriptive statistics. In order to determine the nature of the link between the dependent and independent variables, a multiple linear regression model was employed. Multiple Linear Regression (MLR) was an appropriate method for analyzing the relationship between strategic levers and change interventions in Nairobi City County Government because it effectively handled continuous dependent variables, such as project completion rates, service delivery efficiency, or stakeholder satisfaction scores. This method was particularly suitable for examining the combined influence of multiple predictors stakeholder engagement, resource allocation, strategic partnerships, and organizational culture on the dependent variable. By analyzing these variables simultaneously, MLR quantifies the strength and direction of their relationships, offering valuable insights into their individual and collective impact on the effectiveness of change interventions (Tabachnick & Fidell, 2020)

Furthermore, MLR enables predictions about the dependent variable based on changes in the independent variables, providing practical recommendations for improving strategic change initiatives. It also allows for the control of confounding factors by isolating the effect of each independent variable while accounting for the influence of others, ensuring a more accurate and reliable analysis (Golder & Golder, 2021). This feature was particularly useful in complex governance settings, where multiple factors interacted to

shape outcomes. Overall, the ability of MLR to quantify relationships, handle multiple predictors, and make data-driven predictions made it a robust and reliable tool for understanding the influence of strategic levers on change intervention in Nairobi City County Government.

$$Y = B_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Y – Change Intervention of NCCG

B_0 – is a constant, the results when all variables X_1 to X_4 are zero.

X_1 – Stakeholder Engagement

X_2 – Strategic Resource Allocation

X_3 – Strategic Partnerships

X_4 – Organizational Culture

$\beta_1 - \beta_4$ – Regression coefficients

ε – error term

3.10 Diagnostic Tests

Before trying to evaluate a regression analysis, it was very important to make sure that the classical linear regression model's (CLRM) assumptions are not violated. All necessary conditions for the correct model determination was met by checking for normality, linearity, heteroscedasticity, autocorrelation and multicollinearity.

3.10.1 Linearity Test

A straight line was assumed to be the link between the criterion variable and the predictor variables in a linear model. A scatter plot comparing the dependent variable to each of the independent factors was used to determine if the connection was linear.

3.10.2 Normality Test

Since the assumption of normally distributed data is foundational to both parametric testing and Classical Linear Regression Modelling (CLRM), determining whether or not the data is normally distributed was an essential first step in conducting many statistical tests. To check if the data set was well-modeled by a normal distribution and if the sample data was collected from a normally distributed population (within some tolerance), a normality test will be employed. Additionally, it was significant since it allowed the researcher to determine the probability that the data set is based on a normally distributed random variable (Golder & Golder, 2021). In chapter 4, the results were presented in the form of a Normal Q-Q plot created using SPSS version 27.

3.10.3 Multicollinearity

Data exhibit multicollinearity when there is a significant degree of correlation between two or more independent variables. Tolerance testing and the VIF are the two primary tools that were utilized to help identify the presence of multicollinearity.

3.10.4 Autocorrelation

Autocorrelation is defined by Gujarati (2020) as the degree to which individual observations within a time- or space-ordered series are correlated with one another. If there is autocorrelation between the variables, we will find it using a Durbin-Watson test. The Durbin-Watson statistic can take on values between zero and four, as stated by Dzwigol (2022). Values closer to 0 show positive correlation, values closer to 4 show negative correlation, while values around 2 show non-autocorrelation. Thus, in Chapter 4, discussed the findings from an autocorrelation test that was run on the study's variables.

3.11 Ethical Considerations

Maintaining ethical standards during data collection was a primary goal of the study. Obtaining the necessary authorizations, such as those from NACOSTI and KeMU, through research permits and introduction letters, respectively, was one of the many ethical considerations that were met. In the next steps, participants were informed about the study and their agreement was obtained before collecting their data. Furthermore, all replies were kept anonymous, and participants were not obligated to divulge any personally identifiable information (e.g., names, phone numbers, work codes, emails) in the survey or interviews. The study also ensured that the questionnaires and interview transcripts were maintained in a secure, untouchable location. Additionally, the study sought out research assistants who exhibited high moral character and were polite in their communication. To further guarantee that all individuals had access to the study's outcomes, the researcher also published the entire study on public domains like Google.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

Both descriptive and inferential analysis were utilized in the present chapter to examine the data. The study's findings are influenced by the conceptual relationship outlined in the conceptual framework. This chapter covers topics such as response rate, validity, reliability, and assumptions related to regression analysis.

4.2 Response Rate

A total of 378 questionnaires were distributed to the chosen participants, with 336 being completed and returned, yielding an impressive response rate of 89%. The elevated response rate reflects a robust level of engagement and interest among the respondents, thereby considerably strengthening the reliability and validity of the gathered data. It also suggests that the methods used to distribute and follow up on the questionnaires were effective in encouraging participation. A response rate above 70% is generally considered satisfactory for social science research, and achieving 89% not only reflects the relevance of the study to the participants but also minimizes non-response bias, thereby increasing the generalizability of the findings to the broader population under investigation.

4.3 Pilot Results

4.3.1 Reliability Analysis

All of the study's scales demonstrated sufficient levels of internal consistency as determined by Cronbach's Alpha, according to the reliability test results (Table 4.1). In the social sciences, a Cronbach's Alpha of 0.7 or higher indicates that the items within the scale consistently measure the target constructs. In this study, stakeholder engagement

recorded a Cronbach's Alpha of 0.780, suggesting that the related items consistently captured aspects of stakeholder involvement in the change processes within NCCG. This underscores the reliability of the stakeholder engagement scale in evaluating how effectively the county involved various internal and external actors in its strategic change interventions.

Strategic resource allocation recorded a Cronbach's Alpha of 0.811, indicating high internal consistency among the items measuring how resources were aligned with strategic change efforts. This reflects the stability and dependability of the responses provided by participants regarding budget prioritization, human resource deployment, and the flexibility of reallocating resources in response to dynamic governance needs. Similarly, strategic partnerships attained a high reliability score of 0.865, signifying that the scale effectively measured the extent and quality of collaborative relationships formed by NCCG with other organizations and institutions to support change initiatives. This high reliability further confirms the importance of leveraging partnerships in achieving successful change interventions.

Organizational culture yielded a Cronbach's Alpha of 0.807, which demonstrates consistent measurement of shared beliefs, values, and behavioral norms influencing change adoption and sustainability within the County Government. This result validates the significance of internal culture in shaping how change is perceived and implemented across departments and service areas. Lastly, the dependent variable, change intervention in NCCG, registered a strong reliability score of 0.854.

Overall, the findings confirm that all strategic levers under investigation—stakeholder engagement, strategic resource allocation, strategic partnerships, and organizational culture were measured using reliable scales. This lends credibility to subsequent analyses linking these variables to the success of change interventions in Nairobi City County Government. The high reliability of these instruments also enhances confidence in the study’s ability to draw valid and actionable conclusions regarding the influence of strategic levers on public sector change initiatives.

Table 4.1:
Reliability Test

Scale	Cronbach’s Alpha	Comments
Stakeholder Engagement	0.780	Accepted
Strategic Resource Allocation	0.811	Accepted
Strategic Partnerships	0.865	Accepted
Organizational Culture	0.807	Accepted
Change Intervention in NCCG	0.854	Accepted

4.3.2 Validity

Dataset eligibility for factor analysis is illuminated by the findings of Bartlett's Test of Sphericity and the KMO Measure of Sampling Adequacy, which are displayed in Table 4.2. With a result of 0.872, the KMO Measure of Sampling Adequacy is significantly higher than the normally accepted criterion of 0.6. Datasets that have KMO values closer to 1 are good candidates for factor analysis because they show a high degree of shared variance among the variables. With a value of 0.872, we can expect factor analysis to yield trustworthy and significant factors because the correlation patterns are compact.

Data validity for additional multivariate analysis is enhanced by this high score, which demonstrates the adequate sample size and the strength of correlations among the variables.

Ten degrees of freedom (df) and a p-value of 0.000 were reported by Bartlett's Test of Sphericity, which yielded a chi-square value of 839.340. The fact that the correlation matrix is not an identity matrix, as shown by this significant result ($p < 0.05$), suggests that the variables are meaningfully related to each other. To put it more simply, the null hypothesis that the variables are unrelated and not suitable for factor analysis is rejected by this test. Factor analysis is warranted due to the existence of significant intercorrelations among the variables, as confirmed by Bartlett's Test.

Together, the KMO and Bartlett's Test results provide robust evidence of the dataset's suitability for factor analysis. The high KMO value indicates that the sample is adequate, while the significance of Bartlett's Test confirms that the variables exhibit sufficient correlation to identify underlying factors. These findings set a strong foundation for conducting factor analysis, which can reveal latent constructs and enhance the understanding of the relationships among the variables in this study. This is particularly important for evaluating constructs such as Asset Liability Management, Portfolio Management, Liquidity Management, Asset Quality Monitoring, and Financial Performance, ensuring that the study's insights are grounded in reliable and valid measures.

Table 4.2:*KMO and Bart Test*

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.845
Bartlett's Test of Sphericity	Approx. Chi-Square	1435.688
	df	6
	Sig.	<.001

4.4 Descriptive Results

The descriptive findings are presented in this section. The study's analysis made use of standard deviations, mean values, and percentages. Using a scale from "strongly agree" to "strongly disagree," the results showed how respondents felt about various claims made in the polls. Descriptive results for the dependent variable are summarized in this section. Each statement has been analyzed based on respondents' levels of agreement, ranging from Strongly Agree (S.A.) to Strongly Disagree (S.D.), with corresponding mean values and standard deviations (S.D.) indicating the central tendency and variability of responses, respectively.

4.4.1 Stakeholder Engagement

The findings on stakeholder engagement reveal a generally positive perception among respondents regarding the inclusivity and responsiveness of the organization during strategic change processes. A significant majority (84.5%) agreed or strongly agreed that conflict resolution mechanisms are fair and transparent, with a high mean score of 3.94 and a relatively low standard deviation of 0.82, indicating strong consensus. Similarly, the use of stakeholder feedback in decision-making was affirmed by over 81% of respondents,

reflected in a mean of 3.85. This suggests that stakeholders feel their input is valued and has a tangible impact on organizational changes.

Clarity in communication and the availability of feedback channels were also viewed favorably. For instance, 76.5% of respondents agreed that clear avenues are provided for stakeholder feedback, and 78.3% believed communication about changes is timely and consistent, with mean scores of 3.80 and 3.81 respectively. Representation during decision-making was endorsed by 78.3% of respondents, supporting the view that the organization actively includes relevant voices in strategic deliberations.

However, some areas showed slightly lower agreement. Open discussions to resolve disagreements had a mean of 3.73, with 72.9% agreement, while addressing stakeholder needs and concerns had the lowest agreement at 72.6%, also with a mean of 3.71. The item on communication platforms scored similarly (mean = 3.73), indicating room for improvement in diversifying or enhancing the tools used to keep stakeholders informed.

Overall, the data reflects a strong foundation of stakeholder engagement, particularly in fairness, feedback integration, and consistent communication. Nevertheless, there remains a need to improve inclusivity in discussions and ensure stakeholder needs are comprehensively addressed throughout the change process.

The results are in agreement with the study by Ezech et al. (2024) who explored effective strategies for engaging stakeholders in energy projects, particularly within the oil and gas industries. The aim was to investigate the ways in which stakeholder involvement can improve the sustainability and effectiveness of energy initiatives. Using qualitative research, the study involved interviews with key stakeholders, including community

leaders, government officials, and company representatives. The findings highlighted the importance of early and ongoing dialogue with stakeholders to build trust, avoid conflicts, and ensure the smooth implementation of projects. Stakeholder mapping, which helps identify and prioritize the needs and concerns of different groups, was identified as a key strategy for effective engagement. The study concluded that transparent communication, regular consultations, and the use of digital platforms for real-time updates are essential for sustaining stakeholder support in energy projects. The researchers recommended integrating CSR initiatives to address local community needs, which would help foster long-term project success.

Table 4.3:*Stakeholder Engagement*

Statements	S.A (%)	A (%)	U (%)	D (%)	S.D (%)	Mean	S.D.
The conflict resolution mechanisms in place are fair and transparent.	19.3	65.2	7.4	6.2	1.8	3.94	0.82
The organization encourages open discussions to address disagreements related to strategic changes.	15.2	57.7	14.3	10.4	2.4	3.73	0.92
The feedback provided by stakeholders is used to inform decision-making during the change process.	15.5	65.5	9.5	7.7	1.8	3.85	0.84
The organization provides clear avenues for stakeholders to give feedback during the change process.	14.3	62.2	14.0	8.0	1.5	3.8	0.84
Stakeholder needs and concerns are adequately addressed during strategic changes.	14.0	58.6	14.0	11.3	2.1	3.71	0.92
All relevant stakeholders are represented during decision-making for strategic changes	16.7	61.6	14.0	6.0	1.8	3.85	0.83
Communication about strategic changes is timely and consistent.	14.3	64.0	11.9	8.3	1.5	3.81	0.83
There are multiple communication platforms available for updates on strategic changes.	18.5	52.7	15.5	10.4	3.0	3.73	0.98

4.4.2 Strategic Resource Allocation

The findings on strategic resource allocation indicate that respondents generally view the county's resource management practices during strategic change interventions as

moderately effective. The highest-rated statement was on the allocation of human resources based on skills and expertise, with a mean score of 3.92 and strong agreement from 81.3% of respondents, suggesting that the organization is perceived to prioritize competence in staffing strategic initiatives.

Regular budget reviews to align with changing strategies also received high approval (mean = 3.85), with over 80% agreement, showing that financial planning is responsive to evolving strategic needs. Similarly, fair distribution of resources (mean = 3.83) and transparency in reallocation (mean = 3.78) were positively rated by most respondents, indicating trust in the fairness and openness of resource deployment during change processes.

However, concerns remain in specific areas. For instance, statements about budget constraints (mean = 3.70), inequity in resource distribution (mean = 3.78) and inflexibility in reallocation (mean = 3.76) highlight perceived barriers to effective implementation of change. These findings suggest that while the planning and alignment of resources may be strong, systemic challenges like limited budgets or rigid reallocation processes could hinder change efforts.

Additionally, the adequacy of human resources received a slightly lower mean of 3.73, with 72.9% agreement, pointing to a possible gap in workforce capacity during strategic transitions. Collectively, the data suggest that Nairobi City County has established foundational mechanisms for strategic resource allocation, particularly in aligning skills with interventions and reviewing budgets. Nonetheless, the county should address

constraints and ensure more flexible and equitable resource management to enhance the success of strategic change initiatives.

Research by Gul, Asif, and Hasan (2024) that looked at how healthcare, financial, and energy teams fared when faced with high-stakes change management, resource allocation, and performance monitoring all came to similar conclusions. According to their findings, structured change management approaches greatly improve team flexibility, which in turn allows for less disruptive transitions when organizations undergo changes. Findings show that operational delays can be avoided and productivity can be increased through the use of well-allocated resources that are specific to team needs and project goals. In order to keep people accountable and encourage a growth mindset, which boosts morale and productivity, balanced performance monitoring is essential. In order to construct resilient, high-performing teams that can handle complicated and changing settings, it is crucial to combine change management techniques with performance monitoring, resource allocation, and other similar approaches.

A study by Masya et al. (2022) explored the influence of resource allocation on strategy implementation within commercial bank branches in Machakos Sub County, Kenya, and provides strong empirical support for the current study's findings. The research, conducted using a descriptive design and targeting frontline and managerial staff, revealed that the adequacy, timeliness, and fairness of resource distribution are crucial enablers of effective strategy execution. The findings emphasized that resource constraints, unclear allocation criteria, and lack of alignment between resource planning and strategic objectives often derail change interventions. Moreover, the study highlighted that transparency and accountability in resource reallocation processes foster trust, improve organizational

efficiency, and ensure stakeholder buy-in during change implementation. As a key recommendation, the researchers proposed that the Central Bank of Kenya establish a regulatory framework to guide resource allocation practices across the banking sector to mitigate risks and improve strategic outcomes. This study, though conducted in a different sector, aligns closely with the findings of the current study, reinforcing the idea that successful change interventions are heavily dependent on structured, equitable, and flexible resource allocation strategies.

Table 4.4:

Strategic Resource Allocation

Statements	S.A (%)	A (%)	U (%)	D (%)	S.D (%)	Mean	S.D.
There is regular review of the budget to reflect changes in strategy.	18.2	62.5	8.6	7.7	3.0	3.85	0.91
Budget constraints hinder effective strategic change interventions.	14.9	56.0	15.8	11.3	2.1	3.7	0.93
The County ensures fair distribution of financial and material resources during strategic changes.	15.2	63.7	11.3	8.3	1.5	3.83	0.84
Inequity in resource distribution affects the implementation of strategic changes.	14.0	59.8	17.3	8.0	0.9	3.78	0.82
Adequate human resources are allocated to support strategic changes.	13.7	59.2	14.9	10.4	1.8	3.73	0.89
The allocation of human resources is based on the skills and expertise required for strategic interventions.	17.6	63.7	12.5	6.0	0.3	3.92	0.75
There is transparency in the reallocation of resources during strategic interventions	14.0	62.8	13.1	7.1	3.0	3.78	0.88

Inflexibility in resource reallocation negatively impacts strategic change initiatives.	18.5	54.2	15.5	8.3	3.6	3.76	0.97
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4.4.3 Strategic Partnerships

The findings on strategic partnerships indicate that respondents generally view collaborations as crucial enablers of strategic change interventions within the County. The highest-rated statement, “Strategic partnerships have been essential in driving change interventions within the County,” had a strong mean of 3.88 and was affirmed by 82.1% of respondents (S.A + A), highlighting the central role partnerships play in facilitating change. Similarly, the contribution of partners in terms of specialized expertise (mean = 3.89) and the regular review of partnerships for sustainability (mean = 3.85) received positive feedback, suggesting that these collaborations are not only impactful but also monitored for long-term relevance.

Transparency and collaboration in partnership decision-making were also favorably perceived, with 81% agreement and a mean of 3.84, indicating that the County engages partners in inclusive processes. Respondents agreed that the County actively participates in partnership governance (mean = 3.76), reflecting a sense of shared responsibility and mutual accountability in strategic alliances.

However, there were slightly lower ratings concerning the alignment of existing partnerships with the County’s long-term goals (mean = 3.71) and the sustainability design of these partnerships (mean = 3.69). This suggests that while partnerships are effective in operational terms, there may be a gap in ensuring their strategic alignment and long-term viability. Furthermore, the perceived impact of partner contributions on the County’s

strategic change capacity scored moderately (mean = 3.73), indicating room for enhancing the value derived from these relationships.

Overall, the data reveals that strategic partnerships are well-integrated into the County's change framework, contributing expertise, resources, and collaboration. Nonetheless, there is a need to strengthen alignment with broader strategic goals and embed sustainability features to maximize the long-term benefits of these partnerships.

A well-aligned study by Yue et al. (2022) conducted in China's sports equipment manufacturing industry provides strong support for the findings of this research on the role of strategic partnerships in driving change. The study investigated how strategic partnerships and inter-organizational information sharing influence corporate sustainable performance, with a specific focus on industries operating in dynamic and competitive environments. The study found that robust partnerships characterized by mutual trust, shared goals, and clearly defined responsibilities significantly enhance an organization's capacity to implement long-term change initiatives. These partnerships facilitated smoother adaptation to external pressures, more innovative problem-solving, and resource pooling—factors essential for sustained transformation. Furthermore, the study identified information sharing as a critical mediator that strengthens the relationship between partnerships and performance. When partners engage in transparent communication and freely exchange operational and strategic information, they are better positioned to make informed, collaborative decisions that reinforce organizational change objectives. These findings underscore the necessity of designing partnerships that are not only operationally functional but also strategically aligned and supported by a culture of trust and open communication. While the study was situated in a different industry and country, it

reinforces the universal value of strategic partnerships in advancing organizational transformation and long-term sustainability, echoing the critical themes identified in the current study.

Table 4.5:

Strategic Partnerships

Statements	S.A (%)	A (%)	U (%)	D (%)	S.D (%)	Mean	S.D.
Strategic partnerships have been essential in driving change interventions within the County	19.0	63.1	7.1	8.6	2.1	3.88	0.89
The existing strategic partnerships align with the County's long-term vision and goals.	14.6	57.4	14.6	11.0	2.4	3.71	0.93
There are regular reviews to ensure the sustainability of existing partnerships.	15.5	64.9	10.4	8.0	1.2	3.85	0.82
The County's strategic partnerships are designed for long-term sustainability.	12.5	61.0	14.0	7.7	4.8	3.69	0.95
The contributions of strategic partners significantly enhance the County's capacity for strategic change interventions.	13.7	60.4	13.4	10.4	2.1	3.73	0.9
Partners contribute specialized expertise that supports strategic changes in the County.	17.3	64.0	11.0	6.0	1.8	3.89	0.82
Decision-making within partnerships is transparent and collaborative.	14.6	66.4	9.8	7.1	2.1	3.84	0.83
The County participates actively in the governance of strategic partnerships.	18.2	55.7	14.0	8.3	3.9	3.76	0.97

4.4.4 Organizational Culture

The findings on organizational culture suggest that respondents generally view the County's internal environment as supportive of strategic change interventions. The statement with the highest agreement, "The organization readily adapts to new challenges and opportunities during strategic changes," had a mean of 3.91 and was supported by 80.7% of respondents, indicating that adaptability is a perceived strength of the County. Similarly, fostering a culture where all employees feel valued and included (mean = 3.90) and ensuring consistency in handling strategic change across departments (mean = 3.87) were also highly rated, reflecting a cohesive and inclusive approach to transformation.

Respondents also rated the promotion of conducive behaviors (mean = 3.85) and alignment of employee work habits with strategic change goals (mean = 3.81) favorably, highlighting that cultural norms and everyday practices are in line with broader organizational objectives. The consistent application of organizational policies (mean = 3.78) and encouragement of innovation and flexibility (mean = 3.73) indicate that the County has embedded structures that support strategic initiatives, although these areas may benefit from continuous reinforcement to maximize impact.

While the overall outlook is positive, the statement regarding team collaboration scored the lowest among the items (mean = 3.72), suggesting that although departments may operate under a unified strategic vision, more could be done to foster effective cross-functional collaboration. This points to an opportunity for the County to strengthen teamwork and interdepartmental coordination during change processes.

Overall, the findings portray an organizational culture that is strategically aligned, inclusive, adaptable, and conducive to effective change. Nevertheless, continuous emphasis on enhancing collaboration and promoting innovation across all departments can further solidify the cultural foundation needed for sustainable strategic transformation.

A recent study by Tanwar et al. (2022), titled "Organizational Culture and Change Management: Strategies for Fostering Adaptability and Resilience," offers compelling evidence that supports the findings of this research on the role of organizational culture in strategic change interventions. Conducted across a sample of mid-sized firms in South Asia, the study investigated how cultural traits such as inclusivity, adaptability, and innovation readiness influence the effectiveness of organizational change initiatives. Tanwar found that organizations with a strong culture of openness to new ideas, mutual respect, and shared strategic vision were significantly more successful in navigating complex changes. One of the key highlights of the study was the importance of valuing employees at all levels, fostering a sense of ownership and engagement in the change process mirroring the finding that employees in the County felt included in strategic initiatives. The study concluded that while structural and procedural changes are important, they must be supported by a culture that promotes psychological safety, open feedback, and cross-functional teamwork. These insights strongly reinforce the current findings, which show that the County's ability to adapt to challenges, promote shared values, and align employee behavior with strategic objectives is underpinned by a healthy and resilient organizational culture. This demonstrates that, regardless of sector or geography, cultural foundations are indispensable for the success and sustainability of strategic change interventions.

Table 4.6:*Organizational Culture*

Statements	S.A (%)	A (%)	U (%)	D (%)	S.D (%)	Mean	S.D.
The County fosters a culture where all employees feel valued and included in strategic initiatives.	18.5	64.9	7.4	6.5	2.7	3.9	0.87
Teams collaborate effectively to support strategic change interventions.	15.2	57.1	14.6	10.7	2.4	3.72	0.93
There is a consistent approach to handling strategic change across departments.	15.5	65.5	10.1	8.0	0.9	3.87	0.8
Organizational policies are consistently applied to support strategic change interventions	13.4	61.9	15.2	8.3	1.2	3.78	0.82
The County encourages innovation and flexibility when implementing strategic changes.	14.0	60.1	13.4	10.1	2.4	3.73	0.91
The organization readily adapts to new challenges and opportunities during strategic changes	17.3	63.4	12.8	6.0	0.6	3.91	0.77
The organizational culture promotes behaviors that are conducive to strategic success.	14.3	66.4	11.0	7.1	1.2	3.85	0.79
The work habits of employees align with the goals of strategic change interventions	19.6	55.4	14.0	8.3	2.7	3.81	0.94

4.4.5 Change Intervention

The findings on change intervention reveal that respondents generally perceive the County's strategic change efforts as effective and impactful across key dimensions such

as restructuring, process improvement, governance, and service delivery. The statement with the highest mean (3.96) and agreement (85.7%) is that the County has undergone effective organizational restructuring to support strategic change, indicating that structural realignment is widely seen as a positive and necessary step in transformation. Similarly, the implementation of accountability measures to ensure the success of strategic interventions scored a high mean of 3.94, with no respondents disagreeing or strongly disagreeing, a strong endorsement of the governance mechanisms in place.

Process reengineering also emerged as a well-executed aspect of change, with 82.5% of respondents agreeing that key processes had been redesigned to support strategic interventions (mean = 3.90). Improvements in workflow efficiency were also recognized, reflected in a mean of 3.82. These insights suggest that the County has taken deliberate steps to enhance internal operations in a way that supports broader strategic goals.

Service delivery was another highly rated area, with 81.6% of respondents agreeing that efficiency and timeliness had improved post-intervention (mean = 3.87), and a mean of 3.79 for the continuous review of service systems to align with strategic objectives. These ratings reflect a perception that citizens are benefitting directly from the reforms undertaken.

While the overall outlook is positive, some items showed relatively lower agreement. For example, the impact of organizational restructuring on interdepartmental communication received a slightly lower mean of 3.76, suggesting that while structural changes are in place, their communicative effectiveness might still need strengthening. Similarly, the

governance framework, though moderately well-rated (mean = 3.76), may benefit from further reinforcement to ensure consistency across all departments.

In summary, the findings suggest that the County has taken structured and effective steps in implementing change interventions. Through organizational restructuring, process improvements, and service enhancements, it has created a foundation for sustained strategic transformation. However, continuous efforts are needed in strengthening communication, governance, and systemic alignment to maintain momentum and ensure the long-term success of these interventions.

A recent study by Sayuti et al (2025) provides compelling evidence on the effectiveness of Business Process Re-engineering (BPR) in enhancing local government performance. Through a comprehensive literature review and bibliometric analysis, the researchers identified that BPR initiatives lead to significant improvements in efficiency, service delivery, and organizational responsiveness within public sector entities. The study emphasizes that successful BPR implementation involves radical redesign of existing processes, integration of advanced information technologies, and a strong commitment from top management. These findings align with observations in the County's strategic change interventions, where organizational restructuring and process reengineering have been pivotal in improving communication, workflow efficiency, and service delivery. The study underscores the necessity for public institutions to embrace innovative approaches and continuous process evaluation to meet evolving public demands effectively.

Table 4.7:*Change Intervention*

Statements	S.A (%)	A (%)	U (%)	D (%)	S.D (%)	Mean	S.D.
The County has undergone effective organizational restructuring to enhance strategic change.	19.3	66.4	6.8	6.2	1.2	3.96	0.79
Organizational restructuring has improved communication across different departments.	15.5	58.3	14.3	10.4	1.5	3.76	0.89
Key processes have been reengineered to support strategic change interventions	15.8	66.7	9.5	7.7	0.3	3.9	0.76
Process reengineering has improved workflow efficiency in the County.	14.3	63.1	14.0	8.0	0.6	3.82	0.79
The County has established strong governance frameworks to manage strategic change.	14.0	61.3	12.8	10.4	1.5	3.76	0.87
Accountability measures are in place to ensure successful implementation of strategic interventions.	17.6	64.6	11.9	6.0	0.0	3.94	0.73
Service delivery has become more efficient and timely following strategic change interventions	14.6	67.0	10.1	7.1	1.2	3.87	0.79
The County continuously reviews and enhances service	18.8	55.7	14.6	8.3	2.7	3.79	0.93

delivery systems to align with strategic objectives.

4.5 Correlation Analysis

Stakeholder Engagement demonstrates a very strong positive correlation with Change Intervention ($r = .878$, $p < .001$). This finding highlights the critical role that active identification, analysis, communication, and involvement of stakeholders play in facilitating successful strategic change interventions within the county government. The result suggests that where stakeholders are actively engaged, be they citizens, employees, suppliers, or oversight bodies, there is greater buy-in, reduced resistance, and increased likelihood of successful change implementation.

Strategic Resource Allocation is also strongly correlated with Change Intervention ($r = .841$, $p < .001$). This underscores that when resources—financial, human, infrastructural, and informational are allocated in alignment with strategic objectives and change initiatives, the likelihood of successful intervention improves significantly. In the context of Nairobi City County Government, this could mean aligning budgetary decisions, equitably distributing resources across departments, and ensuring adequate staffing to support strategic reforms.

Strategic Partnerships show the strongest correlation with Change Intervention ($r = .889$, $p < .001$), making it the most influential among the four variables. This suggests that collaborative relationships with private sector actors, NGOs, intergovernmental organizations, or other counties significantly enhance the effectiveness of change

initiatives. Strategic partnerships may bring in complementary expertise, funding, innovation, or governance models that augment the county's capacity to implement transformative interventions.

Lastly, Organizational Culture is also positively and strongly associated with Change Intervention ($r = .872$, $p < .001$). This reflects the importance of shared beliefs, adaptability, employee involvement, and consistency in practices across the county departments. A culture that supports innovation, transparency, accountability, and inclusivity creates an enabling environment where strategic change is not only accepted but sustained over time.

In summary, the analysis confirms that all four strategic variables have a significant and direct association with change intervention in Nairobi City County Government. These results imply that for change interventions to be effective and sustainable, the county must foster a culture of engagement, allocate resources strategically, cultivate meaningful partnerships, and nurture a positive and adaptive organizational culture. The strength of these relationships also provides empirical justification for deeper multivariate analysis to explore the combined and individual predictive power of these factors in influencing strategic change outcomes.

Table 4.8:*Correlation Analysis*

		SE	SRA	SP	OC	CI
SE	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	336				
SRA	Pearson Correlation	.786**	1			
	Sig. (2-tailed)	<.001				
	N	336	336			
SP	Pearson Correlation	.810**	.818**	1		
	Sig. (2-tailed)	<.001	<.001			
	N	336	336	336		
OC	Pearson Correlation	.806**	.763**	.788**	1	
	Sig. (2-tailed)	<.001	<.001	<.001		
	N	336	336	336	336	
CI	Pearson Correlation	.878**	.841**	.889**	.872**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	336	336	336	336	336

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

Key: Stakeholder Engagement=SE, Strategic Resource Allocation= SRA, Strategic Partnerships, Strategic Partnerships = SP, Organizational Culture = OC, Change Intervention in Nairobi City County Government = CI in NCCG.

4.6 Model Diagnostics

4.6.1 Normality Test using Kolmogorov-Smirnov

The results presented in Table 4.9 indicate that all five variables—Stakeholder Engagement, Strategic Resource Allocation, Strategic Partnerships, Organizational Culture, and Change Intervention in NCCG satisfy the assumption of normality. This

conclusion is drawn from both the Kolmogorov-Smirnov and Shapiro-Wilk tests of normality, where the significance (Sig.) values are all greater than 0.05. For instance, the Shapiro-Wilk test shows p-values of 0.317 for Stakeholder Engagement, 0.208 for Strategic Resource Allocation, 0.263 for Strategic Partnerships, 0.145 for Organizational Culture, and 0.224 for Change Intervention. These results indicate that the null hypothesis of normality is not rejected for any of the variables, meaning their distributions do not significantly deviate from a normal distribution.

The normality of the data suggests that the dataset is statistically sound and suitable for parametric analyses such as Pearson correlation, regression analysis, and ANOVA. The validity of such tests often depends on the assumption that the data approximate a normal distribution, especially when large samples are involved. In this study, the sample size of 336 is robust, which also enhances the reliability of normality assessments and further supports the use of parametric statistical methods for inference.

The acceptable normality results can be attributed to rigorous data preparation procedures undertaken prior to analysis. The data were carefully screened and cleaned to remove outliers, which could otherwise skew the distribution and violate the assumptions of normality. Additionally, where needed, normalization techniques and log transformations were applied to stabilize variances and correct for any initial skewness or kurtosis in the data. These preprocessing steps were essential in ensuring that the data met the necessary assumptions for advanced statistical analysis, thus enhancing the robustness and interpretability of the findings.

Ultimately, the confirmation of normality across all key study variables builds a strong statistical foundation for subsequent analyses. It ensures that the observed relationships—such as those between strategic drivers and change intervention in NCCG are not artifacts of non-normal data but are rather reflective of genuine underlying patterns. This statistical integrity increases confidence in the validity of the inferences drawn from the study and supports the credibility of the recommendations to be made.

Table 4.9:

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Stakeholder Engagement	.034	336	.200	.993	336	.317
Strategic Resource Allocation	.037	336	.175	.990	336	.208
Strategic Partnerships	.031	336	.200	.992	336	.263
Organizational Culture	.039	336	.126	.988	336	.145
Change Intervention in Nairobi City County Government.	.036	336	.195	.991	336	.224

a. Lilliefors Significance Correction

4.6.2 Normality Q-Q Plot

The Q-Q plots presented provide a visual confirmation of the assumption of normality for the five key variables in the study: Stakeholder Engagement, Strategic Resource Allocation, Strategic Partnerships, Organizational Culture, and Change Intervention in Nairobi City County Government. Each plot compares the distribution of the sample data with a theoretical normal distribution. In all five cases, the data points closely align with the diagonal red line, which represents the expected distribution under perfect normality.

This alignment indicates that the observed values are nearly normally distributed, thus reinforcing the earlier statistical test results from the K-S and S-W tests.

Specifically, the Q-Q plot for Stakeholder Engagement reveals that the data points are tightly clustered around the diagonal, with only minor deviations at the tails. This suggests that while there may be slight skewness or kurtosis at the extreme values, the overall distribution remains sufficiently normal for parametric analysis. Similarly, the plot for Strategic Resource Allocation displays a strong linear pattern with minimal deviation, further supporting the notion that the distribution of responses on resource allocation is symmetrical and closely approximates a normal curve.

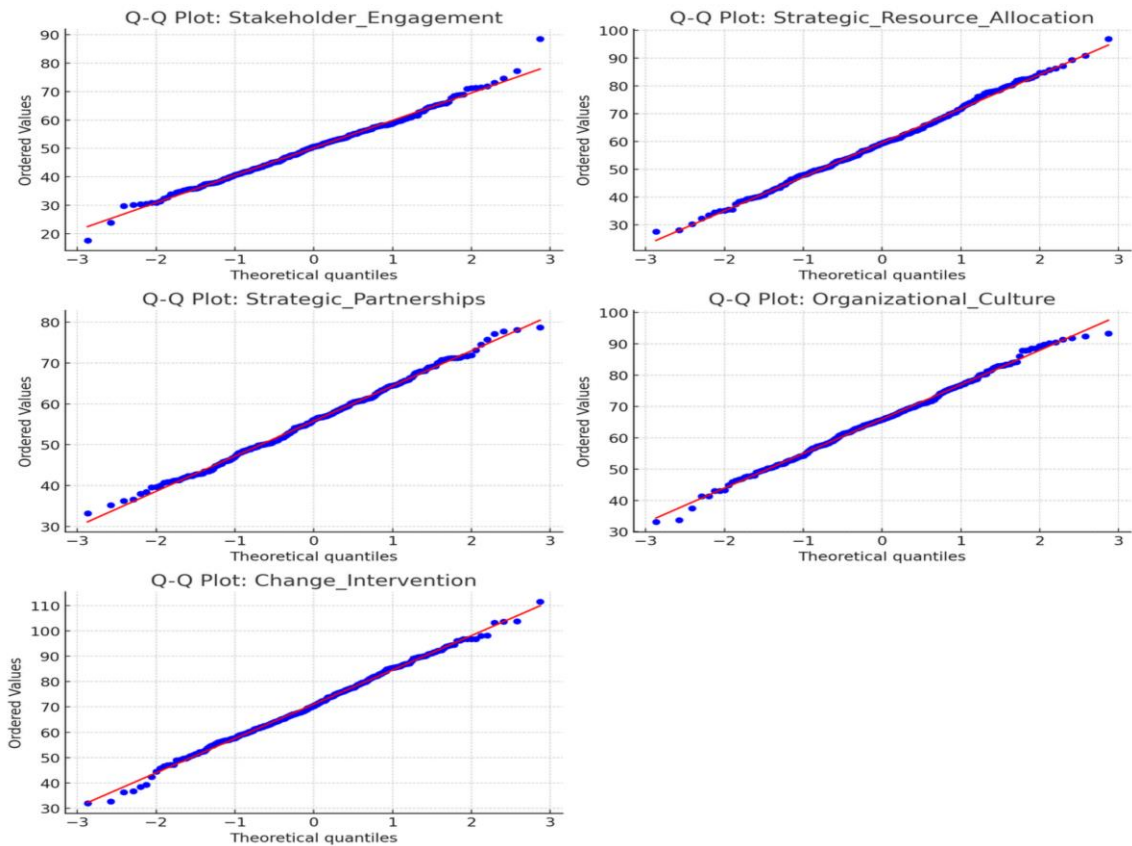
The Q-Q plot for Strategic Partnerships also supports normality, with the plotted points tracing the theoretical quantile line almost perfectly. This indicates a well-balanced distribution of data regarding strategic collaborations within the county government. Moreover, the Organizational Culture plot exhibits a near-perfect linear trend, with only minimal dispersion at the low and high ends of the quantile range. Such a pattern reflects a consistent and normally distributed view among respondents regarding the cultural aspects of the organization.

Finally, the Q-Q plot for Change Intervention shows excellent conformity to the diagonal line, confirming that the data on the effectiveness and extent of change initiatives are normally distributed. This alignment is critical, as Change Intervention is the dependent variable in the study, and its normality ensures that further statistical modeling such as multiple linear regression or structural equation modeling can be conducted without violating key assumptions.

In summary, the Q-Q plots reinforce the findings from the numerical tests of normality, offering a visual affirmation that the data distributions for all the study variables are acceptably normal. This lends strong support to the methodological rigor of the study and ensures the validity of inferences drawn from subsequent statistical analyses. With both statistical and visual evidence aligning, the study's foundation is statistically sound, paving the way for reliable interpretation of the relationships between strategic levers and change intervention in Nairobi City County Government.

Figure 4.1:

Normal Q-Q Plot



4.6.3 Test for Multicollinearity

The multicollinearity test results presented in Table 4.10 assess the degree to which the independent variables—Stakeholder Engagement, Strategic Resource Allocation, Strategic Partnerships, and Organizational Culture are linearly related to one another in the context of predicting the dependent variable, Change Intervention in NCCG. The diagnostic measures used here are Tolerance and the VIF, both of which are standard tools for detecting multicollinearity in multiple regression analysis.

The Tolerance values for all four predictors range between 0.241 and 0.285, while their corresponding VIF values lie between 3.504 and 4.155. Tolerance values represent the proportion of variance in an independent variable that is not explained by other independent variables in the model. Low tolerance values (typically below 0.1) indicate a potential multicollinearity problem, as it suggests that most of the variance in a given variable is shared with others. In this case, all tolerance values are well above the critical threshold, indicating that although there is some shared variance among the predictors—as expected in a model involving related strategic constructs—none of the variables are excessively dependent on the others.

Similarly, the VIF values, which are the inverse of tolerance, provide further insight. A VIF value exceeding 10 is typically considered indicative of high multicollinearity, while values between 1 and 5 are generally acceptable. All four variables fall comfortably within this acceptable range, with Strategic Partnerships having the highest VIF at 4.155, followed closely by Stakeholder Engagement (3.956), Strategic Resource Allocation (3.634), and Organizational Culture (3.504). These results confirm that although the predictors are moderately correlated as expected in strategic models examining interlinked organizational practices there is no evidence of harmful multicollinearity that would compromise the regression estimates.

Table 4.10:*Multicollinearity test using Tolerance and VIF*

		Collinearity Statistics	
Model		Tolerance	VIF
1	Stakeholder Engagement	.253	3.956
	Strategic Resource Allocation	.275	3.634
	Strategic Partnerships	.241	4.155
	Organizational Culture	.285	3.504

a. Dependent Variable: Change Intervention in NCCG

4.6.4 Test for Autocorrelation

For the purpose of diagnosing autocorrelation in regression model residuals, the 2.089 Durbin-Watson statistic given in Table 4.11 is well within the acceptable range. A crucial assumption in the validity of linear regression analysis is the presence of first-order autocorrelation, which is the correlation of the residuals with one another. The Durbin-Watson test is designed to explicitly detect the presence of this phenomenon. A score of 2 indicates that the residuals are completely independent, and the test statistic can take on values between 0 and 4. Positive autocorrelation is indicated by values substantially lower than 2, and negative autocorrelation is indicated by values significantly higher than 2.

The result of 2.089 is extremely near to 2, suggesting that the residuals do not exhibit any substantial autocorrelation. Confirming that the model's errors are independent and not systematically connected with one another, this is an extremely desired outcome. Such independence is a critical requirement for ensuring that the regression estimates

particularly the standard errors, significance tests, and confidence intervals are valid and unbiased.

Given that the regression model includes key strategic predictors Organizational Culture, Strategic Resource Allocation, Stakeholder Engagement, and Strategic Partnerships aimed at explaining the extent of Change Intervention in Nairobi City County Government, the absence of autocorrelation supports the model's statistical integrity. It suggests that the dynamics influencing change intervention are not driven by any unmodeled temporal or sequential structure in the data, and that the observed effects of the predictors can be attributed to their true influence rather than an underlying pattern in the error terms.

Moreover, the Durbin-Watson result complements other diagnostic checks, such as the normality of residuals and multicollinearity diagnostics, reinforcing the robustness of the regression model. Together, these diagnostics suggest that the assumptions of linear regression are reasonably met, and the model provides a solid basis for drawing conclusions about the strategic determinants of change intervention in the context of public sector governance.

In conclusion, the Durbin-Watson statistic of 2.089 affirms that the residuals in the model are statistically independent, strengthening the credibility of the regression analysis and confirming that the model is well-specified and reliable for inferential purposes.

Table 4.11:

Durbin-Watson

	2.089
a. Predictors: (Constant), Organizational Culture, Strategic Resource Allocation, Stakeholder Engagement, Strategic Partnerships	
b. Dependent Variable: Change Intervention	

4.7 Bi-Variate Regression Analysis

4.7.1 Model Summary for Stakeholder Engagement

The regression analysis yields an R value of 0.878, indicating a high positive correlation between stakeholder engagement and the effectiveness of change intervention initiatives. This suggests that as stakeholder engagement improves through better identification, analysis, communication, and monitoring so too does the success of change initiatives. The R Square value of 0.771 implies that 77.1% of the variance in change intervention outcomes can be explained by stakeholder engagement alone, positioning it as a dominant strategic lever in the change management process. This high explanatory power highlights stakeholder engagement as a critical enabler of successful transformation within public institutions. Moreover, the Adjusted R Square, also at 0.771, confirms the stability and reliability of the model, demonstrating that the relationship remains strong even after accounting for model complexity. The model's predictions are in good agreement with the actual observed values, as indicated by the comparatively low standard error of the estimate (0.15871). These statistical indicators collectively affirm that stakeholder engagement is not only a vital strategic component but also a reliable predictor of successful change intervention in the county government context.

Table 4.12:*Model Summary (Stakeholder Engagement)*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878 ^a	.771	.771	.15871

a. Predictors: (Constant), Stakeholder Engagement

4.7.2 Anova Test for Stakeholder Engagement

The regression sum of squares is 28.384, while the residual sum of squares is 8.413, resulting in a total sum of squares of 36.797. This indicates that a substantial proportion of the total variability in change intervention is accounted for by the regression model, specifically stakeholder engagement. The F-statistic value of 1126.827 is notably high, suggesting that the regression model provides a significantly better fit than a model with no predictors. Moreover, the significance level (Sig.) is less than .001, which confirms that the model is statistically significant at the 0.05 level. This means there is a less than 0.1% chance that the observed relationship occurred due to random variation, affirming the robustness of the association between stakeholder engagement and change intervention. In essence, the ANOVA results confirm that stakeholder engagement contributes meaningfully to explaining differences in change intervention outcomes, and the likelihood that this finding is due to chance is exceedingly small. These results strengthen the case for stakeholder engagement as a critical strategic lever in facilitating effective change management processes within the Nairobi City County Government.

Table 4.13:*ANOVA (Stakeholder Engagement)*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.384	1	28.384	1126.827	<.001 ^b
	Residual	8.413	334	.025		

Total	36.797	335
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a. Dependent Variable: Change Intervention

b. Predictors: (Constant), Stakeholder Engagement

4.7.3 Regression Coefficients Test for Stakeholder Engagement

Assuming all other factors remain constant, the unstandardized coefficient (B) for stakeholder involvement is 0.877, suggesting that a one-unit increase in stakeholder engagement results in a 0.877-unit improvement in change intervention. This reveals a strong positive practical effect, emphasizing the critical role that stakeholder engagement plays in driving successful change initiatives. The standardized Beta coefficient is 0.878, highlighting that stakeholder engagement is the most influential predictor in the model, with a substantial standardized impact on the dependent variable. The t-statistic associated with this coefficient is 33.568, accompanied by a significance level (p-value) of less than 0.001, confirming that the relationship is statistically significant and not a product of random chance. Additionally, the constant term in the model is 0.516, which serves as the baseline level of change intervention when stakeholder engagement is held at zero. Collectively, these findings demonstrate that stakeholder engagement is a key strategic lever with a powerful and reliable effect on the success of change intervention within the county government, reinforcing the need for deliberate and inclusive stakeholder management strategies in public sector transformation.

Table 4.14:*Regression Coefficients (Stakeholder Engagement)*

		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.516	.100		5.177	<.001
	Stakeholder Engagement	.877	.026	.878	33.568	<.001

a. Dependent Variable: Change Intervention

4.7.4 Model Summary for Strategic Resource Allocation

The model summary output for strategic resource allocation reveals a strong and statistically meaningful relationship with change intervention in Nairobi City County Government. The R value of 0.841 indicates a strong positive correlation between strategic resource allocation and change intervention, suggesting that better alignment, distribution, and management of resources are strongly associated with improved change outcomes. The R Square value of 0.707 implies that approximately 70.7% of the variability in change intervention can be explained by variations in strategic resource allocation. This is a substantial proportion, underscoring the significant role that resource planning and allocation play in driving successful change initiatives. Furthermore, the Adjusted R Square of 0.706, which is very close to the R Square value, confirms the model's reliability and minimal overfitting, ensuring that the explanatory power of strategic resource allocation remains consistent even when adjusted for sample size and model complexity. The standard error of the estimate, 0.17964, is relatively low, indicating that the model's predictions are precise and closely aligned with actual

observed outcomes. These findings collectively confirm that strategic resource allocation is a key strategic lever, with a strong and statistically significant influence on the success of change intervention efforts in the Nairobi City County Government.

Table 4.15:

Model Summary (Strategic Resource Allocation)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841 ^a	.707	.706	.17964

a. Predictors: (Constant), Strategic Resource Allocation

4.7.5 ANOVA for Strategic Resource Allocation

The ANOVA results for the relationship between strategic resource allocation and change intervention in Nairobi City County Government provide strong statistical evidence of a significant effect. The regression sum of squares is 26.019, which, relative to the total sum of squares (36.797), indicates that a substantial portion of the total variation in change intervention is explained by strategic resource allocation. The corresponding mean square for regression is also 26.019, and the mean square for the residual is only 0.032, highlighting the efficiency and explanatory strength of the model. The F-statistic of 806.248 is exceptionally high, clearly demonstrating that the model significantly improves prediction of the dependent variable compared to a model with no predictors. The significance level is less than 0.001, confirming that the model's ability to explain variation in change intervention is not due to random chance. These results collectively indicate that strategic resource allocation plays a pivotal role in determining the success

of change intervention efforts in the county government, and that its contribution is statistically significant, reliable, and practically impactful.

Table 4.16:

ANOVA (Strategic Resource Allocation)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	26.019	1	26.019	806.248	<.001 ^b
Residual	10.779	334	.032		
Total	36.797	335			

a. Dependent Variable: Change Intervention

b. Predictors: (Constant), Strategic Resource Allocation

4.7.6 Regression Coefficients Test for Strategic Resource Allocation

The coefficients output for strategic resource allocation further confirms its statistically significant and positive influence on change intervention within Nairobi City County Government. The unstandardized coefficient (B) is 0.765, indicating that a one-unit increase in strategic resource allocation leads to a 0.765-unit increase in change intervention, assuming other factors are held constant. This demonstrates a substantial practical impact, signifying that enhancements in budget alignment, resource equity, human capital deployment, and reallocation flexibility directly translate to improved outcomes in change efforts. The standardized Beta coefficient is 0.841, reinforcing that strategic resource allocation is a dominant predictor in the model, with a strong standardized effect on the dependent variable. The t-value of 28.395 is remarkably high and is accompanied by a p-value of less than 0.001, confirming that the relationship is highly statistically significant and unlikely to have occurred by chance. The model's constant is 0.950, which serves as the base level of change intervention in the absence of strategic resource allocation. Taken together, these results strongly validate strategic

resource allocation as a critical lever in driving successful change intervention, highlighting its importance in strategic public management and institutional transformation in Nairobi City County Government.

Table 4.17:

Regression Coefficients (Strategic Resource Allocation)

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	.950	.103			9.259	<.001
Strategic Resource Allocation	.765	.027	.841		28.395	<.001

a. Dependent Variable: Change Intervention

4.7.7 Model Summary for Strategic Partnerships

The model summary output for strategic partnerships shows a very strong and statistically significant relationship with change intervention in Nairobi City County Government. The R value of 0.889 indicates a very strong positive correlation, suggesting that as the effectiveness of strategic partnerships increases through collaboration, sustainability, contributions, and governance structures there is a corresponding and substantial improvement in change intervention outcomes. The R Square value of 0.790 reveals that 79.0% of the variation in change intervention can be explained by strategic partnerships alone, underscoring the vital role that inter-organizational alliances and cooperative frameworks play in driving transformation initiatives. The Adjusted R Square, also at 0.790, confirms the model's stability and accuracy, with no significant drop due to adjustments for sample size or predictor count, which indicates a well-fitting and

parsimonious model. The standard error of the estimate, at 0.15195, is low, implying that the model produces precise and reliable predictions. Collectively, these results provide compelling statistical evidence that strategic partnerships are a key strategic lever with a powerful and consistent impact on the effectiveness of change intervention in the county government context.

Table 4.18:

Model Summary (Strategic Partnerships)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889 ^a	.790	.790	.15195

a. Predictors: (Constant), Strategic Partnerships

4.7.8 ANOVA for Strategic Partnerships

The ANOVA output for strategic partnerships reveals a highly significant relationship with change intervention in Nairobi City County Government. The regression sum of squares is 29.085, which constitutes the majority of the total sum of squares (36.797), indicating that most of the variance in change intervention is explained by the strategic partnerships variable. The mean square for the regression (29.085) is substantially higher than the residual mean square (0.023), reflecting the strength and dominance of the predictor in the model. The F-statistic of 1259.655 is remarkably large, signaling that the regression model offers a significantly better fit than a model with no predictors. The significance value ($p < 0.001$) further reinforces the statistical validity of the model, confirming that the effect of strategic partnerships on change intervention is not due to random variation. These findings clearly illustrate that strategic partnerships are a powerful and reliable determinant of successful change intervention efforts within the

county government, validating their strategic importance in fostering collaborative, well-governed, and sustainable public sector transformation.

Table 4.19:

ANOVA (Strategic Partnerships)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.085	1	29.085	1259.655	<.001 ^b
	Residual	7.712	334	.023		
	Total	36.797	335			

a. Dependent Variable: Change Intervention

b. Predictors: (Constant), Strategic Partnerships

4.7.9 Regression Coefficients Test for Strategic Partnerships

The coefficients output demonstrates that strategic partnerships exert a very strong and statistically significant influence on change intervention in Nairobi City County Government. The unstandardized coefficient (B) is 0.892, which means that a one-unit increase in strategic partnerships is associated with a 0.892-unit increase in change intervention, holding other variables constant. This reflects a substantial practical impact, suggesting that stronger, more structured partnerships significantly boost the effectiveness of public sector change initiatives. The standardized Beta coefficient is 0.889, indicating that strategic partnerships have the most dominant effect among the predictors assessed in the model, exerting a powerful standardized influence on change intervention. The t-value of 35.492 is extremely high and accompanied by a p-value of less than 0.001, confirming that this relationship is statistically significant and unlikely to have occurred by chance. The intercept (constant) of 0.467 represents the baseline level of change intervention when

strategic partnerships are absent. Altogether, these statistics validate the importance of strategic partnerships as a crucial strategic lever, and they emphasize the necessity of fostering collaborative, well-governed alliances to support sustainable and effective change in Nairobi City County Government.

Table 4.20:

Regression Coefficients (Strategic Partnerships)

		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.467	.096		4.878	<.001
	Strategic Partnerships	.892	.025	.889	35.492	<.001

a. Dependent Variable: Change Intervention

4.7.10 Model Summary for Organizational Culture

The model summary output for organizational culture reveals a strong and statistically significant relationship with change intervention in Nairobi City County Government. The R value of 0.872 indicates a strong positive correlation, suggesting that improvements in organizational culture such as greater consistency, adaptability, involvement and alignment of values are closely associated with enhanced change intervention outcomes. The R Square value of 0.760 shows that 76.0% of the variance in change intervention can be explained by organizational culture alone, underscoring its crucial role as a strategic lever in shaping the success of change initiatives. The Adjusted R Square of 0.759 is nearly identical, further confirming the stability and reliability of the model after accounting for the number of predictors and sample size. Moreover, the standard error of the estimate at 0.16271 is relatively low, indicating a high degree of prediction accuracy and low

dispersion around the regression line. These findings clearly validate that organizational culture is a powerful predictor of change intervention effectiveness, emphasizing the need for cultivating a values-driven, cohesive, and responsive internal environment to support transformative efforts in Nairobi City County Government.

Table 4.21:

Model Summary (Organizational Culture)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 ^a	.760	.759	.16271

a. Predictors: (Constant), Organizational Culture

4.7.11 ANOVA for Organizational Culture

The ANOVA output for organizational culture provides compelling statistical evidence of its significant influence on change intervention in Nairobi City County Government. The regression sum of squares is 27.955, which constitutes a large portion of the total sum of squares (36.797), indicating that a substantial amount of variability in change intervention is attributable to organizational culture. The mean square for regression is 27.955, while the mean square for residual is only 0.026, reflecting a highly efficient model with minimal unexplained variance. The F-statistic of 1055.916 is remarkably high, demonstrating that the model incorporating organizational culture explains the variance in change intervention significantly better than a model without predictors. Additionally, the significance value ($p < 0.001$) confirms that the model is statistically significant at the 0.05 level, eliminating the likelihood that the results are due to chance. These results affirm that organizational culture plays a pivotal and reliable role in influencing the success of change interventions, highlighting the importance of fostering a strong,

adaptive, and coherent organizational culture in the county government to support transformation efforts.

Table 4.22:

ANOVA (Organizational Culture)

		Sum of				
Model		Squares	df	Mean Square	F	Sig.
1	Regression	27.955	1	27.955	1055.916	<.001 ^b
	Residual	8.843	334	.026		
	Total	36.797	335			

a. Dependent Variable: Change Intervention

b. Predictors: (Constant), Organizational Culture

4.7.12 Regression Coefficients Test for Organizational Culture

The coefficients output confirms that organizational culture has a strong and statistically significant influence on change intervention in Nairobi City County Government. The unstandardized coefficient (B) is 0.805, indicating that for every one-unit increase in organizational culture reflected through dimensions like involvement, consistency, adaptability, and shared values there is an expected 0.805-unit increase in the effectiveness of change intervention, holding all other factors constant. This demonstrates a meaningful and practical impact, highlighting the importance of cultivating a supportive cultural environment in driving transformation. The standardized Beta coefficient is 0.872, which underscores that organizational culture is a dominant predictor in the model, exerting a substantial standardized effect. The t-value of 32.495, paired with a p-value less than 0.001, confirms that this relationship is highly statistically significant, meaning the observed effect is not due to random chance. Additionally, the constant value of 0.773

represents the baseline level of change intervention in the absence of influence from organizational culture. Overall, these results reinforce the conclusion that a strong and well-aligned organizational culture is a critical enabler of effective change intervention, and it should be prioritized in the strategic management practices of the county government.

Table 4.23:

Regression Coefficients (Organizational Culture)

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	.773	.095			8.128	<.001
Organizational Culture	.805	.025	.872	32.495	<.001	

a. Dependent Variable: Change Intervention

4.8 Regression Analysis

4.8.1 Overall Model Summary

The findings presented in Table 4.24 provide compelling evidence of a strong and statistically significant relationship between the selected strategic levers and change intervention within the Nairobi City County Government. The model yields a high coefficient of determination (R^2) of 0.898, indicating that approximately 89.8% of the variation in change intervention can be explained by the four independent variables: stakeholder engagement, strategic resource allocation, strategic partnerships, and organizational culture. This suggests a robust predictive capability of the model and demonstrates that the strategic levers under investigation play a critical role in shaping change initiatives within the devolved unit.

Furthermore, the adjusted R^2 value of 0.897 confirms that even after adjusting for the number of predictors, the model retains a high level of explanatory power. This minimal reduction between R^2 and adjusted R^2 implies that all four variables contribute meaningfully to the model, and the likelihood of overfitting is low. The standard error of the estimate, 0.10636, reflects a relatively low average deviation of observed values from the predicted values, underscoring the model's precision in estimating outcomes of change interventions.

From a practical standpoint, these results underscore the importance of a coordinated and well-structured approach to implementing strategic levers in public sector change management. Stakeholder engagement likely enhances buy-in and reduces resistance, while strategic resource allocation ensures that financial, human, and physical resources are appropriately aligned with transformation goals. Strategic partnerships can introduce complementary competencies, funding opportunities, and innovative ideas, all of which are vital for sustaining long-term change. Organizational culture, on the other hand, provides the underlying values, behaviors, and norms that either facilitate or hinder the implementation of strategic interventions.

In summary, the regression model confirms the significant influence of stakeholder engagement, resource allocation, strategic alliances, and organizational culture on the effectiveness of change interventions in Nairobi City County Government. These findings advocate for deliberate policy actions that institutionalize strategic planning and cultural alignment to drive successful governance transformations.

Table 4.24:*Overall Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.948 ^a	.898	.897	.10636

a. Predictors: (Constant), Organizational Culture, Strategic Resource Allocation, Stakeholder Engagement, Strategic Partnerships

4.8.2 Overall Analysis of Variance (ANOVA)

The results presented in Table 4.22: Overall Analysis of Variance (ANOVA) offer a crucial test of the overall significance of the regression model used to examine the influence of Organizational Culture, Strategic Resource Allocation, Stakeholder Engagement, and Strategic Partnerships on Change Intervention in Nairobi City County Government.

The ANOVA table shows a regression sum of squares of 33.053 with 4 degrees of freedom, and a residual sum of squares of 3.745 with 331 degrees of freedom, resulting in a total sum of squares of 36.797. This breakdown implies that a substantial portion of the variation in the dependent variable Change Intervention is explained by the combined effect of the four independent variables. Specifically, the regression accounts for approximately 89.8% of the total variation (33.053/36.797), leaving only about 10.2% attributed to random error or unexplained factors.

The mean square for regression is 8.263, while the mean square for the residual is just 0.011, leading to an extraordinarily high F-statistic of 730.397. This value signals that the explanatory power of the model is statistically significant. The associated p-value is less than 0.001, indicating that the probability of observing such a high F-value due to chance

alone is extremely low. Therefore, the null hypothesis that none of the predictors have a significant linear relationship with the dependent variable is decisively rejected.

This highly significant result confirms that, collectively, Organizational Culture, Strategic Resource Allocation, Stakeholder Engagement and Strategic Partnerships contribute meaningfully to the explanation of Change Intervention within Nairobi City County Government. In practical terms, it means that these strategic drivers are not only theoretically important but also empirically impactful in shaping how change initiatives are implemented and sustained within a devolved public administration context.

The robustness of the model, as evidenced by the ANOVA, is further strengthened by previous diagnostic checks such as the normality of residuals, the absence of multicollinearity, and the lack of autocorrelation indicating that the assumptions for valid regression analysis have been met. Consequently, the results from this model can be relied upon to guide strategic decision-making and policy formulation aimed at improving change management practices within Nairobi City County Government.

Table 4.25:

Overall Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.053	4	8.263	730.397	<.001 ^b
	Residual	3.745	331	.011		
	Total	36.797	335			

a. Dependent Variable: Change Intervention in NCCG

b. Predictors: (Constant), Organizational Culture, Strategic Resource Allocation, Stakeholder Engagement, Strategic Partnerships

4.8.3 Regression Coefficients

The multiple regression analysis presented in Table 4.23 reveals the influence of four independent variables Stakeholder Engagement, Strategic Resource Allocation, Strategic Partnerships, and Organizational Culture on the dependent variable, Change Intervention. By focusing on the Unstandardized Coefficients (B), we can interpret the raw effect each predictor has on the dependent variable while holding the others constant.

The constant term ($B = 0.074$) represents the expected value of Change Intervention when all predictors are set to zero. While not typically of substantive interest in social sciences, it does provide a baseline level of Change Intervention in the absence of any strategic inputs. Stakeholder Engagement has an unstandardized coefficient of 0.269, indicating that for every one-unit increase in Stakeholder Engagement, Change Intervention is expected to increase by 0.269 units, assuming all other variables are held constant. This suggests a moderately strong and statistically significant relationship ($t = 7.724$, $p < .001$), emphasizing the importance of involving stakeholders in the process of change.

Strategic Resource Allocation shows a smaller but still statistically significant effect, with a coefficient of 0.127. This implies that a unit increase in resource allocation strategy is associated with a 0.127-unit increase in Change Intervention. The t -value of 4.170 and a p -value less than .001 confirm that the relationship is robust, though the magnitude of influence is relatively less compared to the other variables.

Strategic Partnerships emerges as the most influential predictor in this model, with an unstandardized coefficient of 0.331. This suggests that enhancing strategic partnerships by one unit leads to a 0.331 unit increase in Change Intervention, which is the highest

effect among all the variables considered. Its strong t-value (9.227) and highly significant p-value ($<.001$) underscore the critical role partnerships play in driving successful organizational change.

Lastly, Organizational Culture has a coefficient of 0.266, nearly equal to that of Stakeholder Engagement. This suggests that a supportive and adaptive organizational culture contributes significantly to change efforts, with a 0.266 unit increase in Change Intervention per unit change in culture. Again, the relationship is statistically significant ($t = 8.783, p < .001$), reinforcing the idea that internal values, norms, and behaviors are key drivers of successful interventions.

In summary, all four predictors significantly contribute to explaining Change Intervention, with Strategic Partnerships exerting the greatest influence, followed by Stakeholder Engagement, Organizational Culture and finally Strategic Resource Allocation. The strong significance levels across all variables suggest a well-fitting model and highlight the multifaceted nature of successful change initiatives, where external collaboration, internal alignment, and resource strategy all play vital roles.

Table 4.26:
Overall Multiple Regression (Coefficients)

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	.074	.071		1.051	.036
Stakeholder Engagement	.269	.035	.269	7.724	<.001
Strategic Resource Allocation	.127	.030	.139	4.170	<.001
Strategic Partnerships	.331	.036	.330	9.227	<.001

Organizational Culture	.266	.030	.288	8.783	<.001
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a. Dependent Variable: Change Intervention

$$Y = 0.074 + 0.269X_1 + 0.127X_2 + 0.331X_3 + 0.266X_4$$

4.8.4 Hypotheses Testing

Multiple regression analysis was employed in this study to determine the individual and combined influence of several independent variables Stakeholder Engagement, Strategic Resource Allocation, Strategic Partnerships, and Organizational Culture on the dependent variable, Change Intervention. The method was appropriate because it allows for the simultaneous examination of multiple predictors, providing insights into how each factor uniquely contributes to the outcome while controlling for the effects of the others. In a complex organizational setting like the Nairobi City County Government, where multiple strategic initiatives occur concurrently, multiple regression offers a robust statistical foundation for evaluating the distinct role of each variable in driving change.

The findings from Table 4.24 provide clear grounds for hypothesis testing based solely on p-values. For H01, which hypothesized that Stakeholder Engagement has no significant influence on Change Intervention, the associated p-value is less than .001, which is well below the conventional threshold of 0.05. This indicates that the effect of Stakeholder Engagement on Change Intervention is statistically significant, leading to the rejection of H01.

Similarly, H02 proposed that Strategic Resource Allocation has no significant influence. This too is rejected, as its p-value is less than .001, confirming that Strategic Resource

Allocation significantly contributes to Change Intervention. Though it may have a smaller impact compared to the other variables, its influence is statistically valid.

For H03, which asserted that Strategic Partnerships have no significant influence on Change Intervention, the analysis again yields a p-value less than .001. This confirms a highly significant relationship, warranting the rejection of H03 and affirming that Strategic Partnerships play a crucial role in facilitating change within the County Government.

Lastly, H04, which contended that Organizational Culture has no significant influence on Change Intervention, is also rejected based on its p-value being less than .001. This result underscores the significance of a strong, adaptive organizational culture in successfully implementing change.

In summary, the hypothesis testing reveals that all four null hypotheses are rejected due to the highly significant p-values (all < .001). This provides compelling statistical evidence that Stakeholder Engagement, Strategic Resource Allocation, Strategic Partnerships, and Organizational Culture each play a vital and significant role in shaping Change Intervention efforts within Nairobi City County Government.

Table 4.27:
Hypothesis Testing Summary

Hypothesis Statement	Sig. (p-value)	Decision
H₀₁: Stakeholder engagement has no significant influence on change intervention in Nairobi City County Government.	<.001	Reject H₀₁
H₀₂: Strategic resource allocation has no significant influence on change intervention in Nairobi City County Government.	<.001	Reject H₀₂
H₀₃: Strategic partnerships have no significant influence on change intervention in Nairobi City County Government.	<.001	Reject H₀₄
H₀₄: Organizational culture has no significant influence on change intervention in Nairobi City County Government.	<.001	Reject H₀₄

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides an integrative synthesis of the key research findings presented in Chapter Four. It draws evidence-based conclusions and offers actionable recommendations grounded in empirical insights and theoretical frameworks. Additionally, it outlines critical gaps and suggests areas for future research. The study explored the influence of four strategic levers; stakeholder engagement, strategic resource allocation, strategic partnerships, and organizational culture on change intervention within the NCCG.

5.2 Summary

5.2.1 Influence of Stakeholder Engagement on Change Intervention in NCCG

The study revealed that stakeholder engagement is a critical component in driving effective change interventions within NCCG. A robust relationship was found between stakeholder involvement and the successful implementation of change initiatives. The findings indicated that the County has invested in establishing communication frameworks that are timely and consistent, thereby fostering awareness and transparency. Mechanisms for conflict resolution were deemed fair and transparent, contributing to the de-escalation of potential tensions during change processes. Moreover, stakeholder feedback was actively sought and incorporated into decision-making, enhancing responsiveness and trust. Nevertheless, the study identified gaps in inclusivity and participation during open forums and decision-making processes. Despite existing structures for engagement, a significant proportion of stakeholders expressed

dissatisfaction with the degree of their involvement, especially during the design phases of strategic interventions. This underscores the necessity for NCCG to adopt more inclusive and participatory governance models to cultivate a sense of ownership and reduce resistance to change.

5.2.2 Influence of Strategic Resource Allocation on Change Intervention in NCCG

Strategic resource allocation emerged as a determinant of considerable importance in the realization of change interventions. The study found that budgetary planning processes were generally aligned with strategic objectives, and there were commendable efforts to allocate human resources based on technical competencies and expertise. Regular budget reviews were also noted as a positive step toward enhancing fiscal accountability. However, the research highlighted significant limitations that compromised the efficiency of resource utilization. Constraints in financial resources, delays in disbursement, and inequitable distribution across departments presented notable impediments to implementation. Furthermore, a lack of flexibility in reallocating resources in response to emerging needs constrained the County's ability to adapt its strategic responses. The findings imply that while strategic intent is evident, operational bottlenecks undermine the effectiveness of resource deployment, necessitating systemic reforms.

5.2.3 Influence of Strategic Partnerships on Change Intervention in NCCG

The role of strategic partnerships in facilitating change was found to be instrumental, particularly in areas requiring innovation, specialized expertise, and financial support. The study affirmed that most partnerships within NCCG were structured to support mutual objectives, and stakeholders generally acknowledged the benefits of collaborative efforts. These partnerships enhanced the implementation of large-scale projects and promoted

shared governance, reducing the burden on county resources. Nonetheless, the findings also revealed that some partnerships lacked long-term strategic alignment and often operated in silos, disconnected from the overarching goals of the County. There were concerns regarding the sustainability of certain partnerships, especially those highly dependent on donor funding or lacking embedded governance frameworks. The study emphasizes the need for NCCG to institutionalize strategic partnership management and establish evaluation mechanisms to ensure alignment with long-term developmental agendas.

5.2.4 Influence of Organizational Culture on Change Intervention in NCCG

Organizational culture was recognized as a pivotal enabler of change within NCCG. The findings suggested that the prevailing culture supports adaptability, innovation, and inclusivity. Employees expressed confidence in the consistency of change-related messaging across departments and appreciated the adaptability of the County in responding to internal and external challenges. Inclusion, as a cultural dimension, received positive feedback, with indications that employees felt their contributions were valued. However, a significant weakness was noted in interdepartmental collaboration. Siloed operations and fragmented communication channels between departments were reported as barriers to effective implementation of cross-cutting strategies. These findings underscore the importance of cultivating a culture that promotes interdependence, knowledge sharing, and collective accountability as integral to sustainable change.

5.3 Conclusions

5.3.1 Stakeholder Engagement

Stakeholder engagement emerged as a foundational pillar for effective strategic change interventions. The County has demonstrated commendable efforts in instituting participatory structures. However, the depth and inclusivity of these engagements remain uneven. The study concludes that more deliberate efforts are required to institutionalize inclusive stakeholder participation, particularly in planning and monitoring phases. Ensuring that all voices especially those of marginalized groups—are heard and integrated into policy frameworks will enhance legitimacy and ownership of strategic initiatives.

5.3.2 Strategic Resource Allocation

The study concludes that while NCCG exhibits structured mechanisms for resource allocation, persistent inefficiencies in budget execution and rigidity in resource reallocation continue to undermine change interventions. The inability to swiftly respond to dynamic needs through flexible budgeting and the uneven allocation of resources across departments were identified as systemic weaknesses. Addressing these issues requires both structural and procedural reforms in public financial management.

5.3.3 Strategic Partnerships

Strategic partnerships provide NCCG with valuable support in capacity building, resource mobilization, and innovation. Nevertheless, the County’s approach to partnership management requires strengthening to ensure alignment with strategic priorities. Partnerships should not be viewed merely as transactional arrangements but as long-term engagements rooted in mutual accountability and sustainable impact. Without coherent

governance structures, the effectiveness of such collaborations remains vulnerable to disruptions.

5.3.4 Organizational Culture

Organizational culture within NCCG provides a conducive environment for change through its focus on adaptability and inclusivity. However, fragmentation across departments hinders unified action. The study concludes that for change interventions to be institutionalized, cultural norms promoting cohesion, openness to collaboration, and strategic alignment must be fostered throughout the County's administrative systems.

5.4 Recommendations

5.4.1 Managerial Recommendations

In light of the findings and conclusions, the following managerial interventions are recommended:

- Strengthen inclusive stakeholder engagement by creating department-level stakeholder committees to ensure grassroots concerns inform strategic planning.
- Promote interdepartmental collaboration through the establishment of cross-functional taskforces focused on specific change projects.
- Introduce flexible budgeting mechanisms supported by predictive analytics to allow real-time resource reallocation based on evolving project demands.
- Institutionalize periodic partnership evaluations using performance indicators aligned with the County's strategic development plans to ensure relevance, accountability, and sustainability.

5.4.2 Policy Recommendations

From a policy standpoint, the study recommends:

- Formulation of a standardized stakeholder engagement policy applicable across all departments to entrench participatory governance.
- Development of a County-wide strategic resource allocation policy that promotes equity, transparency, and responsiveness.
- Enactment of legal frameworks governing strategic partnerships, including memorandum of understanding (MoU) templates, joint planning protocols, and performance review mechanisms.
- Integration of organizational culture transformation programs into the County's human resource development strategy, with emphasis on team-building, innovation, and cultural diagnostics to monitor progress.

5.5 Areas for Further Research

To broaden the scope of understanding and address knowledge gaps identified in this study, several areas merit further academic inquiry. First, a comparative analysis of strategic change interventions across different counties in Kenya would be valuable in uncovering best practices, shared challenges, and unique contextual dynamics that influence the efficacy of such interventions. By benchmarking against other counties, NCCG and similar institutions can refine their strategies and adopt evidence-based improvements that resonate with local governance structures. In addition, further studies could include a wider scope of other counties.

Secondly, longitudinal studies are essential to assess the durability, adaptability, and evolving nature of strategic partnerships over time. Understanding how these partnerships endure political, financial, and operational shifts can offer practical lessons in partnership design, sustainability, and impact evaluation, especially within urban governance frameworks. Such studies would provide nuanced insights into what makes certain partnerships more resilient and impactful than others.

Furthermore, exploratory research focusing on the interplay between leadership styles, emotional intelligence, and the outcomes of strategic change interventions could provide a deeper understanding of human-centered governance. This line of inquiry would be particularly pertinent in unpacking how leadership behavior influences employee motivation, stakeholder trust, and overall program effectiveness in county governments.

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APPENDICES

Appendix I: Letter of Introduction to Respondents

Dear Sir/Madam,

RE: AUTHORITY TO CONDUCT RESEARCH AT YOUR INSTITUTION

I am a master's student at Kenya Methodist University, focusing on strategic management.

The title of my research is **“The Influence of Strategic Levers on Change Intervention in Nairobi City County Government.”**

Enclosed with the letter is the questionnaire, which should require around 15 minutes to finish. Please provide accurate answers to all the questions.

The information is intended solely for academic use.

Best regards,

William Wamai Macharia

BUS-3-3160-3/2023

Appendix II: Questionnaire

The information provided will be only for academic purpose. Read carefully and give appropriate answers by ticking or filling the blank spaces. The information will be treated confident.

SECTION A: GENERAL INFORMATION

1. Years of experience?

Less than 5 Years ☐ 6-10 Years ☐ 11-15 Years ☐ Over 15 Years ☐

2. Please indicate your level of education (please tick your appropriate level)

Diploma ☐ Undergraduate Degree ☐ Postgraduate Degree ☐

Others (please specify)

Please indicate on the scale provided below by ticking the extent to which you agree with the following statements.

Strongly Disagree=1, Disagree=2, Uncertain=3, Agree=4, Strongly Agree=5

	Statement: Stakeholder Engagement	1	2	3	4	5
B1	The conflict resolution mechanisms in place are fair and transparent.					
B2	The organization encourages open discussions to address disagreements related to strategic changes.					
B3	The feedback provided by stakeholders is used to inform decision-making during the change process.					
B4	The organization provides clear avenues for stakeholders to give feedback during the change process.					
B5	Stakeholder needs and concerns are adequately addressed during strategic changes.					
B6	All relevant stakeholders are represented during decision-making for strategic changes					
B7	Communication about strategic changes is timely and consistent.					
B8	There are multiple communication platforms available for updates on strategic changes.					
	Statement: Strategic Resource Allocation	1	2	3	4	5
C1	There is regular review of the budget to reflect changes in strategy.					
C2	Budget constraints hinder effective strategic change interventions.					

C3	The County ensures fair distribution of financial and material resources during strategic changes.					
C4	Inequity in resource distribution affects the implementation of strategic changes.					
C5	Adequate human resources are allocated to support strategic changes.					
C6	The allocation of human resources is based on the skills and expertise required for strategic interventions.					
C7	There is transparency in the reallocation of resources during strategic interventions					
C8	Inflexibility in resource reallocation negatively impacts strategic change initiatives.					
	Statement: Strategic Partnerships	1	2	3	4	5
D1	Strategic partnerships have been essential in driving change interventions within the County					
D2	The existing strategic partnerships align with the County's long-term vision and goals.					
D3	There are regular reviews to ensure the sustainability of existing partnerships.					
D4	The County's strategic partnerships are designed for long-term sustainability.					

D5	The contributions of strategic partners significantly enhance the County's capacity for strategic change interventions.					
D6	Partners contribute specialized expertise that supports strategic changes in the County.					
D7	Decision-making within partnerships is transparent and collaborative.					
D8	The County participates actively in the governance of strategic partnerships.					
	Statement: Organizational Culture	1	2	3	4	5
E1	The County fosters a culture where all employees feel valued and included in strategic initiatives.					
E2	Teams collaborate effectively to support strategic change interventions.					
E3	There is a consistent approach to handling strategic change across departments.					
E4	Organizational policies are consistently applied to support strategic change interventions					
E5	The County encourages innovation and flexibility when implementing strategic changes.					
E6	The organization readily adapts to new challenges and opportunities during strategic changes					

E7	The organizational culture promotes behaviors that are conducive to strategic success.					
E8	The work habits of employees align with the goals of strategic change interventions					
	Statement: Strategic Change Intervention	1	2	3	4	5
F1	The County has undergone effective organizational restructuring to enhance strategic change.					
F2	Organizational restructuring has improved communication across different departments.					
F3	Key processes have been reengineered to support strategic change interventions					
F4	Process reengineering has improved workflow efficiency in the County.					
F5	The County has established strong governance frameworks to manage strategic change.					
F6	Accountability measures are in place to ensure successful implementation of strategic interventions.					
F7	Service delivery has become more efficient and timely following strategic change interventions					
F8	The County continuously reviews and enhances service delivery systems to align with strategic objectives.					

Thank you very much for your patience, cooperation and support in my research



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DIRECTORATE OF POSTGRADUATE STUDIES

Our Ref: KEMU/NACOSTI/BUS/18/2025

April 11, 2025

Commission Secretary
National Commission for Science, Technology and Innovations
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: WILLIAM WAMAI MACHARIA-BUS-3-3160-3/2023

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's degree in Business Administration. He is conducting research on: *"Influence of Strategic Levers on Change Intervention in Nairobi City County Government"*.

We confirm that his research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a research license to enable him collect data.

Any assistance accorded to him will be highly appreciated.

Yours sincerely,

Dr. Nancy Rintari (PhD)
Director, Board of Postgraduate Studies

Cc: Dean, School of Business
CoD, Business Administration
Postgraduate Coordinator - BA
Supervisors

Appendix VI: Research License-NACOSTI

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 324803	Date of Issue: 14/May/2025
RESEARCH LICENSE	
	
This is to Certify that Mr., WILLIAM WAMAI of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INFLUENCE OF STRATEGIC LEVERS ON CHANGE INTERVENTION IN NAIROBI CITY COUNTY GOVERNMENT for the period ending : 14/May/2026.	
License No: NACOSTI/P/25/4173501	
324803 Applicant Identification Number	Deputy Director NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
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