

## TRANSITION MANAGEMENT EFFECT ON SERVICE DELIVERY AT KITUI WATER AND SANITATION COMPANY, KENYA

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### ABSTRACT

*This study examined how transition management affects provision of service delivery at Kitui Water and Sanitation Company (KITWASCO). The research interrogated how adjustments in the makeup of the management committee affect provision of services, how a transition in organisational framework affects service delivery, and finally how much corporate governance during a transitional period affect service delivery by Kitui Water and Sanitation Corporation. The systems approach served as the tool of analysis. The study variables were described using a descriptive research design that combined qualitative and quantitative methods. The target population for this project was the workforce of Kitui Water and Sanitation Company (KITWASCO), including the board members, executives and other employees. The 102 participants were all chosen, the census sample selection. A questionnaire was delivered face-to-face to some of the respondents while others were engaged virtually via an internet link for the purpose of data collection. Analysis of the quantitative data was done using both descriptive statistics and inferential statistics. SPSS software was used for processing of the data. Qualitative data was analysed using content analysis. The findings of the data were that the three independent variables, operational structure change (sig. 0.029), transitional organizational Politics (sig. 0.041), and Board of Management change (sig. 0.00) had statistically significant influence on water service delivery at KITWASCO. The findings indicate that a unit alteration in board management within KITWASCO was associated with a positive change of 0.732 times in water service delivery. The implementation of a modified operational structure resulted in a 0.276-fold increase in the positive change, specifically an improvement in the delivery of water services. A marginal shift in the political dynamics of transitional organizations resulted in a statistically significant increase of 0.268 units in the level of improvement observed in the delivery of water services. The three independent variables led to a positive variation of 62.0% in water services delivery. The recommendations were that frequent transitions and changes in board management, as well as advocacy for change through organizational politics were recommended to continuously improve service delivery.*

**Keywords:** Transition Management, Organisational Framework, Corporate Governance

## INTRODUCTION

Administration shift in organizations should focus on improving organizational effectiveness rather than just altering the architectural setup through the establishment of new reporting structures and a new management group (Kotter, 2015). Kotter further contends that due to subpar transition management in organizations, there has been a dramatic rise in the number of large, frequently unpleasant events over the past few decades. According to a study by Tomal (2015), the main cause of people's persistent anguish when trying to adapt to changing conditions is a failure to plan for transition. The author also highlighted the negative effects of change in organizations. This shows that new adaptations are required when organizations are going through transitions.

The study on transition management could tackle these pervasive and significant socioeconomic problems. Transitions are regarded as intricate, protracted, and multifaceted sociocultural processes that radically alter cultures, institutions, and customs (Frantzeskaki, 2009; Loorbach & Frantzeskaki, 2017). Transition management aims to assist sustainable transitions by encouraging alternative beliefs, routines, and social connections (Wittmayer, 2016).

There have been studies conducted locally that have examined the processes of transition management in organisations in Kenya. For instance, research conducted in the Lake Victoria basin during a transitional phase by Oloo (2015) concentrated on the equitable characteristics of water as a common benefit. It was determined that anytime there is a transition following the five-year governing periods, provision of services by public utility firms, particularly water corporations in the Lake basin region in Kenya, is adversely affected. In Kisumu, the Kisumu Water and Sanitation Company (KIWASCO) Chairman's Report 2018 identified some faults in service delivery during occasions when there were adjustments in management in the firm's delicate divisions. This was done as part of KIWASCO's growth path to become the most lauded service provider.

A number of studies have focused on Kitui's water management. Van Loon (2006) researched on water assessment and planning systems in Kitui and concentrated on system planning, which is one of the components that help to ensure efficient operation and water delivery to customers. The findings of the study were; there was annual runoff from the catchments which indicated clearly that large annual variations in runoff exist. In the the year 2000, runoff was only some 60% of the year before, demonstrating that the Kitui area is sensitive to year-to-year variation. Water resources measures should therefore include provision of large reservoirs or groundwater use as buffer as options to overcome this year-to-year variations. Two rainy seasons clearly reflect the two periods when runoff is generated: November to January and March to May. This study also brought out the most critical period in the year when runoff is almost zero and hence need for provision for additional water storage. The effectiveness and efficiency of KITWASCO which draws its water from Masinga reservoir is crucial to bridge the gap of water shortage in Kitui.

Wachira (2009) focused on the difficulties and opportunities for successful water conservation in the Mwingi North which is part of Kitui county, but did not touch on the remaining areas. His study dwelt on commodity conservation rather than management difficulties. The study identified the problems facing the realization of water conservation. These problems were mostly stated by the people and the ministries interviewed. They included; high level of illiteracy from the community, high levels of poverty from the community, ignorance among members of the community, scarcity of water as a resource in the region due to lack of transportation of the said commodity and corruption among government officials. One of the biggest challenges is lack of clear guideline of how this water should get to the end user which is what KITWASCO is focussing on and hence the need to partner with other water sources in the county. The study showed that there is stakeholder involvement in water conservation though it is not recognized by the local people. A few of them knew of some NGO's that were involved in community water projects but most of them did not know any of them by name. The stakeholder involvement showed efforts to provide water projects and also offer awareness to the community.

## **Statement of the Problem**

To ensure the least amount of interruption to an organisation's effectiveness during transition, the possible shift brought on by changes in administration must be carefully handled (Chepkemoi, 2015). To react to, adjust to, and manage the changes that the organization encounters, a sufficient and effective reaction strategy is required (Guy & Beaman, 2015). Despite this gap, research on change management has primarily concentrated on organizations in the private sector. Few scholars have concentrated on transition management; instead, they have concentrated on water conservation and planning systems, as demonstrated by Van Loon (2006), Wachira (2009), and Nyile (2020). In regard to how transition management influences service delivery at water firms, scholars reach various results.

The aforementioned existing gaps on management, particularly on the Kitui Water and Sanitation Company, do not highlight the issue of transition management and its effect on service delivery. The current research therefore examined how various transitional factors, including organizational politics, operational structure, and board management makeup, affect service delivery at Kitui Water and Sanitation Company (KITWASCO).

## **Objectives of the Study**

The specific objectives of this study were;

- To examine how change in board of management composition during transition affects service delivery at the Kitui Water and Sanitation Company.
- To examine how change in operational structure during transition affects service delivery at Kitui Water Company
- To examine the extent to which organizational politics during transition affects service delivery by Kitui Water Company

The study was guided by the following research questions;

- How does change in the board of management composition during transition affect service delivery at the Kitui Water and Sanitation Company?
- How does change in operational structure during transition affect service delivery at Kitui Water and Sanitation Company?
- To what extent does organizational politics during transition affect service delivery at Kitui Water and Sanitation Company?

## **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

### **Review of Empirical Studies**

The general consensus among academics is that companies' continuing success throughout transition times is affected by efficient transition as demonstrated by Van Loon (2006), Wachira (2009), and Nyile (2020). Board composition, functional context, the impact of modifications to board formations on service delivery, corporate politics during change, and the adoption of flexible management and administration are the aspects to be covered in this research design.

### **Board Structure and Service Delivery**

According to Martin (2015), whose study focused on organizational behaviour and management conducted at Hopkins University, Baltimore USA, service delivery is a streamlined and organized means of achieving a consistent provision of services within an institution. It is accomplished by a methodical approach to handling business operations with the aid of personnel, equipment, and the surroundings to improve service delivery. The board composition provides the organization with management, which helps it accomplish the intended organizational results.

According to Robbins (2015), managers must be particularly active during transition stages to put support techniques in place to ensure smooth transition. Similarly, Wehrich et al. pointed out, transition process involves the act of persuading others to work toward achieving collective objectives. Transition management

can be viewed as a collective action, a tool for influencing others to accomplish objectives. Without transition management, according to Kotter (2010), there are more possibilities for occurrence of and little potential for development.

Fan, Wong, and Zhang (2007) evaluated 790 newly partly privatized enterprises in China and found that firms with politically linked chief executives (CEOs) were doing worse than their unconnected counterparts. This was discovered via their analysis of the firms. In addition, Boubakri, Cosset, and Saffar (2008) analysed a sample of 245 privatized enterprises that were observed in 41 different nations over the course of the period 1980-2002. They found that there was an unfavourable and negative link between political connections and accounting performance. The study's emphasis on business performance and its location in China create conceptual and contextual gaps.

### **Operational Structure and Service Delivery**

According to a study on organizational structure conducted by Meijaard, Brand, and Mosselman (2005) using a sample of 1,411 Dutch small businesses, centralization and expertise of organizational structures have distinct consequences in terms of various outcomes or results. The research came to the conclusion that organizational structure is essential to determine the performance of an organization. This research left a gap in relation to the current study because it concentrated on Dutch small businesses, whereas the current study concentrated on Kenyan water organizations.

Seip (2011) conducted a study that examined the influence of the organizational structure on service delivery within the Middle Ramu District Administration in Papua New Guinea. The research investigated the organizational framework of the Middle Ramu District Administration (MRDA) and its influence on the provision of services. The research indicates that the MRDA framework exhibits a notable degree of centralization, featuring a hierarchical structure of nine levels, and a significant level of formalization. The current organizational structure design failed to take into account contextual factors such as management strategy, environmental conditions, technology, and size. This study presented a research gap because it was conducted in Papua New Guinea which will be filled by this study conducted in Kenya.

### **Organizational Politics and Service Delivery**

Contextual performance is crucial in guaranteeing service delivery during times of transition. According to certain research, disruptive organizational politics can impede or slow service delivery, whereas positive relations can sometimes lead to better service delivery. Power dynamics, ideology, and responsibility in unions helping emerging cattle keepers were the subject of a study by Gwiriri and Bennett (2020) in South Africa. The study focused on the political "sense of connection" impact as a gateway for people to obtain resources. Service delivery is frequently affected to some extent by influential individuals in government positions who perform the role of political connections. However, the research by Gwiriri and Bennett (2020) shows that political participants frequently have less responsibility to the membership and are therefore more likely to allocate advantages in a way that serves their interests. According to the scholars, developing strong leadership with a high level of openness and transparency is crucial for guaranteeing a smooth transition and efficient service delivery. Indeed, these factors relate well in the context of organizations in service sectors such as for water companies. This study presented a research gap because it was conducted in South Africa which will be filled by this study conducted in Kenya.

According to Riitta's (2015) research, there exists a correlation between organizational climate and employee well-being in the workplace in Finland. The study revealed that individuals working in units with a weakly appraised work climate reported lower levels of well-being in comparison to those working in units with a more favourable work climate. Moreover, research has indicated that favourable atmospheres marked by a laid-back and amicable ambiance fostered and endorsed novel concepts. According to Poon (2012), a positive organizational climate fosters innovation and subsequently increases employee reciprocity to the organization,

resulting in a lower perception of politics. This study employed a descriptive survey design and utilized qualitative data obtained from 24 publicly-funded day care centres. The sample size consisted of 436 participants. The research suggests that it is imperative for organizations to tackle unfavourable aspects of the organizational climate, such as those that are characterized as discriminatory, resistant to change, stressful, contentious, and anxious, as they pose a significant risk to the welfare of the workforce. This study presented a research gap because it was conducted in Finland and focused on employee well-being which will be filled by this study conducted in Kenyan water service companies.

### **Theoretical Framework**

A theoretical framework for this investigation is presented in this section. It brings out the concept of multiple dynamic systems and how it can support both the players' actions and the physical transition. The systems approach, stakeholder, and the concept of service delivery are the three theories that are given and are discussed below.

### **Systems Theory and Service Delivery**

The connection between transition management and comprehensive operations research can be articulated using the proposed theory. Understanding the determinants of complicated, flexible systems can help one better grasp the possibilities, constraints, and circumstances that permit one to influence those processes. The fundamental principles of multiple systems theory, including diversity and adaptation, development, coevolution, and self-organization, serve as the foundation for transition management. It entails a cycle of stages at different scales ranging, including fostering niche growth at the political level, discovering new clusters at the macro level through defining a sustainable vision, and fostering variety.

Ludwig von Bertalanffy, according to Hammond (2003), is credited with creating the term "General System Theory" (GST), stating that "biological perceptions in genetics highlighted the requirement of examining not only the components but also the interactions of the organization come from a continuous interplay and expressing themselves by the distinction in actions of the sections in solitude and of the lifeform overall."

Bertalanffy further differentiates between two stages in Hammond (2003), namely the degree of components and the element of the whole, as seen in figure 2.1. Bertalanffy makes additional distinctions between the firm's relationships and the dynamic interplay of its pieces. The two subsystems A and B in the figure above come together to form the larger system C. The arrows show the connections between a system and its surroundings. While subsystems A and B communicate with one another, the connection has an impact on the whole system (C). This research is used in the investigation to look at how a firm's subsystems (green A & B) connect with one another and their surroundings (red).

### **Stakeholders Theory**

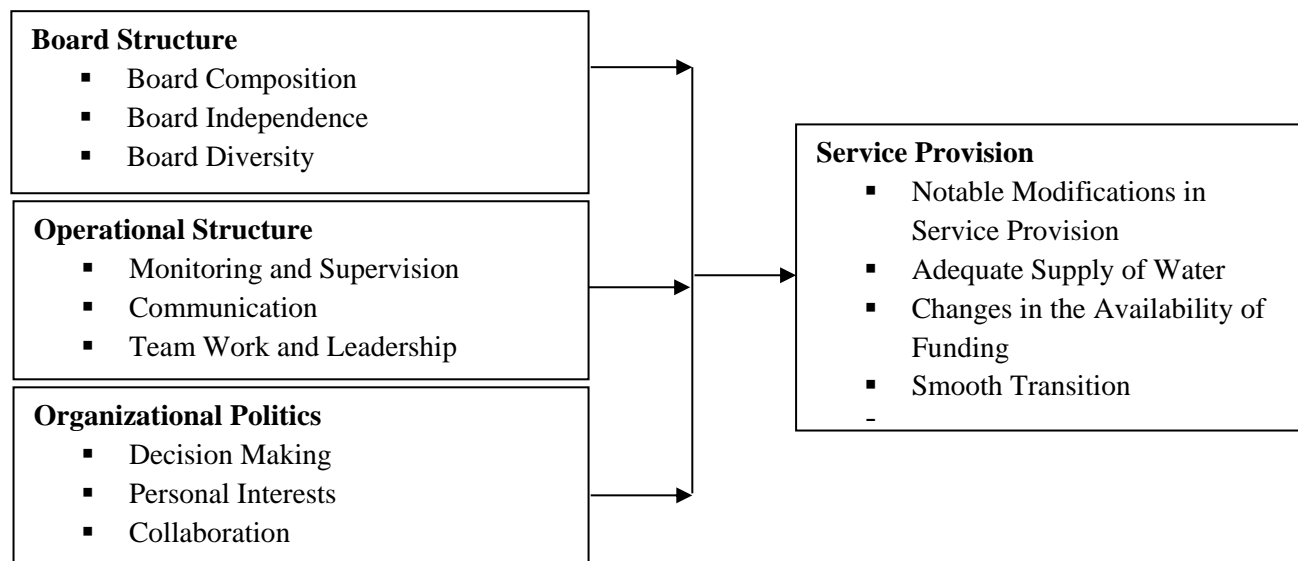
The stakeholders in a business are the main subject of shareholder theory. Edward Freeman and Evan developed the stakeholder hypothesis (Freeman, 2001). The manager's choices and actions have an impact on the stakeholders in the company. In this instance, the staff, consumers, local governments, vendors, authorities and conservation activists are among the constituents for the water services business. According to the principle, a company should work hard to involve and treat all participants fairly in order to achieve long-term prosperity. In his situation, stakeholders must be happy and involved in the management of the water firm; as a result, it is important to understand and value the functions that every stakeholder plays. Although Phillips (2003) developed the stakeholder approach, it has detractors like Mansell (2013) who contend that compromise must be made for all stakeholders to profit equally. Likewise, not all stakeholders may be happy with the services offered by an institution, necessitating a tradeoff. Therefore, the latest research makes use of stakeholder theory to highlight the significance of each stakeholder in the provision of services.

This theory is relevant to this study because it yields significant contributions to the examination of the effect of board composition, operational structure, and organizational politics on service delivery within water service

firms operating in Kenya. The theory underscores the significance of taking into account the interests and sway of diverse stakeholders, encompassing patrons, staff, societies, and governmental bodies. This theory also provides insight into the optimization of board composition, operational structure, and organizational politics to improve service delivery in Kenyan water service companies. This is achieved through recognition of the diverse needs and expectations of stakeholders and their interactions with organizational factors.

### Conceptual Framework

The model below presents the factors' visualization tools, including their relationships with one another as independent and dependent variables. The three independent factors were envisioned for this research to have an effect on KITWASCO service delivery.



### Independent Variables

**Figure 1: Conceptual Framework**

Source: Author, 2022

### Dependent Variable

## METHODOLOGY

The study adopted a descriptive research design which is considered to be apt to utilize in situations where it is essential to explain an apparent problem. Descriptive research design was also crucial since it enables the researcher to obtain both quantitative and qualitative data therefore a lot of data was acquired.

The research was carried out in Kitui County and concentrated on the Kitui Water and Sanitation Company (KITWASCO), which employs 102 people in total, including 75 regular employees and 27 part time workers (Kitui County Strategic Plan, 2018). Residents who purchase services from the company are the customers of the services it offers. The company served 550,000 residents as of December 31st, 2020 (KITWASCO, 2020). KITWASCO maintains regional offices in Masinga, Kithyoko, Matinyani, Katheka, Mutitu, Ikanga, and Mutomo towns. The study population consisted of all the 102 staff members and workers of KITWASCO.

Due to the small size of the study target population, which consists of the corporate board and employees, a sample of all 102 employees of Kitui Water and Sanitation Corporation was used. According to Parker et al. (2012), a census was best sampling strategy for such smaller numbers. Members of the committee of administration, senior executives, and division officers were questioned. This was because of its adaptability, which would allow for questions that would elicit more detailed responses and explanations. Purposive sampling was used to select the member of different ranks.

The study used both primary and secondary data. The tool used by the scholar to get first-hand information was a structured questionnaire. For the intention of attaining the study's goals, primary and secondary data was

gathered that is both quantitative and qualitative. Primary data are those that were gathered straight from the participants (Kothari, 1990). The questionnaires were issued using the drop and pick later method and the respondents were given one week to fill them. The questionnaire was divided into two parts; the first focused on general respondent characteristics and the second on each specific objective in the study.

A sample of 10 employees from KIMWASCO Kiambere-Mwingi Water and Sanitation Company operating from Mwingi sub-county in Kitui County were chosen for this study. KIMWASCO takes water from the Kiambere dam and provides service to more than 60,000 people in the Mwingi sub-county; as a result, the two organizations are similar in that they are both managed by the Kitui County Executive. One board member, three managers, four branch managers, and two staff members would make up the 10 employees. In addition, all the respondents completed the questionnaires. The investigator modified the tools based on the results of the pilot study to guarantee that there were no redundant or unclear inquiries. Queries that were determined to not clearly convey the researcher's aim were revised to do so. The investigator moved on to the major data collection process after the pilot study.

The methods used in this study examined the uniformity of the replies, while authenticity assessed how closely the findings from the questionnaires corresponded to reality (Bolarinwa, 2015). Test-retest reliability was utilized to determine the instrument reliability. This was coupled with the pilot study, in which the 10 respondents were asked to complete two surveys over the course of one or two weeks. The results from the first and second instances were then compared by the investigator. It was considered that the devices had good consistency since the answers to the queries were consistent.

Face validity and a pilot study was used to gauge the device's authenticity, which is the extent to which a test match up with the actual reality (Rogers, Priest & Traynor, 2013). The researcher made sure the queries assessed the variables in question to guarantee face validity. In other words, there were reminders to measure each variable.

The University's department of Public Policy and Administration first authorized the researcher once the application was revised and corrected as directed by the director and the defensive board. After receiving departmental approval, the researcher submitted a reference letter to the graduate school asking for authorization to gather data and asking the KITWASCO to help by providing access to respondents. The Graduate School's letter of introduction was utilized to request permission from NACOSTI to undertake research. The investigator must request authorization from NACOSTI before collecting data.

Data from this study was gathered both qualitatively and quantitatively. Direct quotes from open-ended questions were put into a Word document after being converted into English. Through theme evaluation, these answers were qualitatively studied. Problems and trends were found in the answers, and exemplary quotations were used to highlight the most prevalent patterns. Two methods—one descriptive and two inferential—were used in quantitative analysis. Means, media, averages, and rates were among the descriptive statistics. The study intended to evaluate how transitional management techniques impact the provision of services in water utility organizations. The estimation technique shown below was employed;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where;

Y = service delivery

$\beta_0$  = Constant term

$\beta_1, \beta_2, \beta_3, \beta_4$  = Coefficient Values

$X_1$  = change in board management

$X_2$  = change in operational structure

$X_3$  = change in transitional organizational politics

$\epsilon$  = error term

## RESULTS AND DISCUSSION

### Transition Management and Its Effects on Service Delivery

#### Change in board of management composition

The first objective was to examine how change in board of management composition during transition affects service delivery at the Kitui Water and Sanitation Company. The respondents were asked to indicate their level of agreement with a number of relevant statements on change of management. Table 1 below shows the summary of their replies.

**Table 1: Change of board composition**

Statement	M	SD
Change in board composition has been successfully achieved in efficiency in water service delivery	3.58	0.84
There has been changes in management practices that has led to sustainable provision of water services	3.52	1.00
The board of management composition has improved the image of Kitui water company to the public	3.01	0.96
Members of the board have linkage with the county government ensuring proper maintenance of water systems	3.33	1.06
There has been change in the company team structure initiated by the new leadership that has improved the time taken in service delivery	3.25	1.01

Source: Author

From the study findings, the majority of the respondents agreed that the change in board composition has been successfully achieved in efficiency in water service delivery (Mean=3.58) and There has been changes in management practices that has led to sustainable provision of water services (Mean=3.52). Similarly, a number of the respondents agreed that Members of the board have linkage with the county government ensuring proper maintenance of water systems (Mean= 3.33) and There has been change in the company team structure initiated by the new leadership that has improved the time taken in service delivery (Mean=3.25). However, very few of the respondents agreed that the board of management composition has improved the image of Kitui water company to the public (Mean = 3.01).

Respondent R2 reported that a change in the board composition has led to more accountability and transparency at the company. Another respondent, R5, who agreed with that said, *“The implementation of a modified board structure has enhanced accountability and transparency through the incorporation of mechanisms that facilitate effective oversight and decision-making procedures”*. Prioritizing accountability and transparency has ensured the monitoring of water service providers' performance. The provision of transparent metrics, reporting protocols, and information accessibility has facilitated the evaluation of their efficacy, efficiency, and quality by relevant parties.

Respondent R1 who is a program officer reported that the change in board composition has ensured there is enough stakeholder representation. The modification to the board's structure has incorporated a wider range of representation, thereby promoting a more comprehensive outlook and catering to the requirements of diverse communities and members of the organization. The aforementioned representation has effectively facilitated a sense of inclusivity among all parties involved, resulting in a positive shift in their work-related dispositions and ultimately leading to an enhancement in the quality of service delivery. However, respondent R3 cautioned that, *“Ensuring minimal political interference in the new board structure is crucial to safeguard the impartiality of the organization and enable a focus on delivering high-quality water services”*.

These findings are consistent with the findings of Maria et al. (2021), who examined the relationship between board diversity and company success. The purpose of this research was to undertake a meta-analysis of the



empirical data linking a diverse board to improved business performance. However, the research also revealed that the kind of diversity on the board, the sector, and the nation all had a role in how much of effect board diversity had on company performance. The study's authors hypothesize that a diverse board's increased ability to draw from a broader variety of viewpoints and experiences is responsible for the positive correlation between board diversity and business success. Similarly, Dedzo (2015) conducted a study on the impact of board composition on service delivery and firm performance in the banking industry of Ghana. The findings indicated that the presence of independent non-executive directors and a smaller board size had a positive effect on firm performance. However, political affiliation of board members was found to have a significant negative impact on firm performance, contrary to this study.

The study conducted by Ng'etich and Ocholla (2019) investigated how board diversity affects the financial performance of firms that are listed on the Nairobi Securities Exchange provided similar results. The results showed that there is a favourable correlation between board diversity, specifically gender diversity, and financial performance. The research emphasized the advantages of having a variety of viewpoints and abilities on business boards. Similarly, Kipchumba & Kitur (2020) conducted a study to examine how board characteristics are linked to the performance of firms in Kenya's banking industry. The study centred on the dimensions of board size, board independence, and attendance at board meetings. The study discovered that the size of the board and the independence of its members had a positive effect on the performance of the banks.

### **Operational Structures and Water Service Delivery**

The second objective was to examine how change in operational structure during transition affects service delivery at Kitui Water Company. The respondents were asked to indicate their level of agreement with a number of relevant statements. Table 2 below shows the summary of their replies.

**Table 2: Summary of responses on operational structures**

<b>Statement</b>	<b>M</b>	<b>SD</b>
There is more supervision at work which has greatly impacted service delivery	3.46	1.035
Extensive onsite supportive supervision provided by managers and technical specialists	3.75	0.744
Flexible management style that facilitates timely response to issues raised	3.32	0.665
There is clarity in guidelines on water services ensuring great service delivery	3.25	0.73
There has been change in the company team structure initiated by the new leadership that has affected service delivery	3.59	0.868
There has been changes in supply chain of commodities required in water service delivery	3.16	0.801
The relationship between water company and the suppliers has improved due to prompt and efficient payment	3.35	0.833
There are strategies by management to respond to water shortages	3.25	0.957

*Source: Author (November, 2023)*

From the study findings, the majority of the respondents agreed that there is extensive onsite supportive supervision provided by managers and technical specialists (Mean= 3.75), there has been change in the company team structure initiated by the new leadership that has affected service delivery (Mean=3.59) and that There is more supervision at work which has greatly impacted service delivery (Mean=3.46). Additionally, some of the respondent agreed the relationship between water company and the suppliers has improved due to prompt and efficient payment (Mean = 3.35) and there is a flexible management style that facilitates timely response to issues raised (Mean=3.32). Some of the respondents agreed that there is clarity in guidelines on water services ensuring great service delivery and there are strategies by management to respond to water shortages (Mean=3.25) respectively. Very few respondents were in agreement that there has been changes in the supply chain of commodities required in water service delivery (Mean=3.16).

Respondent R4 commented that operational structure ensures there is coordination and integration. A good operating framework helps the different areas and roles in a water service company work together and fit together. Additionally, the respondent said that, “A well-designed operational structure facilitates easy coordination and integration of different departments, which helps to ensure that processes run smoothly and improves the quality of overall service delivery”. Another respondent R6 clearly stated that, “The organizational structure at KITWASCO has included procedures and systems for effective asset management and maintenance, with the goals of maximizing the efficiency with which services are provided, as well as maximizing the dependability of the underlying infrastructure”. A top level manager at the organization reported that operational structure has ensured there is scalability and flexibility within the organization. Changes in demand, population expansion, and technology improvements are accommodated by the operating framework to ensure timely and efficient service delivery.

The findings of this investigation align with those of Kaingu (2016), who documented that the amelioration of service provision has been attributed to the reduction of expenses, implementation of innovative products, technology, and streamlining of the innovation procedure. The findings exhibit a resemblance to the outcomes reported by Al-Hawajre & Attiany (2014). The study's results indicate a noteworthy association between operational responsiveness and the aspects of service delivery and dependability.

Meijaard, Brand, and Mosselman's (2005) investigation into organizational structure yielded comparable findings. The study has determined that the performance of an organization is contingent upon its organizational structure. Muthengi's (2021) research revealed that the quality of service delivery to residents of Kitui County is significantly influenced by the organizational structure and culture of the entity. According to the research results, the County administration has effectively implemented the constitutional framework and adopted a conducive organizational culture that promotes effective planning procedures, ultimately leading to improved delivery of high-quality services.

### Organizational Politics and Water Service Delivery

The third objective was to examine the extent to which organizational politics during transition affects service delivery by Kitui Water Company. The respondents were asked to indicate their level of agreement with a number of relevant statements. Table 3 below shows the summary of their replies.

**Table 3: Summary of responses of Organizational Politics**

Statement	M	SD
Employees in Kitui Water Company have a good understanding of the influence of organizational politics on service delivery	3.08	0.84
Kitui Water Company strategic vision, mission and goals are communicated to all employees in the organization.	3.84	0.58
Employees in Kitui Water Company are aware of their roles in achieving organizational goals and targets.	3.46	0.58
Some workers have become more empowered in terms of decision-making and resource allocation related to service delivery due to the transition/change in power relations.	3.39	0.63
The organization promotes fairness and equal opportunities in service delivery despite power dynamics and influence.	3.53	0.64
Employees at Kitui Water Company were consulted on what measures were to be taken to improve the organizations operations.	3.43	0.69
There is smooth and effective communication between junior and senior staff members at Kitui Water Company regarding the management of organizational politics and its impact on service delivery.	3.33	0.84
Certain sections of the county receive better service delivery due to influential individuals or groups within the organization.	3.79	0.93

Source: Author (November, 2023)

From the study findings, the majority of the respondents agreed that Kitui Water Company strategic vision, mission and goals are communicated to all employees in the organization (Mean= 3.84), certain sections of the county receive better service delivery due to influential individuals or groups within the organization. (Mean=3.79) and that the organization promotes fairness and equal opportunities in service delivery despite power dynamics and influence (Mean=3.53). Additionally, some of the respondent agreed that employees in Kitui Water Company are aware of their roles in achieving organizational goals and targets (Mean = 3.46) and employees at Kitui Water Company were consulted on what measures were to be taken to improve the organizations operations (Mean=3.43). Some of the respondents agreed that some workers have become more empowered in terms of decision-making and resource allocation related to service delivery due to the transition/change in power relations (Mean=3.39) and there is smooth and effective communication between junior and senior staff members at Kitui Water Company regarding the management of organizational politics and its impact on service delivery (Mean=3.33) respectively. Very few respondents were in agreement that employees in Kitui Water Company have a good understanding of the influence of organizational politics on service delivery (Mean=3.08).

One of the respondents, R7, who is a support staff, reported that, *“It is my contention that notwithstanding power differentials and sway, the organization ought to endeavour to advance equity and parity of opportunities in the provision of services. It is imperative to undertake measures aimed at mitigating the adverse effects of organizational politics and promoting equitable allocation of resources and services across all segments of the county”*. A top level manager, R9, was in agreement and stated that the attainment of equity is contingent upon the implementation of transparency, accountability, and unambiguous guidelines.

Another respondent, R1, stated that *“Regrettably, the alteration in power dynamics has had an adverse impact on the provision of services in specific regions of the jurisdiction. Certain prominent individuals have redirected resources and given precedence to their personal interests, resulting in disregard and inadequate delivery of services in other domains”*. A program officer with similar remarks reported that the diversion of resources and prioritization of personal interests by influential members of the organization had led to neglect and inadequate provision of services in other domains. Consequently, discrepancies in the level of service quality and customer contentment have emerged, culminating in discontentment among the inhabitants.

These results are consistent with those of Ogweng & Evelyn (2020), who found that, after accounting for factors like organizational politics helps to account for objectives, goals, culture, and self-interest within the organization. Similarly, Gakure et al. (2012) reported that workplace social dynamics were significantly impacted by organizational politics, consistent with this study’s findings.

### **Factors associated with Water Service Delivery and Transition at KITWASCO**

The section represents the bivariate and multivariate analysis of the independent factors that influence water service delivery at transition at KITWASCO. The bivariate analysis level represents the Pearson Chi-square analysis while the multivariate level represents the simple linear regression.

#### **Bivariate level analysis (Parson Chi-square)**

The three independent variables of change in board management, change in operational structure, and change in transitional organizational politics were cross-tabulated with the dependent variable, water service delivery at KITWASCO using Pearson Chi-square and at 95% confidence level. The results are shown in the proceeding sections;

**Table 4: Chi-square for correlations between service delivery and predictor variables**

<b>Variables</b>	<b>Chi square Value</b>	<b>df</b>	<b>Asymp. Sig. (2-sided)</b>
Board management change	492.73	391	0.002
Operational structure change	212.06	204	0.001
Transitional organizational politics	118.61	153	0.026

Source: Author

Water services delivery \* independent variables

At the bivariate level, the three independent variables had statistically significant correlation with water service delivery at KITWASCO. This was showed by the p-values of below 0.05, and the corresponding Pearson chi-square values. Further, change of board management ( $X^2=492.73$ , sig. 0.002), change of operational structures ( $X^2=212.06$ , sig. 0.001) and transitional organizational politics ( $X^2=118.61$ , sig. 0.026) were all significantly correlated with water services delivery at the case study organization, KITWASCO.

### Multivariate level analysis (Simple Linear Regression)

The three independent variables were subjected to simple linear regression, where the findings were shown in table 5 below.

**Table 5: Model Summary for Water service delivery**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794a	0.631	0.62	0.54808

a Predictors: (Constant), Operational Structure Change, Organizational Politics, Board of Management Change

It was established that the three independent variables, operational structure change, transitional organizational Politics, and Board of Management change, contributed to 62.0% change in water services delivery during transition at Kitui Water and Sanitation Company. This means that at the three variables had a 62.0% combined influence on the variation of water service delivery, making the model significant and fit for the data analysis and consequent interpretation of the data.

**Table 6: Anova<sup>a</sup>**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	49.352	3	16.451	54.765	.000 <sup>b</sup>
Residual	28.837	96	0.3		
Total	78.19	99			

Source: Author

a Dependent Variable: Water Service Delivery

b Predictors: (Constant), Operational Structure Change, Organizational Politics, Board of Management Change

From the Analysis of variance (ANOVA) table, it was observed that the model was statistically significant; hence water service delivery at KTWASCO was influenced by the three independent variables of operational structure change, transitional organizational Politics, and Board of Management change.

**Table 7: Regression Coefficients**

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.99	0.593		3.354	0.001
Organisational Politics	0.268	0.129	0.21	2.074	0.041
Board of Management Change	0.732	0.058	0.786	12.574	0.00
Operational Structure Change	0.276	0.125	0.216	2.212	0.029

Source: Author (November, 2023)

a Dependent Variable: Water Service Delivery

From the simple linear regression coefficients, it was confirmed that the three independent variables had statistically significant influence on water services delivery. Further, organizational politics was found to statistically influence water services delivery (sig. 0.041), while change of board management (sig. 0.00), and change in operational structure (sig. 0.029) were all found to significantly influence water services delivery. Based on the regression coefficients, the following regression model was used;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where;

Y = service delivery

$\beta_0$  = Constant term (1.99) and where  $\beta_1, \beta_2, \beta_3, \beta_4$ , are coefficient Values

$X_1$  = change in board management coefficient (0.732)

$X_2$  = change in operational structure coefficient (0.276)

$X_3$  = change in transitional organizational politics coefficient (0.268)

$\epsilon$  = error term (0.593),

Therefore,

$$\text{Water service delivery} = 1.99 + 0.732(\text{change in board management}) + 0.276(\text{change in operational structure}) + 0.268(\text{change in transitional organizational politics}) + 0.593$$

This was to mean that for any unit change in board management at KITWASCO, there was a 0.732 times positive change (improvement) in water service delivery, while a unit change in change in operational structure led to 0.276 times positive change (improvement) in water service delivery. Similarly, a unit change in transitional organization politics led to a 0.268 times positive change (improvement) in water service delivery. It was observed that the three variables operational structure change, transitional organizational politics, and board of management change had positive impact on improvement of water service delivery.

## CONCLUSION AND RECOMMENDATIONS

The study examined how change in board of management composition during transition affected service delivery; how change in operational structure during transition affects service delivery; and the extent to which organizational politics during transition affects service delivery by Kitui Water Company.

On the first objective, which analysed how change in board of management composition during transition affected service delivery at the Kitui Water and Sanitation Company, it was established that change in board management was statistically significantly a predictor of water services delivery (sig. 0.00, Beta=0.732). This meant that any change in board management at KITWASCO, there was could be a 0.732 times effect in water service delivery. The study concluded that the efficacy of water service supply has been improved and sustainable delivery of water services has been encouraged by modifying the board composition of water service organizations.

On the second objective, which was to examine how change in operational structure during transition affects service delivery at Kitui Water Company, there was significant correlation and influence on service delivery (sig. 0.029, Beta=0.276). This meant that a unit change operational structure led to 0.276 times significant effect in water service delivery. The study concluded that well-defined operational structures have better internal coordination, more defined roles and duties, and better lines of communication. It specifies the procedures and methods for making decisions that govern service delivery. Streamlining processes, better allocation of resources, and more accountability are all ways in which an improved operational structure may boost service delivery.

On the third objective, which was to examine the extent to which organizational politics during transition affects service delivery by Kitui Water Company, the researcher established significant correlation with water services delivery (sig. 0.041, Beta=0.268). A unit change in transitional organization politics led to a 0.268 times positive

change (improvement) in water service delivery. The study concluded that quality of services provided is affected by internal politics, collaboration, decision-making, and the general efficacy of service delivery.

The study recommendations were;

- That during transitions, change in board of management is necessary and need to be handled efficiently and with solid structures to ensure smooth change. Boards can be reconstituted in phases, allowing efficient continuity of services.
- Adopting a change management framework for operational structure during transition can enhance service delivery. KITWASCO needs to ensure operational structures are in place during a given transition period.
- Organizational politics during transition are common and affect service delivery, hence KITWASCO need to create awareness among the staff on key components of service delivery that need to be adhered to, even during transitions.
- The researcher recommends that organizations should actively manage and resolve internal politics to foster a productive and cooperative workplace. Making decisions in an open and fair manner, encouraging open lines of communication, and encouraging the pursuit of common objectives are all ways to do this. Getting rid of office politics is one way for businesses to boost morale and productivity in the workplace, which in turn improves customer service.
- To maintain effectiveness, clear communication, and coordinated effort, organizations should routinely review and adjust their operating structures. Establishing clear lines of authority, simplifying procedures, and encouraging responsibility at all levels are all part of this process. Improvements in service delivery may be achieved by ongoing assessment and modification of operational structures.
- For studies in the future, the researcher recommends a study on using secondary data on volumes of water supplied, breakdowns of supply chains including pipes and tanks and other water services during transition to establish whether or not transition has a significant effect on efficient provision of water services.

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