

TRANSFORMATIONAL LEADERSHIP PRACTICES ON PERFORMANCE OF HUDUMA CENTRES IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

Deteriorating performance of state owned entities and more specifically Huduma Centres in Kenya has not only raised concern from members of the general public but also top management of the State owned corporations. Embracing transformational leadership is conceptualized to influence performance of organization though not that of public entities such as Huduma Centres in Nairobi City County. Based on the fact that extensive studies have been carried out, it is noted from literature that there is no clear understanding on link between transformational leadership and performance of organizations and more specifically in Huduma Centres operating in Nairobi City County, Kenya. The specific objectives of the study were to determine the effects of technological initiatives and change management on performance of Huduma Centres. This study was anchored on transformational leadership theory and technology acceptance theory. Descriptive research design was adopted. The population of the study was 281 respondents selected from 5 Huduma Centres operating in Nairobi City County. Simple random and stratified sampling techniques were adopted to select respondents of the study. The ideal sample size of 165 respondents was determined using Israel formula. Respondents of the study were: managers, counter and service representatives of the 5

INTRODUCTION

Transformation of organizations from old state to a new state is seen as concept that is influenced by systematic and behavioural factors (Achitsa, 2014). With increased competition, change of regulations, change of consumer demands, technology and influence of globalization, change is inevitable in both public and private organizations from one sector

Huduma Centres. Primary data was collected using questionnaires. Validity of the research instrument was determined using strategic management experts from the industry and scholars at St. Paul's University while reliability was determined using Cronbach Alpha formula. R-square, F-tests and T-tests was tested to establish the relationship between variables. Diagnostic tests such as normality, linearity, homogeneity and multicollinearity were tested to confirm statistical assumptions. The analyzed data was presented in form of tables and figures. The findings of the study revealed that there exists a significant positive relationship between transformational leadership and performance of Huduma Centres operating in Nairobi City County, Kenya. Technological initiatives ($r = .581$, $p < 0.020$) and change management ($r = .481$, $p < 0.000$). This study concludes that despite technological initiatives and change management are considered to influence organizational performance, to a larger extent Huduma Centres were not embracing appropriate technology and change management initiatives. In this regard, this study recommends that unless management of Huduma Centres embrace technological initiatives and change management practices, achieving organizational competitiveness will be an uphill task.

Key Words: *technological initiatives, change management and organizational performance*

to another (Agboola, 2011). Alshaher (2013) contends that rethinking on transformational leadership is conceptualized to be a function of organizational performance. For effective organizational performance, transformational leadership is considered to be the driver of accelerating performance or organizations in terms of customer satisfaction, employee satisfaction, product development, diversification, service efficiency and effectiveness (Cummings, Bridgman & Brown, 2016). In the world of competition, technology and influence of globalization, organizations are shifting from transactional leadership to transformational leadership in order to survive (Achitsa, 2014). Globally, Aarons, Ehrhart, Farahnak and Hurlburt (2015) contend organizational performance is stimulated by transformational leadership practices such as employee training, change management and technology integration in the system in Turkey, Efendioglu and Karabulut (2010) observed that organizational performance is a functional of transformational leadership despite differences in leadership form one organization to another. Regionally, Abu Orabi and Tareq (2016) in Oman ascertains that in the turbulent business environment, transformational leadership is considered to be the driver of organizational performance. Abu Orabi and Tareq (2016) in Jordan aver that ability of any organization to survive in the dynamic business environment, embracing transformational leadership is not optional but a mandatory practice for sustainable competitiveness.

Johnson (2015) argues that with increased demand for quality services from customers, organizations and more specifically public entities are embarking on transformative leadership as a strategy of enhancing performance. Based on structural challenges, capacity development, slow pace of implementing new change or policies, transformational leadership practices such as employee empowerment, employee motivation, technological initiatives and change management are thought in this study to be practices of transformational leadership which may influence performance if effectively embraced (Arif, 2018). Although numerous studies have been conducted by Karuhanga (2015), Kwamboka (2016) and Mueni (2014) examined the relationship between transformational leadership practices and organizational performance, it is observed that little attention has been paid by researchers to unfold issues attributed to unsatisfactory services provided in public organizations. This study is motivated by the assumption that; Kenya is likely to achieve Vision 2030 initiatives if transformational leadership practices are embraced in public institutions mandated to offer public service such as Huduma Centres in Kenya. Since the establishment of Huduma Centres in Kenya, majority (57%) of the Kenyans are still raising concerns with regard to service quality thus the need for this study to unfold issues that have contributed to slow pace of actualizing the new changes thus deteriorating performance of Huduma Centres in Kenya.

Transformational leader is an individual with the ability to identify unique capabilities of employee in the organization and recognize their contribution towards organizational goals (Raineri, 2011). Transformational leaders aim to mentor employees, motivate, support and empower them to obtain best results with minimal resistance. Transformational leadership is defined as the degree to which a leader appreciates employee effort and serves as a role model by motivating employees to embrace new ways of doing things in order to respond to future threats and opportunities (Rothermel & Lamarsh, 2012). Transformational leadership

practices that are considered to influence performance of organizations in this study include: technological initiatives and change management. Tarus et al. (2015) regard technological initiatives as any new method, technique or process of service delivery. Integrating technology in service delivery not only enhances customer satisfaction but also organizational efficiency and effectiveness. Despite challenges experienced by organizations when implementation technologies such as employee resistance, to a larger extent it is viewed that technology has significantly contributed increased productivity of organizations in terms of profits, reduced costs of operation, enhanced customer service delivery and reduced waiting and cycle time (Riwo, Njanja, & Ochieng, 2012). Development of websites, new product development and service automation not only result customer satisfaction but also employee morale to perform their duties with due diligence (Raineri, 2011). Arif (2018) describes change management as a systematic process of setting new policies or guidelines to be accomplished, set a framework of implementing the new policies and ensure evaluation is done based on the set standards. Effective change implementation is viewed to be systematic approach of creating awareness of the new change to existing employees, ensure you give the alternative way of doing things, create a framework of implementing the new alternatives and finally reinforce the new behaviours by rewarding behaviours but not individuals (Achitsa, 2014). In many organizations, change management has been characterized by internal and external challenges despite efforts organizations put in place to translate the new policies into action. Transformative leadership is one of the organizational strategies that can translate the new change to into measurable results from one organization to another (Aarons et al., 2015)

Huduma Kenya is a programme by the Government of Kenya that was established in 2013. The major objective of establishing the centers was to transform Public Service delivery by providing citizens' access to various Public Services and information from One Stop Shop citizen service centres called Huduma Centres and through integrated technology platforms. Huduma Centres in Kenya provides Efficient Government Services at the Convenience of the citizen. This means that Kenyans will be able to get birth certificates, national identity cards, passports, registration of business names, and applications for marriage certificates, drivers' licences, police abstracts and many other services in one place. Others are introduction of Huduma platform to offer M-Government services to citizens from their mobile phones and a Huduma call centre to provide customer service using a single dialling prefix (GoK, 2016). Through the Huduma Kenya platform, the government aims at enabling citizens to access integrated public services via their phones, computers and personal digital assistants (PDA). The new portal is also expected to enhance service delivery and eradicate graft loopholes. Tenders and vacancies in the public service will also be accessible on the platform. Users will also be able to directly post their comments and complaints regarding government services (Government of Kenya, 2016). Both local and foreign investments have been hindered or slowed down by the cumbersome bureaucratic requirements from different government agencies before licences or approvals were obtained. To many Kenyans, obtaining even some of the most basic and simple services such as national identification card or a trading license for a small business had become impossible and often led to frustrations (GoK, 2015). However, implementation of initiatives spelt out in the strategic plan of Huduma Centres has

remained an uphill task due to challenges from internal and external business environment, despite the efforts of the Government to implement the initiatives.

PROBLEM STATEMENT

Despite that acknowledged fact that transformational leadership has a positive significant relationship with organizational performance from one context to another, it is observed that majority of the public service entities or State corporation in Kenya and more specifically Huduma Centres in Kenya are experiencing deteriorating performance in terms of service delivery thus raising concerns from members of the public (Klynveld Peat Marwick Goerdeler, 2016). Challenges of maintaining services standards, automation of services and development of capacity not only need transformative leaders but also total commitment from the government, employees and leaders but also a combination of sustainable interventions consolidated in transformative leadership practices (Kenya Institute of Public Policy Research and Analysis, 2015). Numerous studies which have been conducted locally by Amin (2016), Awuor (2015) and KIPPRA (2015) reveal that there is no clear understanding on the link between transformative leadership and performance of organizations thus the need for this study at Huduma Centres in Nairobi City County. Amin (2016) in Kenya studied the role of transformational leadership on performance of National Bank of Kenya. The study adopted descriptive research design to select 84 respondents who comprised of employees of the bank. Data was collected using questionnaires and analysed using regression method. The findings indicated that there exists a moderate significant relationship between transformational leadership and performance of the bank. However, this study sought to address the research gaps by seeking to examine the effect of employee empowerment, employee motivation, technological initiative and change management on performance of Huduma Centres in Nairobi City County, Kenya. Awuor (2015) established that there exists a difference between transformational leadership and performance of State Corporations in Kenya. The study adopted descriptive research design and random sampling technique to select respondents from 90 State corporations in Kenya. Data was analysed using regression method. Employee commitment which was the moderating variables was introduced between transformative leadership and performance of State corporations in Kenya. In contrast, this study sought to address this research gaps by examining the direct effect of employee empowerment, employee motivation, technological initiatives and change management on performance of Huduma centres in Nairobi City County, in Kenya. KIPPRA (2015) pointed out that serviced quality in public entities is of great concern that needs multiple strategic interventions. Systemic and behavioural challenges which hinder effective service delivery not only need a sole strategic approach but also transformational leadership approaches in order to achieve organizational goals. Mbithi, K'Obonyo and Awino (2016) established that there exists a positive relationship between transformative leadership and performance of public universities in Kenya. Further, it was noted that employee outcomes had a positive significant relationship between transformative leadership and performance of Huduma Centres in Kenya. However, it was observed that the study was limited to public universities and did not examine a direct relationship which this study will seek to address. However, from the findings of the empirical studied conducted by Arif (2018), Abu Orabi and Tareq

(2016), KPMG (2016), Amin (2016), Awuor (2015) and KIPPRA (2015) examined variables of this study partially and in isolation. Further, the studies were confined to different countries and sectors and each study adopted different methodologies which makes it difficult to generalize the findings. Therefore, it on this background this study sought to investigate the effect of transformational leadership practices on performance of Huduma Centres in Kenya.

RESEARCH OBJECTIVES

1. To examine the effect of technological initiatives on performance of Huduma Centres in Nairobi City County.
2. To assess the effect of change management on performance of Huduma Centres in Nairobi City County.

LITERATURE REVIEW

Transformational Leadership Theory

The theory was pioneered by Downton (1970) and later advanced by other scholars like Burns (1978). The theory argues that leaders and followers in any organizational set up can influence each other and advance to higher levels of morality and motivation in achieving organizational goals by implementing marketing strategies formulated (Bass, 1998). The theory argues that transformational leaders can inspire employees to change attitudes, perceptions and motives thus improved service delivery. Transformative leaders are considered to more futuristic thinkers than transactional leaders who reward individuals rather than behaviour. Rotherme and LaMarsh (2012) acknowledge that transformative leadership is purely dependent on the leader's personality traits to energize followers and articulate the vision, mission and goals of the firm.

The theory opines that any organizational that is committed to quality service delivery, leaders not only need to have skills of influencing workers but also techniques of transforming the organization from an old state to a new state that is characterized by minimal resistance to change, creativity among workers, new product development, diversification, knowledge management and ability to align and realign its policies to changing business trends (Rajala, Ruokonen & Ruismäki, 2012). As organizations strive to survive in the changing business environment, Scott (2014) contends that transformative leadership should not only embrace policies that promote employee skills and knowledge but also identify new ways of motivating workers, integrating technology in service delivery and identifying models of implementing new changes in the organization. This theory underpinned this study based on the assumption that Huduma Centres are likely to experience improved performance in terms of employee and customer satisfaction, service efficiency and effectiveness if they embrace transformational leadership practices such as employee empowerment, employee motivation, technological initiatives and change management.

Technology Acceptance Theory

Technology Acceptance theory was pioneered by Davis (1989). The theory argues that new methods, process and techniques of production are a function of organizations performance. Achieving organizations excellence, technology is one of the most significant drivers of organizational competitiveness. Davis (1989) contends that success of any technology in any successful systems is purely dependent on perceived usefulness, which is the ability of the user to apply the technology without difficulty in performing duties, perceived ease of use which is regarded as the ability of the technology to be used by the majority of employees and give sustainable solution, attitude towards technology which is described as the innate quality of the user that determine application of the new technology in performing duties and behavioural attention which is viewed as the general conduct of the user towards the new technology (Curtin, 2014). Alshaher (2013) opines that as organizations continue to experience challenges such as increased costs of products, inability to align policies to changing regulations and behavioural resistance and inability to adopt new technologies in systems will not only boost overall productivity of the organizations but also will contribute to sustainable customer loyalty.

Adair (2012) attests that complexity of technology not only makes organizations drag behind creativity and innovation but also it contributes to increased costs of production. Equipping employees with appropriate ICT skills will promote organizational productivity in terms of increased returns in investments, profits, volume of sales, diversification and ability to penetrate global markets. This theory underpinned this study based on the notion that performance of Huduma Centres in Kenya is likely to be influenced by technological initiatives adopted such as website improvement, service automation and new product development.

EMPIRICAL LITERATURE

Technological Initiatives and Organizational Performance

Despite challenges of implementing new technologies in organizations, Kwamboka (2016) identified that there exists a positive significant relationship between technologies and performance of state owned institutions in Kenya. Descriptive research design and simple random sampling technique were used to select 113 respondents. Linear regression method was used to analyze data. The study concluded that firms in the 21st century would only survive in the turbulent business environment by automating their systems and processes. Further, the study noted that employee training on ICT skills was a mandatory competitive practice of dynamic firms. In contrast, this study will seek to examine variables of the study in an integrated approach by introducing other predictor variables such as employee empowerment, employee motivation and change management on performance of Huduma Centers in Kenya. Mulinge (2014) found out that there exists a direct relationship between technology and quality customer service delivery in commercial banks in Kenya which is viewed as an element of performance. Correlational research design and purposive sampling

technique was used to choose 96 respondents. Linear regression technique was used to analyze data. The study concluded that technology integration in the system can result to increased profits of firms in developing and developed countries. Efficiency of the system is enhanced through adoption of modern technologies. The study concluded that technology has promoted e-commerce practices to modern firms thus enhanced customer loyalty.

Moreover, it was noted that companies can cut costs by 50% if they embrace appropriate technology in production, processing and distribution. However, this study will seek to address the research gaps by assessing examining the effect of transformational leadership practices on performance of Huduma Centres in Kenya but not State Corporations in Kenya. Organizations that embrace modern technologies are considered to perform more effectively unlike organizations which fear or consider technology as a cost (Mueni (2014). This study established that technological initiatives in organizations had positive significant results on organizational performance in terms of service efficiency and effectiveness. The study used cross-section research design and stratified sampling technique to arrive at a sample of 86 respondents. Data was analyzed using linear regression method and results indicated that there existed a difference between technology and performance of organizations. The study pointed out that technology not only contributed to enhanced service delivery but also improved overall efficiency of the organization in terms of time of servicing customers and speed of processing customer enquiries. The study concluded that if technology is not effectively managed, it can lead to organizational conflicts and vice versa. In contrast, this study will seek to modify performance metrics to reflect that of Huduma Centres in Kenya.

Performance of manufacturing firms in Kenya was influenced by quality management initiatives (Yusufu, 2013) Cross-sectional research design and systematic sampling technique were adopted to choose 217 respondents. Factor analysis method was used in data analysis. Findings revealed efficiency and effectiveness in service delivery was largely dependent on system automation even though systemic and behavioral challenges are experienced from one organization to another. In contrast, this study will seek to examine effect of strategic management drivers on service delivery in State Corporations in Kenya by adopting hierarchical regression method to test the interaction effect of the variables.

Moturi (2010) established that transformational leadership was measured in any system based on the level of technology and its effectiveness in the system in service delivery. The study pointed out that ICT initiatives such as websites, hardware and software technologies were directly correlated with performance of government ministries in Kenya in terms of service delivery. Descriptive research design and convenient sampling technique were used to choose 116 participants. Interview guides and questionnaires were used in data collection. Data was analyzed descriptively and findings indicated that ICT initiatives in organizations were not only contributed to operational efficiency but also made organizations to minimize costs of production by 53% if effectively managed. The study concluded that effective integration of information technology at the workplace, organizations can have virtual offices which are less costly than physical offices. However, this study will seek to address this research gaps

examining the effect of transformational leadership practices on performance of Huduma Centres.

Change Management and Organizational Performance

Quality customer service deliver in organizations is dependent on effective change implementation (Efendioglu & Karabulut, 2010). This study pointed out that for effective change implementation in any competitive organizations, transformational leadership is inevitable. Leaders who can mobilize resource and influence employee behaviours towards organizational goals not only contribute to quality customer service delivery but also facilitate service efficiency and effectiveness. The study noted that despite the fact that employees always tend to resist change, transformative leaders have the ability to institutionalize and conceptualize change among workers. However, it noted that the study sought to examine the impact of strategic planning on financial performance of companies in Turkey but did not examine variables of this study. Regionally, Arif (2018) studied transformational leadership and performance of multinational corporations in Pakistan. The study adopted correlational research design and convenient sampling technique to select 117 respondents. Data was collected using questionnaires and analyzed using descriptive and regression methods. The findings revealed that there exists a strong positive relationship between transformative leadership, organizational innovation and performance of multinational corporations. It is observed that the study introduced a moderating variable between transformative leadership and performance of multinational corporations thus ignoring to examine the direct effect of transformational leadership practices on performance of Huduma centres in Kenya. Further, this study was confined to public service sector organization in Kenya that is different from multinational corporations in Pakistan.

Furthermore, Abu Orabi and Tareq (2016) studied the impact of transformational leadership style performance of commercial banks Jordan. The study adopted exploratory research design and stratified sampling to select 171 respondents. Questionnaires were used to collect data and data was analyzed using descriptive statistics. The findings indicated that there exists a difference between transformational leadership and performance of commercial banks in Jordan. However, it is noted that the study examined different variable such as idealized, inspirational, intellectual simulation and individual on performance of commercial banks which are different from the transformational leadership practices of this study. Effective change implementation in organizations is directly correlated leadership. Despite the fact that leaders can perform effectively in different contexts, visionary leaders are more likely to succeed in dynamic contexts as compared to transactional leaders who tend to be rigid to changes and ignore to empower and motivate worker (Aarons, Ehrhart, Farahnak & Hurlburt, 2015). Success of any organization in implementing new changes is determined by the kind of leadership styles. Inability of leaders to recognize and identify employees' talents, survival of any organization will be a challenging task. However, it is noted that the study sought to examine the effect of leadership on change implementation but did not examine the relationship between transformational leadership practices and performance of Huduma Centres in Kenya. It is revealed by Achitsa (2014) that, for effective change implementation

and performance of any organizations, leaders should not only adopt democratic style of management but also embrace new ways of introducing new changes such as regular meeting, allocating new duties to employees, training of workers, delegating and rewarding new behaviours rather than individuals.

Similarly, Adair, (2012) opines that, effective change implementation in any organizations is facilitated by initiatives of transformative leaders. Leaders who challenge the status quo and involve employees in key decision making process are likely to implement change more easily than transactional leaders who believe in rewarding individuals rather than new behaviours. The spirit of team work and minimal resistance in the organizations is only promoted if top leaders act and conduct themselves as role models and steer the change process rather than giving instructions or orders only. Despite extensive empirical studies conducted internationally and locally by Kemboi (2016), KIPPRA (2015), Okubo and Agili (2015), Aarons et al. (2015), Tarus et al. (2015), Mulinge (2014), Kwamboka (2013), Yusufu (2013), Rajala et al. (2012), Rothermel and LaMarsh (2012), Sonenshein and Dholakia (2012), it is observed that there is absence of a framework to examine variables of this study in an integrated way thus conceptual, contextual and methodological research gaps. It is noted that each study examined variables of this study partially and in isolation using different theories. Further, each study was confined to different geographical and cultural environments which were different from the context of this study. In addition, it was noted that each study used different research methodologies in terms of research designs, sampling designs, instruments of data collection and data analysis methods thus conflicting views in research findings due to inadequate sample size and methods of analyzing data. Moreover, it is observed that the respondents of each the study were different and had different knowledge and experience in relation to the problem of the current study will seek to investigate. It is concluded that despite the fact that some researchers have tried to examine the link between transformational leadership practices and performance of organization, there is absence of a model that seeks to examine variables of this study in an integrated manner thus the need for this study.

RESEARCH METHODOLOGY

This study adopted descriptive research design. The target population of the study was 5 Huduma Centres operating in Nairobi City County, Kenya. 281 employees working in the five Huduma Centres formed the target population of the study. The source of the list of employees working in the selected 5 Huduma Centres in Nairobi was obtained from existing human resource records. The respondents of the study were: managers, counter service representative and customer service representatives. Simple random sampling technique was used to select respondents of the study. The 5 Huduma centres operating in Nairobi City County were randomly selected and a target population of 281 respondents was drawn while the ideal sample size was determined using Israel formula (2009) Primary data was collected using questionnaires with open and closed-ended questions. Questionnaires were self-administered to respondents during working hours of the day. Respondents were required to measure the items of the questionnaires using a likert point scale type of measurement where

1 will represented strongly disagree and 5 represented strongly agree. Face and content validity of the research instrument was measured using university lecturers and strategic management experts while the internal consistency of the research instrument of this study was measured using Cronbach's alpha coefficient of 0.7 as recommended by Mertler and Vannatta (2010). Statistical Package for Social Sciences (SPSS version 24) was used to analyze data quantitatively. First, data was analyzed descriptively using mean scores, frequency distribution tables, standard deviation, percentages and graphs. Diagnostic tests such as normality, linearity, homogeneity and multicollinearity were conducted to determine conformity of data to statistical assumptions before conducting regression analysis. Correlation and regression were conducted at 95% significance level and 5% confidence level to establish the relationship between variables of this study. The general linear regression model adopted was of the form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon,$$

Where: Y=Performance of Huduma Centres, β_0 = Y intercept, β_1 to β_2 =regression coefficients, X_1 =Technological Initiatives, X_2 = Change Management and ε =other factors not included in the model.

Ordinary least square tests such as normality, linearity, homogeneity and multicollinearity tests were undertaken before conducting regression data analysis to confirm statistical assumptions and data was confirmed to be consistent with statistical assumptions for further data analysis as recommended by Crowther and Lancaster (2012), Guest (2012) and Fisher (2010).

RESEARCH RESULTS

Research findings related to the pertinent results provided by respondents after being requested to indicate the extent to which they agreed technological initiatives influenced performance of Huduma Centres in Nairobi County, revealed that the mean score for 3 of the 10 statements were more than 4.00 indicating that a most of the respondents agreed with the statement while the rest either disagreed or were neutral. Respondents of the study indicated that the corporation had a website with a mean score of 4.41, provision of service though online platform with a mean score of 4.11, receiving online requires with a mean score of 4.07, availability of techno savvy employees with a mean score of 3.28, usage of social media platforms with a mean score of 2.80, response to customer queries on real time with a mean score of 2.11, response to online equerries on time with a mean score of 2.03, equipment of workers with IT skills with a mean score of 1.98, system reliability in service delivery with a mean score of 1.89 and all service accessibility through online platform with a mean score of 1.11. The aggregate mean index of 2.779 in respect to this parameter shows that most employees disagreed to the statement while the rest either agreed or were neutral.

These findings imply that even though there exists a significant positive relationship between technological initiatives and performance of Huduma Centre, to a larger extent technological initiatives were not embraced appropriately. It was pointed out that despite existence of

corporate website, most of the customers experienced challenges of accessing services through online platforms. Systems down time were attributed to poor customer services delivery. Despite existence of employees with IT skills, it was revealed that some employees did not have the required IT skills to perform effectively. Moreover, it was noted that response to customer queries through online platform experienced delays thus customer dissatisfaction. On the other hand, it was revealed that some services that were offered by the corporation were not provided through online platforms but customers were required to seek them through service counters. These findings contradict that of Imran et al. (2016), Fernandez and Moldogaziev (2013), Cummings and Worley (2015) who established that technology is not directly correlated to organizational performance. The studies indicated that technology introduced may challenge existing workers if they are not effectively trained. The studies concluded that even though organizations may intend to embrace technologies to enhance service delivery, to some extent evaluation of skills and infrastructure are key factors that can make organisations realize benefits attributed to technology. Further, Awuor (2015) on the other hand affirms that technology is directly correlated with performance of organizations if effectively embraced and vice versa.

Findings related to the pertinent results provided by respondents after being requested to indicate the extent to which they agreed change management influenced performance of Huduma Centres in Nairobi County, revealed that the mean score for all the 10 statements was less than 3.00 indicating that a most of the respondents disagreed with the statement while the rest either agreed or were neutral. The respondents indicated that top management had created programs intended to sensitize employees on implementation of new policies with a mean score of 2.91, rewarding employees who implement new initiatives with a mean score of 2.88, encouragement of dialogue by managers with a mean score of 2.22, teamwork with a mean score of 2.19, appreciation of workers by managers with a mean score of 2.11, interpersonal relations between top level and lower level employees with a mean score of 2.07, creativeness of leaders in new change implementation with a mean score of 1.10, creation of an atmosphere by leaders that promote creativity and innovation among workers with a mean score of 1.06, recognition of my commitment by my immediate supervisor with a mean score of 1.05, efforts of the supervisor in ensuring workers understand the need for change with a mean score of 1.02. The aggregate mean index of 1.861 in respect to this parameter shows that most employees disagreed to the statement while the rest either agreed or were neutral.

These findings imply that despite the fact that change management had an influence of performance, to a larger extent the employees were not sensitized on new initiative nor rewarded. Even though managers encouraged dialogue, views proposed by workers were not considered. Leaders were reactive to change rather than proactive. Moreover, it was noted that workers were not recognized for their commitment by immediate supervisors. To some extent, most of the workers were not informed about the urgency of change thus inability of the corporation to remain competitive. These finding are consistent with that of and Arif (2018), Aarons et al. (2015), Achitsa (2014), Abu et al. (2016) and Adair (2012) who found out that implementation of change in any organization is the most difficult process than

formulation of policies. Changing the culture and mind-set of the majority of the people in large and small organization is not only affected by traditions and norms of working but also individual evaluation of the change in the organization. Without proper preparation, involvement of workers in decisions, timely, communication and allocation of resources and involvement of change agents in the change process, implementation of change can be the most difficult task to managers or leaders in any organization. It was concluded by the study that, despite the fact that change management has a positive influence organizational performance, organizations can suffer major setbacks if appropriate models or approaches are not used by leaders.

Table 1: Correlations Coefficients

Variable	Pearson Statistics	1	Technological Initiatives	Change Management	Performance
Technological Initiatives	Significance (2-tailed)	0.010			
	Sample size	21			
	Pearson Correlation	.152**			
	Significance (2-tailed)	0.000			
Change Management	Sample size	21			
	Pearson Correlation	.152**			
	Significance (2-tailed)	0.000			
	Sample size	21			
Performance	Pearson Correlation	0.032	.581**	.481**	1
	Significance (2-tailed)	0.000	0.020	0.000	
	Sample size	83	83	83	83

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

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

As illustrated in Table 1, the study sought to establish an understanding of the existence of a significant relationship between transformational leadership practices (technological initiatives and change management) and the dependent variable (performance of Huduma Centres in Nairobi County). The coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (performance of Huduma Centres in Nairobi CityCounty). that is explained by the three predictor variable (employee empowerment, employee motivation, technological initiatives and change management). Pearson correlation coefficient (r) was used to determine the level of significance of bivariate relationship (technological initiatives and change management). According to Guest (2010), correlation coefficient (r) = ±1.00 indicates that there is a positive or negative correlation

between variables. If $(r) = +1$, it depicts a strong relationship while -1 depicts a weak relationship. Further, if $(r) = 0$, it depicts that there is no relationship between variables. A correlation was considered significant when the probability value was equal to or less than 0.05. The results in Table 4.6 indicate that there exists a positive significant relationship between (technological initiatives and change management) on the dependent variable (performance of Huduma Centres in Nairobi City County). Technological initiatives ($r = .581, p < 0.020$) and change management ($r = .481, p < 0.000$) at the 0.05 level in a two tailed test. These results imply that there exists a strong positive relationship between consolidated transformational leadership predictor variables and performance of Huduma Centres in Nairobi City County.

Table 2: Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.923	0.832	0.774	0.6173

As shown in Table 2, the multiple correlation coefficient (R) of 0.953, means that there is a strong linear relationship between the independent variables (technological initiatives and change management) and the dependent variable (performance of Huduma Centres in Nairobi City County). The independent factors that were studied explained only 83.2% of transformational leadership practices on performance of Huduma Centres in Nairobi City County. This therefore meant that other factors not studied in this research contributed to 12.1% performance of Huduma Centres in Nairobi City County. Therefore, further research should be conducted to investigate the other factors (12.1%) that influence performance of Huduma Centres in Nairobi City County. Adjusted R Square of 0.774 implies that technological initiatives and change management contributed 77.4% of the variation in the performance of Huduma Centres in Nairobi City County. The standard error of the estimate is the measure of dispersion (or variability) in the predicted scores in a regression which represents the average distance that the observed values fall from the regression line (Guest, 2010). The standard error of estimate of 0.6173 reflects a small value which means that the observations are closer to the fitted line and hence the estimates are within the adopted 0.95 level of confidence

Table 3: ANOVA Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69322.254	9	7702.473	220.374	.000 ^a
	Residual	34567.406	989	34.952		
	Total	103889.660	998			

Predictors: (Constant) technological initiatives and change management

b. Dependent Variable: performance of Huduma Centres in Nairobi City County.

Table 3, depicts results of regression analysis of the two predictor variables (technological initiatives and change management) on the dependent variable (performance of Huduma Centres in Nairobi City County). The F-ratio in the ANOVA tests indicates the overall regression model was a good fit for the data. The results of F-test; shows that $F(9, 989) = 220.374 > 2.61$, thus the independent variables collectively significantly influence the dependent variable. The results therefore indicate that the two predictor model could be used in forecasting performance of Huduma Centres in Nairobi City County.

Table 4: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.256	1.2935		0.730	0.000
Technological Initiatives	0.459	0.1537	0.113	2.782	0.003
Change management	0.423	0.246	0.167	2.783	0.012

To confirm whether there existed a statistical relationship between predictor variables (technological initiatives and change management) on the dependent variable (performance of Huduma Centres in Nairobi City County.), multiple regression analysis was undertaken as shown in Table 4.6. The coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables. After conducting regression analysis, the regression equation $= \beta_0 + \beta_1X_1 + \beta_2X_2 + \epsilon$, became:

$$Y = 1.256 + 0.789X_1 + 0.722X_2.$$

From the findings of the regression equation indicated that taking all factors into account (technological initiatives and change management) constant at zero, performance of Huduma Centres in Nairobi City County will be 0.256. The results demonstrate that taking all other independent variables at zero, a unit increase in technological initiatives and change management will lead to an increase in performance of Huduma Centres in Nairobi City County by unit factors of 0.459 and 0.423 at 5% level of significance and 95% level of confidence. The significance values of the two variables was less than 0.05, indicating that there existed a positive significant relationship between technological initiatives and change management and performance of Huduma Centres in Nairobi City County. The findings correspond with that of Arif (2018), Aarons et al. (2015), Achitsa (2014), Abu et al. (2016) and Adair (2012) who established that there existed a positive significant relationship between transformational leadership and organizational performance.

CONCLUSION AND RECOMMENDATIONS

The study established that technology initiatives had a significant positive influence on performance of Huduma Centres even though some challenges were experienced. Despite existence of an active website, it was noted that some of the customer enquiries were not respondent to on real time, some employees were not conversant or were challenged in

interacting with the system, system down time was a major challenge that resulted to long queues and delay in attending a larger number of customers seeking various services. Further, it was pointed out that customers were forced to travel to seek counter services despite services were said to be offered through online platforms. The study established that there exists a significant positive relationship between change management and performance of Huduma Centres. Nevertheless, it was revealed that top leadership was more reactive rather than proactive to implement new changes. Employees were not sensitized about the urgency of the new changes nor rewarded for embracing new behaviours. Further, it was observed that decisions were made from the top and communicated downwards without consultation of workers. Recognition of workers in their commitment for change was a rare practice thus change resistance was observed among workers.

This study concludes that despite the fact that technological initiatives had a significant influence on performance of Huduma Centres; the level of technology in the organization was on a small extent. Delays experienced during service delivery, non-response to online customer queries, inability to update the website, lack of appropriate and IT skills among workers should be addressed in order to enhance efficiency and effectiveness in service delivery. Finally, the study concludes that even though change management had a significant positive influence on performance of Huduma Centres, underperformance of the centres is attributed to reactive change management approaches, inability to involve employees in key decisions, inappropriate approaches of introducing change and lack of recognition to hard working employees or rewarding behaviours rather than individual.

The study established that technological initiatives had a significant positive effect on performance of Huduma Centres though the corporation had not embraced the initiatives appropriately to improve performance. Therefore, this study recommends that top leadership should allocate adequate financial resources to invest in employee training, infrastructural facilities such as modern systems and computers. Further, the top leadership should partner with ICT firms in order to improve customer service experience. Finally, the study established that even though change management had a significant influence of performance of Huduma Centres, the extent of change implementation in Huduma Centres was below the standards. Therefore, this study recommends that for effective performance of the corporation, top leadership should ensure employee are sensitized on new changes and a clear model of implementing change is established to ensure that results of change implementation are felt by various stakeholders. Leaders should ensure the employees are part of any change process and frequent feedback and communication is maintained to promote employee teamwork thereby improved performance of the corporation

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