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STRATEGIES ADOPTED TO IMPROVE SERVICE DELIVERY BY ENERGY PROVIDERS IN KENYA. A CASE STUDY OF KENYA POWER AND LIGHTENING COMPANY

**IFRAH MOHAMED SHEIKH
PRESBYTERIAN UNIVERSITY OF EAST AFRICA**

**DR. DENIS MUCHANGI²
PRESBYTERIAN UNIVERSITY OF EAST AFRICA**

**PROF. NEMWEL BOSIRE³
SCHOOL OF BUSINESS, PRESBYTERIAN UNIVERSITY OF EAST AFRICA**

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ABSTRACT

The specific objectives for this study were to establish how effective the adoption of information communication technology, find out the impact of outsourcing, determine the effectiveness of adoption of decentralization and examine the value of organization branding by Kenya Power and Lighting Limited to improve service delivery. This research used case study design. The target population of the study was all the 204 employees of Kenya Power and Lighting Limited. The study adapted a stratified random sampling method to sample the target population. Primary data was derived from questionnaires distributed to the company employees. Secondary data was gathered from library material and journals. The qualitative data was summarized and categorized according to common themes and was presented using frequency distribution tables, graphs and charts. Content analysis was used for qualitative data. The quantitative data collected was analyzed using descriptive statistics, correlations, and linear regression analysis. The study findings indicate that adoption of information communication technology by the organization is effective to improve service delivery. The study findings show that use of outsourcing by the organization has an effect to improve service delivery. It is clear that adoption of decentralization by the organization is effective to improve service delivery. The evidence from the study findings indicates that organization branding has a value to improve service delivery. The study concludes that the use of ICT to integrate business functions and flow of operations, improved business collaborations through systems such as enterprise resource planning systems.

Keywords: *Service delivery, ICT, outsourcing, organization branding and ERP.*

Background of the Study

As a crucial responsibility of government and government institutions, the public service should deliver services that a society requires to maintain and improve its welfare. To do this, government institutions require organizational structures and suitably qualified people who must be supported to deliver the services they are responsible for. Besley and Ghatak (2013) argue that public services are a key determinant of quality of life that is not measured in per capita income. The authors stress that service delivery is an important feature of the poverty reduction strategy. Improving public service delivery by energy providers is one of the biggest challenges worldwide. Globally public services are a key determinant of quality of life by citizens. It is a challenge given the low quality of service provision and the pressing needs of the poor most in developing countries.

Governments are realizing that more efficient service delivery can dramatically improve public sector value. There are common service delivery trends emerging around the world. Leading governments are not only using technology as a new platform to deliver programs and services; they are using technology as an enabler to make services available, integrated and accessible to citizens. These efforts are aimed at ensuring that companies can match their resources to the market requirements and to meet stakeholder expectations (Khalid, 2010). Services are not physical resources but economic transactions exchanged for money, comprising of the exchange of specialized skills and knowledge. Goods constitute tangible materializations of knowledge and activities, and thus are nothing more than distributional mechanisms for services (Ramseook-Munhurrin, Lukea-Bhiwajee & Naidoo, 2010). Tamrakar (2010) seems to be of the same opinion when he defines services as intangible activities performed by machines or persons or both for the purposes of creating value perceptions among customers. He further stresses that since services are intangible activities, or benefits produced by the service provider and in association with the consumer, their quality results in perception and value assessment by the consumer.

In Africa public services are a key determinant of quality of life that is not measured in per capita income. The authors stress that service delivery is an important feature of the poverty reduction strategy (Hope, 2012). Chemengich (2013) concurs that services are vital to poverty alleviation and key to realizing the Millennium Development Goals (MDGs) both directly and indirectly for example enhancing the availability and affordability of education, health, energy, and information and communication technology services; and alleviating poverty and empowering women through entrepreneurial and employment creation opportunities in services enterprises respectively. Lufunyo (2015) concurs with this argument and observes that depending on the kind of service being offered, each service has a primary intervention of transforming the customer and that the client himself or herself is the principle beneficiary.

In Kenya, various organisations in the public sector more specifically those providing energy have been seeking to improve service delivery through different strategies owing to the fact

that over the years they have been associated with poor service delivery as a result of practices such as corruption, nepotism and tribalism. The last decade has seen a lot of efforts to improve the nature of the public sector in terms of the services offered to the citizens. The government has introduced performance contracting in the public sector for example in the Judiciary and in the civil service which is expected to improve the service quality to citizens. The concept of strategy is based on a number of associated concepts: competitive advantage, resource-based strategy, distinctive capabilities, strategic intent, strategic capability, strategic management, strategic goals and strategic plans. The current business environment requires that firms integrate the use of strategy in their daily operations particularly in planning in order to ensure they compete favourably (Shinde, 2013). Some governments including Kenya are adopting truly innovative practices to effect change in service delivery to their citizens (Ramseook-Munhurrun *et al.*, 2010). Some of the strategies being used to improve service delivery in the public sector include the use of citizen centred service delivery, the use of lean Six Sigma and the use of private sector management practices. This means putting a focus on exceptional service delivery and making the receipt of services as easy as possible for the citizen.

Statement of the Problem

Service distribution firms in Kenya have been faced with the challenge of improving their service delivery in line with their customers` needs and wants. KPLC over time has not been able to deliver quality services to its customers even with changes in strategies adopted. This has been the case to many other service providers and distributors which consider investing in innovation strategies, aiming to increase their competitiveness and overall performance (Abernathy and Utterback, 2005). Anthony and Christensen (2008) submit that the adoption of innovation strategies provides significant benefits in work measurement, cost reduction, productivity improvement and better services to customers. Regardless of this, the company`s operating efficiency is still only at 20%, population access to electricity is at 39% while average new new customer connection time is 30 days (KPLC annual report, 2015-2016).

Kenya Power and Lighting Limited has over the years been associated poor service delivery occassioned by not having in placing effective strategies. Further, the employees at Kenya Power and Lighting Limited have been accused of rudeness, practice inherent absenteeism and are incompetent therefore unable to deliver high quality services to the citizens. The measures of poor service delivery among organizations include meeting customer expectations, having in place competent staff and the need to have a transparent and open complaints process and to ensure customers know about it. Others are treating people in the same circumstances the same, the need to enable staff to exercise some flexibility and discretion around processes and improve service delivery through meeting expectations. The last decade has seen a lot of efforts by Kenya Power and Lighting Limited to improve the services offered to the citizens.

The company, like other companies in the Kenyan public sector, introduced performance contracting, customer centric service as well as improving ease of access of services through the use of technology. Despite this, it can be noted that these strategies are yet to have any significant impact on the nature of the services delivered to the customers since in some cases, these strategies are adopted without any strategic planning. It is also important to note that there are other strategies adopted by other companies in the private sector that can be adapted to the public sector by companies like Kenya Power and Lighting Limited to improve service delivery (Lufunyo, 2015). This is the knowledge gap that was filled thus the current study sought to establish strategies adopted by Kenya Power and Lighting Limited to improve on service delivery.

LITERATURE REVIEW

Information Communication Technology

According to Bryson (2006), ICT systems have provided sound knowledge management in corporate institutions. With knowledge and information planning, information services have the dual responsibility of adding value to business policy and strategy, planning and managing all the corporate resources. ICT systems provide an efficient and flexible service infrastructure, that enable organizations achieve competitive opportunities through innovations, sound management of resources and improved service delivery.

ICT has brought dramatic change on ways of delivering services to customers in business organizations. The use of ICT to integrate business functions, flow of operations, improved business collaborations through such systems as Enterprise Resource Planning systems, Customer Relationship Management systems and Supply Chain Management systems. This development has enabled businesses to work and to re-structure their business operations to align them to the new technologies for better service delivery (Robey, Boudreau & Rose, 2000).

According to Molla and Licker (2005) most models in the business and customer evaluations of services focus on the comparative judgment of expectations versus perceived performance resulting in the two major evaluative judgments of perceived service quality and customer satisfaction. For instance, customers assess service delivery by comparing their expectations prior to their service encounter. Customers also, develop perceptions during the service delivery process and then compare their perceptions with the actual service received. In this case, prior perception and individual judgment influence customer's evaluation of service provided.

Ssweanyana and Busler (2007) examined the extent of adoption and usage of ICT on one hundred and ten firms in Uganda with respect to the contribution of ICT to the firm. The study illustrated that the majority of respondents strongly agree that ICT provides increased savings, increased efficiency, improved service delivery, low transaction costs, and improved market performance to the organization that invests in IT systems. The results further revealed that the adoption and usage of ICT by firms in developing countries follow the same pattern as in developed countries, and they only differ in the level of usage and adoption because there are various factors that determines their success, for instance, high cost of hardware, software, internet and ICT professional, which inhibit governments to adopt appropriate policies to address them.

Heeks (2001) found that the use of ICT can make a significant contribution to the achievement of good services. Analyzing case studies from countries such as the Philippines, Honduras, Chile and South Korea, the study outlined three key contributors of e-service: improving business processes (e-marketing), connecting customers (e-customers and e-service delivery), and building external interactions (business outsourcing).

McAfee, (2006) found that ICTs has set off several kinds of revolutions in organizations and identified three distinct categories of these technologies. It has introduced new interdependencies, processes, and decision rights, and necessitates organizational changes as soon as the new systems go live (McAfee, 2006). The Information management function's role in the organization may be perceived too often as a technology provider instead of focusing on providing services. The basis of a service orientation is that the operations are organized and managed as services and that the Information Management personnel perceive themselves as service providers. If ICT services are not designed from the viewpoint of the users, then service roles may become blurred.

Outsourcing

Gilley and Rasheed (2000) proposed that organizational performance in service organizations improves for three reasons. First, an increased focus on a firm's core competencies is an important benefit associated with outsourcing. The evolving literature on core competencies has been concerned with the make-or-buy decision that every firm faces.

Goolsby and Whitlow (2004) ineffective relationship management is the reasons outsourcing arrangements fall apart or do not achieve full potential. Indeed, experienced outsourcing professionals-buyers and providers alike agree that there is a significant amount of value at stake when it comes to how they manage their relationships. As business organizations are moving to become agile and responsive to a dynamically changing business environment, firms increasingly employ outsourcing relation to support their strategic decisions.

Arnold (2000) classified firms activities into four levels starting from the core towards the periphery; core activities, being connected with a firm's existence; core close activities that have a direct link to the core; supporting activities; and disposable activities that are characterized of general availability. The focal point of the outsourcing decision becomes on sourcing capabilities that supplement existing ones within a firm (Holcomb & Hitt, 2007).

As identified in Burnes (2004), there are several contributions to productivity of a service process. Customer-induced contributions are based on the assumption that customers are integrated into the service provision process and their activities influence the progress and outcome of the service delivery. On the other hand, provider induced contribution manifests in resources available for a service. Furthermore, productivity is influenced by interaction based contributions between customers and providers and by demand-induced contributions. Especially the relations between perceived quality and productivity have to be taken into account when implementing strategic decisions.

According to Pine and Gilmore (2009), every company will expand as long as the company's activities can be performed cheaper within the company, than by for example outsourcing the activities to external providers in the market. According to Lindblom (2009), a transaction

cost occurs when a good or a service is transferred across a technologically separable interface. Therefore, transaction costs arise every time a product or service is being transferred from one stage to another, where new sets of technological capabilities are needed to make the product or service.

2.3.3 Decentralization

Faguet (2001) found that decentralization in Bolivia helped improve consistency of public services with local preferences and quality and access of social services. Foster and Rosenzweig (2001) concluded that in India democratic decentralization led to improved allocation for pro-poor local services.

Bossert et al. (2000) examined the effects of increased decision space, finding that administrative decentralization increased utilization of health services and health expenditures per capita. For the cases of Ghana, Zambia, Uganda and the Philippines, Bossert and Beauvais (2002) found that the supposedly decentralized health systems allowed only moderate choices over expenditures, fees, contracting, and targeting. In all these countries, local governments were given some administrative authority, but central imposition of salaries seemed to be detrimental to the decision making process.

Jack (2002) argues if increased administrative responsibility is not accompanied by adequate funding, decentralization may even deteriorate service delivery quality. From these results it can be implied that administrative decentralization (or any other dimension of decentralization) by itself may not be sufficient to generate the expected benefits.

2.3.4 Organization Branding

Conchar, Crask, & Zinkhan (2005) found that there was a connection between spending on advertising and promotion and the market value of an enterprise. In this way they demonstrated a link between the brand-building activities and financial performance of a company. Verbeteeten and Vijn (2010) found association between some brand-equity measures and business-unit financial performance.

De Chernatony (2001) identifies five key forces that affect the success of a brand: corporation for example culture, internal communication, staff commitment, distributors (alignment of goals, balance of power), customers (and their decision-making process), competitors (strategic analysis of competing brands), and macro-environment.

Lennartz and associates (2015) used multi-item scales to measure brand strength, brand associations, and performance perceptions of the four marketing-mix instruments for example price, product, distribution, and communication. The research concluded that the brand associations with two main factors: sustainability and corporate governance, and innovation

and expertise and the perceptions of product and distribution proved to be very relevant to the success of a B-to-B brand.

Branding is a key element in a firm; it is one of the most valuable assets. Castrogiovanni (2002), brand image comprises a product's name, its main physical features and appearance, and its main functions. Competitive branding enables an organization to distinguish themselves from their competitors, to create customer loyalty, to exert greater control over promotion and distribution, and to demand a price premium over their competitors. Some studies have identified a positive correlation between brand image and firm performance. On the other hand Cameron, Dolak (2006) notes that a brand is an important tool that organizations may use to gain customer loyalty and confidence, this is essential in achieving a competitive advantage against competitors (Cooper, 2010).

Brand image makes the firm to look distinct in the market especially when it is targeting specific customers, this play a fundamental role in increasing its market share as a provider of quality services that add value to customers. The major disadvantage of this of this strategy is that it may take a long period of time before a hotel becomes recognized as a brand in the market (Brass, Galaskiewicz, Greve & Tsai, 2004). A new firm could be providing quality services in the market but because since it's not known, it might take some time to win the confidence of customers. During this period the firm may incur a lot of costs trying to establish and itself in the market (Blanchard, 2009).

METHODOLOGY

This research used case study design. The target population of the study was all the 204 employees of Kenya Power and Lighting Limited. The researcher used the questionnaire to collect data from the respondents. Methods of data collection that were used involved both primary and secondary data. Primary data was derived from questionnaires distributed to the company employees. The questionnaires had open and closed-ended questions covering strategies adopted to improve on service delivery. Secondary data was gathered from library material and journals touching on strategies adopted to improve on service delivery. It was also gathered from reports, media publications and various internet search engines touching on this subject.

Before processing the responses, the completed questionnaires were edited for completeness and consistency. The data analysis included qualitative and quantitative techniques. The qualitative data was summarized and categorized according to common themes and was presented using frequency distribution tables, graphs and charts. Content analysis was used mostly to arrive at inferences through a systematic and objective identification of the specific messages. Quantitative data was coded and entered into Statistical Packages for Social Scientists (SPSS Version 21.0) and analyzed using descriptive statistics. It was analyzed using descriptive statistics, correlations, and linear regression analysis. The analysis sought

to answer research questions and explain the associations and dependencies between the variables of the study. The output was presented in form of tables and figures.

Results and Discussion

Objective Tests and Interpretation

From the study results it is clear that the standard errors (SE) of the coefficients of the independent variables were less than less 0.05 meaning that all the strategies adopted tested in this study significantly influence the dependent variable which in this case was improved service delivery at 5% significance level.

4.25 Model Summary

Model	Sum of Squares	Mean Square	Adjusted R Square	Error of the Estimate
1				

Source: Research Data (2018)

In the model provided above, R square tells how much of the variance in the dependent variable (improved service delivery) is explained in the model with other variables of information communication technology, outsourcing, decentralization and organization branding. In this case the value is 0.744 expressed as a percentage, which means that the model explains 74.4% of the variance in the effectiveness of strategies adopted vis-a-vis the dependent variable of improved service delivery by Kenya Power and Lighting Limited Company.

From the study results it is clear that the standard errors (SE) of the coefficients of the independent variables were less than less 0.05 meaning that all the strategies adopted tested in this study significantly influence the dependent variable which in this case was the development of improved service delivery at 5% significance level. At the 95% confidence level an interval of any value less than 0.05 was acceptable in this study for purposes of interpretations. The study findings indicate that the coefficient for information communication technology positively relate to improved service delivery by Kenya Power and Lighting Limited Company. The findings indicate that a unit increase in the percentage of information communication technology leads to an increase in dependent variable improved service delivery by around 23% other factors being constant.

The value of R^2 (coefficient of determination) was 74.67% of the variance meaning that the regression line perfectly fits the data points considered in this study. The study findings are in agreement to Bryson (2006) who established that ICT systems have provided sound knowledge management in corporate institutions leading to improved service delivery and with knowledge and information planning, information services have the dual responsibility of adding value to business policy and strategy, planning and managing all the corporate resources. ICT systems provide an efficient and flexible service infrastructure, that enable

organizations achieve competitive opportunities through innovations, sound management of resources and improved service delivery.

The study findings indicate that the coefficient for outsourcing positively relate to improved service delivery. A unit increase in outsourcing leads to an increase in the improved service delivery by 31%, other factors remaining constant. According to Gilley and Rasheed (2000) organizational performance in service organizations improves for three reasons. An increased focus on a firm`s core competencies is an important benefit associated with outsourcing. Goolsby and Whitlow (2004) ineffective relationship management is the reasons outsourcing arrangements fall apart or do not achieve full potential. As business organizations are moving to become agile and responsive to a dynamically changing business environment, firms increasingly employ outsourcing relation to support their strategic decisions. The current study findings are in agreement with these observations.

The study findings indicate that the coefficient for adoption of decentralization positively relate to improved service delivery at Kenya Power and Lighting Limited Company. The researcher found out that a unit increase in the adoption of decentralization leads to an increase in improved service delivery by 29% other factors being constant. The value of R^2 (coefficient of determination) was 74.23% in relation to this objective and the regression line perfectly fits the data points considered in this study objective. The current study findings are in agreement to past studies on the effectiveness of adoption of decentralization by Kenya Power and Lighting Limited to improve service delivery. For example the current study agrees with Faguet (2001) who found that decentralization in Bolivia helped improve consistency of public services with local preferences and quality and access of social services and Foster and Rosenzweig (2001) who established that democratic decentralization led to improved allocation for pro-poor local services.

The study findings indicate that the coefficient for value of organization branding positively relate to improved service delivery at Kenya Power and Lighting Limited Company. The findings indicate that a unit increase in value of organization branding leads to increase in improved service delivery at Kenya Power and Lighting Limited Company by 40% other factors being constant. The value of R^2 (coefficient of determination) was 74.12% in relation to this objective and the regression line perfectly fits the data points considered in this study. This study is in agreement with the findings of Castrogiovanni (2002) who found out that brand image comprises a product's name, its main physical features and appearance, and its main functions and that competitive branding enables an organization to distinguish themselves from their competitors, to create customer loyalty, to exert greater control over promotion and distribution, and to demand a price premium over their competitors.

5.2 Summary of Findings

From the study findings those who responded were from all the groups targeted by this study thus senior managers, middle level managers and support staff. As shown from the study results most of those who participated in this study were male. In terms of age representation those in the age category of 31-40 were majority but participants in the study were captured in all group ages. The findings indicate that majority of those who responded to the study were college graduates and thus were well placed to provide relevant information to the study questions. The findings indicate that majority of the participants in this study have been with their organization for a period of between 5-9 years.

Majority of the respondents indicated that they thought adoption of information communication technology by the organization is effective to improve service delivery. In relation to the adoption of information communication technology to improve service delivery the respondents argued that ICT has brought dramatic change on ways of delivering services to customers in business organizations. The use of ICT to integrate business functions, flow of operations, improved business collaborations through such systems as enterprise resource planning systems, customer relationship management systems and supply chain management systems. On the other hand ICT provides increased savings, increased efficiency, improved service delivery, low transaction costs, and improved market performance to the organization that invests in IT systems. ICT can make a significant contribution to the achievement of good services.

The views of the respondents in relation to ICT systems have provided sound knowledge management in corporate institutions was reflected as per the frequency and percentages where majority declared that it has the greatest effect. The study findings indicate that the coefficient for information communication technology positively relate to improved service delivery by Kenya Power and Lighting Limited Company. The findings indicate that a unit increase in the percentage of information communication technology leads to an increase in dependent variable improved service delivery other factors being constant.

The study findings shows that majority of the respondents agree that use of outsourcing by the organization has an effect to improve service delivery. According to the respondents an increased focus on a firm's core competencies is an important benefit associated with outsourcing, customers are integrated into the service provision process and their activities influence the progress and outcome of the service delivery. On the other hand the respondents argued that provider induced contribution manifests in resources available for a service and productivity is influenced by interaction based contributions between customers and providers and by demand-induced contributions, especially the relations between perceived quality and productivity have to be taken into account when implementing strategic decisions. In addition every company will expand as long as the company's activities can be performed cheaper within the company, than by for example outsourcing the activities to external providers in the market.

The study findings indicate that the coefficient for outsourcing positively relate to improved service delivery. A unit increase in outsourcing leads to an increase in the improved service delivery other factors remaining constant. According to the respondents ineffective relationship management is the reasons outsourcing arrangements fall apart or do not achieve full potential. Indeed, experienced outsourcing professionals-buyers and providers alike agree that there is a significant amount of value at stake when it comes to how they manage their relationships. As business organizations are moving to become agile and responsive to a dynamically changing business environment, firms increasingly employ outsourcing relation to support their strategic decisions.

It is clear that most of the respondents were of the opinion that adoption of decentralization by the organization is effective to improve service delivery. In relation to the effectiveness of decentralization to improve service delivery the respondents were of the opinion that decentralization can help improve consistency of public services with local preferences and quality and access of social services and if increased administrative responsibility is not accompanied by adequate funding, decentralization may even deteriorate service delivery quality. On the other hand from the results it is clear that administrative decentralization or any other dimension of decentralization by itself may not be sufficient to generate the expected benefits and democratic decentralization led to improved allocation for pro-poor local services.

The study findings indicate that the coefficient for adoption of decentralization positively relate to improved service delivery at Kenya Power and Lighting Limited Company. The researcher found out that a unit increase in the adoption of decentralization leads to an increase in improved service delivery other factors being constant. The value of R^2 (coefficient of determination) in relation to this objective shows that the regression line perfectly fits the data points considered in this study objective. Accordingly, if increased administrative responsibility is not accompanied by adequate funding, decentralization may even deteriorate service delivery quality. From these results it can be implied that administrative decentralization (or any other dimension of decentralization) by itself may not be sufficient to generate the expected benefits.

The evidence from the study findings indicate that majority of the respondents thought that organization branding has a value to improve service delivery. Using the results from the questionnaires it is clear that brand image comprises a product's name, its main physical features and appearance, and its main functions. Competitive branding enables an organization to distinguish themselves from their competitors, to create customer loyalty, to exert greater control over promotion and distribution, and to demand a price premium over their competitors. The respondents stated that brand is an important tool that organizations may use to gain customer loyalty and confidence, this is essential in achieving a competitive advantage against competitors. Brand image makes the firm to look distinct in the market

especially when it is targeting specific customers, this play a fundamental role in increasing its market share as a provider of quality services that add value to customers

The study findings indicate that the coefficient for value of organization branding positively relate to improved service delivery at Kenya Power and Lighting Limited Company. The findings indicate that a unit increase in value of organization branding leads to increase in improved service delivery at Kenya Power and Lighting Limited Company other factors being constant. The value of R^2 (coefficient of determination) in relation to this objective shows the regression line perfectly fits the data points considered in this study.

Conclusions

The use of ICT to integrate business functions, flow of operations, improved business collaborations through such systems as enterprise resource planning systems, customer relationship management systems and supply chain management systems. It provides increased savings, increased efficiency, improved service delivery, low transaction costs, and improved market performance to the organization that invests in IT systems. ICT can make a significant contribution to the achievement of good services. ICT has brought dramatic change on ways of delivering services to customers in business organizations. Customers also, develop perceptions during the service delivery process and then compare their perceptions with the actual service received. In this case, prior perception and individual judgment influence customer's evaluation of service provided. ICTs has set off several kinds of revolutions in organizations identified as new interdependencies, processes, and decision rights which necessitates organizational changes as soon as the new systems go live

An increased focus on a firm`s core competencies is an important benefit associated with outsourcing, customers are integrated into the service provision process and their activities influence the progress and outcome of the service delivery. Induced contribution manifests in resources available for a service and productivity is influenced by interaction based contributions between customers and providers and by demand-induced contributions, especially the relations between perceived quality and productivity have to be taken into account when implementing strategic decisions. Every company will expand as long as the company's activities can be performed cheaper within the company, than by for example outsourcing the activities to external providers in the market. There is a significant amount of value at stake when it comes to how they manage their relationships. As business organizations are moving to become agile and responsive to a dynamically changing business environment, firms increasingly employ outsourcing relation to support their strategic decisions.

Decentralization can help improve consistency of public services with local preferences and quality and access of social services and if increased administrative responsibility is not accompanied by adequate funding, decentralization may even deteriorate service delivery

quality. Clear that administrative decentralization or any other dimension of decentralization by itself may not be sufficient to generate the expected benefits and democratic decentralization led to improved allocation for pro-poor local services. If increased administrative responsibility is not accompanied by adequate funding, decentralization may even deteriorate service delivery quality.

Using the results from the questionnaires it is clear that brand image comprises a product's name, its main physical features and appearance, and its main functions. Competitive branding enables an organization to distinguish themselves from their competitors, to create customer loyalty, to exert greater control over promotion and distribution, and to demand a price premium over their competitors. Branding is an important tool that organizations may use to gain customer loyalty and confidence, this is essential in achieving a competitive advantage against competitors. Brand image makes the firm to look distinct in the market especially when it is targeting specific customers, this play a fundamental role in increasing its market share as a provider of quality services that add value to customers.

Adoption of service delivery strategies is aimed at ensuring that customer needs are met in the most efficient manner for sustainability of the firm. improved service delivery in the public sector is desirable in that it will result in companies offer services in a manner that is aimed at meeting consumer needs by addressing their specific needs in an efficient manner. The study findings indicate that there is a connection between spending on advertising and promotion and the market value of an enterprise, branding is a key element in a firm; it is one of the most valuable assets, competitive branding enables an organization to distinguish themselves from their competitors and to create customer loyalty, brand is an important tool that organizations may use to gain customer loyalty and confidence which is essential in achieving a competitive advantage against competitors and brand image makes the firm to look distinct in the market especially when it is targeting specific customers. Brand associations with two main factors sustainability and corporate governance, and innovation and expertise and the perceptions of product and distribution has proved to be very relevant to the success of a B-to-B brand.

Recommendations

Customers access service delivery by comparing their expectations prior to their service encounter. Customers also, develop perceptions during the service delivery process and then compare their perceptions with the actual service received. The study recommends that organizations especially those in the public sector should implement and focus on implementing private sector strategies in order to compete favourably with their counterparts in the private sector. One of the strategies that the study recommends is employing current information communication technology systems.

Every company will expand as long as the company's activities can be performed cheaper within the company, than by for example outsourcing the activities to external providers in the market. This being the case the study recommends for the development of government policies that could ensure the public sector firms are supposed to provide satisfactory services through continuously outsourcing non-core activities and services.

Administrative decentralization or any other dimension of decentralization by itself may not be sufficient to generate the expected benefits. Thus the study recommends that there is need to adopt change management practices as a way of preparing both employees and management for the implementation of the service delivery strategies for the benefit of citizens through decentralization aspects.

Since brand image makes the firm to look distinct in the market especially when it is targeting specific customers, this play a fundamental role in increasing its market share as a provider of quality services that add value to customers. It is also an important tool that organizations may use to gain customer loyalty and confidence, this is essential in achieving a competitive advantage against competitors. It is therefore recommended by this study that the government needs to come up with measures to reduce non-implementation of strategies for employees especially those relating to frequent organization branding.

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