



**INFLUENCE OF STAKEHOLDER ENGAGEMENT ON CHANGE INTERVENTION IN NAIROBI CITY COUNTY
GOVERNMENT**

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ABSTRACT

This study examined the influence of stakeholder engagement on change intervention in NCCG. Grounded in Stakeholder 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 was collected using structured questionnaires and analyzed through multiple linear regression to establish the statistical significance and influence of Stakeholder engagement on change intervention. The findings revealed that Stakeholder engagement emerged as a critical determinant, with strong communication channels, feedback mechanisms, and stakeholder representation contributing to enhanced transparency and public trust. The study concludes that for NCCG to achieve sustainable and impactful change, Stakeholder engagement should be institutionalized through participatory governance frameworks. The study recommends the formulation of a formal stakeholder engagement policy. 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.

Key Words: Frequency of Communication, Stakeholder Representation, Conflict Resolution Mechanisms, Feedback Mechanism

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INTRODUCTION

The need for Stakeholder engagement 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 Stakeholder engagements necessary for improving efficiency and delivering public value (Avedi & Anyieni, 2023). Stakeholder engagement plays 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 Ng'ethe (2020), 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).

Performance is a central indicator of the effectiveness of Stakeholder engagement 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 (Wanjiru & Maina, 2022). Effective Stakeholder

engagement 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. 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 (Mbogo & Nyang'oro, 2023). For Nairobi City County, enhancing performance through Stakeholder engagement interventions is not only essential for addressing its current governance challenges but also for reinforcing public trust and fostering long-term urban resilience.

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).

Stakeholder engagement is 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, 2019).

Stakeholder involvement is a 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., 2019).

Statement of the Problem

Nairobi City County, as Kenya's capital and largest urban hub, grapples with significant governance challenges necessitating effective strategic change interventions. 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). Additionally, political instability resulting from frequent leadership changes since devolution in 2013 has disrupted continuity in strategic initiatives, delaying or abandoning key projects such as the Nairobi Metropolitan Transport Project, which was designed to decongest the city. This inconsistency undermines the long-term efficacy of strategic change interventions, leaving critical governance and infrastructure issues unresolved (Ezeh et al., 2024).

Objectives of the Study

The objective of the study was to investigate the Influence of stakeholder engagement on change intervention in Nairobi City County Government

LITERATURE REVIEW

Theoretical Review

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 (Maina, 2022; Ouma, 2021).

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 (Maina, 2022; Ouma, 2021; Kamau, 2020).

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 (Maina, 2022). 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 (Ouma, 2021).

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, 2021). 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 (Kiarie & Were, 2021).

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.

Empirical Review

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.

Tyagi (2019) 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. Tyagi 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.

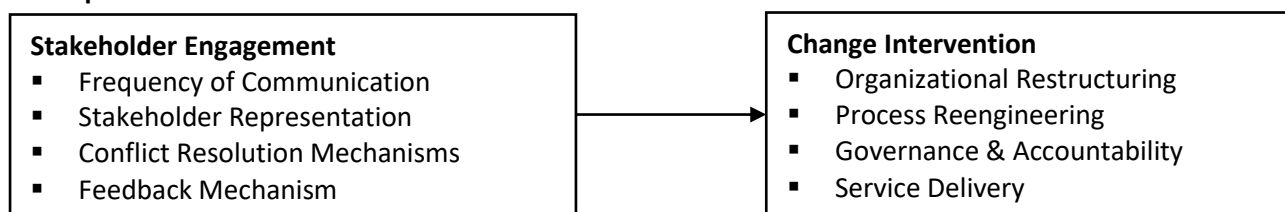
The study conducted by Ezeh et al. (2024) explored strategies for stakeholder engagement in energy projects, focusing on fostering sustainability, compliance, and community support. Utilizing a qualitative case study approach, the researchers examined stakeholder mapping and communication strategies 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 and Kimencu (2023) 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.

Conceptual Framework



Dependent Variable

Independent Variables

Figure 1: Conceptual Framework

METHODOLOGY

This study adopted an explanatory research design which helped analyze how strategic levers such as stakeholder engagement (independent variables) drive the effectiveness of change interventions (dependent variable) in Nairobi City County Government.

The target population for this study 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. Middle management consists of 840 individuals who bridge the gap between top management and operational staff. 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 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 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. 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.

RESULTS

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.

Stakeholder Engagement

The findings on stakeholder engagement revealed 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 Ezeh 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 1: 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

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, Syairudin, and Gunarta (2023) 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 2: 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 delivery systems to align with strategic objectives.	18.8	55.7	14.6	8.3	2.7	3.79	0.93

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.

Table 3: Correlation Analysis

		SE	CI in NCCG
SE	Pearson Correlation	1	.878**
	Sig. (2-tailed)		<.001
	N	336	336
CI in NCCG	Pearson Correlation	.878**	1
	Sig. (2-tailed)	<.001	
	N	336	336

Bi-Variate Regression Analysis**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: 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

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 5: 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			

a. Dependent Variable: Change Intervention

b. Predictors: (Constant), Stakeholder Engagement

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 6: Regression Coefficients (Stakeholder Engagement)

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

a. Dependent Variable: Change Intervention

Anova Test

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 7: 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			

a. Dependent Variable: Change Intervention

b. Predictors: (Constant), Stakeholder Engagement

Regression Coefficients

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 8: Regression Coefficients

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

a. Dependent Variable: Change Intervention

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.

CONCLUSIONS AND RECOMMENDATIONS

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.

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

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.

The study recommends: Formulation of a standardized stakeholder engagement policy applicable across all departments to entrench participatory governance. It also recommends

Development of a County-wide strategic resource allocation policy that promotes equity, transparency, and responsiveness and enactment of legal frameworks governing strategic partnerships, including memorandum of understanding (MoU) templates, joint planning protocols, and performance review mechanisms.

To broaden the scope of understanding and address knowledge gaps identified in this study, several

areas merit further academic inquiry. 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.

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