



CHANGE MANAGEMENT STRATEGIES AND PERFORMANCE OF NAIROBI COUNTY GOVERNMENT, KENYA

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ABSTRACT

Nairobi County government has been implementing various change management strategies as a result of the clients' constantly evolving demands and other external factors impacting their operations. Nairobi County government performance has not met expectations despite multiple attempts to improve service delivery. This is because of the constantly shifting demands of its customers as well as outside factors that necessitate frequent responses. The main purpose of this study was to examine the influence of change management strategies and performance of Nairobi county government, Kenya. Specifically, the study focused on the extent to which effective communication plan affects performance of Nairobi county government; the extent to which strategic capacity building affects performance of Nairobi county government. The Nairobi County administration may find this study to be important since it will help create and build suitable procedures to recognize and overcome obstacles in putting strategies into practice to meet goals and objectives and stay current in a constantly changing environment. This study, targeted a population of 164 senior management personnel of the Nairobi County Government in Kenya and used a descriptive research approach. 116 respondents were chosen as the sample size using the Yamane Formula. The top managers were categorized via stratified sampling, and managers from each stratum were then selected via simple random sampling. The method for gathering data was questionnaires and secondary data collecting guides. Quantitative methods were utilized to analyze the data; a multiple regression model as well as descriptive statistics like frequency and percentages were performed using the Statistical Package for Social Sciences (SPSS version 27.0). The study found strong positive correlation ($R = 0.910$) between change management strategies (communication plan, strategic capacity building) with performance of Nairobi County Government in Kenya. The coefficient of determination ($R^2 = 0.828$) indicated that change management strategies jointly accounted for 82.8% of the performance of Nairobi County Government in Kenya. From the findings the study concludes that change management strategies (effective communication plan, and strategic capacity building) have significant positive correlation with performance of Nairobi County Government in Kenya.

Key Words: Change Management Strategies, Effective Communication Plan, Strategic Capacity Building, Performance of Nairobi County Government

Background of the study

An organization's long-term vision, goal, values, and objectives, as well as the tactics and steps necessary to attain them, are outlined in a formal document called a strategic plan (Adiguzel, 2020). It serves as a documented roadmap to guide the company toward its desired future state while considering the internal and external factors that may affect its success. County governments in Kenya usually develop a strategic plan that spans five years as per the election cycle, which helps the counties align their resources, capabilities, and efforts cohesively and fosters a clear direction for all stakeholders involved. This plan may be adjusted to conform to the changes in the organizations environment and still focus on the target goals.

Change management strategies are actions that help organizations transform, evolve and adapt to changes, prospects and dangers that are anticipated to arise in the future. Change management strategies, according to Balogun and Hailey (2018), are a way to make it different from what is intended. Traditional organization development methods are combined with change strategies from project management, human resource management, and strategic change to create change management (Smither, Houston, & McIntire, 2016). The strategy required to ease the transition in spite of the association's unique circumstances is to alter the director's methods. The best practices for managing organizational change include creating a personalized plan to make sure affected staff members receive the assistance they need and ensuring that there is strategic communication, capacity building to successfully implement change.

Organizations employ change management strategies to assist individuals in preparing for, equipping themselves for, and facilitating change in a manner that culminates in organizational triumph and outcomes (McGregor & Vrazalic, 2015). According to O'Donovan (2017), an effective change management technique outlines precise strategies and protocols for addressing corporate operations or procedures. Irrespective of the nature of the change endeavor, organizational leaders must adeptly oversee innovation and change within their entities and bolster their capacity to promptly discern the necessity for change and act upon it.

According to Kotler and Schlesinger (2015), the cornerstone of organizational performance is converting inputs into outputs in order to achieve objectives. Poor performance inside the organization is the basis for the organization's management's consideration of a strategic change process. The organization's market share or profit margin may be indicators of this. When an organization's management comes across a situation like this, Short and Palmer (2016) state that they start searching for organizational or management strategies that will help the organization's circumstances. The term "organization performance" describes how well managers use the resources at their disposal to meet the demands of clients and achieve organizational objectives (Muogbo, 2013). According to Markiewicz (2015), a company's success needs to take into account both the qualitative and quantitative limitations of measurement in addition to marketplace share, profitability, and return on investment. This suggests that while assessing success, both the financial and non-financial aspects of the company are considered.

Statement of the Problem

In 2019, counties in Kenya were responsible for generating 60% of the country's GDP, as reported by the World Bank. In a study released by the Kenya Institute for Public Policy Study and Analysis in 2020, it was reported that the gross county product per capita surpassed the national GDP per capita of Ksh 96,798.80 in 2017 which was 48% across ten counties. In 2018 at 52%, the World Bank also highlighted subpar performance in several nations, attributing it to low absorption rates and slow project implementation. According to the Ministry of Health (2018), just 43.9% of people in Nairobi County have access to better water and sanitation. In the field of education, Early Childhood Development centers' net enrolment is 57.4, which is lower than the 73.6 national average (KNBS, 2019). It is projected that 15% of every shilling

spent on strategic change efforts is wasted, indicating that a substantial percentage of these programs in Nairobi County fail and have a significant financial impact (Ministry of Devolution & Planning, 2018). According to the COB report of the financial year 2021/2022 and 2022/2023 Nairobi county underperformed in its own-source revenue collection, achieving Kshs.9.24 billion representing 47.1% of the annual target and Kshs.10.24 billion representing 58.4 % of the annual target respectively. It was also affected by the low expenditure on development programs, high level of pending bills and diversion of funds against the budget.

Due to evolving consumer preferences, globalization, technological advancements, heightened competition, and regulatory constraints, a significant transformation has occurred in the majority of Kenyan county administrations. Nairobi County has frequently and consistently had to adapt to changes in order to provide its residents with better and more effective services. The new Kenyan Constitution calls for extensive reforms, including the creation of new, transparent, and responsible institutions, inclusive forms of governance, and a strong emphasis on providing equal services to all (World Bank, 2017). Counties are usually affected with change in leadership which takes place after every five year as new government always formulate new policies and strategic plan. The current world has evolved technologically in software's and applications thereby enhancing digital transformation in money transfer, revenue collection, and procurement. These are part of changes the county government of Nairobi is constantly trying to adopt to enhance its performance. County government of Nairobi has adopted Nairobi pay which is an eservice portal that enhance access of services easily and quickly and offers a real-time revenue collection. It has also adopted E-procurement with an aim of increasing transparency, efficiency and accountability in tendering processes and also adopted IFMIS for budgeting purposes to assist in resource allocation. Nevertheless, despite these adjustments, some county governments have encountered challenges in achieving the expected levels of performance.

Numerous investigations have been carried out in the field of change management, primarily focusing on factors that influence this process. Kimutai and Nzulwa (2017) examined the effect of change management strategies on the organization effectiveness of Eldoret University and concluded that office automation, staff capacity development and stakeholder engagement positively impacted the university's performance. Kiprotich and Makokha (2024) assessed the effects of leadership strategy as a strategic change management practices on performance of the county government of west Pokot, Kenya and concluded that task-oriented leadership and change-oriented leadership focusing on adapting to environmental changes positively affects the performance of the county government. The review of the past research presents an empirical gap of limited research on the effect of change management strategies on performance of county governments in Kenya. This research will uncover a notable scarcity of information on the implementation of techniques for managing change within county governments with a primary focus on Nairobi county government, Kenya.

General Objective of the Study

The general objective of the study was to examine the influence of change management strategies on performance of Nairobi county government, Kenya.

Specific Objectives of the Study

- i. To examine the influence of effective communication plan on performance of Nairobi county government, Kenya.
- ii. To determine the influence of strategic capacity building on performance of Nairobi county government, Kenya.

LITERATURE REVIEW

Theoretical Literature Review

Lewin's Theory

Kurt Lewin's well-known three-step paradigm for organizational change serves as the foundation for the investigation's organizational change model, which effectively depicts the crucial stages of the change implementation process. Kurt Lewin's method for effecting change, which involves unfreezing, altering, and refreezing, enjoys widespread recognition in the field of psychology. Activity planning, commitment planning, and change management structures are the three critical steps that Burnes (2004) has identified as necessary for the successful implementation of change.

Activity planning serves as the blueprint for organizational change, describing the precise steps and events that have to happen in order for the transformation to be successful. It includes integrated change projects with deadlines and tight adherence to the organization's change priorities and goals. In contrast, commitment planning aims to determine the support and involvement of those people and organizations whose commitment is essential for enabling organizational transformation. The change management framework delineates the objective, trajectory, and blueprint for overseeing the process of change. This encompasses resources for promoting change, the existing leadership hierarchy, transformation consultants, as well as the political and people skills needed to start the change process.

Bridges Transition Model

The Bridges transition model was developed by William Bridges (2000). A new strategy, merger, or pandemic are examples of external events or situations that call for change. The internal process of adjusting to a change, which includes committing to the new, letting go of the old, and exploring the unknown, is called transition. Three stages of transition are identified by the Bridges transition model: the neutral zone, the new beginning, and ending, losing, and letting go. Every stage has its own chances and difficulties, and it needs a different kind of assistance and direction from coaches and leaders. By identifying people's transitional stages and needs, the Bridges transition model can assist you in identifying and resolving the root causes of change resistance. To convey the transformation process, effective communication will be used in this regard.

Conceptual Framework

In Latham's (2017) perspective, a conceptual framework is characterized as a structured framework composed of a collection of overarching ideas and theories. This framework serves as a valuable resource for researchers in identifying problems, framing research questions, and ultimately arriving at appropriate answers. In essence, it consists of a collection of widely defined ideas that have been methodically arranged to give guidance and explanations as well as serve as a tool for the integration and interpretation of data as outlined by Cooper and Schindler (2016). The development of a conceptual framework involves the creation of coherent theoretical definitions, which are essential for making sense of and organizing data and initial ideas. According to Yin (2017), this process comprises the creation of new concepts, the specification of important constructions, and the clarification of the connections between these components.

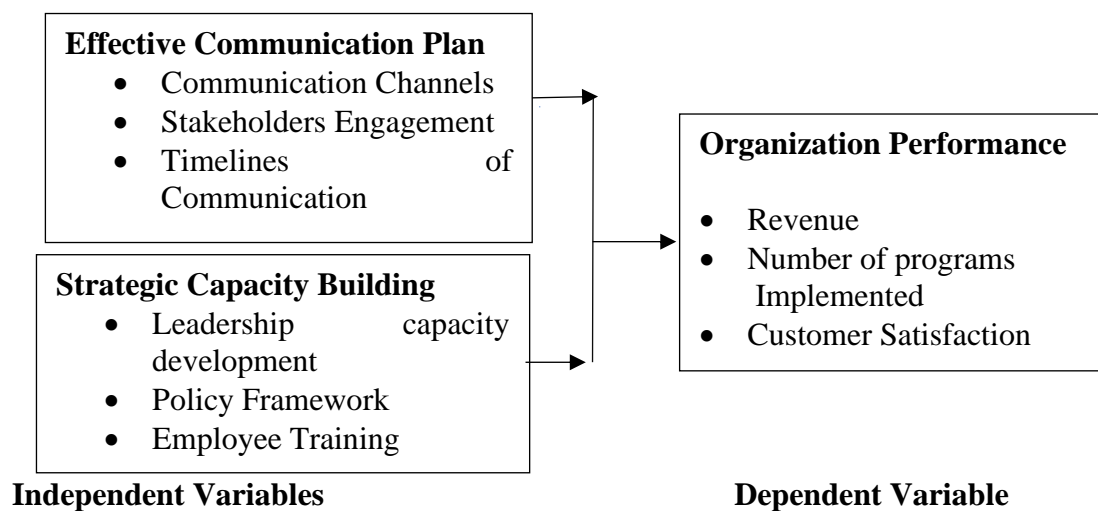


Figure 2.1: Conceptual Framework

Effective Communication Plan

The goal of strategy management evaluation is to determine how an organization and its surroundings interact for success (Mintzberg, 2015). Developments in communication and technology made it impossible for businesses to continuously come up with strategies meant to give them a competitive advantage. Organizations must create strategies that are critical to their survival. The execution of these tactics is what determines their success (Ginsberg, 2013). Nevertheless, despite the critical role strategies play, many organizations still view the implementation process as a significant accomplishment.

Li et. al., (2008) assert that during the process of implementing a strategy, organizational communication is crucial to learning, training, and knowledge dissemination. An effective strategy implementation process requires clear and accurate communication with employees regarding the need for the strategic shift, the logical change process, and their impact on the status quo. Senior Commanders are responsible for ensuring that the objectives are more clearly communicated to the subordinate officers for ownership in order to build linkages across various units/departments, strategy levels, implementation techniques, and the administrative structure in place. In regards to the strategy, communication also promotes commitment and consensus. Effective communication is essential to getting people involved and significantly reducing their level of ambiguity about how an organization operates (Burnes, 2004). The survival of an organization depends on its ability to communicate effectively, and without it, the web of connections we refer to as organizations cannot meet the needs of anyone.

Consensus is crucial because strategies might be perceived in many ways when implementing them (Brinkschröder et al., 2014). Promoting a cohesive direction for everyone within the organization is the duty of the leaders. Performance gains and successful implementation are linked to strategic consensus. In order to improve strategic consensus, regular vertical communication is essential. The main obstacle to this communication, though, is the strict top-down management style that results in a lack of open dialogue about obstacles and underlying causes among employees (Chain of command). Given the critical role that communication plays in an organization, managers must cultivate a corporate culture that prioritizes comprehension of communications across all divisions (Abok, et al., 2013).

Precision, leadership, attention to detail, the capacity to communicate concisely and clearly to all pertinent stakeholders inside the firm, as well as the ability to deconstruct complexity into manageable tasks and activities are among the special and creative skills that are needed for the effective and efficient implementation of strategies (Mohamed & Ngari, 2015).

Conversely, a results-driven communication strategy involves strategic communication aimed at attaining quantifiable outcomes (Kibe, 2014). It places a strong emphasis on making sure staff members are knowledgeable about the information they need to perform their jobs effectively, cultivate a good rapport with clients, and represent the company externally (Muthaura, 2012). It entails communicating tasks, expressing performance expectations, giving performance feedback, and using information to solve problems. However, Remidez and Jones (2012) have critiqued this communication technique for lacking connection building elements, which limits the successful completion of projects. Burley (2018) reiterates this, arguing that people who are involved in the job are usually ignored in favor of a communication style that is results-oriented.

In order for messages to be as effective as possible, they must be conveyed repeatedly in various formats, according to Downs and Adrian (2012). According to Sanina, Balashov, Rubtcova, and Satinsky (2017), different parties associated with an organization have distinct communication needs and preferences, hence different messages require different ways or channels to deliver them. Coherence and consistency of multi-voiced communications are essential components of a multi-channeled communication strategy, as is the effective integration of numerous channels. However, this approach has been criticized, according to Jonassen and Driscoll (2013), because it makes it difficult to switch between channels, which limits the amount of information that can be processed, and because there isn't any concrete evidence that implies that single-channel inputs were not any more effective than multiple-channel exchanges. Furthermore, Nagy (2012) argues that since each communication channel is distinct, so too must the message composition for each one be unique. This makes it difficult to integrate them into a single communication thread and raises communication costs.

Strategic Capacity Building

Potter (2014) defines capacity building as the process used by organizations to ensure that workers not only retain their abilities but also have the facilities, resources, and knowledge necessary to do their jobs competently. Whether a person works in the public or private sectors, the goal of this procedure is often to facilitate knowledge of the obstacles that prevent them from reaching their full potential. According to Martha (2016), strategic planning and execution require competent leadership. Apart from establishing the organization's goals and objectives, leaders also need to manage stakeholders, make difficult decisions, carry out the plan, and adapt as the market conditions change.

As per UNDP (2020), capacity building is a sustainable endeavor that involves the involvement of all government departments, including ministries, local authorities, and caucus that unites professionals, over an extended period. It must be acknowledged that human resources are an essential part of any business, and an organization's success or failure is largely determined by how it handles its people resources. Organizational goals may be challenging to achieve if human resources are not prioritized (Akinusi, 2015). This is due to the fact that it possesses both intrinsic and extrinsic goals. The former involve enhancing employees' viewpoints, methods, and worldview with regard to the labor and duties they complete at work; seen from this perspective, it enables the employees to usually grow and diversify their experience. Improving worker performance via training and development is an essential strategic instrument, and many businesses keep increasing their training costs yearly in an attempt to obtain a competitive advantage.

Building capacity involves making sure that manager and staffs are aware of the plan and possess the know-how to carry it out successfully. Every employee needs to be aware of the goals, objectives, and workings of the strategic plan. In order for those who will be carrying out the strategy to comprehend the mechanics of integration and the procedures that must be established, they must receive training on effective implementation. Workers must also be aware of the metrics utilized to gauge performance, the intervals between monitoring and assessment, and the participants in performance reviews.

According to Marchington (2015), workers should be given the opportunity to participate in decisions that pertain to their area of responsibility as well as an explanation for why particular decisions were made. When it comes to integrating strategies, managers and staff members who actively participate in strategy implementation should receive training. According to Williams (2012), all employees must receive training in order to acquire the necessary skills for strategic planning, execution monitoring, and performance evaluation. Second, capacity building helps staff members feel more invested and accountable. Indicators of capacity building in this study include education, training, and assessment needs.

Performance

Strategic planning, according to Bryson (2018), is the methodical process of coming to fundamental judgments and choices that build and lead an organization. It blends futuristic thinking, objective analysis, and the subjective appraisal of goals and priorities to plan future courses of action that will ensure the long-term vitality and success of the company. According to Bryson and Edwards (2017), strategic planning is a collection of concepts, procedures, tools, and practices meant to help decision-makers and other stakeholders address what is genuinely essential for their companies and/or places. Public organizations employ strategic planning extensively because they believe it guarantees a goal-oriented approach and better performance.

Combs, Crook, and Shook (2015) assert that a variety of monetary and non-monetary indicators, such as the stock market, profits, market growth, customer satisfaction, employee performance, and corporate social responsibility, can be used to assess an organization's performance. As a result, an institution's performance is a measure of its efficiency, internal performance outcomes, and external performance metrics like social performance, which are still important in relation to financial significance (Richard, et.al. 2009). Organizations that have employed a range of performance assessment methods, including the balanced score card created by Kaplan and Norton (1996), operate under the premise that business operations, in turn, influence consumer perception and financial indicators. These business activities are influenced by indicators of institutional development and education.

Strategic planning, operations, finance, legal, and organizational development are all components of an organization's performance. According to Lukorito (2015), effective communication was essential to Kenya Airways Limited's excellent strategic performance. The company's open door policy allowed employees to participate in decision-making, which in turn inspired them. Goll and Rashid (2017) assert that an organization's strategic performance depends on its leadership. Leadership and senior management use a range of tactics, such as team building, re-engineering, training, and even rationalization, to solve internal weaknesses. All of these strategies aim to guarantee that companies keep their competitive edge and their position of dominance. McIvor, Humphreys, Wall, and McKittrick (2013) suggest that service-oriented businesses broaden their productivity study to incorporate a dual company-customer perspective in addition to the conventional company-centric viewpoint. This more inclusive strategy can assist resolve disputes or take advantage of opportunities to increase service productivity while also raising service quality. In this study, customer satisfaction, policy compliance, efficiency, and high-quality services were used to gauge how well a business performed.

Empirical Review

Effective Communication Plan

Lekisima, Ogolla, and Nzili (2022) sought to determine how organizational communication and strategy execution relate to Kenyan energy production companies. Primary data will be gathered for the study using a questionnaire, which employed a descriptive research design. The four Kenyan energy generation companies Kengen, Kenya Power Limited, Kenya Solar

Energy Limited, and Vivo Energy Company were the focus of the study. There were 493 responders in the study's population. Using a stratified random sampling technique, 128 respondents made up the study's sample size. The primary research instrument used in the study was a questionnaire that was given to the respondent in person. Both descriptive and inferential analysis were used to analyze the study's data, and tables and narratives were used to present the findings. The study's findings demonstrated that organizational communication has a favorable and significant impact on how energy generation companies in Kenya implement their strategies.

Olang (2015) examined the role of communication in strategy execution using the case of African women employed by Agricultural Research and Development (AWARD). The study employed a descriptive research approach, and an online questionnaire created with Google Forms was utilized to collect data. In relation to the initial study aim on communications as a component of strategy execution, the study found that communications had been identified as a vital part in achieving the organization's goal. It was also found that, in order to further the goals of the organization, AWARD maintains a fully functional internal communications department that aims to strategically engage audiences and significant stakeholders.

Ayusa (2016) looked on the communication and implementation of strategies in Kenyan telecom businesses. Formal surveys were employed to collect primary data. Subsequently, an examination was carried out on the numerical and non-numerical information gathered from the intended audience, comprising thirteen telecom providers in Kenya. The researcher found that the telecom providers sent information at work largely through a range of communication methods. Written, broadcast, electronic, mobile, and face-to-face encounters are some of these communication modes.

In TaitaTaveta County, Ngereri (2018) investigated the impact of strategic communication management on devolution. It specifically aimed to investigate the ways in which TaitaTaveta County's devolution is influenced by audience segmentation, communication content control, medium selection, and communication feedback mechanisms employed in strategic communications management. The media richness theory, the impression management theory, and the agenda setting theory served as the study's guiding principles. The research design for the study was a descriptive survey, with participants being management members at different levels within the county's autonomous ministries. Using stratified random sampling, 91 respondents 82 of whom took part in the study were included in the sample size. A questionnaire was used to gather the data, and both descriptive and inferential statistical techniques were used to analyze the results. The findings showed that effective devolution in the research region was significantly influenced by the use of audience segmentation in strategic communication. Control over communication content was also discovered to have a significant impact on the area's effective devolution. Nonetheless, the results showed that the study area's devolution was significantly but weakly impacted by the communication medium choice.

The impact of communication on the execution of strategic plans in the Kisii County Government was examined by Sankei and Nyakwara (2022). In this study, a descriptive design was employed. 592 professional graduate teachers from 37 Kisii County Government were the study's target population, and 172 responders made up the sample size. The study took into account 11 (or 30%) of all schools, all of which are fully operational and have written strategic plans. The collected qualitative data was analyzed using both descriptive and inferential methods so that critics could understand the findings. The study found a strong and favorable relationship between county governments' use of the strategic plan and their ability to communicate. The study discovered a positive and substantial association between leadership activities and the execution of the strategic plan in County Governments, holding all other variables constant. Ultimately, the study found that resources and the implementation of

strategic plans in county governments have a positive and substantial association, holding all other variables constant.

Strategic Capacity Building

Programs and initiatives implemented in an organization to enhance employees' abilities and knowledge to enable them to perform their jobs more successfully are known as capacity building. In Nwankwo, Olabisi, and Onwuchekwa's (2017) evaluation of the impact of capacity building on organizational performance, they employed the example of Nigeria. A descriptive design was employed in the study, and questionnaires were used to collect data. The main conclusion was that increasing an organization's capacity has a significant impact on its performance. Research has demonstrated that increasing an organization's capacity can lead to a rise in knowledge and skills necessary for improved performance.

DeCorby et al. (2018) investigated the efficacy of capacity building interventions in the healthcare industry. Using a desk review methodology, the study looked for information in previously published literature. In particular, the study examined 14 journal articles, and the main interventions for capacity building that were identified included conducting seminars and workshops, providing technical support, and using the internet to find relevant information.

Measurement strategies for capacity building initiatives were examined by Morkel and Ramasobama (2017). The study specifically aimed to ascertain the necessity of comprehending the process of measuring capacity building. In addition to conducting a survey of several senior employees who were specifically chosen from companies that had effectively implemented capacity building, a desk review methodology was used to achieve this goal. A review of the literature revealed that one component of capacity building that aids in raising employee skill levels within an organization is training.

According to Chepkoech and Yabs (2016), a different study revealed that Bomet County employed strategic change management techniques such as creating a change control system, incorporating people in the change process, implementing new technology, and recruiting new staff members. The county also faced a number of obstacles that made the change process less successful, including a lack of human capability, conflicting views on strategic change between management and subordinates, and reluctance on the part of county employees to change out of a fear of losing their jobs.

Akala (2019) used the Nairobi City County Assembly as a case study to investigate the effects of capacity building determinants for members of Kenyan county assemblies. The 123 members of the Nairobi County Assembly as well as the 147 permanent employees were the subject of the study. The study used a combination of quantitative and qualitative methodology. Using stratified random sampling, 82 respondents made up a representative sample. Data collection involved the use of questionnaires. Analysis was aided by descriptive and inferential data. Tables and figures were used to present the analyzed data in prose. The study found a strong and positive correlation between capacity building and the assessment of training needs. Building capacity was directly and significantly impacted by the training techniques. Building capacity was positively and significantly correlated with training content. Financial sufficiency and building capability had a positive and significant correlation.

Kwamboka (2018) investigated how organizational development at the UNOPS Kenya office was impacted by initiatives for capacity building. Descriptive survey research design was used in this study. The UNOPS office in Nairobi employed 54 people at the time of this investigation. It was a census research. As a result, a sample of all 54 employees was used in the research. To gather primary data, a structured, closed-ended questionnaire was employed. With the use of the SPSS version 22, data was examined for descriptive and inferential statistics. The results demonstrate that organizational development and human resource capacity building have a statistically significant link. The results demonstrate a statistical connection between organizational development and the development of leadership capacity.

According to the study's findings, firms should prioritize staff training as a crucial component of organizational development. Programs for employee empowerment are crucial for enhancing their dedication to company goals.

In Nairobi County, Kanyi and Rosemary (2023) assessed the influence of capacity building on the efficacy of projects supported by donors. The study sought to ascertain the effects of management, technical, and governance competence on the efficacy of donor-funded projects in Nairobi County. The survey design chosen was descriptive. 311 project staff members served as the units of observation, and the target population consisted of 55 donor-funded initiatives. Purposive random sampling was used in the study to select 30% of the population, yielding a sample size of 94 individuals. The core data for this study comprised both quantitative and qualitative data. In data analysis, both descriptive and inferential statistics were used. Additionally, the relationship between the dependent and independent variables was ascertained through the application of multiple regression. According to the study, the performance of donor-funded projects in Nairobi County was positively and significantly impacted by technical, management, and governance competence.

RESEARCH METHODOLOGY

The research approach for this study was characterized as descriptive. The target population consists 164 top-level management employees of County government of Nairobi, which includes directors and deputy directors. In this work, the Yamane (1967) formula was employed to calculate the sample sizes. The sample size was 116 respondents

Table 3.1: Sample size

Designation	Target population	Sample Size Calculation	Sample Distribution
Directors	68	$(68/164)*116$	48
Deputy directors	96	$(96/164)*116$	68
Total	164		116

The primary data was obtained through field research, utilizing a questionnaire administered to management workers. The data analysis process facilitated through the utilization of SPSS version 27 (Statistical Package for Social Sciences). Following the completion of data analysis, the results were presented through the use of frequency tables and descriptive statistics. Additionally, a multiple regression analysis model was employed with an equation.

RESEARCH FINDINGS AND DISCUSSIONS

The study administered 116 questionnaires for data collection. A total of 107 correctly completed and returned forms indicate a 92.24% response rate. According to Mugenda & Mugenda (2018), a study's response rate of 30–50% is sufficient to produce results that may be trusted. Therefore, the 92.24% response rate was suitable for this study's data analysis.

Effective Communication Plan

Examining the impact of an effective communication plan on the Nairobi County Government's performance was the second specified goal. The research question, "What is the influence of effective communication plan on performance of Nairobi County Government, Kenya?" served as a guide for the study. From Table 4.9 the study found evidence effective communication plan influence performance of Nairobi county government, Kenya ($M = 3.46$, $Sd = 1.42$).

Table 4.1: Effective Communication Plan on Performance of Nairobi County Government

Effective Communication Plan	SD	D	N	A	SA	M	Std. Dev
Employees can learn about new requirements, tasks, and activities that must be completed by affected employees through defined communication channels.	27.1%	10.3%	11.2%	25.2%	26.2%	3.13	1.58
Poor communication causes delays at work and gives employees the impression that they are not included in decision-making.	24.3%	10.3%	2.8%	33.6%	29%	3.32	1.58
Employees are kept regularly informed about the plans and developments related to the implementation of the change through communication.	0%	0%	0%	47.7%	52.3%	4.52	.50
Rumors and fear are brought into the workplace when communication with all employees is not done on time.	34.6%	6.7%	1.9%	18.3%	38.5%	3.19	1.78
Participation of stakeholders makes it possible to learn about current events, whether they are good or bad news.	26.2%	17.8%	8.4%	7.5%	40.2%	3.18	1.70

From Table 4.1, the study found that employees are kept regularly informed about the plans and development related to the implementation of the change through communication ($M = 4.52$, $Sd = 0.50$). Poor communication causes delays at work and gives employees the impression that they are not included in decision-making ($M = 3.32$, $Sd = 1.57$). Rumors and fear are brought into the workplace when communication with all employees is not done on time. ($M = 3.19$, $Sd = 1.77$). Participation of stakeholders makes it possible to learn about current events, whether they are good or bad news ($M = 3.17$, $Sd = 1.70$). Employees can learn about new requirements, tasks, and activities that must be completed by affected employees through communication channels ($M = 3.13$, 1.57).

Consensus is crucial because strategies might be perceived in many ways when implementing them (Brinkschröder et al., 2014). Promoting a cohesive direction for everyone within the organization is the duty of the leaders. Performance gains and successful implementation are linked to strategic consensus. In order to improve strategic consensus, regular vertical communication is essential. The main obstacle to this communication, though, is the strict top-down management style that results in a lack of open dialogue about obstacles and underlying causes among employees (Chain of command). Given the critical role that communication plays in an organization, managers must cultivate a corporate culture that prioritizes comprehension of communications across all divisions (Abok, et al., 2013).

Strategic Capacity building

The second specific objective of the study was to determine the influence of strategic capacity building on performance in Nairobi county government, Kenya. The objective was also guided by the research question 'What is the influence of strategic capacity building on strategic plan performance in Nairobi county government, Kenya? The findings from Table 4.2 indicated

strategic capacity building influence strategic plan performance in Nairobi county government, Kenya ($M = 3.48$, $Sd = 1.25$).

Table 4.2: Strategic Capacity building on Performance of Nairobi County Government

Strategic Capacity building	SD	D	N	A	SA	M	Std. Dev
The leadership development at County government of Nairobi entail building of management skills	5.6%	29.0%	15.9%	37.4%	12.1%	3.21	1.16
Through training, our staff members' job-specific skills have increased.	8.1%	27.3%	7.1%	40.4%	17.2%	3.31	1.27
Training has enabled our staff to provide better oversight of the budget.	0%	27.0%	9.0%	20.0%	44.0%	3.81	1.26
With employee training, our staff members have a deeper comprehension of their responsibilities.	0%	29.1%	16.5%	15.5%	38.8%	3.64	1.27
Our organization has a clear policy framework used in decision making.	3.7%	28.0%	23.4%	7.5%	37.4%	3.47	1.34

From Table 4.2, the study found that training has enabled our staff to provide better oversight of the budget ($M = 3.81$, $Sd = 1.26$). With employee training, our staff members have a deeper comprehension of their responsibilities ($M = 3.64$, $Sd = 1.26$). Our organization has a clear policy framework used in decision making ($M = 3.46$, $Sd = 1.34$). Through training, our staff members' debating abilities have increased ($M = 3.31$, $Sd = 1.26$). The leadership development at County government of Nairobi entail building of management skills ($M = 3.21$, $Sd = 1.15$).

The results align with the research conducted by Morkel and Ramasobama (2017), which sought to determine the importance of understanding the capacity building process. To do this, a desk review approach was employed in addition to surveying a number of senior employees who were hand-picked from businesses that had successfully implemented capacity building. An examination of the literature showed that training is one aspect of capacity building that helps an organization's employees become more skilled members of the workforce. According to Marchington (2015), workers should be given the chance to take part in decisions that are relevant to their area of responsibility as well as an explanation for why particular decisions were made. When it comes to integrating strategies, managers and staff members who actively participate in strategy implementation should receive training. According to Williams (2012), all employees must receive training in order to acquire the necessary skills for strategic planning, execution monitoring, and performance evaluation. Second, capacity building helps staff members feel more invested and accountable. Indicators of capacity building in this study include education, training, and assessment needs.

Organization Performance

The study's primary goal was to determine how Kenya's Nairobi County Government's performance was impacted by change management techniques. The goal of the descriptive statistics was to describe the Nairobi County Government's performance in Kenya. According to Table 4.3 findings, the Nairobi County Government in Kenya's performance is influenced by change management techniques to a certain level ($M = 2.95$, $Sd = 1.08$).

Table 4.3: Performance of Nairobi County Government

Performance	SD	D	N	A	SA	M	S D
Over the past five years, there has been an increase in the quantity of projects carried out.	0%	22.4%	25.2%	0%	52.3%	3.82	1.29
Transparency affects how much money the public sector collects.	2.8%	78.5%	15.0%	0%	3.7%	2.23	.68
The accountability of public servants plays a major role in the performance of the public sector.	0%	22.4%	25.2%	0%	52.3%	3.82	1.29
Skills and performance in the public sector are directly correlated.	6.5%	37.4%	11.2%	26.2%	18.7%	3.13	1.28
Nairobi County's customer satisfaction rate has increased.	50.0%	26.0%	20.2%	3.8%	0%	1.78	.90

From Table 4.3 above, the study found that; Over the past five years, It was agreed that there has been an increase in the quantity of projects carried out ($M = 3.82$, $Sd = 1.28$) and accountability of public servants plays a major role in the performance of the public sector ($M = 3.82$, $Sd = 1.28$). The respondent neither agreed nor disagreed that skills and performance in the public sector are directly correlated ($M = 3.13$, $Sd = 1.28$). Further, they disagreed that transparency affects how much money the public sector collects ($M = 2.23$, $Sd = 0.68$) and that Nairobi County's customer satisfaction rate has increased ($M = 1.77$, $Sd = 0.90$), indicating a high level of dissatisfaction hence the county government should improve its service delivery to improve satisfaction level.

Correlation Analysis

The degree and direction of a linear link between two variables are measured through the analysis of correlation. The correlation statistic that is most frequently used to assess the strength (degree) of the relationship between variables that are linearly related is Pearson correlation. In general, (r) lies between a positive (+1) and a negative (-1) value. There will be less of a relationship between the two variables as the (r) value approaches 0. The association between change management techniques and the Nairobi County Government's (Kenya) performance was demonstrated using Pearson correlation (r).

Table 4.4: Coefficient of Correlation

Variables		PERF	ECP	SCB
Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	107		
Effective Communication Plan	Pearson Correlation	.805**	1	
	Sig. (2-tailed)	.000		
	N	107	107	
Strategic Capacity building	Pearson Correlation	.891**	.886**	1
	Sig. (2-tailed)	.000	.000	
	N	107	107	107

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

The communication plan effectiveness on performance of Nairobi County Government, Kenya, is positively and statistically correlated ($r = 0.805$; $p < 0.05$). This suggests that there is a favorable correlation between Nairobi County Government's performance in Kenya and the Effective Communication Plan. Furthermore, there was a substantial connection ($p < 0.5$) between these two variables, suggesting a linear relationship between the Nairobi County Government's performance and its Effective Communication Plan.

Regarding strategic capacity building, the study discovered a substantial, positive association ($r = 0.891$; $p < 0.001$) between it and Nairobi County Government's performance in Kenya. This suggests a positive correlation between Nairobi County Government performance in Kenya and Strategic Capacity building. Furthermore, there was a strong connection ($p < 0.5$) between these two variables, suggesting a linear relationship between Nairobi County Government performance and Strategic Capacity building in Kenya.

Influence of Effective Communication Plan on Organization Performance

The study sought to establish the relationship between effective communication plan and organization performances using Pearson correlation. Table 4.5 is a presentation of the findings.

Table 4.5: Model Summary; Effective Communication Plan and Organization Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801 ^a	.648	.437	.26192

a. Predictors: (Constant), Effective Communication Plan

Simple Linear regression test was applied in the determination of the predictive power effective communication plan has on organization performance as shown in Table 4.6 shows R Square of 0.648 implying that Effective Communication Plan determines 64.8% variation in performance. From ANOVA analysis p-value of $0.00 < 0.05$ was determined.

Table 4.6: ANOVA; Effective Communication Plan and Organization Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.741	1	8.748	164.4	.000 ^b
	Residual	4.748	105	.045		
	Total	13.489	106			

a. Dependent Variable: Organization Performance

b. Predictor: Effective Communication Plan

As per the findings in Table 4.7, the observation is that holding effective communication plan to a constant zero, performance would be at 0.438. It means any unit increase in effective communication plan leads to increase in performance by .438units.

Table 4.7: Coefficients; Effective Communication Plan and Organization Performance

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
1 (Constant)	0.821	.256			8.720	.001
Effective communication plan	.438	.092	.423		9.01	.000

Influence of Strategic Capacity Building on Organization Performance

The study sought to establish the relationship between strategic capacity building and organization performance using Pearson correlation. Table 4.22 is a presentation of the findings.

Table 4.8: Model Summary; Strategic Capacity Building and Organization Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891 ^a	.793	.623	.28176

a. Predictors: (Constant), Strategic Capacity Building

A simple Linear regression test was applied in the determination of the predictive power strategic capacity building has on organization performance as shown in Table 4.9 shows R Square of 0.793 implying that strategic capacity building determines 79.3% variation in performance. From ANOVA analysis p-value of $0.00 < 0.05$ was determined.

Table 4.9: ANOVA; Strategic Capacity Building and Organization Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.644	1	10.644	409.38	.002 ^b
	Residual	2.778	105	.026		
	Total	13.422	106			

a. Dependent Variable: Organization Performance

b. Predictor: Strategic Capacity Building

As per the findings in Table 4.10, the observation is that holding strategic capacity building to a constant zero, performance would be at 0.320. It means any unit increase in strategic capacity building leads to increase in performance by .320 units.

Table 4.10: Coefficients; Strategic Capacity Building and Organization Performance

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	0.821	.235	4.359	2.846	.002
	Strategic capacity building	.320	.055		6.345	.000

Table 4.11: Overall Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	B		
1	(Constant)	.075	.185		.407	.685
	Effective Communication Plan	.438	.054	.674	8.140	.000
	Strategic Capacity building	.320	.052	.266	6.170	.000

Based on $\beta_1 = 0.438$ (p-value = $0.001 < 0.05$), the results show that the effective communication plan had coefficients of estimation that were significant. Furthermore, the effective communication plan outweighs the error-related effect, as evidenced by the t values ($t = 8.140$)

at a 5% significance level). As a result, we can conclude that the effective communication plan has a 43.8% (or 0.438) significant impact on Nairobi County Government performance.

Furthermore, based on $\beta_2 = 0.320$ ($p\text{-value} = 0.000 < 0.05$), the results show that Strategic Capacity Development had coefficients of estimation that were significant. Furthermore, as evidenced by the t values, which support the conclusion that strategic capacity building has a greater impact than the effect attributable to error ($t\text{-calculated} = 6.170$ at a 5% level of significance), we can conclude that strategic capacity building has a significant impact on Nairobi County Government performance by 0.320 or 32%.

Conclusion

Examining the impact of an efficient communication plan on the performance of Nairobi County Government in Kenya was the study's second goal. The study comes to the conclusion that Nairobi County Government performance in Kenya is positively and significantly correlated with an effective communication plan. Communication is an important component of strategy execution and essential component in enhancing achievement of the organizations goals which includes adoption of different efficient communication channels, ensuring timeliness in communication and stakeholder involvement. Therefore county government of Nairobi must maintain a fully functional internal communication department that aims to strategically engage audiences and significant stakeholders to enhance its performance.

Determining the impact of strategic capacity building on the Nairobi County Government's performance was the third specified goal. The study concludes that Nairobi County Government performance in Kenya is positively correlated with strategic capacity building and that capacity building is statistically significant with the performance of the county government. The study confirms different initiatives of capacity building have been executed to enhance organization performance. Employee training and clear policy framework were the main aspects of capacity building. Through training the employee gain both technical and soft skills necessary to enhance performance. The study confirms that training enables staff to provide better oversight of the budget and also provides a deeper comprehension of their responsibilities. It can be therefore be concluded that strategic capacity building significantly influences organization performance hence an increase in capacity building leads to a proportional increase in organizational performance.

Recommendations

Additionally, in order to provide Nairobi County government with accurate information, the ICT department should make sure that the website is updated on a regular basis. The study recommends that all Nairobi County government agencies should make sure that internal memos and emails are used to notify staff members of directives beforehand. With the growth of social media, the research recommend adoption and consistent use of social media platforms in communicating to the general public about the policies and the policy changes in order to reach bigger target audience.

All parties concerned must be encouraged to participate in an efficient capacity building process. Stakeholders will feel more accountable for the project's success and long-term viability if they are actively involved and have a say in its development. Involving the stakeholders who stand to gain the most from the scenario not only facilitates better decision-making but also increases transparency in the growth process. Upskilling and reskilling staff, leadership development, flexible resource outsourcing, developing alliances for additional value, and optimizing agency procedures for efficiency are all examples of effective capacity building initiatives.

Suggestion for Further Studies

This study has focused on establishing the influence of change management strategies on performance of Nairobi county government, Kenya. It has explored the impact of effective

communication plan, strategic capacity building. In order to provide a better understanding of these characteristics, it thus suggests future analyses on other external aspects including the organizational context and type of industry. This is due to the fact that both internal and external environments have an impact on how an organization operates.

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