

**ANALYSIS OF STRATEGIC CONTROL PRACTICES ON SERVICE DELIVERY IN  
KIAMBU COUNTY, KENYA**

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## DECLARATION AND APPROVAL

### Declaration by the Candidate

This research project is my original work and has not been presented for a degree in any other University or for any other award.

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### Approval by University Lecturer

I confirm that the work reported in this project has been carried out by the candidate under my supervision.

Signature: 

Date: 21/05/2024

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## **DEDICATION**

I devote this research project to my parents Nelson and Jane Ng'ang'a, my sister Mary for their love, moral and financial support and encouragement.



## **ACKNOWLEDGEMENT**

I am thankful to God for the grace of life and the good health. My heartfelt gratitude goes to my supervisor Dr. Alice W Kande for her guidance, support and patience throughout the project. I am grateful for my lectures Dr Lucy Kibe, Dr Evans Nyamboga, Dr Ruth Thinguri, Dr. Clement Olando, and Dr Wilfred Marangu for instilling wisdom and knowledge during my course work. My gratitude also goes to librarians and ICT department at Mount Kenya University for their assistance.



## ABSTRACT

The performance and failure of a corporate depend on the extent of its capability to comprehend its mission aims and resolutions. For an organization to be successful, it should set a particular stratagem as well as pursue to execute it in the shadow of several deviations that circumjacent the corporate. It is clear organizations both in the private and public operate in a vagarious environment that is constantly morphing either internally or externally thus there is a need to follow-up the implementation of its strategies or amend those strategies through strategic control practices. Therefore, the general purpose for this research project was to analyse strategic control practices on service delivery in Kiambu County and the specific aims were to determine the influence of implementation control, to examine the influence of premises control, to establish the influence of strategic surveillance on service delivery in Kiambu County. The study project was supported by the succeeding philosophies; resource mobilization theory, resource based view theory and service delivery model. Descriptive survey study plan was embraced for the research to identify the relationship between the variables. The target population was 90 employees from ten targeted departments at county headquarters. Census approach was used determine the sample size. Data for this research was obtained using a close ended questionnaire and analyzed through the use of descriptive and inferential analysis methods to determine the relationships amongst the exploration factors, while findings were presented in figures and tables. The response rate was at 93.3% where 84 questionnaires were returned out of 90 administered. Results revealed a  $\beta$  score of 0.696, and a p-value of 0.001 between implementation controls and service delivery of Kiambu County. Results presented further indicated a  $\beta$  score of 0.523 and a p-value of 0.001, between premises control and service delivery in Kiambu County. Lastly, results revealed a  $\beta=0.810$  and a p-value of 0.001 between strategic surveillance and service delivery. The study concluded that, implementation controls, premises control and strategic surveillance significantly and positively influenced service delivery of Kiambu County, Kenya. The study recommends that it is imperative to implement robust policies aimed at enhancing implementation control. Additionally, the study recommends establishment of clear guidelines for managing premises ensuring uniform standards for maintenance, safety, and accessibility. Lastly, the study recommends that establishment of a comprehensive surveillance system integrating technological tools and human intelligence networks is crucial for real-time monitoring.

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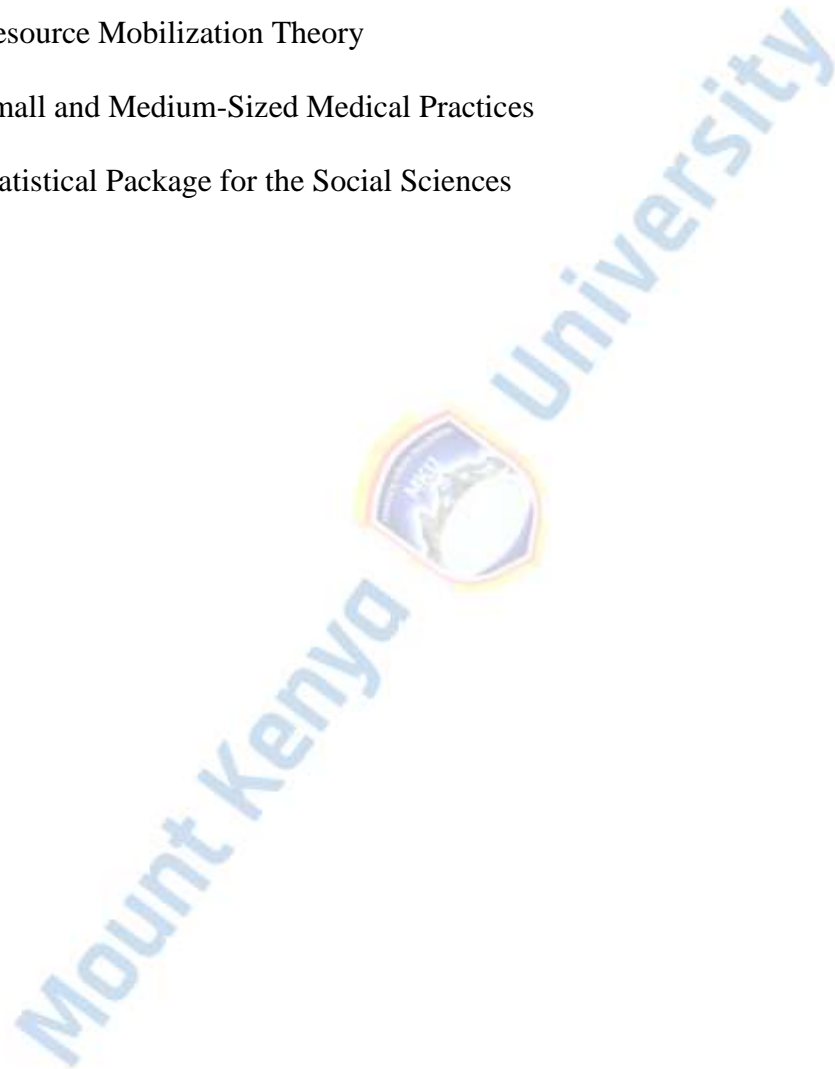
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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>CFSP</b>	County Fiscal Strategy Paper
<b>ICT</b>	Information Communications Technology
<b>MCA</b>	Member of County Assembly
<b>RBV</b>	Resource Based View
<b>RMT</b>	Resource Mobilization Theory
<b>SMMP</b>	Small and Medium-Sized Medical Practices
<b>SPSS</b>	Statistical Package for the Social Sciences



# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

This chapter aimed to offer a detailed insight into the background of the study by examining strategic control practices and evaluation globally, in Africa and in Kenya. It also include the statement of the problem, purpose of the study, objectives of the study, research questions, significance, scope, limitations, and assumptions of the study, and operational definition of key terms.

### 1.1 Background to the Study

Strategic control practice is interrelated where decisions made in one phase have a causal effect in the other phases. Strategic management practices in the public sector play a very important role in making sure that visions, missions and objectives are achieved. Therefore, strategic control practice is an indispensable tenet of organization management that characterizes a well performing organization. This is because research shows that a failure to implement organizations strategies as expected leads to poor performance. Julian and Scifres (2019) states that planned control is identified with that part of strategic managing over which a company guarantees whether it is accomplishing its targets planned about in the strategic activity. If-not, what remedial activities are needed for vital adequacy.

Strategic control practice additionally includes the observing and assessment of strategies, exercises, and outcomes with a vision near forthcoming activity, giving an admonition indicator over finding of information and setting off suitable intercessions, be they either tactical modification or else strategic redirection. Kinds of strategic control distinguished by the essential supervision specialists which are execution control, premise control, strategic observation plus exceptional caution control. In request to practice control tactical administrators essential to make

four developments that incorporates setting achievements average that indicate which goals and objectives are to be accomplished, the second is estimating definite execution against norms which ought to be consistently, so deviances might be recognized ahead of time of their real event and circumvented by proper movements, the third is evaluating discrepancy for appraisal of actual and average achievements lastly making a remedial move which necessitates that moves ought to be made to keep up the ideal level of control in the framework or activity (Pearce and Robinson 2019).

At the beginning of the 20<sup>th</sup> century, business schools at period placed more emphasis on planning as the most important function of management where leaders at that time made decisions that focused on long-term and large decisions akin to military winning a war. This outlook at management pervaded the literature on strategic management until 1940s where Barnad split organization theory from management and strategy by establishing that they are different entities where strategy dealt with functions of the executive such as planning, execution and control while as management as a science focused on efficiency.

Globally efficacious Small medium enterprises in the world utilize strategic supervision direction in the management tactical choices with the support of strategic development and administration control. Similarly, strategic management contains the detailing, execution, control and assessment of the significant objectives regarding the techniques and activities associated with Small and medium-sized enterprises (SMEs), that the practice of planned management practices has prompted the extraordinary achievements of approximately SMEs than others while more or less of them work in comparative conditions (Rugami & Mohammed, 2019).

In German, British, and French organizations had been rehearsing some type of strategic control practices for broad periods that a significant number of this organizations had set up a different and specific branch at the corporate level entrusted with gathering and dissecting the essential plans organized by every one of the individual branches. In Japan, Japanese organizations have

generally adopted a drawn out strategy to advancement and usage of strategic control practices. Growth was imperative to Japanese organizations and their managers largely established strong and aggressive strategic control practices as impetuses for accomplishing the ideal development. In Chinese organizations strategic control practices substantially affected the achievements of the organizations (Gutterman, 2017).

In Africa strategic control practices is generally underdeveloped and ineffectively used in numerous sections of Africa. Analysts have discovered that merely bigger African corporates really utilize their corporate development departments to create objectives and targets for the organization plus operative designs to accomplish those objectives, for instance in Nigeria complete tactical control exercises have been found in the branches of multinationals and in the biggest native holding organizations (Gutterman, 2017). In Africa, business and public sector in Africa has undergone tremendous growth in the last half century. Despite little research on strategic control practices in African countries, the research that has be done can be used as evidence to depict the use of strategic control practices has led to a competitive edge on firms. In Nigeria strategic planning is a significant mechanism for each organization both private and public areas. Plus, strategic planning is impacted by a few variables, for example, strategic decision, strategic administration, structural design and down upward correspondence (Umar, Muhammad and Hassan, 2020).

Additionally, in South African Shotholo (2020) contended that strategic management practices at South African world legacy site are not sufficient to help the corporation to accomplish its objectives and targets. The examination suggested that administration should audit its strategic management structure to consider the unpredictability of functioning a business. An investigation by Kojo (2015) analyses the viability of inward controls in SMEs medical practices in the Thulamela City in South Africa, discovered that there is a necessity to analyze the function of

interior mechanism in moderating difficulties confronting SMEs medical performs which add to satisfying the hole in the medical services provision in South Africa.

In Tanzania Strategic supervision practices help the excavating SMEs in the securing of monetary provision, settling on a decision of the most ideal approach to react to market elements, recognizing strategic effects regions, attention of the different accessible choices and as a device of imparting and monitoring corporate variables of creation. Further strategic supervision practices emphatically influence business execution (Ismail & Biteko, 2020).

Locally, current developments in many counties have demanded the necessity to zero in on strategic control practices. This practices produces synergy for businesses and enhances an incentive in characterizing and forming the general strategy. Strategic control practices support governors to guarantee that this inventiveness eventually benefits the counties. Strategic control practices have been recognized as vital and important instrument to upsurge organizational execution and efficiency in Kenya (Gaturu, 2017). SACCOS in Kenya embrace strategic controls practices which targets guaranteeing effective employment of the strategic plans thus productively utilize their assets in a successful manner over use of best acts of the business just as progress of business procedures (Daniel, 2017).

In Nairobi county government, strategic development, key governance, tactical direction and planned ecological examining were incredibly identified with provision distribution at the region government. Also, provision conveyed at the region level were not productive and viable because of deficiency of appropriation of strategic components which expanded incompetence and hence reassuring mishandling (Onyoni and Kavale, 2018).

In Nyeri county, managerial and member of county assembly precluded any impact of moral blockages on the region achievements, it was exceptionally realized as the reason for underprivileged region achievements by the strategic sources. There was a huge connection between quality provision conveyance and significance of prevailing procedures and key

strategies. The examination suggested that the region legislature of Nyeri ought to have a very much characterized achievements managing strategy with obvious signs and timetables and the managerial and member of county assembly and the populations need to embrace review conferences to form interaction, congruence plus control the achievement of the region. The current regulations in addition to laws needed to be changed so as to enhance service quality in the county (Nyaga, 2017).

In Kenya Wesaya (2017) contended that employment of strategic administration practices generally has difficulties regarding assets and indecisively specified rules, further originate that strategic administration practices emphatically impact service delivery. Abdow et al., (2019) established that strategic controls impact organization transformation in petrol enterprises in Kenya, furthermore strategic controls had constructive and critical effect on authoritative transformation and strategic control impact upper hand situating of organization.

Kiambu County strategic plan 2015-2019 state that observing and assessment are significant perspectives in the execution of the premeditated strategy. The motive for observing is to guarantee that the premeditated strategy is executed by plan in addition if there are slightly deviances, suitable plus opportune activities are made. System control is liable for positive plan application (Ondoro, 2017).

## **1.2 Statement of the Problem**

Proficient service delivery is basic to the country's economic development and evolution. Service delivery is crucial function and foundation in the relation to government organizations and citizens as a way to enhance citizens' survival. However, most of the counties like Kiambu have been faced with different challenges which embrace lack of sufficient resources, shortage of infrastructure and technologies, poor management and governance, lack of state government support which has led to poor service delivery. Kiambu County faces hindrances that have derailed delivery of quality services to the residents despite the county government's strategic plans to improve service

delivery to her populace. Some of the problems can be attributed to corruption, abuse of office and gross misconduct. The rampant looting of community funds coupled with poor and delayed policy formulation and legislation, political interference, and bureaucratic bottlenecks have adversely affected quality service delivery in Kiambu County (Ikenye, 2021).

In the year 2018, there was a decline in total proceeds against a target from Ksh 6.17 billion to Ksh 5.61 billion because of the negative political environment, embezzlement of funds, corruption, delayed policy formulation and legislation. Lack of addressing theft and corruption allegations that has faced the Kiambu county government will lead to the loss of confidence in the elected leaders, and poor service delivery to the general public which leads to lack of public satisfaction (CFSP, 2018). Less consideration and research has been directed on the influence of strategic control practices and service delivery in Kenya and globally like, Pegah (2019) explored strategic control framework through significance on the green method in Iran, Kirilov (2019) investigated strategic surveillance stratagems for successful achievements in the Nonprofitmaking segment in United States, Singh and Gebremichae (2019) examined Consumer's assumptions and view of service delivery measurements in Tigray County Ethiopia and Otieno (2019) on the internal controls quality services in the public sector. In Kenya, Nelima, Samson and Kamau (2018) sought to understand the role of management control implementation on service delivery in region government of Nairobi city, Abdow, Guyo and Odhiambo (2019) investigated how strategic controls affects the changes in organization that operate in the petroleum industries in Kenya, Irungu (2018) examined factors influencing service delivery in the accommodation business in Kenya and Onyoni and Kavale (2018) explored strategic elements influencing service delivery in region legislatures of Kenya.

The above studies were found to have focused on private organizations and were done in advanced and developing economies assuming different factors and in different sectors and industries.

Further above investigations results were conflicting some revealed a positive influence while others negative influence concerning strategic control practices and service delivery. Additionally, none of the studies above examined strategic control practices and service delivery in Kiambu county Kenya. It is against this background, that this current research filled existing theoretic, conceptual, and contextual gaps by examining the influence of strategic control practices on service delivery in Kiambu County, Kenya.

### **1.3 Purpose of the Study**

The determination of this research was to examine strategic control practices on service delivery in Kiambu County, Kenya.

### **1.4 Objectives of the Study**

To determine the influence of strategic control practices on service delivery in Kiambu County, Kenya. The specific aims of the study are:

- i. To determine influence of implementation control on service delivery in Kiambu County, Kenya.
- ii. To establish influence of premise control on service delivery Kiambu County, Kenya.
- iii. To examine influence of strategic surveillance on service delivery in Kiambu County, Kenya.

### **1.5 Research Questions**

- i. What is the influence of implementation control on service delivery in Kiambu County Kenya?
- ii. How does premise control influence service delivery Kiambu County Kenya?
- iii. To what extent does strategic surveillance influence service delivery in Kiambu County?

## **1.6 Significance of the Study**

### **1.6.1 County and National government**

This study provided valuable and insightful information to all the 47 counties and national government by analyzing the importance of strategic control practices on quality service quality in the county government. The study highlights strategic control practices that determine whether the organization objective of providing the population with quality services as set out in the strategic plan is being achieved and the mechanisms necessary in readjusting the plan to meet the prevalent internal and external environment conditions. Importantly, the study offers recommendations for future strategic management in county governments.

### **1.6.2 General Public**

The study provides the general public with requisite information on the need for the county to have strategy control practices in place to address ever-present problems on the quality of services offered in county government facilities. The study bridge gap between the expected qualities with perceived quality of service. This is because the public expects better services in all county government facilities.

### **1.6.3 Scholars**

Empirical evidence clearly depicts most studies having been done on strategic management focused on strategy formulation, adoption or implementation. This underlines the need to undertake more studies on strategic control practices. Therefore, this research will improve to the body of knowledge on strategy evaluation and control practices with a special focus on service delivery in county governments. As a result, scholars will gain both knowledge and skills on planned supervision as a crucial tenet of planned administration procedure.

## **1.7 Scope of the Study**

The study was done in Kiambu town, Kiambu County Kenya. The research focused on how strategic control practices affect how services are delivered in Kiambu County. The study focused on Implementations control, premises control, strategic surveillance, and service delivery.

Descriptive research design was utilized to direct the entire investigation process. The study target population was directors, accountant/finance officers, customer services officers, public relation officers, procurement officers, human resource officers, marketing officers and ICT officers. The research was carried out from November 2023 to May 2024.

### **1.8 Study Limitations**

The study was limited because respondents feared giving all relevant information of service delivery in the county because some thought the information could be leaked. Another limitation of this study was the limited time required to complete the study. The study was to be completed within three months from the day of inception. Three months was not enough time to fully study long-term effect of strategic controls on performance.

To mitigate the limitations the researcher ensured the confidentiality and anonymity of respondents alleviating their fears about providing relevant information on service delivery through using secure data collection methods and clearly communicating the confidentiality protocols to the participants. Additionally, to address the constraint of limited time, extending the study duration beyond three months was crucial with a longer timeframe allowing for a more comprehensive examination of the long-term effects of strategic controls on performance, therefore, providing deeper insights and more robust findings.

### **1.9 Delimitations**

Delimitations for the study included focusing on participants in the division of management and community service which is mandated by providing strategic leadership on service delivery in the region.

### **1.10 Assumptions of the Study**

The assumption of this study was that the participants would cooperate and freely disclose correct and relevant information. Another assumption was that the college of graduate studies would provide the legal permission required by the researcher to collect data.



### 1.11 Operational Definition of Key Terms

<b>Strategy control</b>	<p>This is a process used by firms and the public sector to oversight the development as well implementation of planned strategies made by the county to ensure activities such as corruption and delay in provision of services are in check.</p> <p>This is a tool that is used to evaluate whether resources allocated to</p>
<b>Implementation control</b>	<p>an organization are used towards plans and projects set to achieve goals that are set and take corrective action in case of deviations for strategic effectiveness.</p>
<b>Premise control</b>	<p>This is founded on assumptions relating to environmental and organizational forces such as changing government policies, market competition and technological advancement that facilitates an organization to take corrective action at the right time on a strategy.</p>
<b>Strategic surveillance</b>	<p>This is a process used to observe actions both interior and external the organization which are expected to threaten the development of an organisation's approach and take necessary precautions that ensure effectiveness of a strategy.</p>
<b>Quality Service delivery</b>	<p>This ascertains customer satisfaction to the public on matters of services and products offered such as roads, sewer lines and education to the general public on the county and sub county level.</p>

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

The section discusses the theories supporting the study. This section further debates the interrelated literature on strategic control practices and service delivery as demonstrated by different journalists.

#### 2.1 Empirical Review

##### 2.1.1 Strategic Control Practices

Pegah (2019) explored strategic control framework through significance on the green method in Iran. The outcomes exhibit that every one of the four switches of supervision are decidedly related with planned supervision while the planned supervision, positively affects last factor activities. The outcomes recommend that all switches of control have a roughly equivalent effect on strategic supervision, however the tactical supervision positively affects activities. Further propose that green methodologies are employed by this corporate had an encouraging conservational influence. Thus, suggest that we should give enough consideration to the key control of our organization and it's developing while it is a need to take activities after evaluations.

Schulze et al., (2018) researched on management control systems implementation's relationship with energy efficiency in German. The outcomes give proof that the degree of energy the board control frameworks execution emphatically identifies with firms' energy ability. Further recommend that organizations may build the relationship of energy the management control frameworks and vitality productivity performance by setting up an energy chief or utilizing outside energy counseling support.

According to Agwata and Kariuki (2018), carried examination on the influence of strategic development elements and structural achievements of the Kenyan courts. The investigation revealed that there existed a progressive and significant relationship amongst management

Participation, Tactical control Practices, Strategic orientation besides Functional Integration as well as commercial achievements. The study concluded that tactical coordination as a component of key development was critical and decidedly connected to organizational achievements. It addressed the measurement with the most elevated commitment to organizational achievements in Kenyan Judiciary. An organizations' planned direction replicates the planned orientation executed thru an organization to make the appropriate practices for the constant greater achievement.

Strategic management practices and organizational accomplishment of mission clinics in Kenya an exploration that was directed by Gaturu et al., (2017), outcomes of investigation disclosed that planned control is universally practiced in mission hospitals. As one of the significant mechanisms of Strategic management, strategic control has been recognized as very significant and essential tool to rise organizational performance and effectiveness. Further found an affirmative important impact of planned supervision and business achievements of undertaking clinics. Further found that strategic control positively influences structural accomplishment of this clinics.

As per Ochiri and Kariuki (2017) argued that a decent usage of key strategies is reliant on the development environment besides learning on behalf of representatives who are the genuine infantrymen of execution. The knowledge direction needs accentuation proceeding coordinated effort, receptiveness, reliance, value, hazard taking as well as consistent improvement. Achieving this feat requires firms to adjust to the changing ecological conditions as this enables them to keep up with the needs of the market.

Maiyo, Kariuki and Ndiku (2016), concentrated on connection among planned development on accomplishment of community subordinate faculties in Machakos region in Kenya. They discovered that the stratagem execution stage has the most elevated huge effect on school execution contrasted with different stages. Be that as it may, there indicated deficiency of assets

for plan implementation. Further stated that policy execution groups ought to be set up to guarantee that there is a continuous force in execution of planned strategies to an enormous degree.

Uzel (2015) researched on the influence of crucial management factors hotels' success along the Kenya coastline. The study aimed to explore how the organization's strategic management affects the performance of hotels in this region. The results showed a significant and positive correlation between strategic management practices and hotel performance, indicating their considerable impact on the industry.

### **2.1.2 Service Delivery**

Singh and Gebremichae (2019) found that customers' perceptions of service quality in Tigray County's hotels often fell short of their expectations across tangibility, assurance, empathy, responsiveness, and reliability. The study highlighted perceptibility as crucial in evaluating service quality. Exploratory factor analysis underscored these factors as significant determinants of service value, revealing substantial discrepancies between customer expectations and actual perceptions. The study recommends that hotel managers enhance or reintroduce equipment, communication materials, and physical facilities to improve service delivery and meet customer expectations effectively.

An exploration completed by Roopchund (2018) meant to evaluate the degree of facility worth on consumer contentment at emtel limited. The reason for this investigation was comprehension of the dimensions of service quality that influence consumer loyalty at Emtel Ltd. Investigation found an encouraging as well as critical correlation among Service desire perception plus customer satisfaction. Nonetheless, level of affiliation was not very strong rather it was normal. The Null Hypothesis was dismissed that facility anticipations had no effect on consumer fulfillment. Therefore, alternative hypothesis was acknowledged that there was an impact between the service quality and consumer loyalty.

Njuguna and Mirugi (2017) examined the impact of management quality and relationship management on service delivery within the Kenyan airline sector. They found that effective administration and improved relationship management enhance service delivery outcomes. The study identified quality improvement, value enhancement, and efficient service processes as critical factors contributing to competitive advantage. It recommends that organizations should prioritize these aspects to enhance client relationships and improve service quality. The research suggests that managing client segmentation and effective response management significantly influence service delivery, ultimately fostering customer loyalty.

Another investigation by Nyangarika (2016), Investigation proposed to analyze the utilization of facility worth for client contentment at Tanzania posts company, the investigation set up that to be viable EMS needs an incorporated methodology that considers the efforts used in building connections and structures in the organization to empower the representatives to adjust and react the necessities of the clients thus make the organization competitive. Further establish that the degree of estimating the degree of use of facility worth also client contentment, all constructs in the measurements making administration quality have been found to give fulfillment to clients. On regular, there is signal of good evaluation of services provided by EMS by its customers.

Ithiaml (2016), carried research aimed at establishing the variables that affected the apparent value of the provision distributed by the KenGen procurement section. The investigation discovered a solid constructive correlation among consumer desires besides service achievements. It was presumed that taking activities to transform one factor would impact the other factor. Further inferred that the KenGen interior clients expected exceptionally dependable service from the supply chain department with precise quality merchandise, record keeping, proficient staff and conveyance on schedule, coming on top with extremely exclusive requirements. On service execution, it was inferred that customers were disappointed with the supply chain administration

quality and that the greatest quality holes were on responsiveness, correspondence and dependability.

### **2.1.3 Implementations Control and Service Delivery**

A study by Otieno (2019) examined the influence of interior oversight and standard wellbeing service conveyance in Uganda. The examination embraced a cross-sectional study plan. Statistics was gathered through the utilization of surveys and SPSS was utilized to execute relationship and relapse investigation. Correlation outcomes were a positive and noteworthy relation among interior oversight and standard facility conveyance. The result discovered that interior oversight is certain as well as essentially connected to facility conveyance. This infers inner control extensively impacts quality wellbeing administration conveyance in Uganda.

Rentes, (2019) explored execution of a planned arrangement procedure situated to advancing corporate procedure administration in medical exploration center. The aim study was investigating the expected advantages of supporting the planned development procedure through a business process management plan in a medical exploration center. The research used action research design. The study found that the planned arrangement procedure was sufficient as an arrangement phase as the principal pattern about a business procedure the executives program in the clinical examination community.

In their study, Nelima, Samson, and Kamau (2018) investigated how the implementation of key supervision impacts the distribution of facilities within the Nairobi City Government region. They employed descriptive and correlational research methodologies to explore this relationship, focusing on aspects such as goal setting, strategies, outcomes, and theories. Utilizing both descriptive and inferential statistics, particularly employing SPSS for data analysis, they found a positive and statistically significant correlation between strategic management practices and

service delivery effectiveness. This suggests that the strategic management practices examined play a crucial role in the administration's ability to deliver services effectively. The study concludes by recommending that county governments prioritize budgeting in order to effectively execute their projects and initiatives.

MWE (2018) found that internal control advances proficiency in usage of organization assets whereby occupations are completed as depicted, fair portion of assets, representatives accessible at work consistently, and consequently ideal help quality delivery. This requires every association to embrace interior supervision that is fitting towards its specific requirements together with trainings.

Dikko and Umar (2018) asserted that inward control can possibly guarantee use of assets on arranged organizational exercises, venture of inert assets and normal observing of utility. Proof demonstrated that corporations that had effectively executed hazard controlling responded worth enhancements situation further found that inner mechanism as a significant pointer of worth facility distribution in corporations.

As per Mutisya (2016) examined impact of correspondence and stratagem application amid pharmacological organizations in Nairobi. An investigation discovered that by and large, methodology communication affirmatively affected the performance of these organizations. Nevertheless, larger part of the organizations utilized even horizontal system with no sign of criticism got from different levels in the association on the strategies actualized.

Odero and Shitseswa (2016) directed an investigation on impact of technique implementation on parastatal's money related assets in Lagos Metropolis. The examination inferred that monetary assets and data innovation are emphatically connected to implementation of strategies. They discovered that monetary assets and Information innovation and are emphatically decidedly related with execution of methodologies.

Service delivery structure efficiency and service quality by George, Ioannis and Kostas (2015). The study focused on the impact of four explicit pointers of the service delivery system efficiency, specifically forefront workers' function achievements, their flexibility toward singular client desires, adequacy of their management in addition to the efficiency of the facility procedure's mechanism proceeding apparent facility value is verified. Their research employed a progressive methodology integrating viewpoints from both executives and clients. The outcomes affirmed the constructive impact of management effectiveness, role performance, and process viability on perceived service quality. However, the study did not find a significant effect of frontline workers' adaptability on service quality. In a related study, Paul (2015) emphasized that the implementation process encompasses all managerial activities, including motivation, compensation, management appraisal, and control procedures.

#### **2.1.4 Premises Control and Service Delivery**

Another study by Abdow, Guyo and Odhiambo (2019) investigated how strategic controls impacts the organizational change in the firms operating in the petroleum industry in Kenya. Descriptive research plan was embraced. The investigation uncovered that strategic controls influences organization change in petroleum industries in Kenya. The result further revealed that key controls had positive and noteworthy effect on effect on organizational change. The study concludes that accomplishment of strategic controls is attached on timely, reliable, precise and manageable information combined with a supportive organization structure and interior procedures.

As stated by Otieno (2019) who analyzed the impact of interior mechanism on value wellbeing facility distribution in Uganda. Information were gathered by the utilization of polls and SPSS was utilized to execute relationship and relapse examination. The investigation found that interior control is decidedly and essentially impacted quality health service delivery.

Langer and Mani (2018) investigated the nature of legal supervisions in strategic subcontracting agreements and their influence on consumer satisfaction and financial achievements. They revealed that activity also capacity supervisions stand positively identified with client satisfaction as well as productivity; alternately, output supervisions differentially sway satisfaction and advantage, redirecting likely tradeoffs among the dual outcomes.

Irungu (2018) examined factors influencing facility distribution in the accommodation business in Kenya. The resolution about the investigation was to decide variables influencing worth facility distribution in the accommodation business in Kenya. The study utilized descriptive research plan and questionnaires were embraced in gathering data. Investigation established that organization policy, organizational culture, client service and employee preparation impacts worth facility distribution in the sociability business.

Incorporation of the interior planned and functioning supervision to uphold supportability achievements by Mahmoudian (2017). Study established that organizations with higher manageability performance utilize frameworks that are additional exhaustive at equally the key and functioning degree. Further found that association's operational presentation and the workers' abilities are emphatically connected with the compensation proportion, yet the higher the proportion among managerial and non-managerial remuneration, the lower the sustainability execution.

Onguti (2017) investigated the impact of service delivery systems and how it influences the performance of supermarkets in Nairobi. The authors used a descriptive research technique whereby the data was collected from questionnaires. The results revealed that there is an insignificant relationship between organizational practices and the performance of supermarkets in Nairobi. Moreover, the research showed a negative and huge link between aggregate capability

planning, performance systems, technology and equipment, and the operational performance of superstores in Nairobi.

Omondi, Weda, Njenga, and Mwazo (2017) surveyed the functions of interior supervision and the facility delivery of the Taita-taveta Nationwide Reserves in Kenya. This study adopted an expressive exploration plan. Surveys utilized to gather information. Findings discovered that risk management frameworks were emphatically associated service delivery. Further communication frameworks had a positive influence on the service delivery. This infers that risk management frameworks and communication frameworks significantly influence service delivery at the National Treasury.

Gaturu et al., (2017) examined impact of planned control rehearses and organizational implementation of clinics in Kenya. Investigation demonstrated that strategic control is ordinarily practiced in mission hospitals. Further strategic control has been distinguished as significant and vital device to increment organizational performance and efficiency. Examination found that an encouraging noteworthy impact of key supervision on structural execution of operation clinics. Further study presumed an immensity connection amid planned supervision and corporate execution.

Bhappu and Schultze (2016) investigated how businesses adopt self-service innovations within their operations. Their research revealed a correlation between the success of operational performance and the setbacks from interactive performance concerning the adoption of self-service technologies. They found that when businesses experience gains in operational performance, they are more inclined to adopt self-service technology. Conversely, losses in operational performance deter them from embracing such innovations. Moreover, the study identified a positive influence of perceived procedural performance enhancements, particularly for businesses with higher frequency of transactions, on their willingness to adopt self-service innovations.

### **2.1.5 Strategic Surveillance and Service Delivery**

Kirilov (2019) investigated strategic surveillance stratagems for successful achievements in the Nonprofitmaking segment in United States. Data was collected over semi organized interviews, further it was physically summarized and specifically structured. The consequences of aftereffects examination indicated that managerial philosophy, management, frameworks intelligent as well as information midpoint, foreknowledge, viability and keen inspiration as the significant subjects. Study found creating plus actualizing tactical intellect grounded strategies can support nonprofitmaking pioneers in advancing business achievements. Compelling tactical intellect grounded strategies stand useful toward explore over the difficulties, main amendment in addition to increase execution.

Walker (2019) examined the growing function of computerized guideline and how this affects community facility implementation and Surveillance and Compliance. He found that continuing improvements in the logical also preparing limit of Information communication technology together with computerized innovations had led to noteworthy change in community segment facility conveyance comprising extensive development for the ability toward embrace observation of conduct and the computerized checking of supervisory consistence. Further added that computerized guideline had given economical reconnaissance besides implementation frameworks plus considered more noteworthy advancement.

Freeman, Ryan and Glenesk (2019) on Strategic surveillance for food safety in U. K, Investigation used interviews to collect data. Information was analyzed through bottom-up analysis and a top-down analysis. Investigation found four guiding principles for a strategic surveillance framework which include cyclical rather than linear: as understandings are gained from carrying out the approach, upgrades can naturally input into the framework to improve it. Iterative: to help learning, emphasis between steps of the methodology is energized. Flexible and adaptable: as information is increased about explicit points, or the delivery of the all-encompassing surveillance program,

the methodology can be refined to permit constant improvement. Time agnostic: the methodology can be utilized rapidly to research explicit themes, however can similarly be applied over a more drawn out period to help the overall surveillance program.

An exploration by Dufour, Maurel, and Drevon (2018) examined strategic surveillance and decision-making. They emphasized that key intellect supports to sustain the procedure of dynamic in decreasing vulnerability, sensing feeble indicators in addition to licensing choices, implying that planned intellect could uphold dynamic previously and once the choice has domicile.

Strategic management practices on service delivery by Wesaya (2017). Study used descriptive review design, further information was gathered through organized questionnaire and from reports, journals. SPSS was employed to analyzed gathered information. Research found that strategic management practices had a huge positive effect on service delivery at Administration Police Service in Kisumu County, notwithstanding the implementation of these practices having difficulties as far as resources and unclearly specified rules.

Abuzaid (2017) explored the influence of tactical intellect on commercial direction: An implementation research on Jordanian differentiated money related administrations organizations. Investigation establish that envisioning and inspiring had a greater constructive influence on commercial direction, further key knowledge model has indicated a constructive connection with structural dexterity, an influence on commercial direction, as well as foreknowledge as an approach toward help dynamic in difficult circumstances.

Ezenwa, Stella, and Agu (2018) examined impact of competitive intellect on competition in innoson procedural and manufacturing ltd in Nigeria. Exploration found that strategic surveillance altogether influences technical know-how, invention impacts brand standing, further there is a noteworthy connection between human knowledge systems and worker dependability.

Cherop (2016) examined effect of stratagem execution, assessment plus supervision on business achievements. Questionnaires were used to gather information and information was analyzed quantitatively. The findings revealed that stratagem execution, assessment in addition to supervision has a substantial impact on organization achievement on accomplishing enhanced service delivery and effectiveness in utilization of resources. Inconsequential impact on organization performance was perceived in the capacity to adequately gauge, assess execution and tie rewards to performance, systematize an outcome arranged culture and lastly on expanded responsibility for results.

Rashid (2016) explored function of inspection and assessment in advancing planned supervision: A contextual investigation of the royal bank limited in Ghana. Information was collected through surveys. The study concluded that observing and assessment has assumed a significant job in the strategic management of the bank that has resulted in the continuous development of the bank. Monitoring and evaluation had remained influential in delivering the kind of actions that extend philosophy of planned supervision for example, transparency, culpability and training.

## **2.2 Theoretical Review**

### **2.2.1 Resource mobilization theory**

McCarthy and Zald's theory, developed in the 1970s, emerged from efforts to understand the emergence and impact of social movements, particularly those of the 1960s. Resource mobilization scholars aimed to comprehend how rational social actors effectively pursued their social change goals by mobilizing resources. This theory asserts that the success of social movements hinges on acquiring and deploying resources efficiently and strategically. It emphasizes acquiring the necessary resources promptly, efficiently, and effectively. Advocates of resource utilization stress selecting the right type of resources at the right time and cost, ensuring their secure deployment for optimal impact (Edwards & Gillham, 2014).

McCarthy and Zald (1977) identified physical, social, public administrative, and ethical assets as crucial for social movements. Their hypotheses suggested persistent social discontent in multicultural societies, with actors weighing costs and benefits of involvement. They emphasized recruitment through networks and accountability through collective identity and relational ties. Furthermore, they argued that resource availability and leadership continuity are vital for social movement organizations. They also highlighted the role of entrepreneurs and protest management in converting discontent into movements, stressing that movement structure is foundational and activities are shaped by available resources and external opportunity structures.

Critics call attention to that RMT hypothesis reject to clarify public development networks which are enormous systems of people as well as different set including encompassing development associations and furnishing them with different administrations. Criticizers additionally contend that it neglects to clarify how teams with restricted assets can thrive in conveying societal revolution also that it doesn't consign sufficient load to complaints, character, and values and many large-scale sociological matters. The hypothesis is relevant to the investigation in clarifying the impact of implementation control on service delivery.

### **2.2.2 Resource-based view (RBV)**

Penrose's 1959 theory suggests that competitive advantage is achieved by innovatively delivering superior value to customers. The Resource-Based View (RBV) argues that firms can effectively exploit external opportunities by leveraging existing resources in novel ways, rather than acquiring new capabilities for each opportunity. RBV emphasizes internal exploration of resources for competitive advantage over external competitive positioning. The theory posits two key assumptions: heterogeneity, which acknowledges that capabilities and assets vary between organizations, and immobility, indicating that resources are not easily transferable or replicable across firms (Barney, 2013).

The theory state that organizational resources can be human, physical, organizational capital or financial. These assets are engaged by the organizations in achieving their competitive benefit. In attaining the organization's objectives, these assets must be uncommon, important exorbitant to-actualize and be applied by the organized frameworks of a specific organization to accomplish the set targets.

In strategic administration investigation, resource based view, philosophy has developed as solitary of the theoretical perspectives utilized in explain tenacity in between firm performance differences. As per RBV hypothesis, firms have assortments of one of a kind resources and limits that are significant, unusual, incomparable as well as non-compatible then which can furnish them with maintainable competitive advantage. Subsequently, resources stand significant and intangible assets that are either asserted or compelled by a business, while capabilities imply its ability to attempt and combine resources through progressive timetables to achieve its goals (Barney, 2013). The hypothesis is relevant to the investigation in clarifying the effect of key preparing on service quality delivery.

### **2.2.3 The SERVQUAL/ Service Quality Model**

This model was developed by Parasuraman, Zeithaml, and Berry in 1988, is a framework used to assess service quality and customer satisfaction. It allows for the measurement and evaluation of the quality of service experienced by customers by comparing perceived service quality with actual service received (Parasuraman, Zeithaml, & Berry, 1985).

The Service Quality model provides organizations with insights into the factors influencing consumer expectations, enabling proactive adjustments. Originally, the SERVQUAL model identified ten dimensions, such as reliability, responsiveness, and tangibles. However, in the 1990s, Parasuraman, Zeithaml, and Berry streamlined the model to five key dimensions: reliability, assurance, tangibles, empathy, and responsiveness. This refinement aimed to offer a

more manageable framework for organizations to gauge and enhance service quality (Parasuraman, Zeithaml, & Berry, 1985).

Reliability denotes to a service supplier's capacity to offer dependable and accurate service. Assurance measures knowledge, proficiencies, and affability of personnel and their aptitude to convey trust and self-assurance in consumers towards the organization. Tangibility is the existence of serviceable and physical facilities, equipment, workers, and correspondence materials utilized in delivering and advancing effective services. Empathy involves providing clients with customized consideration. Responsiveness estimates the eagerness of the organization's workforce to help customers and offer them with prompt services. The SERVQUAL model identifies five gaps that can develop amid the customer's needs which includes information gap, standards gap, delivery gap, communications gap, and fulfilment gap (Parasuraman, Zeithaml and Berry, 1985).

The Service Quality model has criticism of the Model is not universal and that is the justification for why there prevail little proof that clients evaluate service quality relating to expectations and perceptions, further it only emphasizes on service delivery and not on the results, lastly absence of consumer perception and consequently remains discussed. Markovic (2005) argues that the Service Quality model faces conceptual criticism due to its reliance on a confirmation pattern rather than a perception-based approach. He suggests that SERVQUAL focuses more on how services are delivered rather than the actual service experience outcome. Furthermore, Markovic contends that reliability and the other elements in this research may not be universally applicable.

According to Ihsan, Iriani, and Surjanti (2022) SERVQUAL Model dimensions which include reliability, assurance, and trustworthiness. Bermudez-Hernandez & et al., (2021) revealed that service quality dimension models support to increase the value chain procedures associated with offering a service that effusively contents consumer expectations. Furthermore, quality service is

supposed when customers' experience is acceptable therefore customers are affected by the outcome of the service but moreover by their experience and their anticipation before acquiring it.

According to Baharudin and Bahari (2021) offering excellent service quality is discern as a route to the achievement of service-oriented industries. The service quality is crucial for realizing organization objectives, such as expanding consumer loyalty, raising trust, and supporting loyalty which are crucial variables in an organization prosperity and competitive edge.

Karim (2020) studied the service quality model for evaluating consumer satisfaction, study revealed that an association of responsiveness, reliability, tangible, assurance, and empathy together significantly affect consumer loyalty thus service quality positively affected consumer loyalty .The study inferred that quality service is a significant variable to fulfill consumer needs and wants.

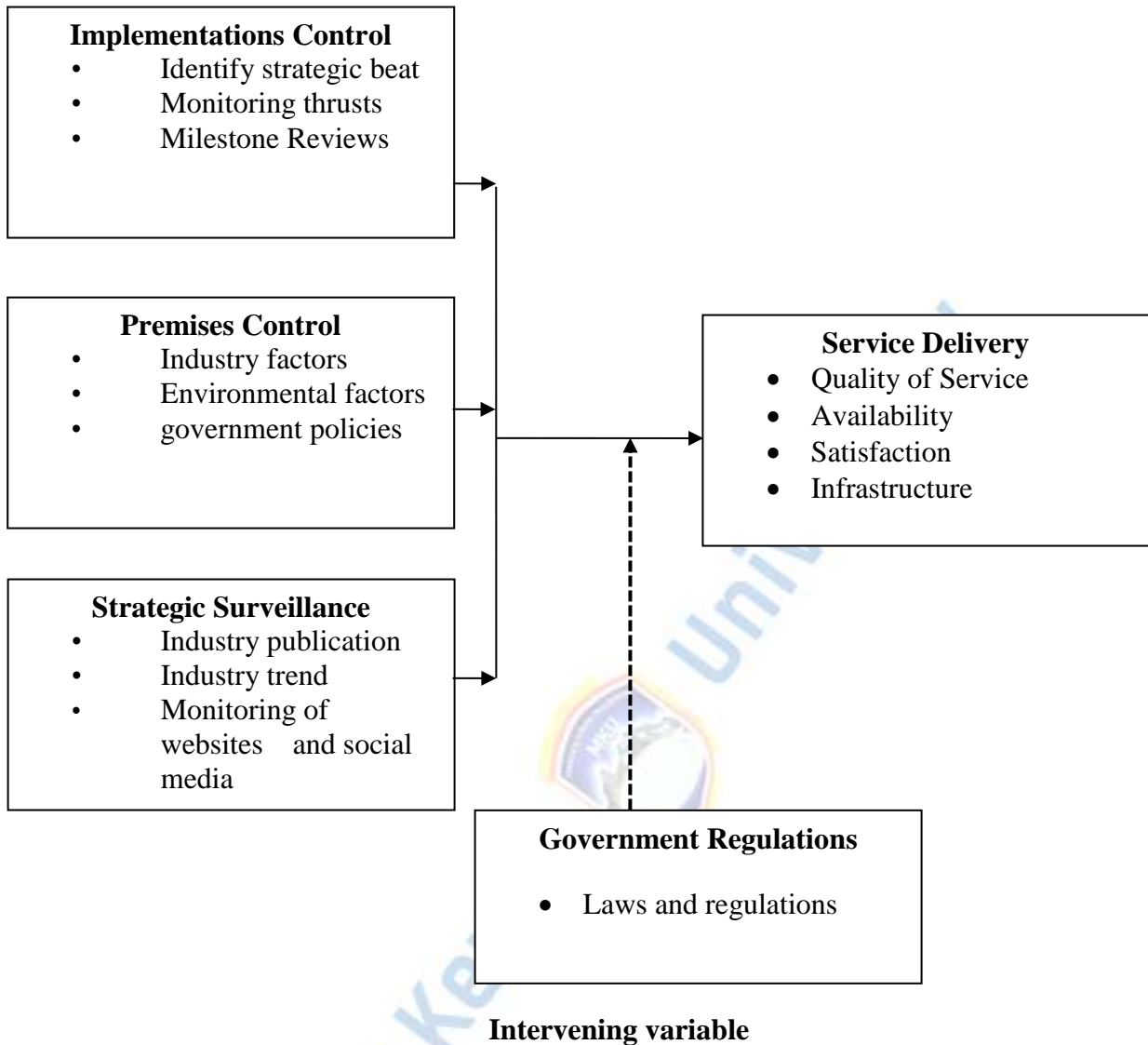
Riitho (2018) customized the Service Quality model by including value and speed and dispensing with empathy, assurance, and tangibles from the model and recommend four SERVQUAL elements of reliability, speed, responsiveness, and value. Since the research focused on service delivery, the SERVQUAL model was to a greater extent appropriate since it contribute the various components of service quality.

### **2.3 Conceptual Framework**

A conceptual structure refers to an illustrative demonstration of hypothesized inter connections of the factors of an investigation as well as it shows connection amongst predictor and response factors.

## Independent Variables

## Dependent Variable



**Figure 1: Conceptual framework**

**Source: Researcher 2024**

### 2.4 Recap of literature review

This section reviewed the several theories and concepts that describe the strategic control practices and quality service delivery. The appraised philosophies were then evaluated for applicability to explicit factors, further section prospected the conception of the strategic control practices and service delivery by examining the associations among the dual agreed of factors

Moreover, an experimental assessment was directed in which previous scholarships regional and international were appraised. It is after these assessments study gaps were acknowledged and some of these past studies showed different results like Pegah (2019) explored planned supervision structure through highlighting on the green method in Iran. Gebremichae and Singh (2019) studied consumer's assumptions and view of facility value measurements, Roopchund (2018) meant to evaluate the degree of facility worth on consumer contentment at emtel limited, Abdow, et al. (2019) investigated the impact of strategic controls on organization change in petroleum industries in Kenya, Irungu (2018) examined factors influencing facility conveyance in accommodation business in Kenya. All this exploration found a positive and significant relationship

Further the reviewed studies focus has been on large developed economies and very few studies that have been directed in developing economies particularly in Kenya, Pegah (2019) explored planned supervision structure through highlighting on the green method in Iran. Ezenwa, et al. (2018) examined impact of competitive intellect on competition in manufacturing corporates in Nigeria, Kirilov (2019) investigated strategic surveillance strategies for enhancing achievements in the Nonprofitmaking Segment in United States and Abuzaid (2017) Explored the effect of planned intellect on commercial direction in Jordan. Thus, this research will fill this knowledge gap by focusing on strategic control practices on service delivery in Kiambu county Kenya.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

This chapter encompasses the procedures and approach was applied in gathering essential information for this investigation. It designates the research philosophy, research design used, target population, sample size, the instruments and techniques of data collection and analysis.

#### 3.1 Research Philosophy

Research philosophy encompasses how knowledge is generated and the nature of that knowledge, guiding how evidence about phenomena is gathered, analyzed, and applied (Kirongo & Odoyo, 2020). Research philosophy design and methodologies: A systematic review of research paradigms in information technology.). Epistemology and ontology are fundamental aspects of research philosophy, influencing methodological choices. Ontology addresses the nature of reality, distinguishing between constructionism, objectivism, and subjectivism. Epistemology, on the other hand, concerns the origins of knowledge, encompassing interpretivism, positivism, realism, and pragmatism. Positivism, rooted in the belief in measurable indicators, is crucial in descriptive and cross-sectional research, emphasizing objectivity and quantifiability. It enables researchers to establish cause-effect relationships through rigorous testing of hypotheses with quantifiable data, utilizing methods such as correlation and regression analysis to draw population inferences. Through adoption of the positivism philosophy, the researcher was able to investigate the relationship between strategic control practices and service delivery in Kiambu County, Kenya by applying theories on strategic control practices to develop hypotheses.

#### 3.2 Research Design and Methodology

Research design denotes to the overall strategy that designates in what manner, at what time and where information is to be gathered and evaluated. It forms the plan for collection, valuation besides analysis of data (Creswell & Creswell, 2018). The research exploited descriptive research

design to evaluate how control practice affects the service delivery in an organization. The study exploited descriptive survey as it empowered the researcher accumulate a large magnitude of detailed evidence from the participants, further allowed researcher determine and measure the cause and influence relationship between strategic control practice and service delivery.

### **3.3 Location of the study**

The aim of research was to examine the impact of strategic control practices on standard service distribution in Kiambu County in Kenya. Kiambu region its capital is Kiambu and its biggest city is Thika. It has a populace of 2,417,735. The region is 40% rural and 60% metropolitan attributable to Nairobi's reliable development northwards. The county has twelve Sub-counties. The study was carried out in Kiambu town, Kiambu County in Kenya because it is where the county performance had been very underprivileged compared to other towns in Kiambu County.

### **3.4 Target Population**

Kothari and Garg (2018) noticed that target populace can be depicted as the portion of the populace a specialist is interested in examining. Further reveals a population as the arrangement of all groups of people, things, objects, cases or things with regular traits or qualities. This study targetted directors, accountant/ finance officers, customer services officers, public relation officers, procurement officers, human resource officers, marketing officers and ICT Officers from all the ten targeted departments at county headquarters in Kiambu as per displayed Table 1 below.

**Table 1: Target Population**

<b>Categories of Participants</b>	<b>No. of Participants per Department</b>	<b>No. of Departments</b>	<b>Targeted Population</b>
Directors	1	10	10
Accountant/ Finance Officers	2	10	20
Customer Services Officers	1	10	10
Public Relation Officers	1	10	10
Procurement Officers	1	10	10
Human Resource Officers	1	10	10
Marketing Officers	1	10	10
ICT Officers	1	10	10
<b>Total</b>	<b>9</b>	<b>80</b>	<b>90</b>

Source: (County Government of Kiambu, 2022)

### 3.5 Sampling Procedures

In conducting the study, sampling procedures involved selecting individuals from a population to ensure the chosen group represented characteristics found across the entire population (Kothari & Garg, 2018). A census sampling approach was employed, where every element of the population was included due to its manageable size. This method was chosen for its simplicity and direct applicability to the population under study, enhancing the validity of the data collected by eliminating potential sampling errors. By including every member of the population, the study aimed to provide a comprehensive and accurate representation of the target group, ensuring robustness in the findings and minimizing biases that could arise from selective sampling techniques.

**Table 2: Sample Distribution**

<b>Categories of Participants</b>	<b>No. of Participants per Department</b>	<b>No. of Departments</b>	<b>Targeted Population</b>
Directors	1	10	10
Accountant/ Finance Officers	2	10	20
Customer Services Officers	1	10	10
Public Relation Officers	1	10	10
Procurement Officers	1	10	10
Human Resource Officers	1	10	10
Marketing Officers	1	10	10

ICT Officers	1	10	10
<b>Total</b>	<b>9</b>	<b>80</b>	<b>90</b>

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**Source: Researcher 2022**

### **3.6 Data Collection Instrument**

The investigation utilized close ended questionnaire to gather primary information. Kothari and Garg (2018) characterize a questionnaire as an exploration instrument that comprises of a set of inquiries that intends to gather data from a participant. The surveys are favored in this investigation since participant of the examination were proficient and moderately capable to answer questions asked sufficiently. The survey utilized Five point Likert range enquiry that permits the examination inhabitants to rate different inquiries utilizing the range that was given. The questionnaire were separated into four areas to collect the information on demographics.

### **3.7 Piloting of Research Instruments**

As per to Kothari and Garg (2018) piloting of research tools allows for testing whether exploration questions are very much confined and furthermore if the questionnaires provides adequate space for addressing the inquiries. Piloting of investigation instruments was embraced by ten members randomly selected from Nairobi County. This threshold is recommended by Newman (2006) who recommends that a pilot test of 1%-10% is adequate to carry out a pilot study. Pilot testing of the tool provided chances for remarks relating to the clearness and content of the instrument

#### **3.7.1 Testing for Validity of Research Instrument**

Validity is how much results developed from the investigation of the statistics basically embody event in examination (Mugenda & Mugenda, 2003). The motivation behind validity test was to gauge the exactness with which the inquiries measure the elements under investigation. The investigation tested both face and content validity. Face validity was tried over a panel of professionals and scholars to evaluate if it captured all the items it was proposed to quantify and their expert supposition was combined.

### **3.7.2 Testing of Reliability of Research Instrument**

Reliability identifies with the exactness and precision of the instrument. Reliability evaluates the dependability or uniformity of assessment scores. The study utilized internal consistency which is a proportion of how well test is really estimating what you need it to measure. The analyst utilized the best generally perceived interior reliability estimate recognized as Cronbach's Alpha ( $\alpha$ ). The advocated Cronbach's Alpha value of 0.7 was applied as a check point of reliability for the examination.

### **3.8 Data Collection Procedures**

The study used primary information. Primary data was collected through self-controlled questionnaire. A total of 90 surveys was directed to the participants with a survey sending mail conveyed through a presentation mail from the university. Researcher likewise sought approval from relevant authority NACOSTI and approval letters from Mount Kenya University. The researcher made subsequent meet-ups and the completely finished surveys were picked from the participants.

### **3.9 Data Analysis**

#### **3.9.1 The Regression Model of the Study**

The regression model for the study was grounded on the following regression equation:

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

Where,

Y = Service delivery

$\beta_1$ ,  $\beta_2$ , and  $\beta_3$  = coefficients of determination of independent variables

$X_1$  = Implementations Control

$X_2$  = Premises Control

$X_3$  = Strategic Surveillance

$\alpha$  = Constant

$\epsilon$ = Error term

### **3.9.2 Operationalization of Research Variables**

Andrade (2021) defined operationalization of research variables as the way the researcher defines and measures those variables used in his study. The researcher in this study identified the following three independent variables: Implementations Control, Premises Control and Strategic Strategic Surveillance. The dependent variable was Service Delivery measured by; Quality of Service, Availability, Satisfaction and Infrastructure. The choice of these is accordance with Andrade (2018).

### **3.10 Ethical Considerations**

Participants were extensively briefed on the research's purpose and objectives, ensuring they provided informed consent voluntarily. Privacy protection measures were rigorously upheld to maintain confidentiality and anonymity, safeguarding participants' identities and sensitive information throughout the study. These measures included anonymizing data and securing storage and transmission of information. Ethical considerations also encompassed respect for participants' autonomy and welfare, ensuring their rights and dignity were upheld at all stages of the research. By following these ethical guidelines, the study aimed to uphold integrity, trustworthiness, and respect for participants' rights, thereby contributing to the credibility and validity of the research findings.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND DISCUSSIONS

#### 4.1 Introduction

Chapter four of the study presented the demographic characteristics, descriptive statistics, diagnostic tests, and inferential analysis pertaining to the impact of strategic control practices on delivery of services in Kiambu County. The study focused on three specific objectives: first, to assess how implementation control affects service delivery in the county; second, to determine the influence of premise control on delivery of services in Kiambu County; and third, to analyze the impact of strategic surveillance on service delivery within the same region. The findings were not only presented but also compared with previous research findings to highlight the growth of literature and the generation of novel insights.

##### 4.1.1 Response Rate

A total of 90 questionnaires were given out to directors and officers across ten specific departments at the county headquarters in Kiambu, Kenya. Out of these, 84 questionnaires were completed and returned, forming the basis for data analysis and report generation. This response rate of 93.3% indicates a robust level of participation. Kenter (2019) suggests that response rates exceeding 50% are suitable for analysis, with rates surpassing 60% being deemed acceptable, and rates over 70% considered excellent. Therefore, given the response rate of 93.3%, the researcher deemed it sufficient for meaningful data analysis.

**Table 3: Response Rate**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Responded	84	93.3%
No response	6	6.7%
<b>Total</b>	<b>90</b>	<b>100.0%</b>

Source: Researcher (2024)

## 4.2 Demographic Statistics

The study sought to determine different demographic characteristics including gender, age, level of formal education of the respondents, and work experience of the respondents.

### 4.2.1 Gender of Participants

The study sought to determine the gender of the participants. Results presented in table 4 indicated that the majority of the respondents were male indicated by 66.7% compared to 33.3% for females.

**Table 4: Gender of participants**

Gender of Participants	Frequency	Percent
Male	56	66.7
Female	28	33.3
<b>Total</b>	<b>84</b>	<b>100.0</b>

### 4.2.2 Age of Participants

The study aimed to determine the age distribution of participants, categorized into various groups. According to the findings indicated in Table 5, a significant portion fell within the age brackets of 41 to 50 years and above 61 years, each comprising 23.8% of the total. Individuals in the 31 to 40 age bracket constituted 20.2% of the sample. Meanwhile, 17.9% were in the 51 to 60 years, with only 14.3% falling between 25 to 30 years old.

**Table 5: Age of Respondents**

Age bracket	Frequency	Percent
25-30 Years	12	14.3
31 - 40 years	17	20.2
41 - 50 years	20	23.8
51 - 60 years	15	17.9
Above 61 years	20	23.8
<b>Total</b>	<b>84</b>	<b>100.0</b>

### 4.2.3 Level of Formal Education

The research established the level of education of participants whereby the responses were classified into different categories. Results presented in Table 6 indicated that the majority had a bachelor's degree representing 47.6%, while those with tertiary education represented 28.6%,

those with secondary education represented 13.1% and finally those with a master's degree represented 10.7%.

**Table 6: Level of Education**

<b>Level of formal Education</b>	<b>Frequency</b>	<b>Percent</b>
Secondary	11	13.1
Tertiary	24	28.6
Bachelor's degree	40	47.6
Masters	9	10.7
<b>Total</b>	<b>84</b>	<b>100.0</b>

#### 4.2.4 Work Experience

The research also examined the extent of work experience among the respondents, categorized into distinct groups. As shown in Table 7, the findings demonstrated that a significant proportion of participants possessed over a decade of work experience, constituting 50% of the sample. Subsequently, individuals with a work history spanning 6 to 10 years accounted for 40.5%, while those with 3 to 5 years constituted 7.1%, and those with less than 3 years comprised 2.4% of the total population.

**Table 7: Work Experience**

<b>Years of Experience</b>	<b>Frequency</b>	<b>Percent</b>
below 3 years	2	2.4
3-5 Yrs.	6	7.1
6 -10 years	34	40.5
above 10 years	42	50.0
<b>Total</b>	<b>84</b>	<b>100.0</b>

#### 4.3 Descriptive Statistics

The study carried out a descriptive analysis of the various strategic control practices conducted in service delivery in Kiambu county through a five-point Likert scale, where 1 represented strongly disagreed, 2 represented disagreed, 3 were undecided, 4 were agreed and 5 were strongly agreed. On reporting the scale was summarised as follows, a score below 2.5 indicated disagreed (< 2.5), a score above 2.5 but below 3.5 indicated neutral or undecided (>2.5 neutral< 3.5), while a score above 3.5 indicated agreed (> 3.5, agreed).

### 4.3.1 Descriptive Statistics on Implementation Control

The study employed descriptive analysis to determine how respondents agreed with the statements on implementation control and was carried out by rating responses on a Likert scale of between 1 and 5 whereby 5 strongly agreed and 1 strongly disagreed. Results are presented in table 8.

**Table 8: Descriptive Statistics on Implementation Control**

Statement on implementation control	SD	D	N	A	SA	Mean	Standard Deviation
Implementation Controls Help to Review the Progress of Strategic Thrusts and Service Delivery	2 (2.4%)	-	-	49 (58.3%)	33 (39.3%)	4.32	0.714
Implementation Controls Involve in Monitoring the Strategic Thrusts	2 (2.4%)	-	8 (9.5%)	42 (50.0%)	32 (38.1%)	4.21	0.808
Implementation Controls Help to Assess Its Milestones	-	2 (2.4%)	13 (15.5%)	43 (51.2%)	26 (31.0%)	4.11	0.745
Implementation Controls Help County to Reviews Its Budgets	-	6 (7.1%)	5 (6.0%)	32 (38.1%)	41 (48.8%)	4.29	0.872
County Reviews on the Excellence of Its Services to Public via Implementation Control	5 (6.0%)	14 (16.7%)	13 (15.5%)	30 (35.7%)	22 (26.2%)	3.60	1.214
Implementation Controls Are Being Used to Identify and Resolve Strategic Issues Affecting County	2 (2.4%)	8 (9.5%)	7 (8.3%)	39 (46.4%)	28 (33.3%)	3.99	1.012
Implementation Controls Involved in Monitoring of County Activities Through Business Intelligence	2 (2.4%)	8 (9.5%)	10 (11.9%)	36 (42.9%)	28 (33.3%)	3.95	1.029
Implementation Controls Help in Monitoring Macro-Economic Indicators That May Affect County Projects	6 (7.1%)	8 (9.5%)	8 (9.5%)	46 (54.8%)	16 (19.0%)	3.69	1.108

The quality of service at county has been enhanced as a result of implementation controls	4 (4.8%)	7 (8.3%)	7 (8.3%)	41 (48.8%)	25 (29.8%)	3.90	1.071
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From the findings presented in Table 8, participants generally agreed that the utilization of implementation controls facilitated the assessment of strategic thrusts' progress and service delivery, with a mean of 4.32. The respondents also agreed with the role of implementation controls in monitoring strategic thrusts with a mean of 4.21. Respondents also agreed that implementation controls helped to assess its milestones, with a mean of 4.11. Moreover, they agreed with the contribution of implementation controls in budget review as indicated by a mean of 4.29. The participants also agreed that county reviewed on the excellence of its services to the public via implementation controls, with a mean of 3.60. Additionally, respondents agreed that implementation controls were instrumental in identifying and addressing strategic issues impacting the county shown by a mean of 3.99. Besides, agreed that implementation controls were involved in monitoring of county activities through business intelligence shown by a mean of 3.95. Furthermore, they acknowledged the role of implementation controls in monitoring macroeconomic indicators relevant to county projects indicated by a mean of 3.69. Lastly, respondents agreed to the statement that the quality of service at the county had been enhanced as a result of implementation controls indicated by a mean of 3.90.

*The respondents were asked the role of implementation control in ensuring the effectiveness of strategic practices aimed at enhancing service delivery within the county government operations*

Respondents revealed that implementation control played a crucial role in ensuring the effectiveness of strategic practices aimed at enhancing service delivery within the operations of the County government by serving as a monitoring mechanism to ensure that strategic plans and initiatives were executed according to the predefined objectives and timelines. They established

that by systematically evaluating the progress of various projects and programs, the county government identified any deviations from the planned course of action and undertook corrective measures promptly. This proactive approach helped in minimizing delays and cost overruns, thus ensuring efficient resource utilization and ultimately enhancing the delivery of services to the residents.

Besides, the respondents revealed that implementation control fostered accountability and transparency within the county government operations through regular performance assessments and audits where officials responsible for executing strategic initiatives were held accountable for their actions and decisions. This accountability culture discouraged malpractices such as corruption and mismanagement of public funds, which were detrimental to service delivery. Moreover, transparency in the implementation process built trust and confidence among stakeholders, including citizens, investors, and development partners, thereby promoting a conducive environment for sustainable development in the County.

Respondents also established that implementation control facilitated continuous improvement and learning within the county government system. By gathering feedback and data on the outcomes of strategic practices, decision-makers identified areas for improvement and adjusted their approaches accordingly. This iterative process of evaluation and adaptation enabled the county government to stay responsive to the evolving needs and expectations of its constituents. Furthermore, they revealed that implementation control empowered officials to make informed decisions based on evidence and best practices, leading to more effective service delivery outcomes over time serving as a cornerstone for driving organizational performance and achieving the strategic objectives of the County in enhancing service delivery to its residents.

*Respondents were also asked what organizational factors contributed to successful or unsuccessful implementation of implementation control measures in their County government?*

Respondents revealed that several organizational factors emerged as crucial contributors to the success or failure of implementation control measures, leadership and governance played a crucial role in setting the tone for effective implementation. They revealed that strong and visionary leadership that prioritized service delivery, fostered accountability, and ensured transparent communication channels significantly enhancing the success of implementation control measures. Conversely, inadequate leadership, characterized by lack of direction, political interference, or corruption hindered the implementation process and undermined control measures.

In addition, respondents revealed that organizational culture and structure exerted a profound influence on the implementation of control measures. A culture that valued efficiency, collaboration, and continuous improvement tend to support the successful implementation of control mechanisms. Furthermore, they established that an adaptable organizational structure that facilitated coordination among various departments and encouraged innovation enhanced the effectiveness of control measures. Conversely, bureaucratic hurdles, resistance to change, and siloed departments hindered the implementation process, leading to inefficiencies and suboptimal service delivery outcomes.

Respondents finally revealed that resource allocation and capacity-building were critical factors in determining the success of implementation control measures. They established that sufficient financial resources, human capital, and technological infrastructure were essential for executing control strategies effectively. Moreover, investing in training and development programs to enhance the skills and competencies of staff members involved in service delivery improved the implementation process. However, they noted that resource constraints, inadequate training, and technological limitations posed significant challenges, hindering the successful implementation of control measures and compromised service delivery standards.

*Respondents were also asked how stakeholders perceived the role of implementation control in ensuring accountability and transparency in the management of service delivery projects within their County Government*

Respondents noted that stakeholders' perceptions played a critical role in understanding the efficacy of implementation control in ensuring accountability and transparency. Firstly, they revealed that stakeholders viewed implementation control as a mechanism to monitor the execution of projects according to predetermined plans and budgets which suggests that effective implementation control fostered adherence to established guidelines, thereby enhancing accountability by holding responsible parties accountable for their actions. Transparency was also boosted as stakeholders had access to information on project progress and resource utilization, promoting trust and confidence in the county government's management of service delivery projects.

In addition, respondents revealed that stakeholders perceived implementation control as a means to mitigate risks and address challenges encountered during project execution. They noted that, by systematically monitoring performance metrics and identifying deviations from expected outcomes, implementation control enabled timely interventions to rectify issues and realign project activities with strategic objectives. This proactive approach to control fostered transparency by openly addressing setbacks and demonstrating the government's commitment to delivering services efficiently. Consequently, they established that stakeholders were more likely to trust in the county government's ability to navigate complexities and deliver on its promises, strengthening the overall perception of accountability and transparency in service delivery initiatives.

Lastly, respondents revealed that stakeholders recognized the role of implementation control in promoting learning and continuous improvement within the county government. They established that by analyzing performance data and evaluating the effectiveness of control mechanisms, decision-makers identified areas for enhancement and implement corrective actions to optimize

service delivery processes. This iterative approach not only enhanced accountability by ensuring that lessons are learned from past experiences but also promoted transparency by openly communicating improvements and soliciting feedback from stakeholders. Ultimately, they noted that stakeholders were more likely to perceive the county government as accountable and transparent when implementation control was effectively utilized to drive performance and deliver tangible benefits to the community.

Nelima, Samson and Kamau (2018) were in agreement with the studies' findings having noted that that correlation amid strategic management practices on service delivery was constructive as well as statistically important. They further established that strategic management practices researched were major in administration delivery recommending that county governments should interface wanting to financial plan for them to have the option to viably execute their projects and undertakings. Rentes, (2019) in an exploration execution was also in agreement with the study findings and established that the planned arrangement procedure was sufficient as an arrangement phase as the principal pattern about a business procedure the executives program in the clinical examination community.

#### 4.3.2 Descriptive Statistics on Premise Control

The study aimed at determining how respondents agreed with the statements on premises control by rating responses on a Likert scale of between 1 and 5 whereby 5 strongly agreed and 1 strongly disagreed. Results were presented in table 9.

**Table 9: Descriptive Statistics on Premises Control**

Statement	SD	D	N	A	SA	Mean	Standard Deviation
Premises control help to identify and analyzing threat and opportunities in the county	6 (7.1%)	2 (2.4%)	8 (9.5%)	47 (56.0%)	21 (25.0%)	3.89	1.042
Premises control support on certification and	4 (4.8%)	7 (8.3%)	4 (4.8%)	39 (46.4%)	30 (35.7%)	4.00	1.087

communication of estimate and planning assumptions							
Premises control are used on consideration of environmental and industry factors	4 (4.8%)	6 (7.1%)	13 (15.5%)	42 (50.0%)	19 (22.6%)	3.79	1.031
Premises controls help in monitoring of political events	1 (1.2%)	1 (1.2%)	10 (11.9%)	43 (51.2%)	29 (34.5%)	4.17	0.774
Premises controls help in monitoring of Economic events	3 (3.6%)	-	9 (10.7%)	43 (51.2%)	29 (34.5%)	4.13	0.875
Premise controls help in monitoring of Technological events	3 (3.6%)	3 (3.6%)	5 (6.0%)	42 (50.0%)	31 (36.9%)	4.13	0.941
Premise controls help in monitoring of resource allocations	3 (3.6%)	7 (8.3%)	6 (7.1%)	41 (48.8%)	27 (32.1%)	3.98	1.029
Premise controls support keeping track of changes in the industry and macro-economic environment	2 (2.4%)	2 (2.4%)	11 (13.1%)	45 (53.6%)	24 (28.6%)	4.04	0.857
The quality of service at county has been enhanced as a result of premise controls	-	3 (3.6%)	10 (11.9%)	47 (56.0%)	24 (28.6%)	4.10	0.738

The results in Table 9 indicated that respondents agreed that premise control helped to identify and analyze threat and opportunities in the county shown by a 3.89 mean, the respondents also agreed that premise control supported certification and communication of estimate and planning assumptions as shown by a 4.00 mean, the respondents also agreed that premise control were used on consideration of environmental and industry factors indicated by a 3.79 mean, further, the respondents agreed that premise controls helped in monitoring of political events indicated by a mean of 4.17, respondents also agreed that premise controls helped in monitoring of economic events indicated by a mean of 4.13, the respondents also agreed that premise controls helped in monitoring of technological events indicated by a mean of 4.13, also, the respondents agreed that

premise controls helped in monitoring of resource allocations indicated by a mean of 3.98, further, respondents were in agreement that premise controls supported keeping track of changes in the industry and the macro-economic environment indicated by a mean of 4.04 and finally the respondents agreed that the quality of service at the county had been enhanced as a result of premise controls indicated by a mean of 4.10.

*Respondents were asked how stakeholders in their County perceived the role of premise control in shaping the strategic direction and operational efficiency of service delivery projects.*

The respondents revealed that stakeholders' perceptions of premise control played an essential role in understanding its impact on shaping strategic direction and operational efficiency of service delivery projects. They noted that, stakeholders view premise control as a fundamental aspect of governance that established the foundational principles guiding service delivery initiatives. By setting clear objectives, defining roles and responsibilities, and delineating performance metrics, premise control helped align project activities with overarching strategic goals. This perception suggests that premise control acted as a compass, providing a sense of direction and coherence to service delivery efforts, which enhanced stakeholders' confidence in the county government's ability to effectively manage projects.

In addition, respondents revealed that stakeholders perceived premise control as a mechanism to ensure efficient resource utilization and the optimization of project processes. Through the establishment of standardized procedures and protocols, premise control helped streamline operations, minimize inefficiencies, and reduce unnecessary expenditures. This perception underscored the importance of premise control in promoting operational excellence and cost-effectiveness, thereby maximizing the value derived from service delivery projects. They further noted that stakeholders were likely to appreciate the role of premise control in promoting prudent stewardship of resources, which contributed to their confidence in the county government's capacity to deliver services in a sustainable and responsible manner.

Besides, respondents revealed that stakeholders recognized the role of premise control in fostering accountability and transparency in the management of service delivery projects. They noted that, by providing a framework for monitoring and evaluating project performance, premise control enabled stakeholders to track progress, assess outcomes, and hold responsible parties accountable for their actions. This transparency cultivated trust and credibility in the county government's management practices, as stakeholders had access to information on project activities, expenditures, and results. Consequently, they established that premise control not only shaped strategic direction and operational efficiency but also enhanced stakeholders' perception of the county government's commitment to accountability and transparency in service delivery endeavors.

*Respondents were also asked what were the key factors influencing the implementation and effectiveness of premise control in ensuring accountability and transparency in the management of service delivery initiatives within the county government.*

The participants revealed several key factors influence the implementation and effectiveness of premise control in ensuring accountability and transparency within the county government's management of service delivery initiatives. Participants established that, the clarity and specificity of objectives set at the outset of projects played a pivotal role. Clear and well-defined objectives provided a solid foundation for premise control mechanisms to monitor progress and outcomes. When objectives were ambiguous or subject to interpretation, it became challenging to establish meaningful benchmarks for accountability and transparency, hindering the effectiveness of premise control.

In addition, respondents noted that the availability and accuracy of data were crucial factors influencing the implementation of premise control. They noted that reliable data collection and reporting systems enabled the county government to track progress, resource utilization, and performance against established targets. However, inadequate data collection infrastructure or

inaccuracies in reporting compromised the reliability of premise control, leading to gaps in accountability and transparency. Therefore, investments in data management systems and capacity building were essential to enhance the effectiveness of premise control mechanisms and ensure the integrity of information used for decision-making.

Besides, respondents revealed that stakeholder engagement and collaboration were fundamental to the success of premise control in service delivery initiatives. Meaningful involvement of community members, civil society organizations, and other relevant stakeholders fostered transparency by providing avenues for feedback, oversight, and accountability. When stakeholders were actively engaged in the monitoring and evaluation of projects, there was greater public scrutiny and pressure to uphold standards of accountability. Moreover, collaboration between the government agencies facilitated the sharing of information and resources, enhancing the effectiveness of premise control in ensuring the efficient delivery of services to the citizens within the county.

*Respondents were also asked how the integration of premise control practices impacted the decision-making process and resource allocation strategies in service delivery projects within the county.*

Respondents revealed that integration of premise control practices played a great role in shaping the decision-making process and resource allocation strategies within service delivery projects in the County. They revealed that premise control involved setting clear objectives and aligning them with the county's strategic goals. This integration ensured that decision-making was grounded in a thorough understanding of the local context, needs, and priorities, thereby enabling more informed and targeted allocation of resources. By consistently evaluating project initiatives against predetermined criteria, decision-makers effectively prioritized investments that had the greatest potential to address community needs and enhanced service delivery outcomes.

Besides, respondents revealed that premise control facilitated a systematic assessment of available resources and their allocation across different service delivery projects. By establishing mechanisms to monitor resource utilization and performance indicators, decision-makers identified inefficiencies, duplication of efforts, or areas of underinvestment. This proactive approach enabled adjustments to resource allocation strategies in real-time, ensuring that limited resources were allocated where they were most needed and yielded the greatest impact. Consequently, the integration of premise control practices promoted transparency in resource allocation decisions, as stakeholders had visibility into the rationale behind resource allocation decisions and the criteria used to prioritize competing demands.

In addition, respondents revealed that the integration of premise control practices fostered a culture of accountability and responsibility among stakeholders involved in service delivery projects in the County. By establishing clear accountability mechanisms and performance metrics, decision-makers held individuals and departments accountable for achieving stated objectives and utilizing resources efficiently. This accountability framework not only enhanced transparency by promoting open communication and accountability for outcomes but also instilled confidence among stakeholders in the county government's ability to deliver on its commitments. As a result, the integration of premise control practices not only influenced resource allocation decisions but also contributed to overall governance effectiveness and service delivery performance in the County.

Abdow, Guyo and Odhiambo (2019) supported the findings of the study arguing that key controls had positive and noteworthy effect on effect on organizational change. The study established that accomplishment of premise controls is attached on timely, reliable, precise and manageable information combined with a supportive organization structure and interior procedures.

### 4.3.3 Descriptive Statistics on Surveillance Control

Descriptive statistics were conducted to determine the extent to which participants agreed or disagreed with statements on strategic leadership. Findings were presented in table 10 on a Likert scale between 1 and 5 with a scale of 1 strongly disagreeing and a scale of 5 strongly agreeing.

**Table 10: Descriptive Statistics on Surveillance Control**

Statement on Surveillance Control	SD	D	N	A	SA	Mean	Standard Deviation
Strategic surveillance are utilized in conducting environmental scanning via PESTL	5 (6.0%)	-	10 (11.9%)	52 (61.9%)	17 (20.2%)	3.90	0.926
Used to identify business trends through websites, newspapers, industry analyst reports and other online platforms	5 (6.0%)	11 (13.1%)	-	52 (61.9%)	16 (19.0%)	3.88	0.924
Strategic surveillance controls help in monitoring of industry activities through business intelligence	5 (6.0%)	10 (11.9%)	1 (1.2%)	42 (50.0%)	26 (31.0%)	3.88	1.155
Strategic surveillance controls help in monitoring macro-economic indicators that may affect county project	5 (6.0%)	5 (6.0%)	13 (15.5%)	43 (51.2%)	18 (21.4%)	3.76	1.048
County monitors its competition with others counties over strategic surveillance controls	-	-	9 (10.7%)	48 (57.1%)	27 (32.1%)	4.21	0.622
County monitors its public preferences and tastes over strategic surveillance controls	4 (4.8%)	12 (14.3%)	8 (9.5%)	39 (46.4%)	21 (25.0%)	3.73	1.134
Surveillance controls at county are facilitated by Newspapers, industry analyst reports, online	5 (6.0%)	1 (1.2%)	9 (10.7%)	42 (50.0%)	27 (32.1%)	4.01	1.012

platforms to enable county managers identify county business and industry trends	5	2	13	41	23	3.89	1.030
Public satisfaction surveys are done via surveillance controls	(6.0%)	(2.4%)	(15.5%)	(48.8%)	(27.4%)		
The quality of service at county has been enhanced as a result of strategic premise controls	6	9	10	37	22	3.71	1.178
	(7.1%)	(10.7%)	(11.9%)	(44.0%)	(26.2%)		

From the findings shown in table 10, participants agreed that strategic surveillance were utilized in conducting environmental scanning via PESTL shown by a mean of 3.90, The participants also agreed that they used to identify business trends through websites, newspapers, industry analyst reports and other online platforms shown by a mean of 3.88, in addition, the participants agreed that strategic surveillance controls helped in monitoring of industry activities through business intelligence, with a mean of 3.88, the respondents also agreed that strategic surveillance controls helped in monitoring macro-economic indicators that may affect county projects shown by a 3.76 mean, the participants also agreed that the county monitors its competition with other counties over strategic surveillance controls shown by a mean of 4.21, the participants also agreed that the county monitors its public preferences and tastes over strategic surveillance controls shown by a mean of 3.73, besides, participants also agreed that surveillance controls at the county were facilitated by newspapers, industry analyst reports, online platforms to enable county managers identify county business and industry trends with a mean of 4.01, the participants further agreed that public satisfaction surveys were done via surveillance controls shown by a mean of 3.89 and finally participants agreed that the quality of service at the county had been enhanced as a result of strategic premise controls shown by a mean of 3.71.

*Respondents were asked how stakeholders perceived the role of surveillance control in monitoring and evaluating the implementation of service delivery projects within the County.*

The respondents revealed that stakeholders perceived surveillance control as a vital mechanism for ensuring adherence to project timelines, resource allocation, and quality standards. They noted that by monitoring activities closely, surveillance control offered stakeholders real-time insights into the progress of service delivery projects. This perception led stakeholders to appreciate the role of surveillance control in enhancing accountability by identifying any deviations from the planned course of action and taking corrective measures promptly. Moreover, stakeholders viewed surveillance control as a tool for promoting transparency by providing visibility into the decision-making process and the utilization of public resources, thereby fostering trust in the county government's management of service delivery initiatives.

Besides, respondents established that stakeholders recognized the potential of surveillance control to detect and prevent fraud, corruption, and mismanagement within service delivery projects. The ability to scrutinize project activities and transactions helped stakeholders identify any irregularities or discrepancies that may compromise the integrity of the projects. This perception underscored the importance of surveillance control in safeguarding public funds and ensuring that resources were utilized efficiently and effectively. Consequently, stakeholders viewed surveillance control as a critical component of governance structures aimed at promoting accountability and integrity in the management of service delivery projects in the County.

Respondents also established that stakeholders may acknowledge the role of surveillance control in fostering learning and continuous improvement in service delivery practices. By analyzing surveillance data and performance metrics, stakeholders identified areas of strength and areas that needed improvement, allowing for informed decision-making and strategic planning. This perception highlighted the proactive nature of surveillance control in driving innovation and enhancing service delivery outcomes over time. Ultimately, stakeholders' perception of

surveillance control was likely to be influenced by its effectiveness in achieving its intended objectives, whether it be ensuring accountability, promoting transparency, or facilitating organizational learning and improvement.

*Respondents were also asked what the key challenges and opportunities associated with the integration of surveillance control practices were in enhancing accountability and transparency in service delivery initiatives within the county government.*

The respondents revealed that one of the primary challenges is ensuring the balance between surveillance and privacy concerns. They noted that while surveillance control mechanisms enhanced accountability by providing real-time monitoring of project activities, there was a risk of infringing on individual privacy rights. Addressing this challenge required the development of robust policies and procedures that prioritized transparency in surveillance practices while safeguarding the privacy of stakeholders. This challenge presented an opportunity for the county government to engage in meaningful dialogue with citizens and stakeholders to establish clear boundaries and expectations regarding surveillance measures.

Besides, respondents established that the effective integration of surveillance control practices relied heavily on technological infrastructure and capacity. They noted that limited access to reliable technology and inadequate training for personnel can hinder the implementation and utilization of surveillance systems. However, investing in the development of technological capabilities presented an opportunity to modernize service delivery processes and enhance transparency through data-driven decision-making. By leveraging advanced surveillance technologies such as Geographic Information Systems (GIS) and digital monitoring tools, the county government could improve resource allocation, identify areas for improvement, and enhance accountability by providing stakeholders with access to comprehensive project data.

In addition, respondents revealed that the challenge of ensuring the ethical and responsible use of surveillance data underscored the importance of governance and oversight mechanisms. Without

proper governance structures in place, there was a risk of misuse or abuse of surveillance data, which could erode public trust and undermine transparency efforts. Therefore, establishing clear guidelines for data collection, storage, and dissemination was essential to mitigate these risks and promote accountability. Moreover, fostering a culture of transparency and accountability within the county government created an opportunity to demonstrate integrity and ethical leadership in the utilization of surveillance control practices. By adhering to ethical standards and promoting open communication with stakeholders, the county government could capitalize on the opportunities presented by surveillance control to enhance the delivery of services and strengthen public trust in governance.

*Further, respondents were asked how the utilization of surveillance control influenced the decision-making process and resource allocation strategies of service delivery projects in the County.*

The respondents revealed that surveillance control enabled real-time monitoring of project activities and performance indicators. By tracking key metrics such as budget utilization, project timelines, and quality standards, decision-makers gained valuable insights into the effectiveness of ongoing initiatives. This information informed strategic decisions regarding resource allocation, allowing for timely adjustments to address emerging challenges or capitalize on opportunities. Consequently, the proactive nature of surveillance control enhanced the efficiency and effectiveness of resource utilization, ultimately improving service delivery outcomes within the county.

Besides, respondents noted that the transparency facilitated by surveillance control fostered accountability among stakeholders involved in service delivery projects. By providing visibility into project progress and outcomes, surveillance mechanisms created a culture of openness and accountability within the county government. Decision-makers were held accountable for their actions, as deviations from established benchmarks were promptly identified and addressed. This

accountability framework encouraged responsible stewardship of resources and promoted trust among citizens and other stakeholders. Additionally, the transparency afforded by surveillance control enhanced the credibility of the county government, instilling confidence in its ability to effectively manage service delivery initiatives.

Furthermore, the data generated through surveillance control served as a valuable resource for evidence-based decision-making within the county government. By analyzing surveillance data, decision-makers could identify trends, patterns, and areas for improvement in service delivery processes. This data-driven approach enhanced the accuracy and precision of resource allocation strategies, ensuring that resources were directed towards initiatives with the greatest impact. Moreover, the utilization of surveillance control enabled the county government to demonstrate its commitment to transparency and accountability, thereby fostering public trust and support for service delivery efforts. Overall, according to the respondents, surveillance control played a fundamental role in shaping decision-making processes and resource allocation strategies, ultimately contributing to the successful implementation of service delivery projects in the county. Kirilov (2019) was in support with the current study's findings revealing that managerial philosophy, management, frameworks intelligent as well as information midpoint, foreknowledge, viability and keen inspiration were the significant subjects. The study further established that creating plus actualizing tactical intellect grounded strategies can support nonprofitmaking pioneers in advancing business achievements. Compelling tactical intellect grounded strategies stand useful toward explore over the difficulties, main amendment in addition to increased execution.

Freeman, Ryan and Glenesk (2019) on Strategic surveillance for food safety in U. K, were in support with the study's findings and found four guiding principles for a strategic surveillance framework which included cyclical rather than linear: as understandings were gained from carrying out the approach, upgrades can naturally input into the framework to improve it. Iterative:

to help learning, emphasis between steps of the methodology is energized. Flexible and adaptable: as information is increased about explicit points, or the delivery of the all-encompassing surveillance program, the methodology can be refined to permit constant improvement. Time agnostic: the methodology can be utilized rapidly to research explicit themes, however can similarly be applied over a more drawn out period to help the overall surveillance program.

#### 4.3.4 Descriptive Statistics on Service Delivery

A Likert scale ranging between 1 and 5 was used to range the perceptions of respondents regarding statements presented on service delivery, results are presented in table 11.

**Table 11: Descriptive Statistics on Service Delivery**

<b>Statement on Service Delivery</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Standard Deviation</b>
There is access to and provision of quality services at the County	2 (2.4%)	10 (11.9%)	-	51 (60.7%)	21 (25.0%)	4.06	0.766
The County has adequate infrastructure for provision of service delivery	2 (2.4%)	10 (11.9%)	-	35 (41.7%)	37 (44.0%)	4.13	1.062
The county is well equipped to offer high quality services	2 (2.4%)	8 (9.5%)	14 (16.7%)	37 (44.0%)	23 (27.4%)	3.85	1.012
There is operative supervision for service delivery	1 (1.2%)	10 (11.9%)	-	43 (51.2%)	29 (34.5%)	4.20	0.694
There is better accountability for end results in the county government	5 (6.0%)	4 (4.8%)	-	46 (54.8%)	29 (34.5%)	4.18	0.779
The county has put in place measures and resolve customer complaints	3 (3.6%)	4 (4.8%)	12 (14.3%)	38 (45.2%)	27 (32.1%)	3.98	0.994
The county staff are professional and knowledgeable in answering the client enquiry	7 (8.3%)	4 (4.8%)	10 (11.9%)	33 (39.3%)	30 (35.7%)	3.89	1.193
The County staff have the competence	1 (1.2%)	10 (11.9%)	14 (16.7%)	32 (38.1%)	27 (32.1%)	3.88	1.034

and potential to provide the service							
There is high customer satisfaction in the county	7 (8.3%)	16 (19.0%)	-	31 (36.9%)	30 (35.7%)	4.00	0.944

According to the results presented in Table 11, participants indicated general agreement with several aspects of service provision in the county. They agreed that there was accessibility to and delivery of quality services with a mean of 4.06. Additionally, respondents agreed that there was a presence of sufficient infrastructure for service delivery with a mean of 4.13. Moreover, the participants agreed with the county's capability to provide high-quality services with a mean of 3.85. Participants also agreed that there was operative supervision for service delivery indicated by a mean of 4.20. Furthermore, they acknowledged improved accountability for outcomes within the county government with a mean of 4.18. Moreover, participants agreed that the county had implemented mechanisms to address customer grievances as shown by a mean of 3.98. Respondents also agreed that professionalism and knowledge among county staff in addressing client inquiries with a mean of 3.89. Moreover, respondents agreed with the competence and potential of county staff in service provision with a mean of 3.88. Finally, participants expressed high levels of satisfaction with the services provided in the county with a mean of 4.00.

*Respondents were asked how residents in their County perceived the effect of strategic control practices on service quality and accessibility.*

The respondents revealed that through qualitative analysis and community engagement, it became evident that strategic control practices played a significant role in shaping their perceptions. They noted that residents often viewed these practices as directly impacting the quality and accessibility of essential services such as healthcare, education, and infrastructure development. For instance, effective strategic control measures in healthcare translated to better-equipped facilities, shorter

waiting times, and improved patient outcomes, thus enhancing service quality and accessibility for residents.

Moreover, respondents noted that residents observed that strategic control practices could either facilitate or hinder the equitable distribution of resources and services within their communities. In areas where strategic control mechanisms were transparent, inclusive, and accountable, residents inclined to perceive a fairer allocation of resources, leading to improved service accessibility for all socio-economic strata. Conversely, when strategic control practices were perceived as opaque or prone to corruption, there was a prevalent sense of inequality and frustration among residents, especially those from marginalized backgrounds, who often struggle to access basic services.

Furthermore, the perception of the effect of strategic control practices on service quality and accessibility was intertwined with broader socio-political dynamics and governance structures. Residents often expressed varying degrees of trust or distrust in local authorities and institutions responsible for implementing strategic control measures. This trust deficit significantly influenced how residents perceived the effectiveness and fairness of strategic control practices in service delivery. Therefore, any analysis of strategic control practices in the County must consider not only their technical aspects but also their socio-political implications and the lived experiences of the residents they are intended to serve.

*Besides, respondents were also asked what the main obstacles to accountability and transparency in service delivery projects in their County were, and how strategic control practices might address them.*

Respondents revealed that one significant challenge was the lack of robust monitoring and evaluation mechanisms, which resulted in limited visibility into project progress and outcomes. Additionally, issues related to bureaucratic inefficiencies and corruption often hindered

transparency, as funds might have been mismanaged or diverted away from their intended purposes. Furthermore, inadequate citizen engagement and oversight exacerbated these challenges, as community members might not have sufficient avenues to voice concerns or hold officials accountable for their actions.

To address these obstacles, strategic control practices played a pivotal role in enhancing accountability and transparency in service delivery projects. Firstly, implementing comprehensive performance management systems provided real-time data on project performance, allowing stakeholders to identify areas of concern and take corrective actions promptly. Moreover, instituting strict financial controls and conducting regular audits can help mitigate the risk of misappropriation and corruption, fostering greater transparency in resource allocation and utilization. Additionally, promoting participatory governance frameworks that involve citizens in decision-making processes can empower communities to actively monitor project implementation and advocate for their interests.

In conclusion, by leveraging strategic control practices, Kiambu County can overcome the challenges impeding the deliverability of projects. Through the establishment of robust monitoring mechanisms, stringent financial controls, and inclusive governance structures, stakeholders work collaboratively to ensure that resources were effectively utilized and that the needs of the community were prioritized. Ultimately, fostering a culture of transparency and accountability was essential for promoting sustainable development and improvement of quality life for residents in the County.

#### **4.4 Inferential Analysis**

To establish the relationship strategic control practices has on service delivery in Kiambu county, Kenya, the study used inferential analysis which involved correlation analysis among variables in

the study. Additionally, the study conducted both simple (shown between the variables and multiple regression analyses.

#### 4.4.1 Correlation Analysis

To test for independence, a correlation analysis test was conducted with both *p-value* at 0.05 and Pearson Correlation (*r*) values used to determine the presence of multi-collinearity.

##### 4.5.1.1 Implementations Control and Service Delivery

To test for independence between Implementations control and Service delivery, a correlation analysis test was conducted with both *p-value* at 0.05 and Pearson Correlation (*r*) values used to determine the presence of multi-collinearity. The findings were below

**Table 12: Implementations control and Service Delivery**

Correlations		Implementations Control	Service Delivery
Implementations Control	Pearson Correlation	1	.507**
	Sig. (2-tailed)		.000
	N	84	84
Service Delivery	Pearson Correlation	.507**	1
	Sig. (2-tailed)	.000	
	N	84	84

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

Findings from the table reveal that Implementations control and service delivery had  $r=0.507 < 0.7$  associated with a *p-value* of  $.001 < 0.01$  indicating a positive and significant relationship.

##### 4.5.1.2 Premises Control and Service Delivery

To test for independence between Premises control and Service delivery, a correlation analysis test was conducted with both *p-value* at 0.05 and Pearson Correlation (*r*) values used to determine the presence of multi-collinearity. The findings were presented in table 13.

**Table 13: Premises control and Service Delivery**

Correlations		Service Delivery	Premises Control
Service Delivery	Pearson Correlation	1	.668**
	Sig. (2-tailed)		.000
	N	84	84
Premises Control	Pearson Correlation	.668**	1
	Sig. (2-tailed)	.000	
	N	84	84

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

Findings from the table reveal that Premises control and service delivery had  $r=0.668 < 0.7$  associated with a p-value of  $.001 < 0.01$  indicating a positive and significant relationship.

#### 4.5.3.1 Strategic Surveillance and Service Delivery

To test for independence between Strategic surveillance and Service delivery, a correlation analysis test was conducted with both p-value at 0.05 and Pearson Correlation (r) values used to determine the presence of multi-collinearity. Table 14 shows the results

**Table 14: Strategic Surveillance and Service Delivery**

Correlations		Service Delivery	Strategic Surveillance
Service Delivery	Pearson Correlation	1	.679**
	Sig. (2-tailed)		.000
	N	84	84
Strategic Surveillance	Pearson Correlation	.679**	1
	Sig. (2-tailed)	.000	
	N	84	84

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

Findings from the table reveal that Strategic surveillance and service delivery had  $r=0.679 < 0.7$  associated with a p-value of  $.001 < 0.01$  indicating a positive and significant relationship.

#### 4.5.2 Regression Analysis

##### 4.5.2.1 Implementations Control and Service Delivery

A simple linear regression analysis between the relationship of the two variables was carried out in the form:  $Y = \alpha + \beta_1 X_1 + \varepsilon$  where Y was service delivery,  $\beta_1$  was the coefficient for

implementation controls and the  $X_1$  was implementation controls as the independent variable, and finally,  $\varepsilon$  was the error term. Findings are presented in table 15.

**Table 15: Implementations Control and Service Delivery**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.668 <sup>a</sup>	.446	.439	.59486		
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.343	1	23.343	65.966	.000 <sup>b</sup>
	Residual	29.017	82	.354		
	Total	52.360	83			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.178	.350		3.370	.001
	Implementation Controls	.696	.086	.668	8.122	.000

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Implementations Control

Results of the study indicated an R-square of 0.446 associated with implementation controls and service delivery which indicated that 44.6% of the changes in service delivery were as a result of implementation controls, while other variables not in the model explained 55.4% on the analysis of variable, an F-ratio of 65.966 with a p-value of  $0.001 < 0.05$  was obtained which implied that the model was fit to predict the service delivery of Kiambu county in Kenya. Besides a results revealed a  $\beta$  score of 0.696, and a p-value of  $0.001 < 0.05$  between implementation controls and service delivery of Kiambu County, Kenya, signifying a positive and significant influence of implementation controls on performance. The simple regression model can be written as follows:  

$$Y = 1.178 + 0.696X_1 + \varepsilon$$

Dikko and Umar (2018) having studied the impact of implementation controls, supported the current study and asserted that inward control can possibly guarantee use of assets on arranged organizational exercises, venture of inert assets and normal observing of utility. Proof demonstrated that corporations that had effectively executed hazard controlling responded worth

enhancements situation further found that inner mechanism as a significant pointer of worth facility distribution in corporations.

#### 4.5.2.2 Premises Control and Service Delivery

A simple regression was also conducted between Premises control and Service Delivery to establish the nature of their relationship, a simple regression model in the form:  $Y = \alpha + \beta_2 X_2 + \epsilon$  where Y was service delivery of Kiambu County in Kenya, whereas  $\beta_2$  was the regression coefficient for Premises control,  $X_2$  was Premises control, and  $\epsilon$  the error term. Findings are presented in table 16.

**Table 16: Premises Control and Service Delivery**

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			
1	.507 <sup>a</sup>	.257	.248	.68890			
ANOVA <sup>a</sup>							
Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	13.444	1	13.444	28.328	.000 <sup>b</sup>	
	Residual	38.916	82	.475			
	<b>Total</b>	<b>52.360</b>	<b>83</b>				
Coefficients							
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	1.950	.387			5.043	.000
	Premises Control	.523	.098	.507		5.322	.000

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Premises Control

Findings revealed in table 16 an r-square of 0.257 associated with Premises control and Service delivery, implying a 25.7% change in service delivery being explained by premises control with other variables not included in the model explaining a 74.3% variation in service delivery. Under the ANOVA, results presented indicated an F-ratio of 28.328 associated with a p-value of  $0.001 < 0.05$ , implying that the model was fit in predicting service delivery of Kiambu County, Kenya. Results presented further indicated a beta score of 0.523 which was associated with a p-

value of  $0.001 < 0.05$ , which implied that premises control positively and significantly affected the service delivery of Kiambu County in Kenya. The model can be written in the form:  $Y = 1.950 + 0.523X_2 + \epsilon$ .

Abdow, Guyo and Odhiambo (2019) agreed with the study findings and found out that premises control influenced organization change in petroleum industries in Kenya. The result further revealed that key controls had positive and noteworthy effect on effect on organizational change with the study concluding that accomplishment of strategic controls was attached on timely, reliable, precise and manageable information combined with a supportive organization structure and interior procedures.

#### **4.5.2.3 Strategic Surveillance and Service Delivery**

A simple regression model was also conducted between the Strategic Surveillance and Service delivery. The study model was as follows  $Y = \alpha + \beta_3 X_3 + \epsilon$  with  $y$  being the service delivery of Kiambu County, Kenya,  $\beta_3$  the regression coefficient of strategic surveillance,  $X_3$  the strategic surveillance, and  $\epsilon$  was the error term and the results presented in table 17.

**Table 17: Strategic Surveillance and service Delivery**

<b>Model Summary</b>						
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>		
1	.779 <sup>a</sup>	.606	.602	.50137		
<b>ANOVA<sup>a</sup></b>						
<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	31.748	1	31.748	126.299	.000 <sup>b</sup>
	Residual	20.612	82	.251		
	Total	52.360	83			
<b>Coefficients</b>						
<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>		
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
1	(Constant)	.820	.285		2.874	.005
	Strategic Surveillance	.810	.072	.779	11.238	.000

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Strategic Surveillance

Source: Researcher (2024)

Results revealed an R-square of 0.606 implying that a 60.6% change in service delivery was explained by Strategic surveillance while the variables not included in the model explained a 39.4% change in the service delivery of Kiambu County, Kenya. Further, the results of the analysis of variance revealed a 126.299 F-ratio, with a p-value of  $0.001 < 0.05$ , implying that the model was significant in predicting service delivery of Kiambu County, Kenya. Regression analysis further revealed a  $\beta=0.810$ ,  $t=11.238$  associated with a p-value of 0.001 implying that strategic surveillance significantly and positively had a relationship with service delivery of Kiambu County, Kenya.

Kirilov (2019) supported the findings of the current study in an investigation on strategic surveillance stratagems for successful achievements in the Nonprofitmaking segment in United States. The study found out that creating plus actualizing tactical intellect grounded strategies can support nonprofitmaking pioneers in advancing business achievements. The Study further revealed that compelling tactical intellect grounded strategies stand useful toward exploring over the difficulties, main amendment in addition to increased execution.



## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter presents the findings and the conclusions obtained from the findings, and suggestions for further study.

#### 5.1 Summary of Findings

##### 5.1.1 Implementations Control

The respondents agreed that implementations control helped to review the progress of strategic thrusts and service delivery, implementations control helped to assess its milestones, implementations control helped the county to review its budgets, county reviewed on the excellence of its services to the public via implementations control, implementations control were being used to identify and resolve strategic issues affecting the county, implementations control were involved in monitoring of county activities through business intelligence, implementations control helped in monitoring macro-economic indicators that may affect county projects and finally, the quality of service at the county had been enhanced as a result of implementations control. Overall, the results confirmed that implementations control was actively conducted in service delivery by Kiambu County in Kenya. Further, the study found a p-value of  $0.001 < 0.05$  between implementations control and the service delivery of Kiambu County in Kenya.

##### 5.1.2 Premises Control

The study found that respondents agreed that premises control helped to identify and analyze threat and opportunities in the county, premises control supported certification and communication of estimate and planning assumptions, premises control were used on consideration of environmental and industry factors, premises control helped in monitoring of political events, premises control helped in monitoring of economic events, premises control helped in monitoring of technological

events, premises control helped in monitoring of resource allocations, premises control supported keeping track of changes in the industry and the macro-economic environment and finally, the quality of service at the county had been enhanced as a result of premises control. Overall, the results confirmed that premises control was actively conducted in service delivery of Kiambu County, Kenya. Further, the study found a p-value of  $0.001 < 0.05$  between premises control and service delivery of Kiambu County, Kenya.

### **5.1.3 Strategic Surveillance**

The study found that respondents agreed that strategic surveillance were utilized in conducting environmental scanning via PESTL, they used to identify business trends through websites, newspapers, industry analyst reports and other online platforms, strategic surveillance controls helped in monitoring of industry activities through business intelligence, strategic surveillance controls helped in monitoring macro-economic indicators that may affect county projects, the county monitors its competition with other counties over strategic surveillance controls, the county monitors its public preferences and tastes over strategic surveillance controls, surveillance controls at the county were facilitated by newspapers, industry analyst reports, online platforms to enable county managers identify county business and industry trends, public satisfaction surveys were done via surveillance controls and finally, the quality of service at the county had been enhanced as a result of strategic premise controls. Overall, the results confirmed that strategic surveillance was actively implemented in service delivery of Kiambu County, Kenya. Further, the study found a p-value of  $0.001 < 0.05$  between strategic surveillance and service delivery of Kiambu County, Kenya.

## **5.2 Conclusions of the Study**

### **5.2.1 Implementation Control**

The study concluded that implementations control, positively and significantly influenced service delivery of Kiambu County hence rejecting the null hypothesis that the service delivery of Kiambu

County in Kenya is not significantly influenced by implementations control. (Otieno, 2019; Rentes, 2019; Nelima, Samson and Kamau, 2018; Dikko and Umar, 2018) supported the study's findings where the scholars noted positive and significant relationships between implementations control and service delivery. The scholars similarly concluded that effective implementation control ensures that service delivery meets or exceeds predetermined standards and expectations. The study is in support of the resource mobilization theory which explains how monitoring and directing the allocation and utilization of resources to ensure they are effectively deployed towards achieving organizational goals. This may include overseeing the distribution of financial, human, and other resources to support service delivery initiatives.

### **5.2.2 Premises Control**

The results concluded that Premises control had a positive impact on service delivery hence rejecting the null hypothesis that: service delivery of Kiambu County, Kenya is not significantly influenced by premises control. Abdow, Guyo and Odhiambo (2019) supported the conclusions by arguing that key controls had positive and noteworthy effect on organizational change. Additionally, the study revealed that accomplishment of strategic controls is attached on timely, reliable, precise and manageable information combined with a supportive organization structure and interior procedures.

These findings are in support of the Resource-Based View (RBV) model which supports the idea of management of internal organizational conditions, capabilities, and assets that contribute to competitive advantage. This could involve ensuring that the organization's internal resources, such as technological infrastructure, intellectual capital, and organizational culture, are aligned with its strategic objectives and effectively leveraged to enhance service quality.

### **5.2.3 Strategic Surveillance**

The study concluded that surveillance positively and significantly influenced service delivery therefore rejecting the null hypothesis that: Strategic surveillance does not significantly influence

service delivery of Kiambu County, Kenya. Kirilov (2019) was in support with conclusions arguing that creating plus actualizing tactical intellect grounded strategies can support nonprofitmaking pioneers in advancing business achievements.

The findings of the study are in support of the service quality aspersions which involves continuously monitoring and analyzing external environmental factors, market trends, and customer preferences to identify potential threats and opportunities that may impact service delivery. This proactive approach allows organizations to adapt their strategies and operations to maintain or improve service quality in response to changing circumstances.

### **5.3 Recommendations**

The current study presented policy recommendations and suggestions for further research guided by the conclusions of the study and major findings. The study also recommended future studies that were guided by the identified gaps in the study, conceptual, methodological, and empirical gaps were presented.

#### **5.3.1 Policy Recommendations**

##### **5.3.1.1 Implementation Control**

The study recommends the importance of implementing robust policies that enhance implementation controls. As such, firms ought to establish clear objectives and key performance indicators (KPIs) to measure progress effectively, alongside strengthening monitoring and evaluation mechanisms for accountability and transparency. Additionally, it is recommended that regulatory frameworks should be reviewed and strengthened to ensure compliance with standards of service delivery, while capacity building and training programs are vital for equipping officials with the necessary skills. Promoting stakeholder engagement, allocating adequate resources, embracing technology and innovation, and fostering a culture of continuous improvement are essential elements. Furthermore, political will and leadership commitment are paramount to

driving these initiatives forward. By integrating these policy recommendations, Kiambu County can enhance implementation control, thereby improving the quality, efficiency, and effectiveness of service delivery for its residents.

#### **5.3.1.2 Premises Control**

The study recommends establishment of clear guidelines for managing premises ensuring uniform standards for maintenance, safety, and accessibility. Also, regular inspection and monitoring mechanisms should be implemented to promptly identify and address any deficiencies. Investing in infrastructure development, fostering collaboration with stakeholders, and providing training for personnel responsible for premises management are essential for ensuring effective control. Leveraging technology for monitoring and evaluation can streamline processes and provide real-time data for decision-making. Strengthening enforcement mechanisms, promoting transparency and accountability, and soliciting feedback from service users are crucial for continuous improvement. Sustainable resource allocation based on community needs and long-term sustainability considerations ensures the longevity of effective premises control practices, ultimately enhancing service delivery outcomes and the well-being of Kiambu County residents.

### **5.3.1.3 Strategic Surveillance**

The study recommends that establishment of a comprehensive surveillance system integrating technological tools and human intelligence networks is crucial for real-time monitoring should be key. Also, incorporating specific key performance indicators (KPIs) related to service delivery into this system will provide valuable insights into performance. Leveraging data analytics and predictive modeling techniques can identify trends and potential issues, aiding proactive decision-making. Additionally, fostering collaboration among stakeholders, capacity-building for personnel, and regular evaluation mechanisms are essential for system effectiveness. Moreover, the adoption of technology-driven solutions and compliance with data privacy regulations are vital for efficiency and security.

### **5.3.2 Suggestion for Further Research**

The current study's variables could only explain 73.1% of the variations in service delivery and other variables related to strategic control practices that were not included in the study accounted for only 26.9% of service delivery variations. A future study can include more direct and indirect variables/control variable such as mediating or moderating variables like strategy risk management or even a moderating variable like organizational culture.

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## APPENDICES

### Appendix I: Introduction Letter

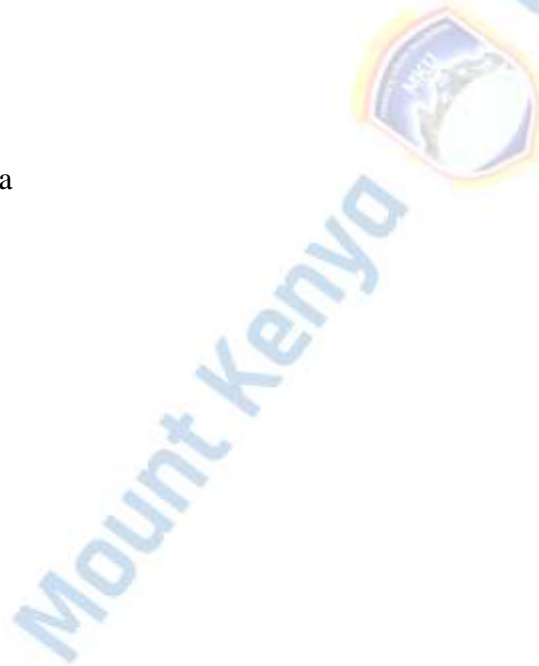
Dear Participant,

REF: Research Project

I am presently pursuing a MBA in Mount Kenya Campus. One of the conditions for the honor of the degree is to pursue an investigation proposal within my field of education. The heading of my proposal is **analysis of strategic control practices on service delivery in Kiambu County, Kenya**. I am in the procedure of collecting data also I have chosen you as one of the participant in this study. I kindly enquire you to take some time to reply to the affixed survey. The data you provide will be preserved by ultimate privacy. The data given will only be utilized for academic investigation purpose. Thank you in advance for your time and collaboration.

Yours Sincerely,

Martha Nyambura



### Appendix II: Questionnaire

Please fill your answers in the space provided or tick (✓) appropriately.

#### Section I: Background Information

**1. Gender:** Male { }

Female { }

**2. Age**

25-30 Yrs { }

31-40 Yrs { }

41-50 Yrs { }

Over 50 Yrs { }

**3. Level of formal Education**

Secondary { }

Tertiary { }

University { }

Post-Graduate { }

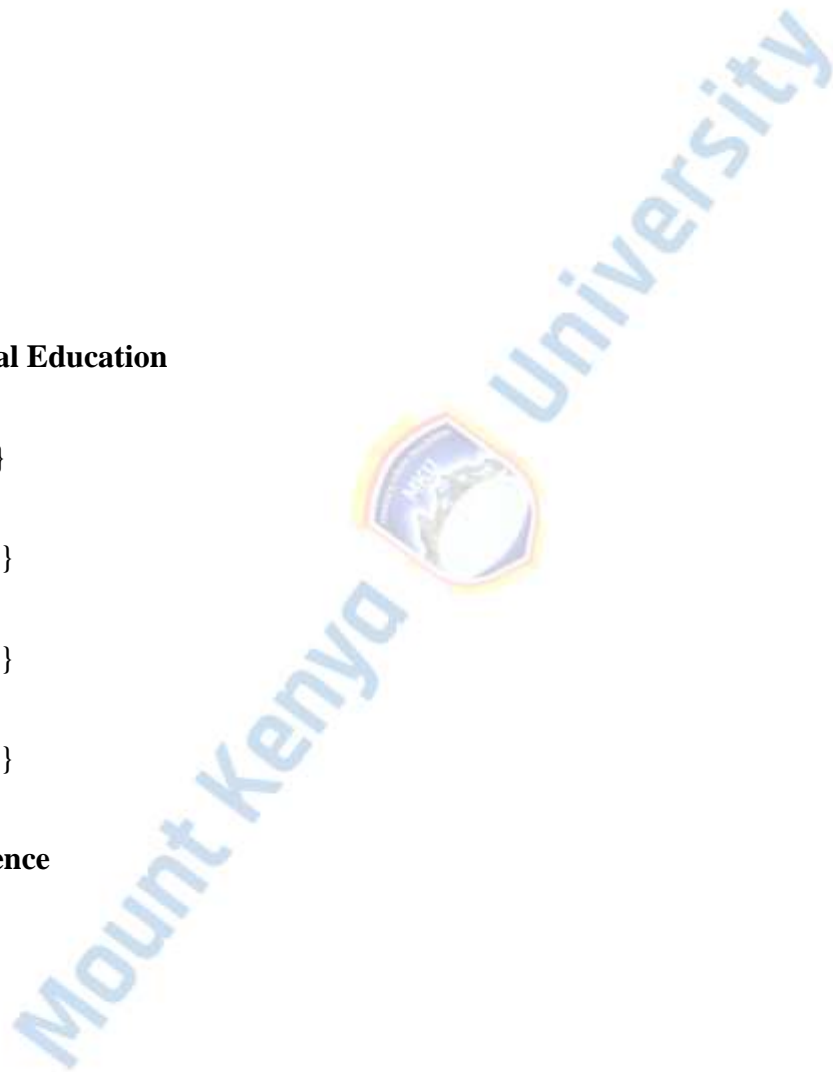
**4. Work Experience**

1-2 Yrs. { }

2-3 Yrs. { }

4-5 Yrs. { }

Over 5 Yrs. { }



**Section II: Strategic Control Practices**

The following statements refer to factors that influence the strategic control practices. Rate the extent to which you agree that the below statements are reflected in the county.

**In a scales of 5-1, wherever 5: Strongly Agree, 4: Agree, 3: Neutral, 2: Disagree, 1: Strongly Disagree.**

Rate the extent to which you agree or disagree with following assertion of implementations control practices by tick (√)

Statement	5	4	3	2	1
<b>Implementation Control</b>					
Implementation controls help to review the progress of strategic thrusts and service delivery					
Implementation controls involve in monitoring the strategic thrusts					
Implementation controls help to assesses its milestones					
Implementation controls help county to reviews its budgets					
County reviews on the excellence of its services to public via Implementation control					
Implementation controls are being used to identify and resolve strategic issues affecting county					
Implementation controls involved in monitoring of county activities through business intelligence					
Implementation controls help in monitoring macro-economic indicators that may affect county projects					
The quality of service at county has been enhanced as a result of implementation controls					

How do you perceive the role of implementation control in ensuring the effectiveness of strategic practices aimed at enhancing service delivery within your county government operations?.....

.....

What organizational factors contribute to successful or unsuccessful implementation of implementation control measures in the context of service delivery in your county government?

.....  
 .....

How do stakeholders perceive the role of implementation control in ensuring accountability and transparency in the management of service delivery projects within your County Government?

.....  
 .....

Rate the extent to which you agree or disagree with following assertion of premise control practices by tick (√)

Statement	5	4	3	2	1
<b>Premise Control</b>					
Premise control help to identify and analysing threat and opportunities in the county					
Premise control support on certification and communication of estimate and planning assumptions					
Premise control are used on consideration of environmental and industry factors					
Premise controls help in monitoring of political events					
Premise controls help in monitoring of Economic events					
Premise controls help in monitoring of Technological					
Premise controls help in monitoring of resource allocations					
Premise controls support keeping track of changes in the industry and macro-economic environment and assess impact on service delivery					
The quality of service at county has been enhanced as a result of premise controls					

How do stakeholders in your county perceive the role of premise control in shaping the strategic direction and operational efficiency of service delivery projects? .....

.....

What are the key factors influencing the implementation and effectiveness of premise control in ensuring accountability and transparency in the management of service delivery initiatives within the county government? .....

.....

How does the integration of premise control practices impact the decision-making process and resource allocation strategies within the context of service delivery projects?.....

.....

Rate the extent to which you agree or disagree with following assertion of surveillance control practices by tick (√)

Statement	5	4	3	2	1
<b>Surveillance Control</b>					
Strategic surveillance are utilized in conducting environmental scanning via PESTL					
Used to identify business trends through websites, newspapers, industry analyst reports and other online platforms					
Strategic surveillance controls help in monitoring of industry activities through business intelligence					
Strategic surveillance controls help in monitoring macro-economic indicators that may affect county project					
County monitors its competition with others counties over strategic surveillance controls					
County monitors its public preferences and tastes over strategic surveillance controls					
Surveillance controls at county are facilitated by Newspapers, industry analyst reports, online platforms to enable county managers identify county business and c industry trends.					
Public satisfaction surveys are done via surveillance controls					
The quality of service at county has been enhanced as a result of strategic premise controls					

How do stakeholders perceive the role of surveillance control in monitoring and evaluating the implementation of service delivery projects within your county government?.....

What are the key challenges and opportunities associated with the integration of surveillance control practices in enhancing accountability and transparency in service delivery initiatives within the county government?.....

How does the utilization of surveillance control influence the decision-making process and resource allocation strategies within the context of service delivery projects your county government?.....

**Section III: Service Delivery**

Please specify the level to which you agree or disagree with following assertion of service delivery in the county by tick (√)

<b>Statement</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
There is access to and provision of quality services at the County					
The County has adequate infrastructure for provision of service delivery					
The county is well equipped to offer high quality services					
There is operative supervision for service delivery					
There is better accountability for end results in the county government.					
The county has put in place measures and resolve customer complain					
The county staff are professional and knowledgeable in answering the client enquiry					
The County staff have the competence and potential to provide the service					
There is high customer satisfaction in the county					

--	--	--	--	--	--	--	--

How do residents of your County perceive the effect of strategic control practices on service quality and accessibility?

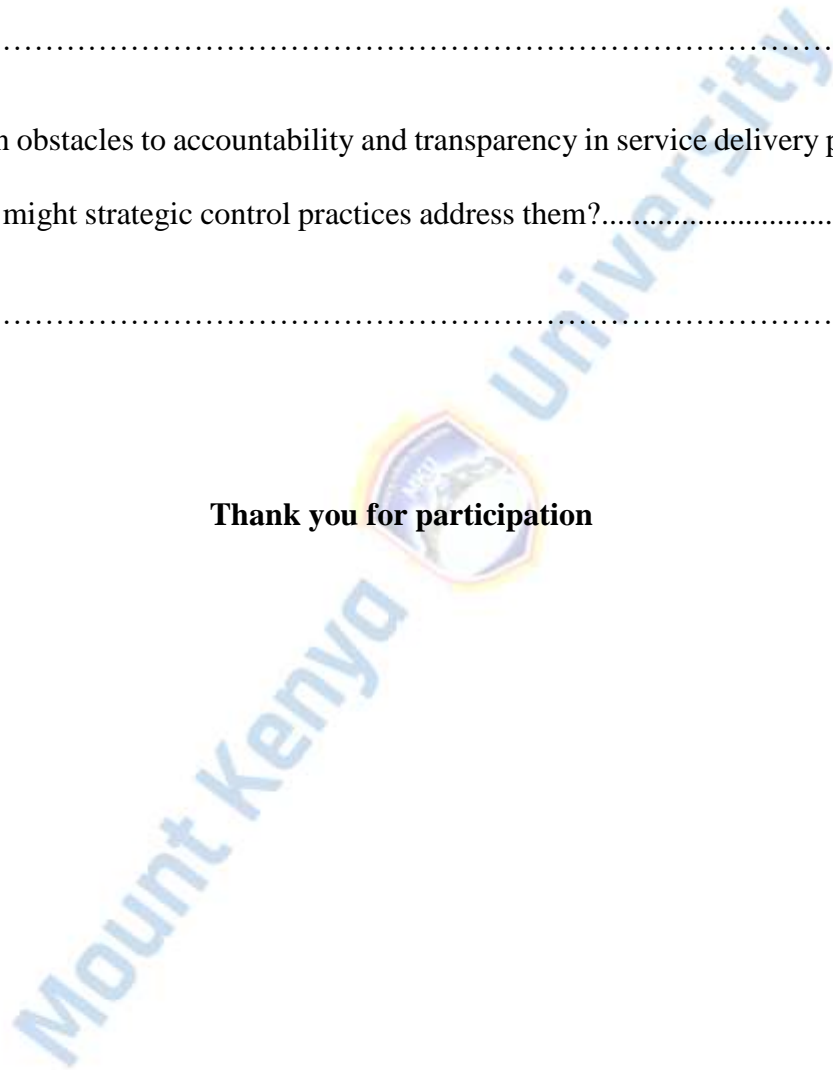
.....

.....

What are the main obstacles to accountability and transparency in service delivery projects in your County, and how might strategic control practices address them?.....

.....

**Thank you for participation**



# Mount Kenya University



REF: MKU/ISERC/3653

Date: 25 April 2024

TO: MARTHA NYAMBURA NG'ANG'A

REG: MBA/2018/27968

Dear Sir/Madam,

**RE: ANALYSIS OF STRATEGIC CONTROL PRACTICES ON SERVICE DELIVERY IN KIAMBU COUNTY, KENYA.**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2697**. The approval period is **25/04/2024 - 24/04/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

The Chairman  
Mount Kenya University  
Ethics Review Committee  
P. O. Box 342 - 0100, Thika

**Dr. Alfred Owino, PhD**  
Chairman, Mount Kenya University ISERC

Appendix IV: Research permit fromm NACOSTI

  
REPUBLIC OF KENYA

  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **958442** Date of Issue: **22/May/2024**

**RESEARCH LICENSE**



This is to Certify that Miss.. Martha Nyambura NG'ANG'A of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kiambu on the topic: **ANALYSIS OF STRATEGIC CONTROL PRACTICES ON SERVICE DELIVERY IN KIAMBU COUNTY, KENYA.** for the period ending : **22/May/2025.**

License No: **NACOSTIP/24/35613**

**958442**  
Applicant Identification Number

  
Director General  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
INNOVATION

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**See overleaf for conditions**



**DIRECTORATE OF GRADUATE STUDIES**

MBA/2018/27968

26<sup>th</sup> April, 2024

*National Commission for Science Technology & Innovation (NACOSTI)  
Off Waiyaki Way, Upper Kabete,  
P.O Box 30623- 00100  
NAIROBI, KENYA*

Dear Sir/Madam,


**RE: MARTHA NYAMBURA NG'ANG'A - REGISTRATION NO. MBA/2018/27968**

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the Department of **Accounting and Finance** in the **School of Business and Economics**.

The title of the research is "**Analysis of Strategic Control Practices on Service Delivery in Kiambu County, Kenya.**" It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **May 2024, and July 2024.**

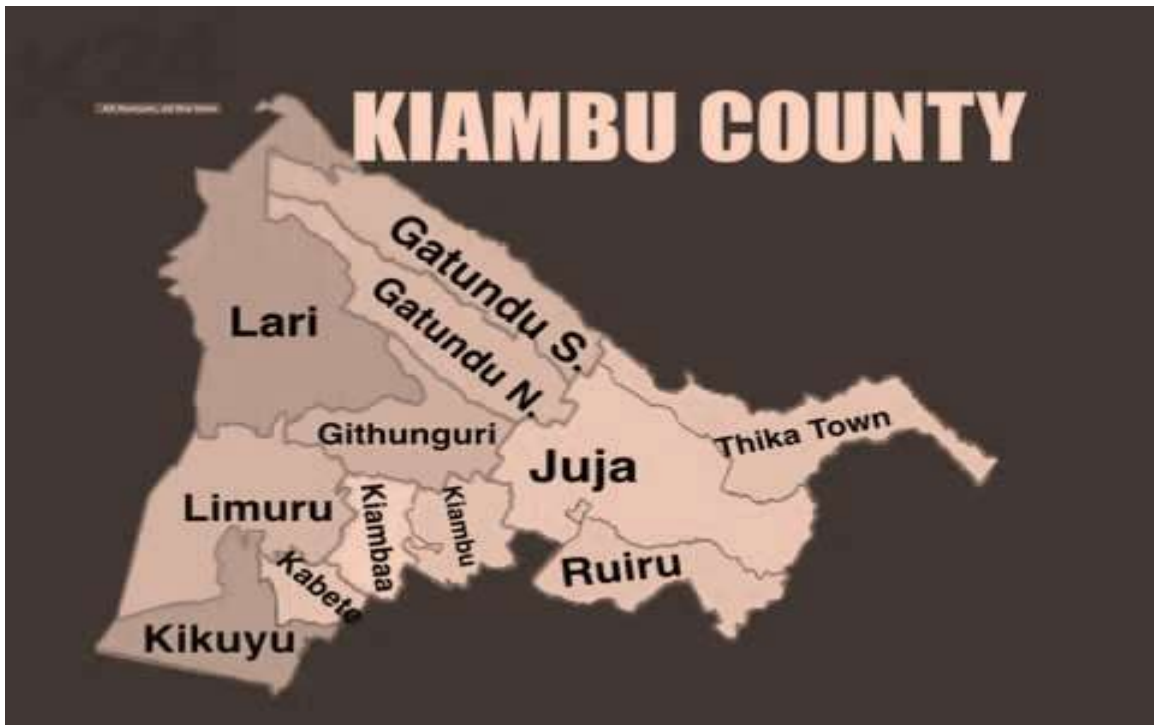
Any assistance accorded to the student will be highly appreciated.

Thank you.

  
**Dr. Samuel M. Karenga, Ph.D.**  
**Director, Graduate Studies**

Mount Kenya University  
P. O. Box 342 - 01000 THIKA  
Office of the Director,  
Graduate Studies

Enc.



Source: KARA 2022

Mount Kenya University

## CONSENT FORM FOR PARTICIPATION IN RESEARCH

### ANALYSIS OF STRATEGIC CONTROL PRACTICES ON SERVICE DELIVERY IN KIAMBU COUNTY

Dear Participant,

I'd like to extend an invitation for your participation in a research endeavor titled 'Exploring Strategic Control Methods and their Impact on Service Delivery: A Case Study of Kiambu County.' This study is an integral part of my pursuit of a Master of Business Administration degree in Strategic Management at Mount Kenya University. The primary objective of this research is to delve into the effectiveness of strategic control mechanisms in enhancing service delivery within Kiambu County.

Participation in this research project is entirely voluntary. You have the option to decline or skip any questions you prefer not to answer. Engaging in this study poses no known risks beyond those encountered in daily life. Your responses will be kept confidential and anonymous. The data collected will be securely stored and only reported in aggregate form. Your individual answers will not be disclosed to anyone other than the researchers. While there are no direct benefits to you, your participation may contribute to valuable insights for the field and potentially benefit individuals facing similar issues in the future.

If you agree to participate in this project, please answer the questions on the questionnaire as best you can. It should take approximately **10 minutes** to complete. Please return the questionnaire as soon as possible to enable me complete the project report.

If you have any questions about this project, feel free to contact *the INVESTIGATOR*, (*MARTHA; [marthanyambura2015@gmail.com](mailto:marthanyambura2015@gmail.com)* or *the SUPERVISOR, DRALICE KANDE.; [alicekande.gakio@gmail.com](mailto:alicekande.gakio@gmail.com)*). If you have questions about your rights as a research participant, please be in touch with the Chairman, Mount Kenya University, Ethical Review Committee, P.O Box 342-01000, Thika.

Thank you for your assistance in this important endeavor.

### CONSENT

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's signature \_\_\_\_\_ Date \_\_\_\_\_

Investigator's signature \_\_\_\_\_ Date \_\_\_\_\_

# PROJECT MARTHA.docx

## ORIGINALITY REPORT

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