



Vol. 7, Iss. 1 (2026), pp 342 – 361, September 27, 2026. www.reviewedjournals.com, ©Reviewed Journals

**STRATEGY IMPLEMENTATION PRACTICES AND SERVICE DELIVERY AT THE
DEPARTMENT OF IMMIGRATION AND CITIZENS SERVICES IN NAIROBI CITY COUNTY,
KENYA**

^{1*} Musyoka Ndinda Phidelima & ² Paul Waithaka, PhD

^{1*} Student, Department of Business Administration, Kenyatta University, Kenya

² Lecturer, Department of Business Administration, Kenyatta University, Kenya

Accepted: August 21, 2026

DOI: <https://doi.org/10.61426/business.v7i1.572>

ABSTRACT

The Department of Immigration and Citizen Services (DICS) in Nairobi City County, Kenya, continues to experience service delivery challenges that affect individuals, businesses, and other stakeholders who depend on efficient immigration services. This research study sought to analyze the effects of strategy implementation practices on service delivery with particular attention being placed on resource allocation, leadership support, stakeholder engagement and organizational structure. The research was grounded on the principles of Stakeholder Theory, the SERVQUAL Model, Systems Theory and the Resource-Based View Theory. Descriptive research methodology was used to conduct the research involving a sample of 304 respondents drawn from a population of 1,260 employees of the department. Structured questionnaires were used in data collection while analysis was done through descriptive and inferential statistics. The results show that the four strategy implementation practices positively affected service delivery. Leadership support had the highest contribution ($\beta = 0.772$), followed by resource allocation ($\beta = 0.670$), stakeholder engagement ($\beta = 0.637$), and organizational structure ($\beta = 0.632$). Based on the above findings, it can be concluded that the implementation of an effective strategy is crucial in enhancing service delivery within the field of immigration, specifically via proper leadership, allocation and distribution of adequate resources, stakeholder involvement, and organizational structures that facilitate coordination and accountability. Proper leadership is especially important since it helps provide strategic direction and assist in the effective implementation of other organizational activities. Based on the above recommendations, it is recommended that the Department implement needs-based resource allocation and training for its employees, improve its methods of consulting stakeholders, and reform its organizational structure in order to foster delegation, coordination, accountability, and decision-making.

Keywords: Strategy Implementation Practices; Service Delivery; Resource Allocation; Leadership Support; Stakeholder Involvement; Organizational Structure.

CITATION: Musyoka, N. P., & Waithaka, P. (2026). Strategy implementation practices and service delivery at the department of immigration and citizens services in Nairobi City County, Kenya. *Reviewed Journal International of Business Management*, 7 (1), 342 – 361.

INTRODUCTION

Public service delivery is an important component of the broader political ecosystem because it has a profound influence on the image of government and citizens' confidence in public institutions. Citizens consume public services daily in areas such as law enforcement, public health, education, social work, and transport, and the extent to which their expectations are satisfied by institutional processes and service personnel shapes their support for and faith in government (Reddick & Demir, 2024). The increasing dissatisfaction with the inefficiency and effectiveness of public services may thus create the need for governments to make efforts to enhance the provision of services in terms of efficiency. Efficiency, especially the capacity of doing more with limited resources, has thus become an important aspect in the delivery of modern-day public services. It is also imperative for civil service organizations to go beyond efficiency and consider core values such as democracy, human rights, equity, and sensitivity (Rhee & Zha, 2023). Although there have been developments in the context of digital applications and services, government organizations face difficulties in meeting the complicated demands of the public.

Globally, public institutions have adopted different approaches to strengthen service delivery through effective strategy implementation, resource utilization, leadership, stakeholder participation, organizational restructuring, and digitalization. Strategy implementation entails the practical execution of formulated decisions, policies, and resolutions and is vital in ensuring the success of organizational plans in terms of achieving tangible results in terms of services (Thompson et al., 2012). Formulated but idle strategies will hardly add much value to the overall success of the organization irrespective of their level of innovation or promise (Kinyanjui & Juma, 2014). Strategy implementation entails a team effort from leaders, managers, and employees through resource allocation, assigning roles, putting up necessary processes, and monitoring the progress of the organization. Through resource allocation, different parts of the strategies will have the needed backing in order to avoid operational bottlenecks (Wabulasa & Kihara, 2023). Leadership will ensure that employees are motivated, work in teams, communicate, and commit themselves to organizational objectives (Gibson, 2024). Stakeholder involvement and appropriate organizational structures further support integrated decision-making, coordination, transparency, and accountability (Zinn & Mor, 2023; Kinyanjui & Juma, 2014).

In Africa, the relationship between strategy implementation and public service delivery has received increasing attention as governments seek to strengthen institutional performance. In Gambia, Sawaneh (2023) established the effectiveness and positive influence of strategic plan implementation on service provision in the public sector and affirmed the existence of a relationship between strategic planning and public service delivery. In South Africa, Chiwawa and Wissink (2024) discovered that strategy implementation in many metropolitan and district municipalities is inadequate due to weaknesses in strategy implementation, monitoring, and evaluation, which led to inadequate service delivery. While strategies such as staff training have been employed in order to enhance customer service delivery, difficulties such as inaccessibility and long downtimes are still prevalent (Un, 2021; Akinloye et al., 2022). Likewise, in Nigeria, Onyegbula et al. (2023) identified that strategies for implementing strategy, such as availability of resources, leadership, and organizational structure may affect organizational performance especially organizations operating in the public financial sector.

In Kenya, strategic planning and implementation have also been associated with the quality and effectiveness of service delivery in public institutions. Ambetsa et al. (2022) established that the link between implementation of strategic practices and service provision within the water sector improved the delivery of services. The research by Mugure (2021) further reveals that organizational structure, resourcefulness, and finances affect the level of quality provided in public organizations through service delivery. The government has also made efforts to digitalize services such as immigration and other public services through smart digitalization and automation of previously inefficient processes (Murambi & Bwisa, 2020). This move has

led to the increased effectiveness of immigration services through reduced reliance on manual processes, reduced fraud, and reduced waiting time. Through the availability of eCitizen services in mobile devices, citizens-government communications and applications have been enhanced (Mathangani & Sile, 2020).

The DICS in Nairobi City County provides an important context for examining strategy implementation and public service delivery. Executive Order Number 2 of 2023 established the DICS as an organization, while its mandate derives from, among others, the Constitution of Kenya and the Kenya Citizenship and Immigration Act of 2011 (Directorate of Immigration Services, 2025). The department carries out some important duties such as issuing travel documents, issuance of visas, management of the stay of foreigners in the country, conferring of citizenship, registration of dual citizens, investigating any violation regarding immigration matters and provision of consular services in foreign embassies (Kamurua, 2013). As a result of the vision 2030, digitalization and service delivery objectives set by the country, DICS has gradually improved its ICT capacity. Through eCitizen, customers can access information, submit applications, download relevant materials, and track applications online, contributing to greater accessibility and operational efficiency.

Despite these developments, effective service delivery within immigration services remains dependent on interconnected organizational and operational factors. Service delivery is multilevel and could be assessed using several dimensions including efficiency, quality, customer satisfaction, waiting time, accessibility, safety and equity (Aubert, 2023). Resource creation, governance and finance processes also affect the efficiency of service delivery (Jashireh et al., 2023). Previous researches have studied the process of strategy implementation and service delivery in public sector organizations. However, most of the existing literature has come from the context of industries such as water industry, municipalities, public financial institutions and other government agencies. Therefore, there is no existing empirical study that has focused on the combined impact of the strategy implementation practices on service delivery in the DICS in Nairobi City County. This is a major research gap regarding the effect of resource allocation, leadership commitment, stakeholders' engagement and organizational structure on immigration service delivery. This creates a contextual gap concerning the influence of resource allocation, leadership support, stakeholder involvement, and organizational structure on immigration service delivery.

The study addresses this gap by examining the influence of strategy implementation practices on service delivery at the DICS in Nairobi City County, Kenya. By focusing on resource allocation, leadership support, stakeholder involvement, and organizational structure, the study contributes to understanding how these practices influence service delivery within a critical public institution. The findings provide insights for strengthening resource utilization, leadership support, stakeholder participation, and organizational arrangements to enhance the efficiency and quality of immigration service delivery in Kenya.

Statement of the Problem

Public service institutions are expected to provide efficient, accessible, transparent, accountable, and quality services that enable governments to fulfill their mandates and maintain legitimacy among citizens. The DICS performs critical functions that support trade, investment, internal security, and the integrity of citizens and national borders. Despite the importance of the delivery of these services, the efficiency and effectiveness of the DICS are hindered by issues of accessibility, transparency, quality, accountability, delay, and responsiveness to the public. These problems may result in serious implications, which include security concerns where identity cards are issued to individuals who are not entitled to receive them and lack background verification and denial of the right to engage in activities such as voting because of the delay in issuing national identity cards. Research findings show that the implementation of strategic practices in terms of allocation of resources, leadership, stakeholders' participation, and organizational structure influence the efficiency of public service delivery (Sawaneh, 2023; Diis & Kiiru, 2024).

While considerable attention has been directed toward digitalization and other initiatives aimed at improving public service provision, scholarly understanding of how strategy implementation practices influence service

delivery at the DICS remains limited. Sawaneh (2023) found that the implementation of the strategic plan had a positive impact on the provision of public services in The Gambia, though the research focused primarily on strategy implementation in relation to resource management. Mwanza & Dar (2025) illustrated that the capabilities and processes within an organization played a significant role in the performance of the public sector organization, but failed to consider the role of organizational culture and stakeholders. Chiwawa & Wissink (2024) further illustrated the need for an inclusive organizational hierarchy in implementing strategies, though the study used only 24 participants. These limitations leave important questions regarding how different strategy implementation practices collectively influence service delivery within the specific institutional setting of the DICS.

Despite the importance of effective strategy implementation for the efficient delivery of services, little has been written about its impact on service delivery within the Department of Immigration and Citizen Services within Nairobi City County. The gaps identified are mainly in the areas of resource allocation, leadership support, stakeholder involvement, and organizational structure, which are considered strategy implementation practices that can affect service delivery. As such, there is insufficient empirical information on how these practices collectively affect service delivery within the DICS. This study therefore examines the influence of strategy implementation practices on service delivery at the DICS in Nairobi City, focusing on resource allocation, leadership support, stakeholder involvement, and organizational structure.

Research Objectives

The study specifically sought:

- To assess the impact of resource allocation on the delivery of services at the DICS in the selected county.
- To examine the impact of leadership support on service provision at the DICS in the selected county.
- To explore the impact of stakeholder involvement on the delivery of service at the DICS in the selected county.
- To establish the impact of organizational structure on service provision at the DICS in the selected county.

LITERATURE REVIEW

This section explains the theoretical foundations guiding strategy implementation practices and their influence on service delivery at the DICS in Nairobi City County, Kenya. It emphasizes the importance of the SERVQUAL approach, resource-based view, systems theory, and stakeholder theory in relation to efficient delivery of public services and their connection to resource allocation, leadership support, stakeholder involvement, and organizational structure.

Theoretical Framework

The study draws on related theoretical perspectives that explain how strategy implementation practices influence service delivery at the DICS. The SERVQUAL Model (1988), developed by Parasuraman, Zeithaml and Berry, explains service quality through the difference between customers' expectations and their perceptions of the services actually received. The five dimensions of service quality as highlighted by the model are reliability, tangibles, assurance, responsiveness, and empathy. The relevance of the model in relation to the dependent variable, service delivery, is that the dimensions of SERVQUAL can be used to measure how efficiently the processes are carried out and the perception that customers have about the services. However, the model has faced criticism on the basis that the expectations and perceptions of people are subjective and tend to differ from one service user to another depending on the environment of service provision.

The Resource-Based View Theory (1984) was introduced by Wernerfelt and later advanced by Barney (1991). The theory explains the role of organizational resources in improving institutional performance and proposes that sustainable advantage can arise from resources that are valuable, rare, inimitable, and non-substitutable. These resources may comprise financial ability, technology, infrastructure, machinery, human expertise, institutional knowledge, and management ability. At DICS, some of the financial, human, ICT, biometric, office infrastructure, human capability, and process resources can affect the effectiveness and efficiency of the immigration service. Kero & Bogale (2023) note that having these resources is not enough because an organization needs to know how to use them. The limitation of the theory is that the availability of these important resources cannot guarantee good performance, especially if the organization does not know how to develop, configure, and reconfigure them according to changing conditions. For this research, RBV will provide the theoretical foundation for discussing resource allocation.

The Systems Theory (1934) was introduced by Ludwig von Bertalanffy and further developed in 1951, 1955, and 1968. The theory considers organizations as interrelated systems where various elements interact to bring about results. Due to its focus on interdependence, integration, coordination, and feedback, the theory applies to the organizational structure of DICS. The departments, leaders, channels of communication, technology, and processes all have to work together for immigration services to be provided. Good organization and clear roles help improve communication, responsibility, response, and efficiency, while poor integration causes duplication of roles, communication problems, inefficiency in providing services, and bureaucratic delays. While earlier Systems Theory has been accused of being quite abstract, later theories have broadened its applications to more complicated and dynamic environments in public sector services (Mansoor & Williams, 2024). The theory is applied in this study to explain organizational structure.

The Stakeholder Theory (1984) was formally introduced by Freeman, building on earlier contributions by Emshoff (1978) and Mitroff and Mason (1982). The theory describes why there are people and groups who may be able to affect the achievement of organizational objectives and also those affected by the attainment of these organizational objectives. According to Freeman and McVea (2001), it is crucial for organizations to handle relationships among stakeholders and take their interests into account while carrying out organizational activities. DICS works with citizens, employees, governmental institutions, technology suppliers, and other stakeholders whose contribution is necessary in providing services. Consultations, trust, knowledge, partnership, participation, and feedback help in enhancing decision-making, transparency, organizational legitimacy, and satisfaction of the public. The theory, however, comes up with difficulties where various groups of stakeholders hold divergent interests. It is therefore relevant to explaining stakeholder involvement in this study.

Taken together, all of these theoretical frameworks consider various aspects of strategy implementation and service provision. SERVQUAL considers service delivery in relation to service quality and customer perception, RBV emphasizes the significance of resource allocation and resource management in organizations, Systems Theory elaborates on organizational structure and processes interaction and coordination, while Stakeholder Theory focuses on stakeholder involvement and relationships. The use of all of these theories provides a wider theoretical framework of how strategy implementation and service delivery practices at DICS are linked.

In the context of DICS in Nairobi City, RBV is linked to resource allocation, Stakeholder Theory to stakeholder involvement, Systems Theory to organizational structure, and SERVQUAL to service delivery. These perspectives collectively provide the theoretical basis for examining how resource allocation, leadership support, stakeholder involvement, and organizational structure influence service delivery at DICS.

Empirical Literature

Resource Allocation and Delivery of Services

Shitseswa and Shigali (2023) examined how the distribution of tangible resources affects public service provision in Vihiga County using a descriptive research design and a sample of 234 respondents drawn from a population of 593. It was established that there is a significant effect of the allocation of physical resources on public service delivery. Nevertheless, the study was restricted to only the county of Vihiga, and also did not include intangible resources like human and financial resources which have been included in this current study.

Makau and Thoronj (2022) determined the influence of resource allocation on service provision at Machakos Level Five Hospital using a descriptive research design and a sample of 160 respondents. The research found out that resource allocation was an important factor in delivering services. Nevertheless, the research was carried out in a hospital environment where the organizational structures and ways of delivering services are different from those in immigration services.

Mutambuki and Kabui (2022) investigated the influence of resource allocation on service quality across Kenya's Water Works Development Agencies using a census of 80 employees. The research utilized descriptive statistical analysis and ordinal regression analysis and found a significant relationship between resource allocation and service delivery. It was revealed that improvement in resource allocation contributed positively to service delivery. Nevertheless, the research was carried out at Water Works Development Agencies, thereby leaving a gap in terms of immigration services.

Naikumi et al. (2023) examined the influence of resource allocation on the performance of the Kenya Meat Commission using a descriptive survey design and a sample of 169 employees drawn from a target population of 301. Results indicated a significant link between resource allocation and organizational performance, where provision of adequate resources to the relevant organizational units resulted in performance improvement. Nevertheless, the study concentrated on the performance of the Kenya Meat Commission, thereby creating a contextual and conceptual gap concerning service delivery at the DICS.

Leadership Support and Delivery of Services

Manyasi et al. (2019) examined the influence of leadership on service provision in counties within Kenya's North Rift region. The results indicated that there was a positive correlation between leadership and service delivery, where leadership accounted for 35.4% of variance in service delivery. However, while obtaining these results, the research focused on the devolved units within the North Rift area, focusing on leadership as direction and support, without considering issues like working environment and staff involvement.

Makau (2021) analyzed the influence of servant leadership on public service provision using desktop research and qualitative thematic analysis. This research has found out that servant leadership affects service delivery to a large extent. Nevertheless, the limitation of this research lies in the use of documentary analysis, which may include outdated information concerning the current public service environment.

Ileri et al. (2022) assessed how decentralized leadership systems influence the quality and efficiency of service delivery in Kenya's county governments using a sample of 383 officials drawn from a target population of 2,060. Regression analysis revealed a strong positive correlation between the existence of devolved leadership systems and delivery of services. However, the research focused on key county leaders without examining any other aspects of support in leadership that might have included the involvement of supporting staff in strategy implementation.

Mutuma (2023) explored the influence of shared leadership on service provision among employees in six county governments in Kenya's Lower Eastern region using a sample of 228 participants drawn from a population of 561. The regression analysis revealed that shared leadership positively affected service delivery.

The context of the limitation of the research is that the research only covered counties within the Lower Eastern region, limiting the knowledge on the effect of leadership support on service delivery in organizations like the DICS.

Stakeholder Involvement and Delivery of Services

Karama et al. (2019) evaluated the relationship between stakeholder engagement and service provision in devolved units in Kenya using a positivist approach and structured questionnaires administered to 384 participants drawn from a population of 35,444 staff in eight counties. Regression analysis indicated that stakeholder involvement positively impacted devolved service delivery through better communication and sustainable decision-making. Nevertheless, this research was limited to the service delivery in county governments, which posed a limitation to the context of immigration services.

Kimutai and Kwambai (2022) investigated the influence of stakeholder engagement on organizational effectiveness at the University of Eldoret using a descriptive survey design. Data were gathered using questionnaires, and it was found that there is a very high correlation between stakeholder involvement and organizational effectiveness. It was also found in the study that collaboration, consultation, and participation in the decision-making process are important elements of stakeholder involvement. This study was, however, done in a public university setting and not a public immigration agency.

Twum-Darko et al. (2023) examined stakeholder inclusion in strategic management for public service provision using a mixed-method approach and the Western Cape Education Department in South Africa as the study context. The results showed that including stakeholders could deal with the problem of lack of service delivery through the formulation and implementation of service delivery approaches. However, there were some stakeholder engagement dimensions that were left out in this study, including expertise and trust, and carried out in the South African public sector context, creating conceptual and contextual gaps.

Orina et al. (2021) investigated the association between stakeholder participation and public service delivery in nine county governments in Kenya using a descriptive research design and questionnaires administered to 219 randomly selected participants. Results showed that there was a statistically significant association between stakeholder participation and service delivery and that negotiation, cooperation, and consultation could facilitate the success of service delivery. Some limitations of the study included its regional nature and focusing only on the profiling of stakeholders, thereby failing to address aspects like partnerships and trust, among others.

Organizational Structure and Delivery of Services

Gaitho et al. (2019) analyzed the influence of organizational design on the relationship between strategic leadership and public service provision in Africa's decentralized governance systems using a cross-sectional survey. Primary data were obtained from 282 administrators and chief officers selected from the 47 counties using hierarchical regression analysis to examine the study hypothesis. The results revealed that organizational structure has a positive effect on the association between strategic leadership and service delivery. Nevertheless, the research was carried out in devolved governments in Africa, thus restricting its context to only immigration service delivery.

Mumanthi et al. (2021) investigated organizational structures and efficient service delivery in Kenya's public sector using a stratified random sample of 452 participants and quantitative data analysis techniques. The results showed that conflicts between roles, ambiguous organizational structure, organizational charts, and lack of roles had a negative impact on service provision efficiency. However, the research did not focus on service provision in relation to the specific context of the Department of Immigration and Citizens Services in Kenya's public sector environment.

Misango and Muthengi (2021) examined organizational structure and culture as determinants of service delivery in the Kitui County Government using questionnaires to collect both quantitative and qualitative data.

Descriptive and inferential techniques were applied in analyzing the data. There were findings showing that organizational structure and culture had a positive impact on service delivery to the citizens. It was noted that there was proper planning and service delivery when the structural design is suitable. However, the study had a contextual limitation since it focused on the government of Kitui County.

Mugure et al. (2021) assessed the influence of management structure on the quality of service delivery in mission hospitals in Meru County, Kenya, using a descriptive research design and questionnaires administered to 128 respondents. Descriptive statistics and Karl Pearson's correlation coefficient were utilized in the analysis. The results revealed a significant association between the variables and that the organizational structure has a substantial impact on the quality of service delivery. However, the study was limited to mission hospitals in Meru County, which left a contextual gap in analyzing organizational structure and service delivery in public organizations such as DICS.

While existing studies provide useful evidence on resource allocation, leadership support, stakeholder involvement, and organizational structure in relation to service delivery, important gaps remain. In most cases, the empirical data used was drawn from counties, hospitals, universities, water organizations, among other organizational contexts that are not immigration services. Some literature examines certain dimensions of strategy implementation practices while ignoring others, like human resources, financial resources, staff motivation, stakeholder knowledge and trust, and organizational accountability. Methodological variations in reviewed literature make it difficult to assess how these practices work together in one public organization. These gaps demonstrate the need to establish how resource allocation, leadership support, stakeholder involvement, and organizational structure influence service delivery at the Department of Immigration and Citizens Services in Nairobi City, Kenya.

Conceptual Framework

This study conceptualizes the relationship between strategy implementation practices and service delivery at DICS in Nairobi City. Strategy implementation is captured through resource allocation, leadership support, stakeholder involvement, and organizational structure, which influence service delivery.

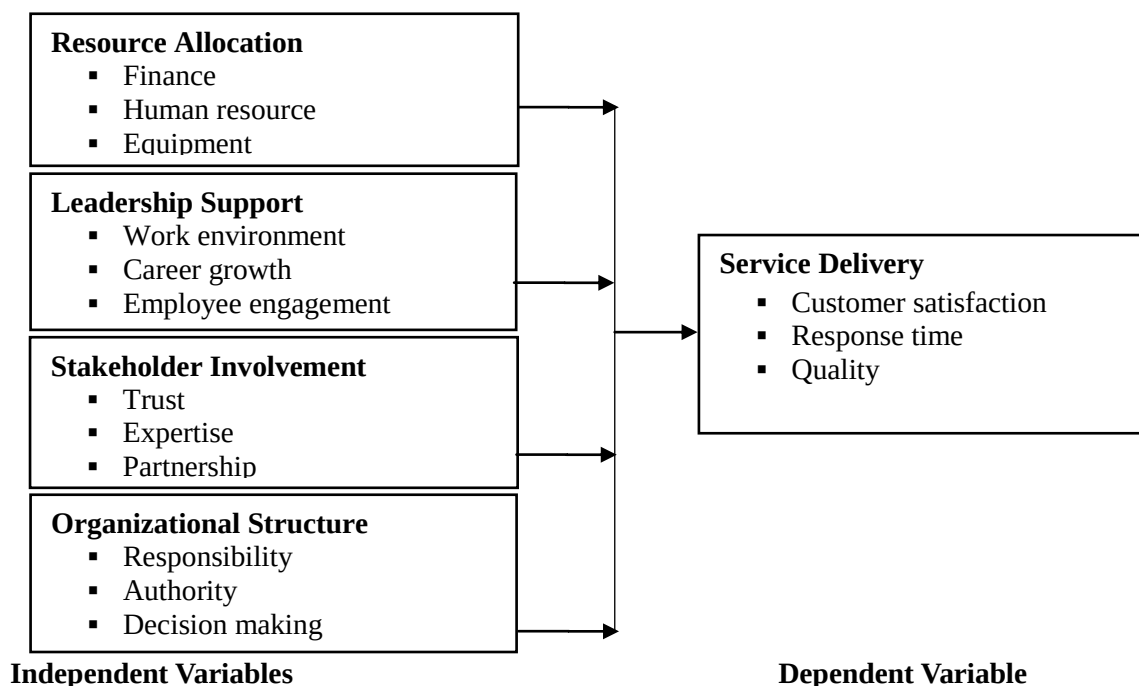


Figure 1: Conceptual Framework. Source: (Researcher, 2026)

METHODOLOGY

The study adopted a descriptive research design because it was suitable for assessing the influence of strategy implementation practices on service delivery at the DICS in Nairobi City County, Kenya. The design allowed for the gathering of information from the respondents without influencing the variables of the research. Hence, it was suitable for analyzing the impact that allocation of resources, leadership support, stakeholder participation, and organizational structure have on service provision within DICS. The target population comprised 1,260 officers within DICS in various sub-divisions. The sample size was found through application of Slovin's formula at a 0.05 margin of error, which gave a figure of 304 respondents. The stratified random sampling method was used to allocate the sample in various categories, namely, Director General, Directors of Immigration and Services, Deputy Directors of Immigration Services, Assistant Directors of Immigration Services, Principal Immigration Officers, Senior Immigration Officers, Immigration Officers I and II.

The data collection method included the administration of a structured questionnaire that comprised six sections on the demographics of the respondents, resource distribution, leadership, stakeholder participation, organizational structure, and service delivery. The research instrument went through various measures to ensure its validity, including face, content, and criterion validity, where experts, including the supervisor and people in the field, provided their opinion. Pilot testing of the research instrument involved 30 respondents, accounting for 10% of the sample size in the Ministry employees who were not part of the main study. Reliability of the research instrument was measured using Cronbach's alpha, where any coefficient of 0.70 and above was deemed acceptable. Analysis of quantitative data was done using SPSS version 20.0. Descriptive analysis using mean, standard deviation, frequency, and percentages was used to analyze the data while correlation and multiple regression analysis were used for inferential analysis. The qualitative data were analyzed thematically.

RESULTS AND DISCUSSION

The research evaluated four aspects of strategy implementation practices, which included resource allocation, leadership support, stakeholder involvement, and organizational structure, to determine their influence on service delivery at the DICS in Nairobi City, Kenya.

Resource Allocation and Service Delivery

The first objective of the study was to assess the impact of resource allocation on service delivery at the DICS in Nairobi City. Respondents rated statements addressing the distribution and utilization of resources and their contribution to accessibility, timeliness, customer satisfaction, operational efficiency, and sustainability of service delivery.

Table 1: Descriptive Statistics on Resource Allocation

Statement	Mean	SD
Equitable distribution of resources ensures that customers receive timely access to products and services hence good service delivery	3.69	1.31
A well-planned distribution of resources makes services more accessible to a broader segment of the population	4.15	0.95
Effective allocation of human resources enables the Department to reduce wait times for customers	3.61	1.39
Proper allocation of physical resource fosters a more positive experience for individuals seeking immigration services	4.56	0.44
When employees are well-equipped with the right tools, they provide accurate information and assistance, which directly contributes to customer satisfaction	4.08	0.92
A strategic approach to resource distribution ensures that the Department can maintain its services over the long term	4.61	0.49
A well-distributed resource framework lead to better data management enabling the department to identify trends and areas for improvement in service delivery	3.74	1.26
Equitable distribution of resources allows for the implementation of technology and training programs that streamline processes, making them more efficient and user-friendly.	4.55	0.45
Cumulative Score	4.12	0.88

Source: Field Data (2024)

The overall results indicate a positive assessment of resource allocation in relation to service delivery, as reflected by the cumulative mean of 4.12 and standard deviation of 0.88. The highest ranking for the role of the strategic distribution of resources towards sustainability of services delivered by the department ($M = 4.61$, $SD = 0.49$) was achieved. The respondents equally agreed on the role of physical resources in ensuring the user receives a positive experience during the immigration service delivery ($M = 4.56$, $SD = 0.44$) as well as the role of equitable resource allocation in improving technology and training programs for efficient process operations ($M = 4.55$, $SD = 0.45$).

Resource planning was also associated with greater service accessibility ($M = 4.15$, $SD = 0.95$) and the use of the appropriate working tools among the employees that contribute to the correct assistance and customer satisfaction ($M = 4.08$, $SD = 0.92$). On the other hand, the lowest mean scores have been found for data management and identifying service delivery trends ($M = 3.74$, $SD = 1.26$), product and service availability ($M = 3.69$, $SD = 1.31$) and the role of human resource allocation in decreasing the customer's waiting time ($M = 3.61$, $SD = 1.39$). Nevertheless, the results clearly demonstrate that resource allocation plays an important role in service delivery at DICS.

The findings are consistent with those of Shitseswa and Shigali (2023) who used the method of regression analysis to conclude that allocation of physical resources plays a significant role in delivering public services. Makau and Thoronj (2022) reached a similar conclusion in their research by finding out that allocation of resources influences the delivery of services in a significant way. It is worth mentioning that despite being conducted in a hospital setting, this study emphasized the importance of distributing resources properly for service delivery.

The qualitative findings show that appropriate staffing and competency of the staff contribute to proper delivery of services, smooth operation process and better customer experience in DICS. The respondents also suggested that modern technology and proper equipment increase efficiency of the process while lack of proper staffing and old technologies cause delays in service delivery.

Leadership Support and Service Delivery

The second objective of the study was to examine the impact of leadership support on service provision at the DICS in Nairobi City. Respondents indicated their level of agreement with statements addressing the work environment, professional development, employee involvement, decision-making, staff morale, and leadership support in relation to service delivery. The findings are presented in Table 2.

Table 2: Descriptive Statistics on Leadership Support

Statement	Mean	Std. Dev.
A well-structured workplace leads to improved employee morale, which directly translates to better service delivery.	4.15	0.85
Employees are more open to engaging positively with the public if they feel supported and valued, leading to increased satisfaction among service users.	3.52	1.48
Professional advancement leads to enhanced service provision by equipping staff with updated skills and knowledge.	3.49	1.51
Professional development fosters a culture of continuous improvement, encouraging staff to adopt best practices and innovative solutions that can streamline operations.	4.50	0.50
Employee involvement leads to improved service delivery by fostering a sense of ownership among staff.	4.19	0.81
Employees are more inclined to revel in their work and strive for excellence in service provision when they enthusiastically contribute to decision-making.	3.99	1.01
A proper leadership support fosters a positive work environment that encourages employees to perform at their best.	4.06	0.94
A proper leadership support lead to improved morale among staff, which directly translates to better customer service and efficiency in processing immigration requests.	4.57	0.43
Cumulative Score	4.06	0.94

Source: Field Data (2024)

The results in Table 2 demonstrate that leadership support contributes positively to service delivery at DICS, with an overall mean of 4.06 and a standard deviation of 0.94. The most agreed aspect was the role of leadership support in improving employee morale, providing quality customer services and efficiency in handling immigration applications ($M = 4.57$, $SD = 0.43$). Professional development was another highly agreed aspect, where professionals encourage continuous improvement and implement practices that can improve operations ($M = 4.50$, $SD = 0.50$). Employee involvement had a mean value of 4.19 ($SD = 0.81$), while a good work structure was also agreed for its contributions to improve morale and service provision ($M = 4.15$, $SD = 0.85$). Another highly agreed aspect was that of having a supportive work environment ($M = 4.06$, $SD = 0.94$) and that participation in decision-making motivates employees to provide better service performance ($M = 3.99$, $SD = 1.01$). On the other hand, employees having a more positive engagement with the public due to their being valued and supported had comparatively lesser agreement ($M = 3.52$, $SD = 1.48$), while the contribution of professional development in updating the skills and knowledge of employees had the lowest agreement ($M = 3.49$, $SD = 1.51$). The relatively larger standard deviations for these two statements indicate greater variation in respondents' perceptions.

The findings are consistent with Manyasi et al. (2019), who established a significant positive influence of leadership on service delivery in devolved governments in Kenya's North Rift region. They are also in line with Makau (2021), who noted that the role of servant leadership is reflected in public service delivery

because of better employee commitment and organizational performance. In the current study, similar outcomes were observed, showing the significance of leadership support in setting up circumstances where employees are able to deliver quality service. All in all, the outcomes of the research show that leadership support is a significant factor in service delivery at DICS. Particularly, employee morale, professional development, participation in organizational activities, favorable working environment, and decision-making process received positive ratings from the respondents. The cumulative mean of 4.06 further demonstrates general agreement regarding the contribution of leadership support to service provision.

The qualitative responses further indicated that supportive leadership enhances the motivation of employees, their professionalism, and commitment to the delivery of services. Recognition and involvement by managers were linked to better morale and customer service, whereas listening to the complaints of employees was considered important for effective communication and overcoming operational challenges. Training and skills development were also found to be important in improving the competencies of employees in handling immigration procedures. These qualitative findings reinforce the descriptive results by demonstrating how leadership support can translate into improved employee performance and service efficiency.

Stakeholder Involvement and Service Delivery

The third objective of the study was to explore the impact of stakeholder involvement on service delivery at the DICS in Nairobi City. Respondents evaluated statements concerning stakeholder trust, expertise, partnerships, collaboration, feedback, and engagement in relation to service delivery. The findings are presented in Table 3.

Table 3: Descriptive Statistics on Stakeholder Involvement

Statement	Mean	Std. Dev.
Stakeholder trust fosters a collaborative environment which result in innovative solutions and improved processes that enhance service delivery.	4.56	0.44
Customers who trust the organization are more inclined to provide feedback, which is invaluable for continuous improvement in service offerings.	4.10	0.90
When stakeholders are well-informed about the organization's goals, services, and operational procedures, they are better equipped to provide valuable feedback and suggestions.	3.94	1.06
Stakeholder expertise fosters collaboration and communication, which are essential for effective service delivery.	4.52	0.48
Stakeholder collaboration enhances resource allocation, ensuring that services are delivered more efficiently and effectively.	3.09	1.91
Stakeholder partnership creates a synergistic environment that enhances communication and fosters a shared understanding of goals and objectives.	4.26	0.74
Engaging stakeholders fosters collaboration between the government and the community, ensuring that the services provided are in line with citizens' expectations.	4.07	0.93
Engaging stakeholders lead to improved service delivery, as stakeholders can provide valuable insights and feedback that help refine processes and policies.	3.73	1.27
Cumulative Rating	4.03	0.97

Source: Field Data (2024)

The findings indicate that stakeholder involvement contributes positively to service delivery at DICS, with a cumulative mean of 4.03 and a standard deviation of 0.97. Respondents expressed the strongest agreement that stakeholder trust promotes collaboration, innovative solutions, and improved service processes (M = 4.56,

SD = 0.44). Stakeholder expertise was similarly rated highly for strengthening collaboration and communication (M = 4.52, SD = 0.48). The results presented above indicate how much respondents valued the role of trust and expertise in service delivery. Positive feedback was provided concerning the role of stakeholder collaboration in improving communication and common understanding of organizational objectives (M = 4.26, SD = 0.74). Moreover, the respondents agreed that customer trust leads to feedback on service improvement (M = 4.10, SD = 0.90) and stakeholder engagement contributes to aligning government services to the expectations of citizens (M = 4.07, SD = 0.93). Well-informed regarding organizational objectives and procedures received a mean of 3.94 (SD = 1.06), while the contribution of stakeholders' knowledge to the process and policy refinement is characterized by M = 3.73 (SD = 1.27). The lowest rating is connected with the role of stakeholder collaboration in improving resource allocation (M = 3.09, SD = 1.91). It should be noted that a rather high standard deviation indicates significant variations in respondents' views of this aspect. Nevertheless, the total mean of 4.03 indicates the overall agreement of respondents in the view that stakeholders' involvement is beneficial for service delivery through the means of trust, communication, expertise, partnerships, and feedback. The results are consistent with those found by Karama et al. (2019). They are also consistent with Kimutai and Kwambai (2022), who found a significant positive relationship between stakeholder participation and organizational effectiveness in a Kenyan public university.

The qualitative responses supported these findings, with participants indicating that stakeholder feedback helps identify service gaps and supports improvements in operational procedures. Respondents also associated inter-agency collaboration with better coordination, reduced duplication of activities, and improved service efficiency. Overall, the qualitative findings suggest that continuous engagement, institutional partnerships, and inclusive decision-making can strengthen responsiveness and operational effectiveness at DICS.

Organizational Structure and Service Delivery

The fourth objective of the study was to establish the impact of organizational structure on service provision at the DICS in Nairobi City. Respondents rated statements relating to assignment of responsibilities, delegation of authority, employee involvement in decision-making, accountability, and responsiveness in service delivery. The findings are presented in Table 4.

Table 4: Descriptive Statistics on Organizational Structure

Statement	Mean	Std. Dev.
Assigning responsibilities allows for a more efficient distribution of workload, enabling staff to focus on their specific areas of expertise.	3.19	1.81
Assigning responsibilities encourages collaboration within teams resulting in innovative solutions and improved service delivery.	4.18	0.81
Delegating authority streamline operations by allowing decisions to be made closer to the point of service delivery.	4.53	0.47
The delegation of authority encourages skill development and professional growth among staff members improving service quality.	3.67	1.33
Involvement in decision making fosters a culture of accountability and responsiveness among employees.	4.15	0.85
Involvement in decision making enhances employee commitment to delivering high-quality services.	4.22	0.78
Cumulative Score	3.99	1.01

Source: Field Data (2024)

The results indicate that organizational structure contributes positively to service delivery at DICS, with a cumulative mean of 3.99 and standard deviation of 1.01. Respondents expressed the strongest agreement that

delegating authority streamlines operations by enabling decisions to be made closer to the point of service delivery ($M = 4.53$, $SD = 0.47$). Employee participation in decision-making also scored highly in terms of its role in fostering commitment to the provision of quality services ($M = 4.22$, $SD = 0.78$), and the delegation of tasks was rated as an important way to foster teamwork and innovation in service delivery ($M = 4.18$, $SD = 0.81$). Involvement in decision-making fosters accountability and responsiveness on the part of employees ($M = 4.15$, $SD = 0.85$) according to another important finding from the study. The relatively low score in the case of delegation of authority in terms of its role in fostering employee development was 3.67 ($SD = 1.33$). The lowest score was in relation to the role of delegation of tasks in efficient workload management ($M = 3.19$, $SD = 1.81$).

Overall, the organizational structure concept registered a positive cumulative mean score of 3.99 implying that role assignment, delegation of powers, and decision-making are significant in offering services at DICS. This implies that good organizational structure helps to define responsibilities, increase efficiency in workflow, accountability, and decision-making. This finding agrees with Mumanthi et al. (2021), who found that ambiguity in roles and overlap of responsibilities hinders service delivery in Kenyan public organizations. It also agrees with Mugure et al. (2021) who found that there is a strong correlation between management structure and service quality in mission hospitals in Meru County.

Qualitative responses further supported these findings, with participants indicating that clearly assigned roles improve workflow coordination and reduce confusion and duplication of duties. Respondents also observed that delegating authority to frontline officers enables quicker decisions and resolution of customer concerns. These findings suggest that clarity of responsibilities and decentralized decision-making can reduce bureaucratic delays and improve responsiveness and service efficiency at DICS.

Service Delivery

The study assessed service delivery at the DICS in Nairobi City County, Kenya. Respondents rated statements relating to customer satisfaction, response time, service quality, efficient use of resources, and the extent to which services meet customer expectations. The findings are presented in Table 5.

Table 5: Descriptive Statistics on Service Delivery

Statement	Mean	Std. Dev.
The department's services are satisfactory to all customers	3.08	1.92
The response time in the departments' services was prompt	3.41	1.59
The services quality offered by department are good and satisfies customers' needs	3.51	1.49
The organization utilizes its resources efficiently to deliver services	3.43	1.57
The quality of service provided by the organization meets expectations of the customers	3.47	1.53
Cumulative Score	3.38	1.62

Source: Field Data (2024)

The research results indicate that respondents had generally neutral perceptions of service delivery at DICS, as reflected by the cumulative mean of 3.38 and standard deviation of 1.62. The highest rating was recorded for the view that the quality of services satisfies customers' needs ($M = 3.51$, $SD = 1.49$), followed by the perception that service quality meets customer expectations ($M = 3.47$, $SD = 1.53$). The efficient use of resources registered a mean of 3.43 ($SD = 1.57$), whereas prompt response time attained a mean of 3.41 ($SD = 1.59$). On the other hand, the lowest rating was related to overall satisfaction of customers regarding the services provided by the department ($M = 3.08$, $SD = 1.92$). The relatively high standard deviations for the statements above denote the differences in the experiences and perceptions of service delivery among the respondents. The cumulative mean of 3.38 indicates that service delivery was neither positively nor negatively received by the respondents, hence implying that there are areas where improvements could be made in terms

of customer satisfaction and response time. This is different from Barsky (2022), who argued that the service provision process needs to be systematic, effective, and efficient in meeting the expectations and demands of the users. It is also different from the findings of Cengiz (2021), who considered the service delivery process to be strategically organized so as to create value for both the service providers and the consumers. The findings from DICS therefore suggest that although respondents recognized some positive aspects of service quality, the overall service-delivery experience remained moderate.

Qualitative responses also proved supportive of these findings where professionalism and ethics were considered to be among the components of service quality and public image. It is stated by respondents that respectful dealings with customers along with efficient services can boost public confidence. These findings suggest that both employee conduct and operational efficiency are important in shaping the quality of service experienced by customers at DICS.

Correlation Analysis

It was conducted to determine the relationships between strategy implementation practices and service delivery at DICS.

Table 6: Correlation Analysis

Variable	1	2	3	4	5
1. Resource Allocation	1				
2. Leadership Support	0.112	1			
3. Stakeholder Involvement	0.033	0.151	1		
4. Organizational Structure	0.112	0.230	0.161	1	
5. Service Delivery	0.795	0.789	0.707	0.803	1

** Correlation is significant at $p < 0.01$.

Source: Field Data (2025)

The analysis revealed that all four strategy implementation practices were positively and significantly correlated with service delivery at DICS. The strongest association was with organizational structure ($r = 0.803$, $p = 0.002$), followed by resource allocation ($r = 0.795$, $p = 0.004$) and leadership support ($r = 0.789$, $p = 0.003$). Stakeholder involvement also demonstrated a strong positive relationship with service delivery ($r = 0.707$, $p = 0.004$). These findings indicate that organizational structure, resource allocation, leadership support, and stakeholder involvement were positively associated with service delivery at DICS.

Multiple Regression Analysis

It was conducted to determine the predictive contribution of resource allocation, leadership support, stakeholder involvement, and organizational structure to service delivery at DICS.

Table 7: Regression Model Summary

Model	R	R ²	Adjusted R ²	Std. Error
Strategy Implementation Practices	0.728	0.530	0.498	0.794

Source: Field Data (2025)

The model explained 53.0% of the variance ($R^2 = 0.530$) in service delivery. The adjusted R^2 of 0.498 indicates that the four strategy implementation practices accounted for 49.8% of the variation in service delivery after adjustment, while the remaining variation was associated with factors outside the model.

Analysis of Variance

To assess the overall significance of the regression model, ANOVA was conducted.

Table 8: ANOVA Results for Regression Model

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	301.278	4	75.319	86.095	0.002
Residual	244.957	280	0.875		
Total	546.235	284			

Source: Field Data (2024)

The ANOVA results showed that the regression model was statistically significant ($F = 86.095$, $p = 0.002$). This indicates that resource allocation, leadership support, stakeholder involvement, and organizational structure collectively had a significant relationship with service delivery at DICS.

Regression Coefficients

They show the individual contribution of each strategy implementation practice to the prediction of service delivery.

Table 9: Regression Coefficients

Predictor	B	Std. Error	Beta (β)	t	Sig.
Constant	0.763	0.654	–	1.168	0.003
Resource Allocation	0.785	0.114	0.670	6.872	0.000
Leadership Support	0.783	0.084	0.772	9.322	0.01
Stakeholder Involvement	0.667	0.091	0.637	7.327	0.003
Organizational Structure	0.670	0.134	0.632	4.997	0.004

Source: Field Data (2024)

The coefficients show that all four strategy implementation practices were statistically significant. Based on the standardized coefficients, leadership support ($\beta = 0.772$) had the strongest contribution to service delivery, followed by resource allocation ($\beta = 0.670$), stakeholder involvement ($\beta = 0.637$), and organizational structure ($\beta = 0.632$). The results demonstrate that the four strategy implementation practices contribute positively and significantly to service delivery at DICS.

FINDINGS, CONCLUSION AND RECOMMENDATIONS

The study evaluated how strategy implementation practices influence service delivery at the DICS in Nairobi City County, Kenya. The findings revealed that resource allocation was a determinant of the service delivery process since the respondents concurred that proper allocation of monetary, human, technological, and tangible resources ensures accessibility, efficiency, and sustainability of the service delivery process. Resource allocation scored a mean of 4.12 (SD = 0.88) and exhibited a strong positive relationship with the service delivery process ($r = 0.795$, $p = 0.004$).

Leadership support also had a positive association with service delivery. The respondents noted that supportive leadership increases employee morale, professionalism, participation in decision-making processes, and commitment to service delivery. Leadership support had a mean score of 4.06 (SD = 0.94) and had a significant positive association with service delivery ($r = 0.789$, $p = 0.003$). The results further showed that recognition, employee participation, training, and mentoring were among the factors that motivate employees and improve the efficiency of service delivery. Stakeholder involvement improved service delivery through trust, skills, communication, collaboration, and feedback. This variable had a mean score of 4.03 (SD

= 0.97) and a high correlation with service delivery ($r = 0.707$, $p = 0.004$). The respondents especially emphasized the importance of feedback from stakeholders and collaboration between agencies in identifying gaps in services, coordination, and elimination of duplication. Organizational structure also contributed positively to service delivery, recording a mean of 3.99 ($SD = 1.01$) and the strongest correlation with service delivery ($r = 0.803$, $p = 0.002$). Delegation of authority, clearly assigned responsibilities, and employee participation in decision-making were identified as important for improving accountability, responsiveness, and operational efficiency.

Service delivery itself recorded a cumulative mean of 3.38 ($SD = 1.62$), indicating generally neutral perceptions among respondents. Even though the service quality was rated quite positively, there were dimensions such as customer satisfaction and response time that still needed to be improved upon. In addition, results from the regression analysis suggested that the four implementation strategies significantly affected the process of service delivery. Leadership support emerged as the strategy having the highest impact on service delivery ($\beta = 0.772$) and was followed by resource allocation ($\beta = 0.670$), stakeholder involvement ($\beta = 0.637$), and organizational structure ($\beta = 0.632$).

CONCLUSION

The study concluded that the strategy implementation approaches have a significant effect on service delivery in DICS. Good allocation of resources improves accessibility, efficiency of operations, capability of employees, and the use of technology for service delivery. This clearly shows the need for allocation of financial, human, and technological resources to meet the demand for services and eliminate all constraints on operations. Leadership support helps in motivating employees, improving professionalism, commitment, and performance through providing strategic guidance, a good work environment, and training for employees. Leadership support turned out to be the most powerful factor among the factors of strategy implementation approaches under consideration.

Stakeholder involvement ensures good cooperation, communication, feedback, and responsiveness from the institution since DICS will be in a better position to meet the needs and requirements of its clients through proper understanding and response. Thus, the participation of stakeholders becomes a good way of identifying problems in service delivery and making the department's activities responsive to the needs of stakeholders. Equally, good organizational structure ensures clear definition of duties, delegation of powers, and decision-making. It is necessary to have an organizational structure that gives clear roles and permits adequate delegation of authority for efficient and responsive service delivery. In general, this study finds that resource allocation, leadership support, stakeholder engagement, and organizational structure are all strategy implementation practices that complement each other and are not standalone factors that determine service delivery. Improving these strategies together will be vital for improving service delivery at DICS.

RECOMMENDATIONS

The study recommends that there is a need for DICS to have a more balanced resource allocation system where needs assessments should be carried out periodically, and resources such as finance, personnel and technology should be matched with service demands. The focus of resource allocation should be on those regions that are having heavy workload and service delivery delays to ensure efficient service delivery and improve accessibility. Leadership support will require the incorporation of decision-making processes, personnel motivation and reward systems, and provision of opportunities for continuous personal and professional development and training. There is also a need for managers to offer guidance and feedback to increase employee motivation and productivity.

In addition, there is a need for the department to redefine its organizational structure through delineation of roles and proper task and role delegation. It should allocate roles according to the competence of the employees involved while ensuring that they have the appropriate decision-making powers. Finally, there is

need for DICS to constantly evaluate how the recommendations have been put into practice through performance measures such as processing time, service accessibility, customer satisfaction, and productivity levels. Future research should focus on other aspects that affect service provision and apply to other Kenyan governmental organizations.

REFERENCES

- Akinloye, A. O., Chanceline, K. E., & Putuma, M. M. (2022). An analysis of citizen satisfaction with public service delivery in the Sedibeng District Municipality of South Africa. *International Journal of Social Economics*, 39(3), 182–199.
- Ambetsa, O. M., Kadima, M. J., & Miroga, J. (2022). Strategic planning and service delivery in the water department in the County Government of Kakamega, Kenya. *The Strategic Journal of Business & Change Management*, 9(2), 348–361.
- Aubert, B. (2023). *Customer education: Definition, measures and effects on customer satisfaction* [Doctoral dissertation, Newcastle University].
- Barsky, J. D. (2022). Customer satisfaction in the hotel industry: Meaning and measurement. *Hospitality Research Journal*, 16(1), 51–73.
- Bertalanffy, L. von. (1955). General systems theory. *Main Currents in Modern Thought*, 11, 75–83.
- Chiwawa, N., & Wissink, H. (2024). Effective strategy execution for enhanced service delivery in South African municipalities. *Africa's Public Service Delivery and Performance Review*, 12(1), a741.
- Diis, A. H., & Kiiru, D. (2024). Strategy implementation practices and performance of the National Transport and Safety Authority in Kenya. *The Strategic Journal of Business & Change Management*, 11(1), 539–558.
- Directorate of Immigration Services. (2025). Establishment of the department. Directorate of Immigration Services
- Freeman, R. E., & McVea, J. (2001). A stakeholder approach to strategic management. In M. A. Hitt, R. E. Freeman, & J. S. Harrison (Eds.), *The Blackwell handbook of strategic management*. Wiley.
- Gaitho, P. R., Bolo, Z. A., Ogutu, M., & Kitiabi, R. (2019). How organizational structure influence the relationship between strategic leadership and service delivery of devolved governments in Africa: The Kenyan case. *The Strategic Journal of Business & Change Management*, 6(2), 286–295.
- Ileri, E. N., Namusonge, G., & Nyang'au, S. P. (2022). Influence of devolved leadership structures on service delivery in county governments in Kenya. *World Journal of Innovative Research*, 13(3), 11–20.
- Jashireh, A., Slambolchi, A., & Mobarakabadi, H. (2023). A literature review of service quality and customer satisfaction. *Advanced Social Humanities and Management*, 3(2), 1–12.
- Kamurua, J. W. (2013). Effectiveness of strategy monitoring and evaluation at government ministries: A case study of the Ministry of Immigration, Kenya [Unpublished MBA project]. School of Business, University of Nairobi.
- Kero, C. A., & Bogale, A. T. (2023). A systematic review of resource-based view and dynamic capabilities of firms and future research avenues. *International Journal of Sustainable Development and Planning*, 18(10), 3137–3154. DOI record
- Kimutai, S. K., & Kwambai, M. (2022). Effect of stakeholder engagement on effectiveness of public universities in Kenya: Case of University of Eldoret. *International Journal of Economics, Commerce and Management*, 6(2), 524–536.

- Kinyanjui, N. J., & Juma, D. (2014). Investigate the effect of strategic plans implementation on performance in Kenya's public universities: A case study of the University of Nairobi. *European Journal of Business Management*, 2(1), 161–173.
- Kolil, S., Ondiek, B. A., & Manyasi, J. (2019). The effect of leadership on service delivery in county governments in North Rift, Kenya. *The Strategic Journal of Business & Change Management*, 6(4), 443–451.
- Makau, J. (2021). Influence of servant leadership on public service delivery. *International Journal of Leadership and Governance*, 1(1), 1–11.
- Makau, J. M., & Thoronj, E. (2022). Influence of resource allocation on service delivery in Machakos Level Five Hospital. *International Research Journal of Business and Strategic Management*, 4(2), 5–12.
- Mansoor, Z., & Williams, M. J. (2024). Systems approaches to public service delivery: Methods and frameworks. *Journal of Public Policy*, 44(2), 258–283.
- Mathangani, P., & Sile, I. (2020). Customer care strategies on customer satisfaction in government agencies: A case study of Kenya Bureau of Standards (KEBS). *European Journal of Management and Marketing Studies*, 5(4), 7–13.
- Mugure, M., Rintari, N., & Laititi, S. (2021). Effect of management structure on quality service delivery of mission hospitals in Meru County, Kenya. *Journal of Business and Strategic Management*, 6(3), 1–20.
- Mumanthi, C. K., Mwihi, R. K., Kilika, J. M., & Mbugua, L. (2021). Designing organization structure for effective service delivery in public ecosystems in Kenya. *The International Journal of Business & Management*, 9(7), 8–12.
- Murambi, D. N., & Bwisa, H. M. (2020). Service quality and customer satisfaction in public transport sector of Kenya: A survey of shuttle travelers in Kitale terminus. *International Journal of Academic Research in Business and Social Sciences*, 4(9), 402–409.
- Mutambuki, D. M., & Kabui, A. C. (2022). Effect of resource allocation on service delivery by Water Works Development Agencies in Kenya. *African Journal of Business Management*, 16(7), 147–156.
- Muthengi, J. M., & Misango, S. B. (2021). *Organizational culture and structure as determinants of service delivery in the County Government of Kitui* [Master's project, South Eastern Kenya University].
- Mutuma, M. N. (2023). *Influence of shared leadership on service delivery by county government workers in Kenya* [Doctoral dissertation, Jomo Kenyatta University of Agriculture and Technology].
- Mwanza, P. M., & Dar, J. A. (2025). The role of strategy implementation practices on performance of the public sector organizations. *Africa's Public Service Delivery and Performance Review*, 13(1), a891.
- Naikumi, E. P., Daniel, N., & Patrick, G. (2023). Effect of resource allocation on performance of Kenya Meat Commission. *Journal of Emerging Technologies and Innovative Research*, 10(10), 401–419.
- Orina, K. B., Moronge, M., & Guyo, W. (2021). Stakeholder management strategies and service delivery in county governments in Kenya. *International Journal of Recent Research in Social Sciences and Humanities*, 10(3), 155–163.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retail*, 64(1), 12–40.
- Reddick, C. G., & Demir, T. (2024). *Handbook of public service delivery*. Edward Elgar Publishing.
- Rhee, S. K., & Rha, J. Y. (2023). Public service quality and customer satisfaction: Exploring the attributes of service quality in the public sector. *The Service Industries Journal*, 29(11), 1491–1512.

- Sawaneh, B. (2023). Success and impact of strategic plans implementation on public service delivery in The Gambia. *Journal of Public Administration, Finance and Law*.
- Shigali, S. M., & Shitseswa, A. E. (2023). Effect of physical resource allocation strategies on public service delivery: A case of Vihiga County Government, Kenya. *African Journal of Empirical Research*, 4(1), 256–264.
- Thompson, A. A., Peteraf, M., Gamble, J. E., & Strickland, A. J. (2012). *Crafting and executing strategy: Concepts and readings* (18th ed.). McGraw-Hill.
- Twum-Darko, M., Ncedo, N., & Tengeh, R. K. (2023). Stakeholder engagement: A service delivery-based strategy formulation process in the public sector of South Africa. *International Journal of Research in Business and Social Science*, 12(3), 109–121.
- Un, M. B. (2021). Performance improvement and customer satisfaction as a focus of public service reform: Trends and challenges in Africa. *Public Administration Quarterly*, 25(3), 356–383.
- Wabulasa, F., & Kihara, A. (2023). Strategy implementation practices and performance of humanitarian and development organizations. *Journal of Business and Strategic Management*, 8(2), 47–61.
- Zinn, J. S., & Mor, V. (2023). Organizational structure and the delivery of primary care to older Americans. *Health Services Research*, 33(2 Pt 2), 354.