

**INFLUENCE OF STRATEGY IMPLEMENTATION ON SERVICE DELIVERY  
BY WATER WORKS DEVELOPMENT AGENCIES IN KENYA**

**DUNCAN MULANDI MUTAMBUKI**

**A Research Project Submitted in Partial Fulfillment of the Requirements for the  
Award of Degree of Master of Business Administration (Strategic Management) of  
South Eastern Kenya University**

**2023**

## **DECLARATION**

I understand that plagiarism is an offence and I therefore declare that this project is my original work and has not been presented to any other institution for any other award.

**Signature:** ..... **Date:** .....

**Duncan MulandiMutambuki**

**D61/KIT/20317/2013**

This project has been submitted for examination with my approval as the university supervisor.

**Signature:** ..... **Date:** .....

**CPA, Dr. Anne Christine Kabui PhD**

**Lecturer**

**School of Business and Economics**

**South Eastern Kenya University**

## **ACKNOWLEDGEMENT**

I thank the Almighty God for His abundant grace and for giving me the knowledge, skills, energy, and gift of life to be able to complete this project. I pass on my sincere thanks to all those who helped in one way or another in the accomplishment of this work. Special thanks to my supervisor, CPA, Dr. Anne Christine Kabui for turning this project into a more relevant and presentable document. Completing this project would have been difficult without her professional reviews, encouragement, and patience.

## **DEDICATION**

This work is dedicated to my lovely wife Anna Ndunge Muli, my daughters Evana Utanu Mulandi and Ella Imani Mulandi, and my sons Ethan Jabali Mulandi and Ellis Muuo Mulandi whose support and encouragement have inspired me to pursue and complete this research project.

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## **ABBREVIATIONS AND ACRONYMS**

<b>BPIs</b>	:	Best Practice Interventions
<b>CEO</b>	:	Chief Executive Officer
<b>DA</b>	:	District Assemblies
<b>ELDOWAS</b>	:	Eldoret Water and Sanitation Company
<b>G4S</b>	:	Group 4 Securicor
<b>GoK</b>	:	Government of Kenya
<b>HoD</b>	:	Head of Department
<b>KPIs</b>	:	Key Performance Indicators
<b>MDG</b>	:	Millennium Development Goals
<b>MRDA</b>	:	Middle Ramu District Administration
<b>NACOSTI</b>	:	National Commission for Science, Technology, and Innovation
<b>NAWASSCO</b>	:	Nakuru Water & Sanitation Services Company
<b>NCCG</b>	:	Nairobi City County Government
<b>RAP</b>	:	Resource Allocation Processes
<b>SDGs</b>	:	Sustainable Development Goals
<b>SEKU</b>	:	South Eastern Kenya University
<b>SMART</b>	:	Specific, Measurable, Achievable, Realistic, and Time Bound
<b>SMEs</b>	:	Small and Medium-Sized Enterprises
<b>SPSS</b>	:	Statistical Package for Social Sciences
<b>SSA</b>	:	Sub Saharan Africa
<b>UAE</b>	:	United Arab Emirates
<b>UN</b>	:	United Nations
<b>UNDP</b>	:	United Nations Development Programme
<b>UNICEF</b>	:	United Nations International Children's Emergency Fund
<b>USA</b>	:	United States of America
<b>VIF</b>	:	Variance Inflation Factor
<b>WHO</b>	:	World Health Organization
<b>WSBs</b>	:	Water Service Boards
<b>WSPs</b>	:	Water Service Providers
<b>WWDAs</b>	:	Water Works Development Agencies

## OPERATIONAL DEFINITION OF TERMS

**Strategy Implementation:** The process that involves putting a plan of action designed to achieve a long-term/overall aim that moves the organization towards its goal – the fulfillment of its mission and the achievement of its vision. It is the process of putting a strategy into action.

**Service Delivery:** It is the process through which public services are delivered to the public either by local or central government. It is getting services as effectively and as quickly as possible to the intended recipient. In most instances it implies a degree of excellence on the part of the organization.

**Organizational Culture:** It is the collection of values, expectations, and practices that guide and inform the actions of all team members. It gives a foundation of attitudes and practices that every members have to agree to follow in order to support the vision and long term success of the organization. It influences actions, decisions and opinions which are crucial in strategy implementation.

**Organizational Structure:** A system that outlines how certain activities are directed in order to achieve the goals of an organization. It tells you which tactics are feasible and how you should go about implementing them. Organizational structure helps firms successfully implement their strategies.

<b>Resource Allocation:</b>	The process of assigning and managing assets in a manner that supports an organization's strategic goals as it allows you to plan and prepare for strategy implementation or achieving goals.
<b>Short term Objectives:</b>	Short-term objectives are focused with the organization's near-term performance goals in order to achieve its long-term goals. They provide explicit direction for what has to be done, allowing vision to be translated into action. Short-term goals operationalize long-term goals.
<b>Water Works Development Agencies:</b>	They are state corporations established under section 65 of the Water Act, 2016 with a main mandate of development, maintenance and management of the national public water works.

## ABSTRACT

The successful implementation of strategy allows firms to actualize their vision and objectives. This study's overall objective was to assess the influence of strategy implementation on service delivery by Kenya's WWDAs. The specific objectives were; to determine the influence of short-term objectives, resource allocation, organization structure, and organization culture on service delivery by Kenyan WWDAs. The Kenyan government strives for every Kenyan to have access to water and sanitation services, primarily through WWDAs. However, their performance has been below anticipated levels. In effect, this has necessitated a look at strategy implementation by WWDAs as one possible avenue that may explain this discrepancy. The influence of strategy implementation on service delivery across Kenya's eight (8) WWDAs was evaluated. A census of all the agencies was done, and 71 employees out of the sample of 80 employees across these agencies responded to the questionnaire. Primary data was collected through questionnaires; the data was cleaned up and coded into the Statistical Package for Social Sciences (SPSS Version 26). Descriptive statistical measures of central tendency, including frequencies, percentages, medians, and modes, were used to analyze and interpret the data, while skewness and kurtosis were used to test for the normal distribution of the data. Inferential statistics in ordinal regression tested for possible relationships between the independent and dependent variables. The findings of the study indicated that inadequate resources, unclear evaluation criteria, and inadequately trained personnel were some of the challenges faced by WWDAs in Kenya in the discharge of their mandate. The combined ordinal logistic regression output showed that Nagelkerke's pseudo-R-square was .635 meaning that the total variability in service delivery by WWDAs in Kenya was significantly likely to be explained by short-term objectives, resource allocation, organizational structure, and organizational culture by 63.5%. Therefore, this study recommends the adoption of these factors by WWDAs in Kenya, as they positively influence service delivery by WWDAs in Kenya. According to the findings of the study, short-term objectives, resource allocation, and organizational structure had a moderate positive impact on service delivery, while organizational culture had a weak positive impact on service delivery. The study recommends further research into other contexts to establish if the results can be generalized. In addition, the study utilized only four factors from Higgins 8's model, including short-term objectives, resource allocation, organizational structure, and organizational culture. As a result, a comparable study might be conducted with a different set of factors.

## CHAPTER ONE

### 1.0 INTRODUCTION

This chapter presents the background of this study and discusses the concepts of strategy implementation and service delivery in detail. It gives a statement of the problem that this scientific inquiry wishes to address, along with the study objectives, research questions, and hypotheses. Finally, it gives an overview of the significance of this study for policy, practice, and academia.

#### 1.1 Background of the Study

The adoption of a strategy is crucial to transforming a company's vision and objectives into reality (Bhatti, 2011). Many scholars and practitioners in the field of strategic management hold that strategy implementation is more critical than planning as it remains a concern and challenge among scholars and practitioners in the 21<sup>st</sup> century. Water and sanitation provision as a sector is not exempt from the challenges of strategy implementation. Cândido and Santos, (2019) note that the development and implementation of a strategic plan is not a straightforward task, with most authors estimating a failure rate of between 30 and 70 percent. Odero, (2016) holds that 90 percent of well-planned strategies fail during the execution (implementation) stage. According to Bhatti, (2011), 60 percent of employees at various organizations evaluated their companies as weak when it came to successful plan execution.

Strategy implementation plays a key role in the success of an organization, which determines whether it excels, survives, or dies depending on how it is undertaken by the stakeholders (Owuor, 2020). An organization is deemed successful, according to its ability to provide efficient services to its customers' needs, which greatly depends on successful strategy implementation (Wambua, 2021). To be successful, organizations need to effectively implement their strategies to enhance their performance in terms of service delivery (Abass and Munga, 2017). Therefore, to improve service delivery and customer satisfaction, public sector institutions like WWDAs need to implement strategies that allow them to fulfill the noble aim of providing water and sanitation services to citizens.

## **Service Delivery**

Strategic management practices have been brought into play by organizations across the world to enhance their overall performance. In response, researchers have investigated the effects of strategic management practices such as strategy implementation on service delivery across the world. For instance, Andrews, Beynon and Genc, (2017) investigated the relationship between alternative strategy implementation strategies and service department effectiveness, efficiency, and equity in a sample of large Turkish metropolitan municipalities. The study discovered four distinct but related approaches to strategy execution in the sample organizations: logical-incremental, primarily rational, primarily incremental, and no defined strategy. Implementation styles that were logical-incremental and mainly rational were linked to improved effectiveness, efficiency, and equity, while those that were not were linked to poor performance.

Elbanna, AlKatheeri and Colak (2020) conducted research on strategic management practices in the Arab World by investigating how strategic plan formulation, implementation, and evaluation influence the performance of semi-government organizations in Abu Dhabi, United Arab Emirates (UAE). The findings of the study show that the intensity of strategic management practices is positively related to firm performance. Hence, organizations need to put more emphasis on strategy, as most strategic changes fail because of inadequate implementation. In addition, strategic management practices are at the heart of successful firm performance. Thus, having discovered that firm performance is a function of several dimensions of strategic management, the message is that, the harder a firm practices strategic management, the better its performance and competitiveness will be.

In Asia, Brenes, Mina and Molina (2008) investigated whether businesses strive for outstanding strategy or superb strategy implementation by looking at Asian businesses that have competed successfully by focusing on the implementation of not particularly unique strategies rather than attempting to develop unique strategies. They discovered that frequent repositioning of American firms had a greater impact on other American firms and a lesser impact on Japanese firms that are busy implementing their long-term product

line and market segment strategies by comparing the semiconductor industries of the United States of America (USA) and Japan. Internationally, the USA is well known for its significant improvements in ensuring strategic management practices in its devolved units, which have improved the development of infrastructure and led to economic sustainability. This has enabled rural communities in the USA to grow to significant levels (Makokha, 2018).

In Africa, Enwereji and Uwizeyimana (2019) explored the possible factors that frustrate strategy implementation processes in local municipalities in South Africa in their bid to achieve equitable service delivery to residents. Budget constraints, organizational leadership challenges, technology barriers, culture-strategy conflicts, and councilor oversights were all found to be obstacles to towns implementing their mandated strategies. According to the research, municipalities should set aside adequate resources to support specific projects throughout the implementation phase, as well as hire qualified staff to assist with plan implementation.

Furthermore, the instance of local government in Ekiti State, Nigeria, was used by Abe and Monisola, (2014) to investigate public engagement and service delivery at the local government level. A lack of political participation, according to the study, impedes effective service delivery and may also lead to a lack of openness and accountability, both of which are necessary for the optimal use of available funds for the benefit of society's inhabitants. Corruption is exacerbated by a lack of openness and accountability, which may be a factor in the inadequate delivery of social services to the public at the local level.

In Kenya, Makokha, (2018) investigated the influence of strategic management practices on service delivery in the County government of Nairobi. The findings of the study revealed that the influence of strategic management practices on service delivery was significant. It was concluded that when county governments formulate strategies with clear timeframes and sufficient budgets, they begin the process of empowering their stakeholders hence the employees will perform better and the public shall be satisfied and shall approve of them.

Jerono, (2016) investigated the effect of strategic change management practices on service delivery at the ministry of foreign affairs of Kenya. The study focused on management practices of leadership, stakeholder involvement, employee participation and communication. The study established that there were changes implemented in the ministry and the leaders spearheaded the change process. The study found out that resistance to change was a major challenge to change implementation. The study found out that management practices of leadership, stakeholder involvement, employee participation in change process and communication enhanced service delivery.

### **Status of Water and Sanitation provision**

The African continent, Sub-Saharan Africa (SSA) in particular, is one of the regions with inadequate water coverage, according to Armah et al. (2018). SSA, like other least developed regions, missed the Millennium Development Goal (MDG) objective but made progress over the MDG era, with just 42% of the present population having increased access to safe drinking water since 1990 – 2015. The utilization of improved sources of drinking water increased by 20 percentage points in the region. During the MDG era (1990–2015), the population of SSA quadrupled, but access to better sanitation facilities grew by only six percentage points. With this performance, the MDGs were further developed to Sustainable Development Goals (SDGs) in 2012 in order to carry on the momentum generated by the MDGs and fit into a global development framework beyond 2015.

Goal 6 of the Sustainable Development Goals (SDGs) aims to provide universal access to water and sanitation services, as well as long-term water and sanitation management for everyone (UNDP, 2022). But universal access to water and sanitation services has remained a source of concern and challenge around the world. According to UNICEF and WHO (2019), 2.2 billion people out of a total population of 4.2 billion lack access to safely managed drinking water services with 2 billion people living in countries with severe water scarcity. 2 billion people around the world lack access to basic sanitation, such as toilets and latrines. By the year 2017, 673 million individuals were still defecating in the open. At least 1.2 billion people globally consume filthy water, according to the WHO/UNICEF

Joint Monitoring Programme for Water Supply and Sanitation. Hence, access to safe drinking water and basic sanitation has become a global human rights issue in the 21<sup>st</sup> century. Despite the fact that the United Nations (UN) has been putting measures to address the world's water crisis for a long time, water coverage remains a concern for various countries around the world (World Economic Forum, 2019).

The Kenyan constitution under Articles 43 entrenches water as a constitutional right by establishing a right to “reasonable standards of sanitation” and “clean and safe water in adequate quantities” (Constitution of Kenya, 2010). It identifies water provision as a basic human rights issue among the bill of rights. Similarly, the Vision 2030 for water and sanitation is to ensure that improved water and sanitation are available and accessible to all (GoK, 2008). However, with the current water coverage, this remains a big challenge. Kenya, with a population of 47 million people, presents huge challenges in supplying safe drinking water, sewage systems, and basic sanitation to its rapidly rising population. Current access to water is low. Only 26% of the population are served by regulated providers, and the remaining 74% rely on small private operators, community-managed systems, or self-supply (Kenya Markets Trust, 2019). Hence, water supply in Kenya is unreliable with minimal coverage.

Water is critical in the adaptation to climate change and the fight against persistent phenomenon of drought and hunger that affects many people all over the world. As the world's population grows, it's more critical than ever to strike a balance between conflicting commercial demands on water supply so that communities can satisfy their needs (Mulwa et al., 2021). Kenya's Ministry of Water, Sanitation, and Irrigation reports that 62% of Kenyans have access to safe drinking water (90 percent in urban areas and 44 percent in the rural areas). 80% of individuals have access to safe sanitation on a national level (95 percent in cities and 77 percent in rural areas). Implementing strategy successfully is essential to organizational performance (Nzioki et al., 2018). However, the influence of strategy implementation on service delivery is based on mixed empirical data from prior studies, as stated in the statement of the problem section. The purpose of this study is to see how strategy execution/implementation affects service delivery among Kenya's

WWDAs. It conceptualizes that the way of strategy operationalization and institutionalization may have an effect on service delivery among WWDAs.

Higgins, (2005) notes that a big component of strategy implementation is aligning essential organizational functions/factors with the chosen strategy. Executives must match cross-functional organizational features like as structure, system and processes, leadership style, people, resources, and shared values with the new strategy. According to Barney, (1991) in his Resource Based Theory, a company's strategic resources offer it a great opportunity to obtain a competitive advantage over its competitors. A strategic resource, according to Barney, (1991), is an asset that is precious, rare, difficult to duplicate, and non-replaceable. Resource allocation, according to Okumus, (2013), guarantees that time, financial, human, and knowledge resources are available for the strategic plan implementation.

A continual lack of resources, capital and capacity impedes successful strategy implementation (Sterling, 2003). Successful plan implementation depends on the organization of internal resources. This is due to the fact that it offers internal organizational structures that are responsive to strategic needs, together with competent individuals, which is accomplished through skill development and nurturing, as well as the selection of key personnel. The success of plan execution is least affected by the quality of people involved in the process Obiero and Genga, (2018). The abilities, attitudes, experience, capacities, and other qualities of people required for a certain activity or position are referred to as quality in this context Peng and Litteljohn, (2001). According to Cândido and Santos, (2015), no company strategy can succeed without good implementation. Similarly, Zhao and Choma, (2012) hold that, in order for any organizations new plan to succeed, it needs to be executed or put into action.

### **1.1.1 Strategy Implementation**

Strategy implementation is the process of moving a corporation along its chosen path to its objective; the accomplishment of its mission and realization of its vision. It is the achievement of objectives (Aboutalebi, 2016). While developing a plan is difficult, Radomska, (2014) feels that putting it into action, or “executing or implementing it across

the organization,” is equally harder. An organization is said to have successfully implemented a plan if it meets its objectives and performs as anticipated in terms of both financial and non-financial metrics (Hrebiniaik, 2013).

The process of putting a strategy into action entails both operationalization and institutionalization. Breaking down long-term corporate goals into operational short-term goals, defining specific functional, unit, or departmental strategies, and developing action plans to attain the goals are all examples of strategy operationalization (Njagi and Kombo, 2014). To operationalize strategy, a company must set short-term goals, implement particular functional methods, and convey policies that empower employees and create successful rewards (Ivančić, Mencer, Jelez and Dulčić, 2017). According to Jooste and Fourie, (2009) institutionalization is concerned with putting in place an enabling organizational structure, effective leadership and aligning strategy to organizational culture. It also refers to the process through which firms attain identity and legality while implementing their strategies (Sumer and Bayraktar, 2012). .

Institutionalization involves the process of building formal structures and procedures by which strategies are implemented and accepted by all employees and stakeholders of the firm. It is driven by sound and firm leadership style (Njagi and Kombo, 2014).

The Strategy Implementation Process entails establishing an organization capable of successfully implementing strategies, allocating sufficient resources to strategy-critical activities, developing policies that encourage strategy implementation, establishing a reward structure for achieving results, and employing strategic leadership (Chang, 2016). Even the best-crafted tactics will fail if they are not implemented properly. For effective plan execution, the strategy must be consistent with other factors such as resource allocation, organizational structure, work atmosphere, culture, process, and reward system.

### **1.1.2 Service Delivery**

According to Avortri, Nabukalu and Nabyonga-Orem, (2019) service delivery is a business component that defines the relationship between providers and clients by having the

provider tell clients of tasks or information that could result in value gain or loss. Every government exists to provide services to its citizens. A good service delivery increases the worth of the client (Rasul and Rogger, 2018). Good service delivery has a significant impact on customers' satisfaction; therefore, the customer should be made to feel that he/she is the number one to the business. Service providers should know what consumers desire from public services in order to improve service delivery (Enwereji&Uwizeyimana, 2019). Numerous studies show that companies that have adopted quality-oriented strategies experience a range of advantages, including increased productivity, better labor relations management, higher employee morale, and better customer satisfaction (Mbulwa and Kinyua, 2021).

Depending on the type of service offered, each service has a primary intervention of transforming the customer, and the client is the primary benefit. Whether it's acquiring new concepts or abilities (education), adopting healthier habits (health), or changing one's viewpoint on family or society, only the individual being serviced can affect change (social services). He or she is a critical co-producer of any personal change. Only the service provider or agent has the authority to use his or her knowledge and efforts to speed up the procedure. The agent encourages the person being served to make the necessary changes by presenting options, demonstrating procedures, and offering direction and counsel, but the agent cannot bring about the change on his or her own. The citizen and the agent work together to bring about the desired change (Makanyeza et al., 2012).

The service providers should be empowered with what they need in order to offer the best services. Team work and sharing of information to the team members and other employees should be encouraged. Service providers should be valued and proper trainings should be offered to them so as to act in the best interest of their institution. It is necessary to communicate in a clear and understandable manner. An apology should be issued after a commitment has been broken or a mistake has been made. Clients should be listened to, their situations should be understood, and they should be treated as individuals. In order to understand their consumers, staff should take the time to listen and ask questions (Zeithaml, 2018).

### **1.1.3 Water Works Development Agencies in Kenya**

Water Works Development Agencies are state corporations established under section 152 of the Water Act 2016, as one of the water sector reforms in Kenya. Within their jurisdiction, Water Works Development Agencies are responsible for building, maintaining, and managing national public water systems. They also operate the waterworks and offer water services until they are given over to the county government, joint committee, authority of county governments, or water services provider whose jurisdiction or supply the waterworks are located. When the Regulatory Board mandates the transfer of water services functions from a defaulting water services provider to another license under section 103 of the Water Act, 2016, they also offer reserve capacity for water services (Water Act, 2016).

Their mandate also includes providing technical assistance and capacity building to county governments and water service providers in their area, as well as providing technical assistance to the Cabinet Secretary in charge of water and sanitation matters in carrying out his or her responsibilities under the Constitution and the Water Act of 2016. Tana, Athi, Rift Valley, Lake Victoria North, Lake Victoria South, Tanathi, and Northern are among the eight (8) regional Water Works Development Agencies in Kenya (As per Appendix IV).

Under the social pillar of Kenya Vision 2030, the aim is for all Kenyan citizens to have access to water and sanitation by 2030 (Kenya Vision 2030). According to the Kenyan Constitution of 2010, every Kenyan citizen has a human right to safe drinking water in reasonable quantities and to sanitary standards. Kenya is a water-scarce country, therefore achieving this target will be difficult necessitating a concerted effort aimed at the sector's development and expansion. Furthermore, the government has refocused its efforts to achieve its "Big Four Agenda" of food security, affordable housing, manufacturing, and universal health care in order to encourage economic growth. Water services provision has been classified as an "enabler" in the achievement of the government agenda (GoK, 2008).

## **1.2 Statement of the Problem**

In Kenya, ensuring reliable and effective water service delivery is crucial for promoting economic growth, public health, and social well-being of the citizens (Ministry of Devolution and Planning, 2017). Over the years, since gaining independence, the government has taken significant steps to guarantee access to water and sanitary facilities for all citizens. This commitment is also reflected in Kenya Vision 2030's social pillar, which sets the ambitious target that by 2030, every Kenyan should have access to water (GoK, 2008). Despite these efforts, achieving universal water access has been challenging. Development statistics reveal that as of 2018, water coverage stood at 57%, with a projected goal of 100% coverage by 2030 (Kenya Markets Trust, 2019). However, progress has been slow, with water coverage recorded at 48% in 2010 and only slightly improving to 55% in 2017 (Arnold, 2018). Such a slow rate of improvement raises concerns about the effectiveness of water service delivery and the fulfillment of Kenya Vision 2030's objectives.

Water Works Development Agencies (WWDAs) have a primary mandate to provide water services by developing and maintaining water infrastructure and ensuring clean water access for communities (Water Act, 2016). Despite having clear strategies and policies aimed at enhancing service delivery, there exists a significant disparity between the strategies developed and their successful execution in practice. Reports from various WWDA strategic plans reveal only marginal increases in water coverage, falling short of the targeted levels. For example, the Coast WWDA's strategic plan for 2013 – 2017 indicated a mere 1% increase in water coverage, which is far below the 25% increase target set for the period between 2013 and 2018. Similarly, the Tana WWDA recorded a modest 3% increase during the same period (Coast WWDA, 2018; Tana WWDA, 2018). These small increments in water coverage are evident across all WWDAs' strategic plans. Furthermore, the current access to water remains low, with only 26% of the population served by regulated providers. The remaining 74% rely on small private operators, community-managed systems, or self-supply (Kenya Markets Trust, 2019).

The effectiveness of water service delivery is significantly influenced by the successful implementation of strategic plans and policies (Abass & Munga, 2017). Despite the importance of strategy implementation, there is a noticeable lack of comprehensive research on the specific impact of strategy implementation on service delivery performance among WWDAs in Kenya. Therefore, the main focus of this study centers on understanding how strategy implementation affects water service delivery across Kenya's Water Works Development Agencies.

Addressing the issue of water service delivery in Kenya requires a comprehensive analysis of strategy implementation among WWDAs. This study aims to contribute valuable insights to enhance water service delivery and achieve Kenya's development goals.

### **1.3 Research Objectives**

#### **1.3.1 General Objective**

The general objective of the study is to determine the influence of strategy implementation on the service delivery by Kenya's Water Works Development Agencies.

#### **1.3.2 Specific Objectives**

The following are the research objectives;

- i. To evaluate the effect of short-term objectives, on service delivery by Water Works Development Agencies in Kenya.
- ii. To determine the effect of resource allocation on service delivery by Water Works Development Agencies in Kenya.
- iii. To determine the effect of organizational structure on service delivery by Water Works Development Agencies in Kenya.
- iv. To assess the effect of organizational culture on service delivery by Water Works Development Agencies in Kenya.

## **1.4 Research Questions**

The study was guided by the following research questions:

- i. What is the effect of short terms objectives on service delivery by Water Works Development Agencies in Kenya?
- ii. What is the effect of resource allocation on service delivery by Water Works Development Agencies in Kenya?
- iii. What effect does organizational structure have on service delivery by Water Works Development Agencies in Kenya?
- iv. What is the effect of organizational culture on service delivery by Water Works Development Agencies in Kenya?

## **1.5 Significance of the study**

This study provides valuable information to policymakers and government agencies on the influence of strategy implementation on service delivery in WWDAs hence it enables them to develop and assess policies to manage the country's water resources. Policymakers such as parliament, Ministry of Water, Sanitation and Irrigation, private water service providers and water financiers are able to detect flaws in current systems and implement corrective steps that result in more efficient and effective water resource management. More specifically it helps them devise policies that help in improving service delivery to the Kenyan citizens.

Further, this study assists the managers of WWDAs in Kenya to understand how strategy implementation influences their service delivery and hence know the better way to deliver water services to the Kenyan citizens. The senior management is able to evaluate whether their methods of implementing strategies are working and to identify the gaps that exist as well as the resources needed particular in the implementation process.

The study is theory testing and contributes to affirming of the anchoring and supporting theories. This research adds to the growing body of evidence and knowledge on the impact of strategy implementation on service delivery in WWDAs.

## **1.6 Scope of the Study**

The study was conducted in Kenya, targeting the eight WWDAs (Tana, Athi, Tanath, Rift Valley, Coast, Northern, Lake Victoria South and Lake Victoria North). The study investigated the influence of strategy implementation on service delivery among WWDAs in Kenya. The study specifically focused on effect of short term objectives, organizational culture, organizational structure and resource allocation on service delivery among WWDAs in Kenya.

## CHAPTER TWO

### 2.0 LITERATURE REVIEW

#### 2.1 Introduction

This chapter presents the theoretical framework of this study, an empirical examination of the influence of strategy implementation on service delivery with reference to the study's objectives, and the research gap, and the study's conceptual framework. .

#### 2.2 Theoretical Framework

The study is anchored on various theories and models. Higgins' Eight S's Model, developed in 2005, Barney's Resource-Based Theory, developed in 1991, Stakeholder theory developed in 1984, and Strategic Fit theory developed in 1984.

##### 2.2.1 The Eight S's Model

The Eight S's Model was developed by Higgins in 2005 by revising the original McKinsey's 7 S's framework (Higgins, 2005). The McKinsey's 7 S's strategy was developed by Peters and Waterman in 1982. The framework established that there are 7 entwined techniques that should be the main focus of managers during implementation of strategies in organizations. Higgins, (2005) reviewed that McKinsey's 7 S's model, and added another S (Strategic performance) forming 8 S's Model. He established the Eight S's concept in 2005 to help management better manage cross-functional strategy implementation (Nwachukwu, Hieu, Chladkova and Fadeyi,, 2019).

Higgins noted it is challenging for a company to effectively implement strategies without having to organize other resources like time, money, technology and information, one "S" for skills was replaced by Re-Sources (Higgins, 2005). Successful implementation of strategies by an organization requires adequate resources. It is significant for managers to make sure that the company can get full access to important resources like money, manpower, material, technology as well as other styles of management in the process of strategy implementation (Mwangi and Kihara, 2021). The Eight S's concept was created to help management manage cross-functional strategy execution more effectively and

efficiently. Executives that are successful, according to Higgins, spend a significant amount of time executing their strategies (Echessa, 2020).

The Eight S's are strategy and purpose, structure, systems and processes, style, staff, resources, shared values, and strategic performance.

1. Strategy and purpose –the development of an organizational strategy is done with the focus of attaining a certain purpose. Strategic purposes include strategic intent, vision, focus, mission, goals, and strategic objectives (Higgins, 2005).
2. Structure - the organization's structure consists of five parts; jobs, the authority to do those jobs, the grouping of jobs in a logical fashion e.g. into departments or divisions, the manager's span of control, and mechanisms of coordination. Success in an organization is informed by how well the organization is planned in relation to its business strategy (Higgins, 2005).
3. Systems and Processes - the systems and processes that enable an organization to get things done from day to day (for example, strategic planning systems, information systems, manufacturing processes, quality-control systems etc.) (Higgins, 2005).
4. Style (leadership/management style) - the consistent pattern of behavior exhibited by leaders/managers when relating to subordinates and other employees. It is the mode of leadership that leaders show when they relate with the organization's stakeholders and employees. Style is concerned with how leaders treat their employees and other staff as they try to execute roles designed for realization of the organization's objectives (Higgins, 2005).
5. Staff - The number and types of employees with what types of individual and group competencies the firm needs to meet its strategic purposes. Staff are considered as an important manpower that assists a company in achieving its strategic purpose; this is because it defines the population required, their skills, background, character traits and aptitude. Furthermore, it focuses on areas relating with teaching of staff, development of career, employee promotion and payment (Higgins, 2005).
6. Re-Sources - the extent to which the organization has adequate resources to achieve its strategy; people (staff), technology and money are the three most critical. Resources may include funding for divisions such as research and development, or technology such as

software, or systems such as those for knowledge management and organizational learning. The other major concern is the extent to which the organization leverages its resources (Higgins, 2005).

7. Shared Values (organizational culture) - the values shared by members of the organization that make it different from other organizations. Managing values and cultural artifacts are critical to successfully leading organizational change. The culture that an organization creates to ensure it successfully attains its strategic purpose relates with common values. The values are commonly held and shared by the organization's members (Higgins, 2005).

8. Strategic Performance –it is a derivative of the other seven ‘S’s. Strategic performance is possessed by an organization as a whole, or for profit-based parts of the whole. Performance can be measured at any level. Financial performance measurements are critical barometers of strategic performance, but an expanded balanced scorecard approach is best (Higgins, 2005).

Executives that are successful, according to Higgins, spend a significant amount of time executing their strategies. They believe and recognize that strategy execution is just as vital as strategy creation (Bhatti, 2011). Aligning essential organizational functions/factors with the chosen strategy, according to Higgins, is an important aspect of strategy execution. However, because the corporate environment is always changing, strategies are reconfigured more frequently than in the past, complicating the alignment process. In order for the new strategy to succeed, executives must incorporate cross-functional organizational variables such as structure, system, and procedures, leadership style, people, resources, and shared values (Kumar, 2016). The model clearly shows the need to have constant realignment of an organization's strategies to match the changes in the environment so as to have actionable strategies as well as assist managers in detecting issues in the system and avoid any failures during the implementation of the said strategies (Higgins, 2005).

This model is pertinent to this research because it explains several variables of this study. It underpins organizational structure, organizational culture as the shared values, and

resources which have an influence on the strategy implementation process. It is anchored on the study that, for an organization to take successful strategy implementation, these eight elements need to be aligned and mutually reinforced. So, the model can be used to help identify what needs to be realigned to improve on strategy implementation, or to maintain alignment during strategy implementation (Atito, 2017). In addition, the 8-S's of strategy execution enables senior management to more readily, enact, monitor, and assess the cross functional execution of strategies, new or revised. Moreover, the ever changing business environment reinforces the need for strategy reformulation and/or adjustment to certain elements of the existing strategy. As a result, senior executives find themselves confronted with the need to integrate a number of changes in the execution of the new or revised strategy, which makes the dissemination, and integration of execution actions be especially difficult cross-functional activities.

According to Kumar, (2016) , the Eight S's model has several flaws, including: ignoring the importance of the external environment and depicting only the most important elements; it doesn't explicitly describe the concept of organizational effectiveness or performance; there isn't enough empirical evidence to back up the model's explanation; and determining the degree of organizational effectiveness or performance is challenging. This necessitates other supporting theories for this study.

### **2.2.2 Resource Based View Theory**

The researcher adopted the Resource Based Theory to assess the influence of resource allocation on service delivery by Kenya's Water Works Development Agencies. The theory was introduced by Wernerfelt in 1984 and popularized by Barney in 1991. The theory states that an organization's competitive advantage is defined by the resources it can access and exploit rather than its ability to manage the environment (Ahmed, 2017; Barney, 1991). According to Barney (1991), resources include; all assets, capabilities, organizational processes, firm attributes, information, and knowledge controlled by the firm. These resources further comprise organizational assets/capabilities. Shared knowledge, human skill, capital assets, employer brand, and organizational reputation are just a few examples. They provide substantial sources of competitive advantage and

consequently improve organizational success (Ahmed, Khuwaja, Brohi and Othman, 2018).

Firms have a collection of assets, competences, processes, skills, and knowledge that are valuable, rare and difficult to copy and substitute that provides them a competitive advantage (Ande, Dahran and Sukardi, 2018; Barney, Ketchen and Wright, 2011; McWilliams and Siegel, 2011). Therefore, firms use their unique resources and capabilities to execute activities in order to ensure value maximization. Because each company has a different set of resources than its competitors, these characteristics, according to Kraaijenbrink, Spender and Groen, (2010), explain organizational variations and performance.

This theory is pertinent to this research as its basis is that a firm has resources and capabilities which it can translate to a strategic advantage (Mwikya and Khamah, 2020). Therefore, the success of WWDAs lies in their ability and capacity to manage their resources effectively so as to improve service delivery. Understanding the resources available to an organization and how they can be leveraged to enhance goal attainment is key to better performance (Karama, Iravo, Kagiri and Shale, 2019). Hence, it plays an instrumental role in establishing how WWDAs employ their financial resources to improve their attainment of service delivery goals.

The theory displays elements of strategy implementation that influences service delivery, especially resource allocation. As a theory of competitive strategy, it explains “competitive heterogeneity”: differences in performance among firms and the underlying heterogeneity that explains these differences. Competitive advantage occurs only when there is resource heterogeneity (different resources among organizations) and resource immobility (competing firms’ incapacity to get resources from other enterprises (Stoelhorst, 2021). If a resource is not totally mobile (that is, it cannot readily move between firms) or if a firm faces a large cost penalty in producing, acquiring, or employing it, the resource is likely to be a source of sustained competitive advantage. Any benefits received by copying or substituting a resource may be transient (Campbell and Park, 2017).

Various studies indicate flaws associated with this theory. According to (Utami, 2020), the theory does not explain how managers generate and secure strategic resources that are valued, uncommon, non-imitable, and non- substitutable in order to gain competitive advantage. (Widjaja & Yuga, 2020) note that the applicability of the resource-based paradigm is limited. Hence, smaller enterprises are excluded from the resource- based paradigm since sustained competitive advantage cannot be built on static resources, and thus fall outside of its scope.

### **2.2.3 Stakeholder Theory**

In 1984, Edward Freeman proposed the stakeholder theory. It is a corporate ethics and organizational management concept that addresses morality and values in organizational management. It highlights the interdependence of a company's interactions with its customers, partners, employees, investors, communities, and other stakeholders. A corporation, according to the theory, should generate benefit to all people involved, not just shareholders (Freeman, 1984). According to the theory, a company's objective should be to maximize value for all of its stakeholders. In order for a firm to grow and endure over time, executives must ensure that the interests of consumers, suppliers, employees, communities, and shareholders are all aligned and going in the same direction (Freeman, 1984).

Proponents of stakeholder theory, such as Friedman and Miles, (2002), regard the firm as a mash-up of internal and external groups (such as owners, employees, consumers, suppliers, creditors, and the general public). Managers can benefit from a stakeholder approach by encouraging research into how the company fits into its larger environment and how its standard operating procedures affect stakeholders both inside and outside the organization. For example, according to Freeman (1984), Stakeholder theory is a part of a bigger debate about business and ethics.

This theory is significant in this study because it describes how firms can employ organizational culture to maximize value to stakeholders. Every company that wants to do something must ask and answer the question, "What are we attempting to accomplish?"

Managers should make decisions that take into account all of the interests of all stakeholders in a firm, which can be accomplished through excellent strategy implementation, business ethics, morals, and values. Key (1999), argues that stakeholder theory may not be an appropriate model to describe firm behavior and replace the economic model of the firm. In addition, current conceptualizations of stakeholder theory do not meet the requirements of scientific theory.

#### **2.2.4 Strategic Fit Theory**

The strategic fit theory is the works of Venkatraman and Camillus (1984). The theory states that strategic management cannot be applied uniformly across all contexts and cannot be universally practiced. Strategic fit refers to aligning the firm's strategy, structure, capabilities and resources with its external context to positively impact performance (Venkatraman and Camillus, 1984).

According to Mfene, (2009), the use of management practices is determined by the nature of the business, the environment, and the organizational culture. The idea also contends that the alignment of the internal and external business environments determines how well a plan will work when it is put into practice. According to the theory, in order to improve an organization's performance in the field of strategic management, it is necessary for it to align its internal and external environments, as well as its mission, vision, organizational structure, competitive environment, resources, and capabilities (Nengwekhulu, 2019; Venkatraman and Camillus, 1984). Agents of fit are mostly top managers and/or executive teams, who conduct environmental assessments and choose the appropriate strategy, enabling the firm to achieve fit and the best possible performance (Venkatraman & Camillus, 1984).

The theory is relevant to this study as it is essential to the creation and execution of strategies because it enables firms to process information from scanning and turn it into purpose and vision statements. As a result, it guarantees that the mission and vision statements correspond to the data obtained from environmental scanning (Venkatraman & Camillus, 1984). It emphasizes on how implementing strategies will give an organization

an upper hand in delivering better services. The strategic fit theory also emphasizes the importance of resources and aspects being available and relevant during the strategy planning process. Strategic implementation and how the process is carried out by making available the essential resources that will align the organization's strategy are the subjects of strategic fit theory (Gutman and Miaoulis, 2003; Venkatraman and Camillus, 1984).

The fact that strategic fit is multidimensional is one of the main causes of its flaws; The strategists are unable to effectively conceptualize the strategic fit due to traditional approaches to strategy formulation; The shifting organizational landscape creates a challenging environment for any strategy's execution in accordance with its formulated elements; The manner in which a strategic fit is implemented is affected by environmental and organizational factors (Yusoff et al., 2016).

## **2.3 Empirical Review**

### **2.3.1 Short-Term Objectives and Service Delivery**

Yanishevska (2017) aimed to investigate how organizations try to balance short- and long-term planning and in what way it influences learning and innovation. As a case study, it was chosen to investigate MCS of the Ukrainian agriculture company "Bizon-tech 2006". The finding showed that top-management in "Bizon-tech 2006" have difficulties in balancing as all the processes are mainly focused on obtaining short-term results sometimes at the expense of strategic goals.

Done, Voss and Rytter (2011) used empirical field research to examine whether short-term Best Practice Interventions (BPIs) can lead to improvements that are sustained in the long term. The study established that, prior to the BPI, key performance indicators were missing both in poorer performers and in one better performing organization. Nevertheless, both cases with satisfactory short-term performance had effectively implemented key performance indicators (KPIs) by the end of the BPI program. Hence, given that measures drive peoples' behavior and commitment, the study further concluded that implementing relevant key performance indicators could have led to better short-term outcomes in other cases as well. The researchers also established that, lack of KPIs and resistance to their use

within Small and medium-sized enterprises (SMEs) is an issue which needs addressing. Absence of any intervention design and implementation factor was associated with bad or unsatisfactory short-term outcomes.

Saisse and Wilding (1997) discussed the concept of short- term strategic management and how this can be used to guide the development of manufacturing management tools for mass customized industries. The authors established that manufacturing management systems can act as a link between short- term decisions and the business strategy objectives. They further observed that manufacturing managers must be aware of the strategic consequences of their daily short- term decisions but they also need proper management tools to support this decision process. Mišanková and Kočišová, (2014) working on the problem of strategic implementation as part of strategic management, observed that strategic implementation as a part of strategic management of the company plays an important role in achieving prosperity and competitiveness. The strategy reflects the fundamental ideas on which way the objectives of the company will be achieved. The researchers noted that definition of a good strategy is not easy. Formulation of the strategy and related objectives is a difficult process as well as the process of implementation of the strategic objectives into the business plan.

Short-term objectives are focused with the organization's near-term performance goals in order to achieve its long-term goals (Ansoff, Kipley, Lewis, Helm-Stevens & Ansoff, 2019). These performance targets can be agreed upon with individual managers using strategies like management by objectives, who are then given responsibility for their achievement and held accountable. Short-term goals provide explicit direction for what has to be done, allowing vision to be translated into action. Short-term goals operationalize long-term goals, raise difficulties and potential conflicts that must be resolved in order to avoid dysfunctional outcomes, and identify measurable outputs of functional activities that may be utilized to improve feedback, correction, and evaluation.

Action plans, according to (Daley, 2012), help achieve short-term goals in three ways: they specify activities to be conducted to gain a competitive advantage, they provide a time

period for completion, and they identify personnel responsible for each action in the plan. To successfully implement and achieve a strategy, it must be translated into short-term operational or measurable targets (Hrebiniak, 2013). Short-term objectives must be measurable and rationally tied to the company's long-term plan. What is needed on a daily, weekly, monthly, or even quarterly basis should be the focus. Identifying common problems and opportunities related to the organization's stakeholders and interests. With simply a strategic plan, it is nearly hard to properly manage an organization. The process of identifying significant concerns, elements, and requirements must be turned into short-term objectives and action plans.

Long-term strategic planning must be related to short-term objectives (Hill, Schilling & Jones, 2017). Long-term and short-term initiatives must be balanced. Businesses must measure and track at least four critical areas, according to Haines and St-Onge (2012), in order to establish an outcome-based measurement system. This includes key operational metrics that represent the organization's leverage points, customer happiness, and important budget indicators that show the organization's financial viability.

### **2.3.2 Resource Allocation and Service Delivery**

Agbazue and Chukwuemeka, (2020) investigated the effect of strategic management on public service delivery in selected public sector organizations in Anambra state, Nigeria. The study aimed to ascertain the effect of strategic human resource management on public service delivery, establish whether digitalization affects public service delivery and determine the effect of strategic financial management on public service delivery in selected public sector organizations in Anambra state, Nigeria. The study revealed that strategic human resource management, digitalization and strategic financial management have effects on public service delivery in selected public sector organizations in Anambra state, Nigeria. The study therefore, recommended that human resource activities in the public sector, especially public enterprises should be strategically geared towards the attainment of better services to the public.

Sawaneh, (2023) investigated strategic planning practices for public service delivery in The Gambia, and examined the effectiveness of perceived strategic plans implementation impact on public service delivery in the study area. This study revealed that strategic plans implementation in public service organizations was remarkably effective, and had positive impact on public service delivery. The study showed that there was an established nexus between strategic plan implementation and public service delivery in the area under review. The findings indicated that strategic planning and implementation played a significant role for public service delivery in The Gambia. In conclusion, specific policy and general recommendations were proffered to assist public service organizations in achieving the objectives of public service delivery, and to increase the impact of strategic plans implementation on public service delivery at the national level.

Mengich and Kiptum, (2018) looked into the impact of strategic plan resource allocation on quality service delivery in Kenya's sugar producing enterprises in the Western Region. The findings demonstrated that allocating strategic plan resources to quality service delivery in the sugar production business had a considerable positive impact. According to the findings, allocating skilled human resources in strategy implementation to improve service quality, allocating financial resources to intended strategies to ensure quality service delivery, allocating adequate inventory in strategy implementations, and allocating information technology in the organization all result in the organization improving its service quality.

Moindi, (2014) conducted a study on resource distribution strategies in a decentralized system of governance in a few Kenyan counties. County governments employ a variety of techniques to allocate resources to government operations, development initiatives, and services, among other things. This includes goal-oriented, policy-oriented, and priority-oriented tactics. The necessity to strike the optimal balance in order to ensure that all strategic objectives are appropriately resourced stems from resource allocation based on strategic objectives arising from changing environmental conditions in relation to county needs. Further, county governments may, use policy-based strategy in the allocation of resources to areas where it expects that the resources are able to result in greater efficiency

in use and outcome and which are of greater strategic need and impact in terms of service delivery. Furthermore, the study found that the county administration has constructed a hierarchy of priorities as a valuable guide to resource allocation based on the projected outcome or need in that area. The goal or developments to be prioritized in resource allocation are determined by whether losses or outcomes are deemed the most significant.

Lemarleni, Ochieng and Gakobo, (2017) looked into the effects of resource allocation on strategy implementation at the Kenya Police Service in Nairobi County. The study's precise goals were to see if financial resource allocation, human resource allocation, and technical resource allocation all have an impact on strategy implementation in the Kenyan police force. The analysis found that the Kenya Police Service's financial resource allocation is woefully inadequate for the implementation of strategy and related activities. As a result, financial resources are insufficiently and improperly dispersed, hampering strategy implementation efforts and resulting in shortcomings in Kenya police service delivery and a halt in the police reform process. The study also found that the Kenyan police force's human resources are under-empowered in terms of professional growth and participation to plan implementation. In addition, the survey found that the Kenya Police Service does not fully embrace information and communication technology. The study found that plan execution is to blame for the Kenya Police Service's observed improvements in key areas, including increased internal process efficiency, improved service delivery, and lower crime rates. The Service's strategy implementation needs to be strengthened even more.

### **2.3.3 Organizational Structure and Service Delivery**

Seip, (2011) investigated organizational structure and its impact on service delivery using a case study of the Middle Ramu District Administration in Papua New Guinea. The study's main purpose was to investigate the organizational management structure of the Middle Ramu District Administration and how it influences service delivery in areas like health and education. The administrative system was determined to have a high degree of formalization and a high level of centralization, with nine levels of hierarchy. These were just a few of the aspects that influence the administration's service delivery and organizational success. The research also revealed that contextual organizational structure

elements such management strategy, environment, technology, and scale were not appropriately incorporated in the present structure's design. This analysis found a flaw in the Middle Ramu District Administration's structure, indicating that contextual and structural aspects were not taken into account when the structure was designed. As a result, the study advised that a new organizational structure be created to help the Middle Ramu District offer government services more effectively. A detailed investigation of the elements that make up structural dimensions, as well as the circumstances that make up contextual dimensions, must precede the process of constructing a new structure.

Kathuri, (2014) looked at the effects of organizational structures on service delivery in civil organizations in Marsabit County. The study's purpose was to explore how the governing structure of civic organizations effects service delivery. Regarding the effects of service delivery in civil organizations, the majority of respondents agreed that their organizations' organizational structure was functional and that their organizations had numerous layers of hierarchy. On how they organize work in their organization, the majority of respondents said delegation of responsibility and integration of roles are commonly used. The respondents indicated that quality circles and scheduled rotation were the least frequently used. Almost every organization interviewed has a strategy that is strategic, according to almost every respondent. According to the findings, effective governance systems enable better service delivery in civic organizations. The majority of respondents felt their organization's organizational structure was functional, with multiple hierarchical levels. This was clear evidence that the organizational structure of the company has an impact on service delivery. The majority of respondents said that delegation of duties and work integration were regularly employed as techniques of arranging work in their firms, which explains this further. Quality circles and planned job rotations were least frequently used. This indicates a gap in work organization. The roles and responsibilities of the board also play a great role in service delivery.

Nchorbuno, Shafiu and Anamga,(2017) looked at the impact of organizational structures on polytechnic student services using Bolgatanga Polytechnic as a case study. The particular objectives were to examine the Polytechnic's organizational structure's obstacles

in meeting students' demands, to measure students' satisfaction levels with the services offered to them, and to make recommendations to improve student services. The majority of students were unsatisfied with the Polytechnic's organizational structure, according to the data. The majority of students believed that the faculty's organizational structure has an impact on the level of services they receive. The respondents voiced concerns about bureaucratic procedures that obstruct access to services, as well as delays in receiving results and difficulties navigating registration procedures. As a result, the study determined that the faculty's current organizational structure impacts or may affect the level of services students receive or expect.

King'oo, (2017) conducted a study on top management support and quality service delivery at the Nairobi City County. The study's specific goals included determining the impact of top management support on the delivery of quality services at Nairobi City County Government, determining the impact of organizational structure on the delivery of quality services at Nairobi City County Government, and investigating the impact of providing facilities and resources on the delivery of quality services at Nairobi City County Government. According to the findings, the Nairobi City County Government has a hierarchical organizational structure that facilitates decision-making, administration, and successful organization operation. As a result, the study concluded that a hierarchical organizational structure improves service quality, improves performance and efficiency, and maintains law and order in the workplace. Furthermore, the hierarchical structure of Nairobi City County Government corresponds to strategic developments, and tasks and duties are clearly defined.

### **2.3.4 Organizational Culture and Service Delivery**

Gantsho and Sukdeo, (2018) investigated the impact of organization culture on service quality provided by Ministry of Industry and Trade in the State of Kuwait. The objective of the study was to assess the type of culture that existed in the Ministry and its impact on the quality of service thereof. The study further wanted to examine how leadership and communication influenced the existing organizational culture. Organizational culture was taken as an independent variable while service quality was taken as dependent variable

with leadership and communication being the moderating variables. The research discovered that employees were unclear about what was expected of them in their responsibilities and were unaware of consumer expectations. However, the study concluded that there is a considerable link between corporate culture and service quality. The qualitative analysis discovered that organizational culture has a major impact on service quality, and there is a strong positive link between organizational culture and service quality.

Bandile, (2019) investigated the impact of strategic organizational culture change on strategy implementation in the South African police force. In order to reach their aims and objectives, companies must adapt to their environment through strategy, according to the problem description. As a result, understanding the police force's resources as well as the variables that create organizational rivalry is crucial. To meet these rising demands, police forces around the world have embraced challenges of strategic organizational culture transformation. The majority of strategic initiatives, on the other hand, fail during implementation, which has been regarded as the most onerous task for firms. Security is emphasized as a vital pillar for economic advancement in South Africa's Vision 2030, implying that the police play a critical role in providing the conditions for development. The South African Police Service has produced three strategic plans to improve service delivery, the most recent of which is the 2013-2017 plan, which is actively being implemented at the time of this study. However, there has been little change in the organization, responsibility, or culture of the police force to fulfill these goals. This study employed a descriptive research design. Purposive sampling was utilized in the study, with one state commandant, two deputy state commandants, five sub-state commandants, and ten deputy sub-state commandants being chosen. SPSS was used to analyze quantitative data. According to the study's correlation findings, organizational culture is favorably and significantly linked to strategy execution ( $r= 0.629$ ,  $p= 0.000 < 0.05$ ). Regression results revealed a positive and significant association between organizational culture and strategy execution ( $r= 0.099$ ,  $p= 0.001$ ). Organizational culture has a favorable and significant impact on strategic execution, according to the findings of the study. People adopted skills and behaviors that aided strategy implementation, and work was organized

so that everyone could understand the link between their job and the organization's goals, according to the study.

Onyango, Otieno, Bii and Otieno (2016) carried out a study on the impacts of power culture on service delivery among Eldoret Water and Sanitation Company employees in Kenya. The study's main purpose was to see how power culture affected ELDOWAS personnel's service delivery. The researchers hypothesized that power culture had little impact on staff service delivery. According to the research, power culture has a favorable and strong relationship with service delivery, contributing 71.2 percent to it. This is due to the fact that this type of culture had the ability to boost staff commitment, social behavior, and role clarity, as well as employee satisfaction. Employee satisfaction can be influenced by strong leadership, attention to human needs and values, and simply requiring what is required by the formal system. According to the findings, when it comes to improving employee service delivery, power culture should be prioritized, and the person in charge should have the necessary traits to motivate staff to perform better. Someone in authority in the organization must be capable of influencing employee performance.

Ledimo, (2014) investigated the role of transformational leadership and organizational culture in service delivery within a public service organization in South Africa. The purpose of this study was to investigate the relationship between transformative leadership and organizational culture in terms of service delivery techniques. The outcomes of the study reveal that there is a strong link between transformational leadership and a favorable organizational culture in a public-sector organization. Employees and managers want to know how leaders can manage culture successfully and efficiently. Any public service company's fundamental goal or purpose can be recognized as providing public services; hence, leadership can use their ability to establish a healthy corporate culture as a contribution to this goal or purpose, allowing all employees to pursue it. Executives in the public sector should investigate the impact of transformational leadership on constructive culture in order to kick-start organizational culture development and change. Organizations can construct their ideal culture by understanding the impact of leadership style on culture.

Kokt and Merwe, (2009) investigated the effects of organizational culture on service delivery in a large private security firm in South Africa. The purpose of the research was to provide a statistical analysis of the impact of organizational culture on service delivery at a well-known South African private security agency. Analysis from the research shows that organizational culture has an impact on a number of the company's quality scores. According to the findings, if a company has a Rational Culture, management is more likely to set clear goals and provide guidance to employees on what is expected (which includes a strong external orientation, competitiveness, productivity, and significant external positioning). The study concludes that a Hierarchical Culture is primarily focused on the internal, with stability, control, and consistency providing a predictable nature to the workplace.

## 2.4 Research Gap

Author/Year	Title	Variables	Findings	Gaps
Mengich and Kiptum, (2018)	Effect of Strategic Plan Resource Allocation on Quality Service Delivery in the Sugar Manufacturing Companies in Western Region, Kenya	Strategic Resource Allocation Quality Service	The findings indicated a statistical significant influence of strategic plan resource allocation on service delivery in the sugar manufacturing industry.	The study only focused on one aspect of factors that influence service delivery leaving a gap to be pursued by other scholars
Lemarleni et al., (2017)	Effects of Resource Allocation on Strategy Implementation at Kenya Police Service in Nairobi County.	Financial resources, Human resources and Technological resources.	The study's findings revealed that the financial resource allocation in the Kenya Police Service is crucial for strategy implementation and related operations in the service. Consequently, the findings further implied that the Kenya police service has not adequately empowered its human resource with regard contribution to strategy implementation.	The study focused on the effects of resource allocation on strategy implementation but did not study the reverse relationship.
Seip, (2011)	Organizational structure and impact on service delivery: a case study of the Middle Ramu District	Organizational structure, Service Delivery	The study found that the MRDA structure has a high level of centralization with nine levels of hierarchy and	The study investigated organizational structure and its impact on service delivery but did not directly

	Administration (MRDA) in Papua New Guinea		has a high degree of formalization.	scan the impact of strategy implementation on service delivery.
Sawaneh, (2023)	Success and impact of strategic plans implementation on public service delivery in The Gambia	Strategic Planning	This study's findings revealed that strategic plans implementation in public service organizations had positive impact on public service delivery. The study also found out that there was an established nexus between strategic planning and public service delivery in the country.	This study did not focus on the central government civil service performance but on public service organizations alone (public agencies/institutions and public enterprises).
Kathuri, (2014)	Effects of organizational systems on service delivery in civil organizations in Marsabit County	Governance Structure, Funding Mechanisms, Personnel Competencies,	Major findings of the study revealed that governance structure has an effect on service delivery.	Quality circles and planned job rotations were least frequently used. This indicates a gap in work organization. The roles and responsibilities of the board also play a great role in service delivery.
Agbazue, (2020)	Effect of Strategic Management on Public Service Delivery in Selected Public Sector	Human resources management, Public service delivery	The study's findings indicate that the strategic human resource management has an effect on public service delivery in	The study only looked at human resource management in public organizations only.

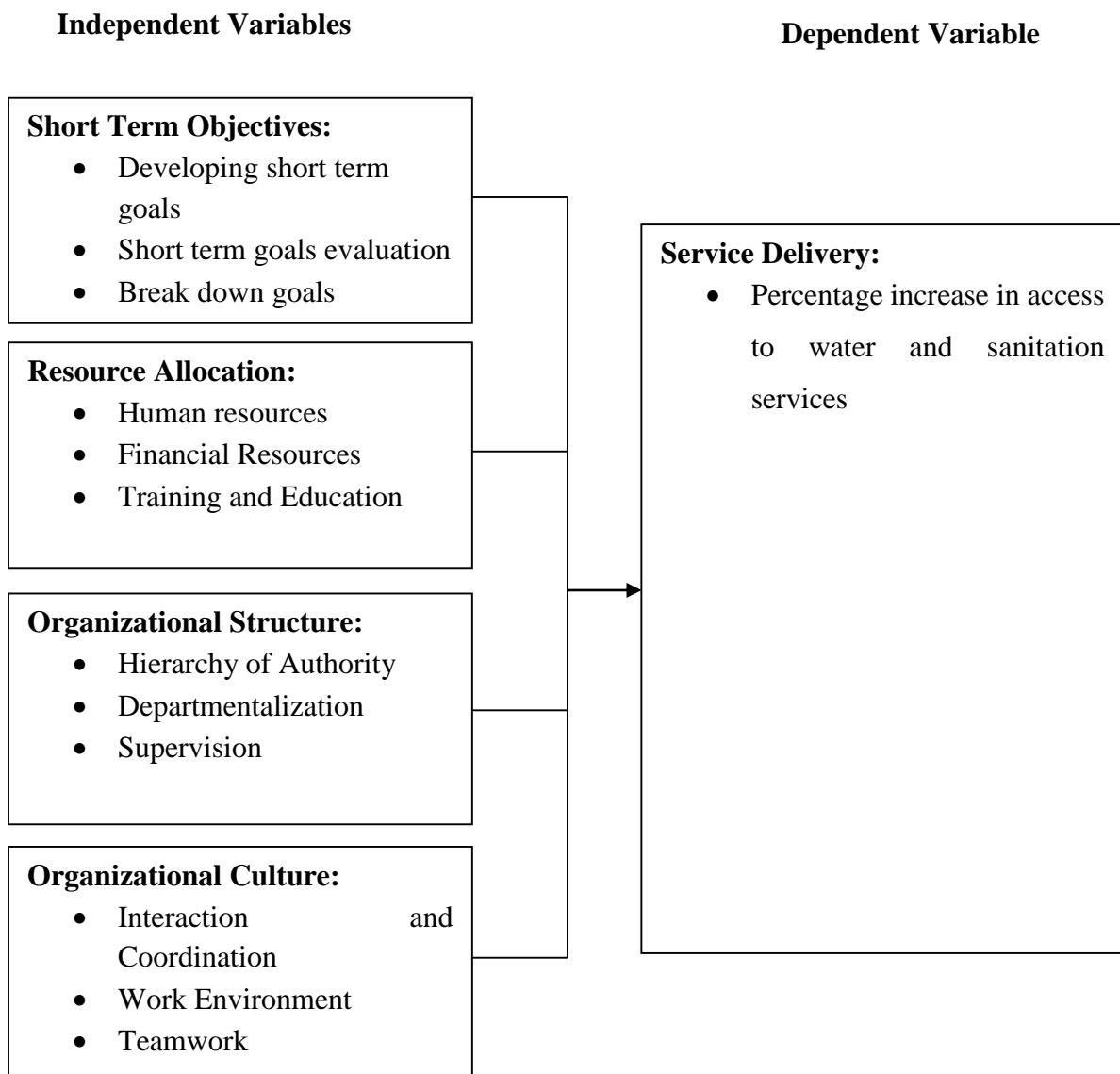
	Organizations in Anambra State Nigeria		selected public sector organizations in Anambra state, Nigeria.	
Nchorbuno, (2017)	The Impact of Organisational Structures on Services to Polytechnic Students	Organizational Structure	The findings revealed that the majority of the students strongly agreed that the organizational structure of the faculty affects the quality of services they get.	
King'oo, (2012)	Top Management Support and Quality Service Delivery by the Nairobi City County Government (NCCG), Kenya	Organizational structure, Top management support, Quality services	The study found that NCCG has a hierarchical organizational structure that makes it easier for decision making, management and efficient functioning of the organization leading to performance satisfaction	Comparative study on the influence of top management's support on service delivery in private and public organizations should be done to find out the gap between the two and know what results to poor service delivery in some organizations. Periodical research studies should be done for evaluation of changes in organizational managements and how the organizations cope up with such changes

Ledimo, (2014)	The role of transformational leadership and organizational culture in service delivery within a public service organization	Transformational leadership, organizational culture, Service Delivery	The findings of the study indicated a significant positive relationship between transformational leadership and the constructive dimension of organizational culture within a public service organization	The respondents are from one organization which could influence their perceptions due to its practices. The study is only restricted to one organization which implies a generalization of the findings to other populations groups. The questionnaires used were based on perceptions of the participants which increased chances of subjectivity when completing questionnaires.
Moindi, (2014)	Resource Allocation Strategies in Devolved System of Governance In Selected Counties In Kenya	Objective based allocation Strategy Policy based allocation strategy Priority Based allocation Strategy	The findings of the research revealed that resource allocation strategies is based on the need to optimize some objective function or objective in the county. The findings also showed that allocation of resources is also based on strategic objectives arising from the	In the present study allocation strategies were the independent variables while allocation of resources in devolved system of governance was the independent variable. The study did not include the moderating or intervening variables effects.

			<p>changing environment and needs of the county.</p>	<p>The present study was cross-sectional in nature and given the corresponding drawbacks of the same, longitudinal studies should be conducted in future to test the proposed model so as to re-evaluate directions of causality among the study variables</p>
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## 2.5 Conceptual Framework

A conceptual framework, according to Ravitch and Riggan (2016), is a set of broad ideas and theories that supports a researcher in defining the problem, formulating their queries, and locating relevant material. It is a brief statement followed with a graphical or visual representation of the study's main subjects as well as potential correlations and links (Creswell and Poth, 2018). Figure 1 depicts the conceptual framework for this research.



**Figure 1: Conceptual Framework**

Source: Author, (2022)

## **Short Term Objectives**

According to Toni (2023), short-term objectives are focused with the organization's near-term performance goals in order to achieve its long-term goals. They provide explicit direction for what has to be done, allowing vision to be translated into action. Short-term goals operationalize long-term goals, raise difficulties and potential conflicts that must be resolved in order to avoid dysfunctional outcomes, and identify measurable outputs of functional activities that may be utilized to improve feedback, correction, and evaluation. To operationalize strategy, a company must set short-term goals, implement particular functional methods, and carry out evaluation of these goals (Lutkevich, Mekhala & Sales, 2022).

## **Resource Allocation**

Resources are assets that are valuable and can be put to use to achieve desired objective. Therefore, resource allocation is the process of assigning and managing assets in a manner that supports an organization's strategic goals as it allows you to plan and prepare for strategy implementation or achieving goals (Lutkevich & Lebeaux, 2022). Resource allocation is necessary for effective service delivery and most organizations cannot gain maximum performance due to lack of adequate resources. When organizations fail to employ resources, the results are unnecessarily high operation costs, uncoordinated public activities, and failure to attract and keep experienced and skilled personnel in the position. Attributes of resource allocation such as human resources, financial resources and training and education have an influence on service delivery, hence need for the study.

## **Organizational Structure**

According to Gholam, Mehrpourb and Aghdas (2016), an organization is made up of components like elements, relationships between those elements, and the overall structure of those relationships. The relationships between organizational elements that make up structure, forms the existence philosophy of organizational activity. The framework for organizing these formal relationships is known as the organizational structure. It provides the means for clarifying and communicating the lines of responsibility, authority, and accountability. Goals, strategies, the environment, technology, and the size of the business

all have an impact on organizational structure. These factors, which are crucial and content-based, represent the overall company and its position within the organization (Tran & Tian, 2013).

### **Organizational Culture**

Wong (2023) defines organization culture as the collection of values, expectations, and practices that guide and inform the actions of all team members. It gives a foundation of attitudes and practices that every members have to agree to follow in order to support the vision and long term success of the organization. It influences actions, decisions and opinions which are crucial in strategy implementation. Organizational culture is hugely important to the success of an organization. Various factors like teamwork, work environment, interaction and coordination, experiences, and values that hold it together play a major role in the success of an organization.

### **Service delivery**

Shittu (2020) avers that service delivery is the process through which public services are delivered to the public either by local or central government. It is getting services as effectively and as quickly as possible to the intended recipient. In most instances it implies a degree of excellence on the part of the organization. A good service delivery increases the worth of the client. Service providers should know what consumers desire from public services in order to improve service delivery. Organizations achieve competitive advantage by delivering value to customers. Strategic capability often lies in the day-to-day activities that people undertake in organizations and develop the ability of people to recognize the relevance of what they do in terms of the strategic capability of the organization. Every government exists to provide services to its citizens.

## CHAPTER THREE

### 3.0 RESEARCH DESIGN AND METHODOLOGY

#### 3.1 Introduction

This chapter explains the research methods used to achieve the study objectives. The next parts go into the research design, target population, sample procedure and sample size, validity and reliability of the research instruments, pilot study, data collection instruments, data analysis techniques and ethical consideration.

#### 3.2 Research Design

A descriptive survey research design was used for this study. Calderon and Gonzales, (2018), describe descriptive survey research as a purposeful process of gathering, analyzing, classifying, and tabulating data about current conditions, practices, trends, and cause-and-effect relationships and then providing a sufficient and accurate interpretation of such data with or without, or occasionally with only a minimal amount of, statistical methods. In other words, it is intended to represent the distribution of one or more variables, without taking into account any causal or other hypotheses. The advantages of this approach are that it is quick, easy, efficient, and reasonably priced. Furthermore, it does not undergo rigorous ethical review unless the data being sought is of a sensitive nature(Aggarwal and Ranganathan, 2019).

#### 3.3 Target Population

According to Orodho, (2009) a target population is any set of institutions, individuals, or goals that share at least one characteristic. The target population is the complete group of items of interest from which the researcher hopes to gather data for the study (Cooper and Schindler, 2014; Kombo and Tromp, 2006).The study's target population for this study was the Water Work Development Agencies which formed the unit of analysis. To understand the WWDA, a sample of the employees there in were the unit of observation.

**Table 3.1: Distribution of Employees per Water Agency**

<b>Water Works Development Agencies</b>	<b>No. of employees</b>
Athi	72
Tanathi	43
Coast	81
Northern	36
Rift Valley – North and Central	55
Tana	52
Lake Victoria North	48
Lake Victoria South	47
<b>Total</b>	<b>434</b>

Source:WWDAsHuman Resources dataas at June, 2022

From Table 3.1, the study targeted all the Water Works Development Agencies in Kenya. The unit of analysis was each of the Water Works Development Agency where the responses from each of the respondents was edited, structured, and sorted before being coded into a data usable table in the Statistical Package for Social Sciences (SPSS Version 26) for analysis.

### **3.4 Sample Size and Sampling Procedure**

According to Haque (2010), sampling is the selection of components from a totality or aggregate on the basis of which a judgment or conclusion about the whole or aggregate is reached. It's a technique for learning about a full population by examining only a small fraction of it. The study employed Purposive sampling to determine the sample size for this study. Simply put, the researcher selects what information is necessary to have and then searches for individuals who can and are willing to supply it due to their knowledge or experience (Etikan, 2016). Therefore, the study's main goals were outlined by the researcher, who also chose respondents based on their knowledge and experience to offer the information. Because they regularly report on strategy implementation and service delivery in WWDAs, the top and mid management were chosen by the researcher as the sample size because they were the primary stewards of useful information.

Table 3.2 shows the Agency's employee allocation by position. Each of the sampled respondent formed the unit of observation.

**Table 3.2: Distribution of Employees per category and Sample**

Category	No. of employees	Sample
Chief Executive Officer	8	-
Other Top Management	16	16
Middle Level Management	64	64
Other Employees	346	-
<b>Total</b>	<b>434</b>	<b>80</b>

Source: Author, (2022)

The study sampled 80 respondents (Heads of Departments and Divisions) as they are deemed to have a direct responsibility in strategy implementation. The data collection excluded the 8 Chief Executive Officers because they had already been involved in the pilot study. They were involved in the pilot study because they are responsible for making major corporate decisions, managing overall operations, and setting the company's strategic direction.

Table 3.3 shows the distribution of the 80 sampled respondents in different strata (categories) based on their level.

**Table 3.3: Sample Size**

Category	No. of employees	Sample
Other Top Management	16	16
Middle Level Management	64	64
<b>Total</b>	<b>434</b>	<b>80</b>

Source: Author, (2022)

### **3.5 Research Instruments**

Primary data was collected from the WWDA senior staff using a structured questionnaire. The questionnaires were selected since they maintained the respondents' confidentiality and provided them with a free atmosphere in which to respond. Section I (Demographics), Section II (Short-Term Objectives), Section III (Resource Allocation), Section IV (Organizational Structure), Section V (Organizational Culture), and Section VI (Service Delivery) comprised the six sections of the questionnaire.

### **3.6 Pilot Study**

A pilot test of the questionnaire was carried on a small sample where the researcher met with the Kenyan Water Works Development Agencies management before the questionnaires were administered to the selected sample of eight respondents. Mugenda and Mugenda, (2003) state that the purpose of pre-testing a tool is to ensure that items in the tool bear the same meaning to all respondents and to assess the average time that is required to administer the instrument. A pilot study is meant to test if the tool is correct and will collect the data that is required to answer the study objectives. Pilot studies have various benefits; that is, an opportunity to test hypotheses, an allowance for checking statistical and analytical procedures, a chance to reduce problems and mistakes in the study and the reduction of costs incurred by inaccurate instruments(Hassan et al., 2006). The study used Cronbach's Alpha to test for the internal consistency of the questionnaire. The pilot data was subjected to SPSS software to test for reliability, and a value of 0.7 or higher was considered sufficient to qualify the questionnaire for data collection to proceed. The pilot results were tabulated in Table 3.4.

**Table 3.4: Reliability Analysis of the Variables**

Variable	Cronbach's Alpha	N of Items
Short Term Objectives	.689	5
Resource Allocation	.773	6
Organizational Structure	.872	6
Organizational Culture	.761	6
Service Delivery	.703	6

Source; Author, (2022)

All of the variables were found to be reliable at Cronbach's Alphas of above 0.7 as presented in Table 3.4. Therefore, the questionnaire was considered consistent and reliable for data collection.

### **3.6.1 Validity of Research instrument**

Research validity is the degree to which results derived from data analysis accurately represent the event under study. The appropriateness with which the research tool is used determines its validity(Mugenda and Mugenda, 2003).The variables of the study are measured by the items in an instrument. Items developed to directly test the elements of planned behavior theory should be validated before the final questionnaire is built, according to Zohrabi, (2013). To assure validity, all possible indicators for measuring the variables were selected, and a questionnaire was developed to measure the indicators. To improve the instrument's content and face validity, the author sought professional feedback by consulting the study supervisors and experts in the field to discuss and peer-review the questionnaire, determining whether the variables classified were satisfactory and how accurately the questions asked could draw the desired information. All the advice and suggestions were included in revising the questionnaire before constructing the final questionnaire. A descriptive study design calls for a pilot group of five to ten respondents; thus, questionnaires were provided to eight CEOs of the WWDAs as the respondents (Mohajan, 2017). This represented all of the groups engaged in the study.

### **3.6.2 Reliability of Research instrument**

Colton and Covert, (2007) describe a research tool's measurement precision as its dependability. The degree to which an instrument measures the same way every time it is used under the same conditions with the same participants is referred to as reliability. It's a probability calculation, in a nutshell. The results are considered reliable if the same test given twice yields similar results. Consistency, on the other hand, is not synonymous with validity, because a scale may consistently measure something but not necessarily what it was supposed to measure. Cronbach's Alpha was used to measure the study's internal consistency methods, including descriptive statistics, cross tabulations, and ordinal logistic regression, all of which were tested against their respective assumptions. The statistical parameters obtained by the software were displayed in tables and figures for easy comprehension and interpretation. The data was evaluated using inferential statistics such as ordinal regression to see if there was a relationship between the independent and dependent variables. The researcher was able to draw conclusions from the responses based on the statistical data.

### **3.7 Data collection procedure**

The study used structured questionnaires which contained well organized questions that were grounded on the objectives of the study. The questionnaire was divided into six sections; Section I contained the demographic information questions. Section II; specific questions on short term objectives. Section III; specific questions on resource allocation; Section IV; specific questions on organizational structure; Section V; specific questions on organizational culture; and Section VI; specific questions on service delivery. The purpose of using a questionnaire to collect data is because it is easy to use and requires limited time.

Data collection instrument was administered by the help of 2 research assistants to ensure higher percentage of return rate. The questionnaires were administered to employees in the eight WWDA employees that have the responsibility of formulating, implementing and managing the strategic plans. Research assistants ensured correct interpretation of questions asked. Drop and pick method was used where the questionnaires were self-

administered by the respondents to allow them enough time to answer the questions before collection.

The filled out questionnaires were checked for completeness and consistency before any processing and analysis can be done. Data capturing was done using excel software. The data from completed questionnaire was coded and entered into computer using the Statistical Package For Social Science (SPSS) version 26 for windows analysis.

Descriptive statistics such as frequencies mean and standard deviation and inferential statistical methods were used to analyze collected data. Descriptive statistics was used to show the general characteristics of the findings from the study population. This is because they are simple to understand and appropriate in summarizing the opinions of the sample population as it enables the aggregation of raw data in numerical terms.

### **3.8 Data Analysis and Presentation**

The data was sorted, edited, and structured before being coded into the statistical package for social sciences (SPSS Version 26) for data analysis. The data input in SPSS was double-checked to confirm that no information was missing. Missing data, according to Dixon and Woolner (2012), increases the likelihood of bias and reduces the generalizability of the conclusions.

The data was analyzed using a variety of statistical methods, including descriptive statistics, cross tabulations, and ordinal logistic regression, all of which were tested against their respective assumptions. The statistical parameters obtained by the software were displayed in tables and figures for ease of comprehension and interpretation. The data was evaluated using inferential statistics such as ordinal regression and correlation analysis to see if there was a relationship between the independent and dependent variables. The researcher was able to draw conclusions from the responses based on the statistical data.

### **3.8.1 Cross tabulations**

Cross tabulations were used to see if there was a link between the dependent and independent variables, and if so, in what direction. According to White, (2004), cross tabulations is a statistical method for determining the link between multiple variables is cross tabulation. It organizes variables so that you can observe how they interact. The study used Lambda, as an asymmetrical measure of association between the independent and dependent variables. Its value ranges from 0.0(no association) to 1.0(the theoretical maximum possible association) and which indicate the strength of the relationship between independent and dependent variables. Kendall's tau-b (b) correlation coefficient was employed as a measure of the relationship between the variables in this investigation. Kendall's tau-b (b) correlation coefficient is a nonparametric measure of the degree and direction of relationship between two ordinal scale variables (Somers, 1962).

### **3.8.2 Ordinal Logistic Regression**

Ordinal regression, according to Liu, (2009), is a technique for fitting models with ordinal dependent variables and dichotomous, polytomous, or continuous independent variables, or a mix of these. Dependent variable is predicted by ordinal regression when several categories and independent variables are 'ordered,' according to Liu and Koirala, (2012). They go on to say that it's utilized to make it easier for dependent variables (with various ordered levels) to interact with one or more independent variables.

The dependent variable was categorical and ordered, with ordered ranked levels (likert scale data) - Very Poor (1), Poor (2), Average (3), Good (4), Very Good (5) or Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5) or Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5). (5). Ordinal Logistic Regression takes this into account and returns information on the contribution of each independent variable (Fagerland and Hosmer, 2017). The investigation began by checking for the assumptions of Ordinal Logistic Regression to guarantee that the findings produced from the data understudy were not false.

Using ordinal regression, according to Harrell, (2015), requires first ensuring that the data in question can be analyzed using ordinal regression. This means meeting four criteria: the dependent variable must be measured at the ordinal level, the independent variable must be measured at the ordinal level, and the independent variable must be assessed at the ordinal level. This was ascertained by checking the way data was entered in SPSS and ensuring that the measure selected was ordinal and further ensuring that the dependent variable data itself was ordinal. The second assumption involved checking whether the independent variables were continuous, ordinal or categorical. The analysis determined that the data for the independent variables was continuous in this situation. The third and fourth assumptions involved checking for multicollinearity as well as proportional odds that were both checked from tables generated from the dataset using SPSS.

### **3.8.3 Expected Output of the Analysis**

The analysis should provide a Multicollinearity table, a table of Proportional Odds, a table of Model Fitting Information, a table of Pseudo R-Squares, and a table of Parameter Estimates. The tolerance level and the Variance Inflation Factor (VIF).were used to test for multi-collinearity, which was done using the table Table of Proportional Odds helped in testing the proportional odds through a test of parallel lines generated using SPSS. Fitting Information Model Table was used to test whether the model fitted the data well.

### **3.10 Ethical consideration**

Resnik, (2019) defined ethics as adhering to a profession's or group's standards of conduct. To protect the respondent's privacy, the researcher obtained authorization from both the university and the concerned respondents. In order to protect respondents' anonymity, the researcher created the questionnaire to leave out personal information such as names. To guarantee that replies remained anonymous, the questionnaire was provided to each responder in a sealed envelope and collected in the same way. To preserve the respondent's privacy, all of these protections were implemented. A letter from South Eastern Kenya University (SEKU) was obtained to allow the researcher to proceed with the data, the respondents were also informed that the data acquired would only be utilized for academic

purposes. The author also obtained a license for research from the National Commission for Science, Technology, and Innovation (NACOSTI) to collect data.

## CHAPTER FOUR

### 4.0 RESULTS

#### 4.1 Introduction

This chapter presents an analysis of the data collected. The analysis is in descriptive statistics, cross tabulations, and ordinal logistic regression. Data was coded into Statistical Package for the Social Sciences (SPSS Version 26) and Microsoft Excel and analysis output is presented below.

#### 4.2 Response Rate

**Table 4.1: Response Rate**

	<b>Sampled</b>	<b>Responded</b>	<b>Percent</b>
Coast	10	10	100.0
Tanathi	10	10	100.0
Tana	10	8	80.0
Central Rift Valley	10	7	70.0
Lake Victoria South	10	10	100.0
Lake Victoria North	10	10	100.0
Athi	10	7	70.0
Northern	10	9	90.0
<b>Total</b>	<b>80</b>	<b>71</b>	<b>88.75</b>

Source: Author, (2022)

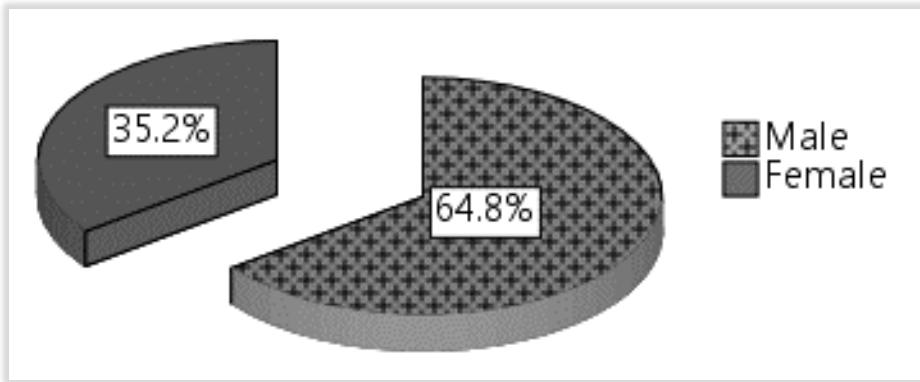
The study distributed 80 questionnaires to respondents from the eight (8) Water Works Development Agencies. Out of which, 71 were completed and returned to the researcher, making a total response rate of 88.75 percent. This response rate of 88.75 percent (Table 4.1) was deemed sufficient for data analysis to proceed, as it provided enough evidence for drawing study conclusions.

#### 4.3 Demographic Information of the Respondents

The researcher was looking for demographic information on the respondents, such as their gender, department of employment, and age, individuals involved in strategic plan

implementation in the respondents' organization, highest level of education, number of years working in their Kenyan Water Works Development Agencies, level of management in the Agency, and understanding of Kenyan Water Agencies. The findings are presented in the sub-sections that follow.

#### 4.3.1 Gender of the respondent



**Figure 2: Gender of the Respondents**

Source: Author, (2022)

The respondents were requested to indicate their gender (either male or female) and the results are shown in Figure 2. Male respondents made up 64.8 percent of the total respondents, while female respondents made up 35.2 percent, as seen in Figure 2. This demonstrates that all genders were considered in the research and indicates that the study's findings were not gender biased.

#### 4.3.2 Department the Respondent Works in

**Table 4.2: Department of the respondent**

		Frequency	Percent	Cumulative Percent
Technical Services		22	31.0	31.0
Corporate Services		12	16.9	47.9
Human Resource	and 11		15.5	63.4
Administration				
Infrastructure		6	8.5	71.8
Development/Utilities Section				
Internal Audit		4	5.6	77.5
Planning		1	1.4	78.9
Supply Chain		2	2.8	81.7
Procurement		3	4.2	85.9
Finance		6	8.5	94.4
ICT		1	1.4	95.8
Communication		1	1.4	97.2
Administration		1	1.4	98.6
Finance		1	1.4	100.0
<b>Total</b>		<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

The study's goal was to figure out which department/division in the Water Works Development Agency the respondent works in. From Table 4.2 above, the staff were well represented in all the Agencies departments and divisions. This meant that this research accommodated views and opinions across all departments and divisions. This was necessary because different departments and divisions have different understanding and opinions on Strategy Implementation that influence the professional choices that they make in different ways. This also enabled a robust data collection that was not biased on the strategy department only as every other department needs strategy in every organizational decision.

### 4.3.3 Age of the Respondents

**Table 4.3:Age of the Respondents**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Below 25 years	5	7.0	7.0
25-30 years	19	26.8	33.8
31-40 years	25	35.2	69.0
Above 40 years	22	31.0	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

Determining the respondents' age was important as it revealed their level of experience in strategic plan implementation on service quality in the agencies. Table 4.3 shows that all working age groups were sufficiently represented, allowing for generalization of the findings.

### 4.3.4. Highest Education Level

**Table 4.4: Highest Education Level**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Certificate holder	5	7.0	7.0
Diploma holder	17	23.9	31.0
Degree holder	35	49.3	80.3
Masters' holder	14	19.7	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

The researcher further sought information to establish the respondents' level of education and whose results are summarized in Table 4.4. The majority (69%) were degree and master's degree holders who were able to understand the value of the study and were able to supply the researcher with reliable information. According to Table 4.4 the majority

of the respondents were able to read and write, as well as comprehend the questions that formed the constructs, so they provided appropriate and valid data for this study.

#### **4.3.5 Number of years working in Water Works Development Agencies in Kenya**

**Table 4.5: Number of working years**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Up to 1 year	10	14.1	14.1
1-5 years	26	36.6	50.7
6-10 years	17	23.9	74.6
Over 10 years	18	25.4	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

The study sought to establish out how long respondents had worked for Kenyan Water Works Development Agencies and whose results are summarized in Table 4.5. The findings indicate that 49.3% of the respondents indicated they had completed at least a one 5-year strategic plan implementation cycle and therefore they had the necessary experience and knowledge to respond to the information sought by the researcher.

#### **4.3.6 Level of Management in the Agency**

**Table 4.6: Level of management in the Agency**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Lower-Level Management	26	36.6	36.6
Middle Management	34	47.9	84.5
Top Management	11	15.5	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

The study further sought to find out what level of management the respondents had at the Agency. The findings are summarized in Table 4.6. The purpose of this was to make sure,

data was collected from all levels of management. The findings indicates that a majority were at positions at which they were able to know and implement strategies for the organization and therefore furnished this study with adequate responses.

#### 4.3.7 Level of Knowledge of Water Agencies in Kenya

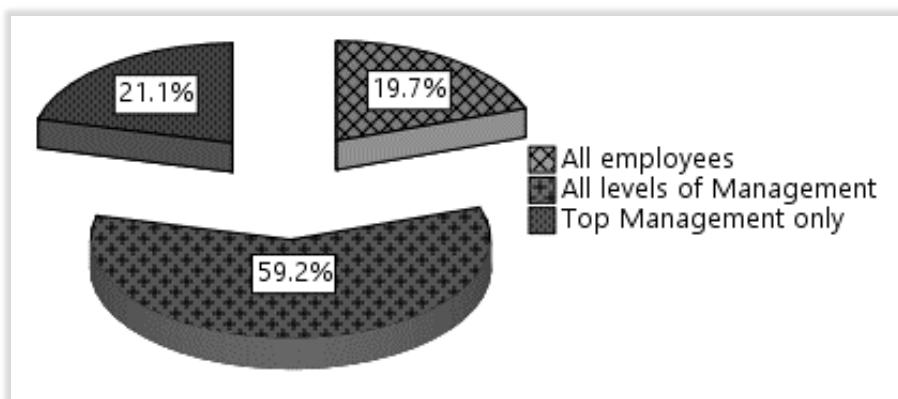
**Table 4.7: Level of Knowledge of Water Agencies in Kenya**

	Frequency	Percent	Cumulative Percent
Fair	5	7.1	7.1
Good	19	27.1	34.3
Very good	35	50.0	84.3
Excellent	11	15.7	100.0
<b>Total</b>	<b>70</b>	<b>100.0</b>	

Source: Author, (2022)

The goal of the study was to find out how well respondents knew about Kenya's water Agencies and the findings were summarized in Table 4.7. From the table, a majority (92.9 percent) had at least a good understanding of the functioning of Water Agencies, which suggests they had the appropriate knowledge to provide this study with adequate and requisite information as sought.

#### 4.3.8 Individuals Involved in the Implementation of the Strategy Plan



**Figure 3: Individuals involved in strategic plan implementation**

Source: Author, (2022)

The study's purpose was to determine who was involved in implementing the strategic plan. The findings are summarized in Figure 3.

From Figure 3, the majority of respondents (59.2%) agreed that plan execution involves all levels of management.

#### **4.4 Diagnostic Test**

Diagnostic tests are methods for assessing the validity of a study's conclusions by addressing the many sorts of bias that might occur in research(Wallach, 2007).

##### **4.4.1 Reliability Analysis**

**Table 4.8: Reliability Analysis of the Variables**

###### **Reliability Statistics**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>N of Items</b>
Short Term Objectives	.889	5
Resource Allocation	.922	6
Organizational Structure	.925	6
Organizational Culture	.902	6
Service Delivery	.871	6

Source; Author, (2022)

According to Bonett and Wright, (2015) and Taber, (2018), Cronbach's Alpha reliability co-efficient was used as a measure of reliability. The Cronbach's Alpha reliability co-efficient was calculated using SPSS software to test reliability, and a value of 0.7 or higher was considered sufficient for further data analysis. All of the variables were found to be reliable at Cronbach's Alphas of above 0.7 as presented in Table 4.8. As a result, the data obtained had a high level of internal consistency, making it reliable for data analysis.

#### **4.5 Descriptive Statistics**

According to Cooper and Schindler, (2014), descriptive statistics are significant because they allow for a more understandable display of data and, as a result, a more straightforward

interpretation. In this study, the measures of central tendency used were frequencies and percentages, as well as the median and mode, while skewness and kurtosis were used to test that the normal distribution assumption was not breached. Values of skewness between -3 and + 3 are acceptable, while kurtosis between -10 and + 10 is acceptable (Blanca et al., 2013). Findings are presented below:

#### 4.5.1 Descriptive Statistics for Short Term Objectives

**Table 4.9: People involved in setting the short-term objectives**

	Frequency	Percent	Cumulative Percent
Top Management	35	49.3	22.5
Middle Management	17	23.9	50.7
Immediate supervisors	3	4.2	26.8
Employees in consultation with their immediate supervisors	16	22.5	22.5
<b>Total</b>	<b>71</b>	<b>100.0</b>	

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Source: Author, (2022)

The study sought to establish the people involved in setting the short-term objectives in the Agency. According to the results in Table 4.9, almost half of respondents (49.3%) said senior management is involved in setting short-term goals in their organizations, 23.9 percent respondents said that the middle management is involved, 22.5 percent respondents said that employees consulted with their immediate supervisors in setting short term objectives, while just 4.2 percent said only direct supervisors are involved. This suggests that the majority of employees believe the Agency's short-term objectives are being pushed on them, which may hinder their capacity to carry them out effectively.

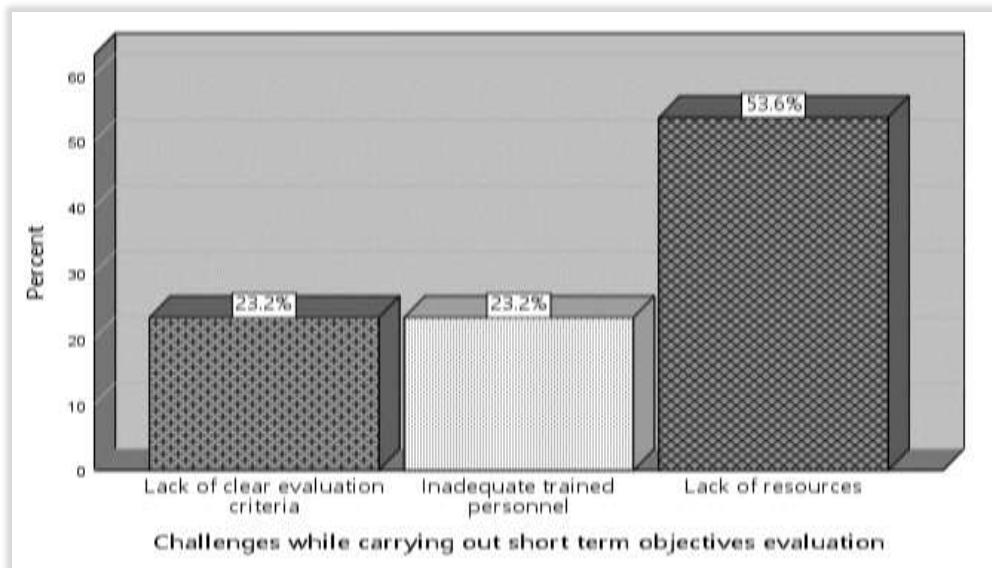
**Table 4.10: Evaluation of short-term objectives in terms of being SMART**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Specific	14	19.7	19.7
Measurable	17	23.9	43.7
Achievable	13	18.3	62.0
Realistic	12	16.9	78.9
Time bound	12	16.9	95.8
All (i.e. SMART)	3	4.2	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

The study further sought to determine how to evaluate short-term goals in terms of being SMART. Only 4.2 percent of respondents regarded their Agencies' short-term objectives as SMART, according to the findings described in Table 4.10. (i.e. Specific, Measurable, Achievable, Realistic, and Time bound).

The study's next aim was to investigate the challenges people face when evaluating short-term goals. An overview of the observations is shown in Figure 4.

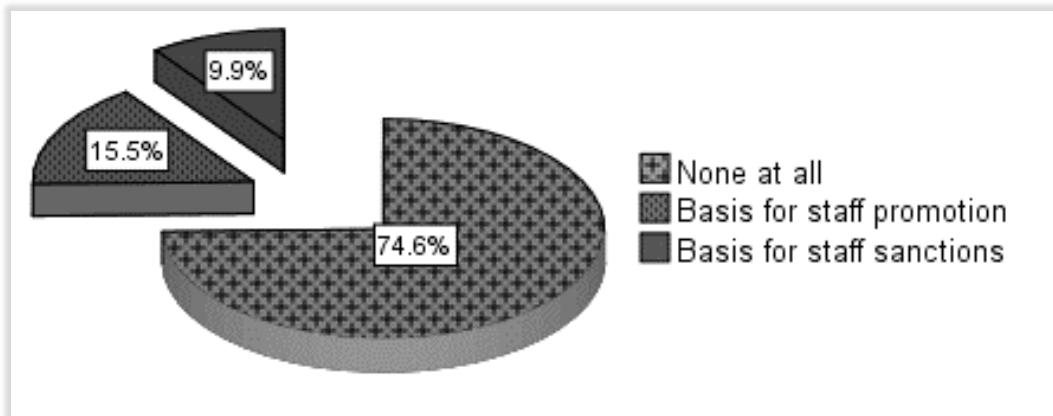


**Figure 4: Challenges faced while carrying out short term objectives evaluation**

Source: Author, (2022)

According to the findings in Figure 4, the majority of respondents (53.6 percent) cited a lack of resources as the most significant challenge they faced while evaluating short-term goals.

The study further aimed to find out how short-term evaluation results are utilized in their organizations. The findings are summarized in Figure 5.



**Figure 5: How short-term evaluation results are used in the Agency**

Source: Author, (2022)

According to the results shown in Figure 5, the majority of respondents (74.6%) feel the Agency does not use the short-term evaluation results at all. 15.5% felt that the Agency used the short term evaluation results for staff promotions and 9.9% felt that the Agency used the short term evaluation results for staff sanctions. Short-term goals provide explicit direction for what has to be done, allowing vision to be translated into action. Short-term goals operationalize long-term goals, raise difficulties and potential conflicts that must be resolved in order to avoid dysfunctional outcomes, and identify measurable outputs of functional activities that may be utilized to improve feedback, correction, and evaluation.

**Table 4.11: Descriptive Statistics Table for Short Term Objectives**

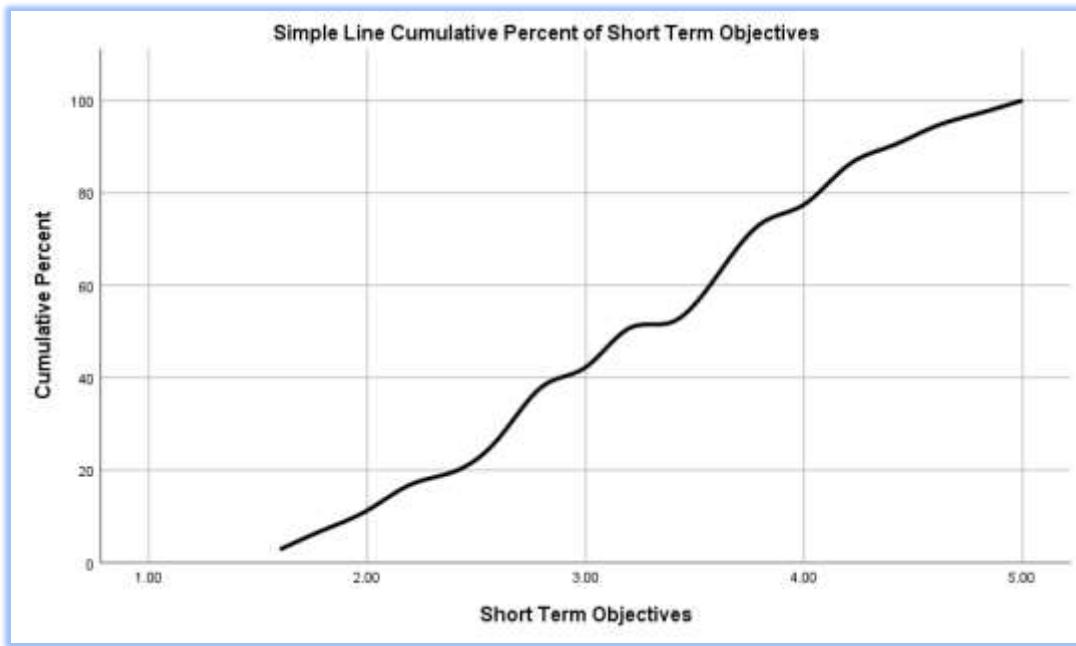
	<b>Median</b>	<b>Mode</b>	<b>Skewness</b>	<b>Std. Error of Skewness</b>	<b>Kurtosis</b>	<b>Std. Error of Kurtosis</b>	<b>Percentiles</b>		
							<b>25</b>	<b>50</b>	<b>75</b>
Short term objectives set in your Agency are evaluated regularly	3	3	0.096	0.285	-1.208	0.563	3	3	4
Employee resistance hampers evaluation of short term objectives	3	3	0.151	0.285	-0.935	0.563	3	3	4
Results of short term objectives evaluation are used for taking corrective action in my Agency	4	4	-0.396	0.285	-0.568	0.563	3	4	4
Short term objectives in our Agency are in line with the Agency's strategic objective	3	2	0.138	0.285	-0.869	0.563	2	3	4
Evaluation results from short term objectives are used as basis for staff reward	3	3	-0.06	0.285	-0.743	0.563	2	3	4

Source: Author, (2022)

Standard Error of Kurtosis is the ratio of kurtosis to its standard error. It is used as a test of normality (that is, you can reject normality if the ratio is less than -2 or greater than +2). A large positive value for kurtosis indicates that the tails of the distribution are longer than those of a normal distribution; a negative value for kurtosis indicates shorter tails (becoming like those of a box-shaped uniform distribution). Standard Error of Skewness is the ratio of skewness to its standard error. It is used as a test of normality (that is, you can reject normality if the ratio is less than -2 or greater than +2). A large positive value for skewness indicates a long right tail; an extreme negative value indicates a long left tail (IBM Statistics, 2021).

The findings presented in Table 4.11 shows that a majority of the respondents were neutral (median, mode = 3, 3 and skewness, kurtosis = 0.096 and -1.208 respectively) that short term objectives set in their Agency were evaluated regularly, a majority of the respondents remained neutral (median, mode = 3, 3 and skewness, kurtosis = 0.151 and -0.935 respectively) on whether employee resistance hampers evaluation of short term objectives. A majority agreed (median, mode = 4, 4 and skewness, kurtosis = -0.396 and -0.568 respectively) that results of short-term objectives evaluation are used for taking corrective action in the Agency. A majority disagreed (median, mode = 3, 2 and skewness, kurtosis = 0.138 and -0.869 respectively) that short term objectives in their Agency are in line with the Agency's strategic objective, and a further majority remained neutral (median, mode = 3, 3 and skewness, kurtosis = -0.06 and -0.743 respectively) that evaluation results from short term objectives are used as basis for staff reward.

The study further generated an ogive that was presented in Figure 6.



**Figure 6: An Ogive for Short Term Objectives**

Source: Author, (2022)

The ogive indicated in Figure 6 further confirms that the median falls at approximate value of 3.2 read at the 50.0% mark. This means that the majority of respondents were mostly indifferent on indicators of short-term goals.

#### 4.5.2 Descriptive Statistics for Resource Allocation

**Table 4.12: Sources of Agency funding**

	Frequency	Percent	Cumulative Percent
GoK	5	7.0	7.0
Development Partners (Donors)	7	9.9	16.9
Internally Generated Revenue	3	4.2	21.1
All of the above	28	39.4	60.6
GoK and Development Partners (Donors)	28	39.4	100.0
<b>Total</b>	<b>71</b>		<b>100.0</b>

Source: Author, (2022)

Table 4.12 summarizes the outcomes of the study, which tried to identify the sources of Agency funding. The findings indicate that 7.0% of the Agency funding came from Government of Kenya (GoK), 9.9% said the source of Agency funding was the Development Partners (Donors), 4.2% said internally generated revenue, 39.4% said all of the above (i.e. GoK, Donors and Internally Generated Revenue), while another 39.4% said (GoK) and Development Partners (Donors). From various reports, it can be concluded that WWDAs majorly depend on the government and external donors for funding.

**Table 4.13: Rating human resources level in Water Works Development Agencies**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Not sure	2	2.8	2.8
Deficient	22	31.0	33.8
Adequate	43	60.6	94.4
Optimal	4	5.6	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

The study asked the respondents to rate human resources level in Water Works Development Agencies in Kenya in reference to their mandate. The results were summarized in Table 4.13. According to the results described in Table 4.13, 2.8 percent of respondents were unsure of the human resources level in Kenyan Water Works Development Agencies in relation to their mandate, 31.0 percent said it was deficient, the majority (60.6 percent) said it was adequate, and 5.6 percent said it was optimal.

**Table 4.13: Ways to Improve Employee Productivity**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Recruiting more staff	8	11.3	11.3
Staff rationalization	12	16.9	28.2
Staff motivation	36	50.7	78.9
All of the above	14	19.7	98.6
Staff rationalization and staff motivation		1.4	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

The study sought to find out the ways Agencies can improve employee productivity. The findings presented in Table 4.14 shows that 11.3% of the respondents suggested recruiting more staff, 16.9% suggested staff rationalization, a majority (50.7%) suggested staff motivation, 19.7% suggested all the three above (i.e. Recruiting more staff, Staff rationalization and Staff motivation), and 1.4% suggested staff rationalization and staff motivation so as to improve employee productivity.

**Table 4.14: Resources the Agency can invest in for its employees to be more satisfied**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Offer incentives such as salary increment	49	69.0	69.0
Delegation of work	8	11.3	80.3
Have clearly defined roles	14	19.7	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

The study sought to determine what Agencies could do to make their employees more satisfied, and the results are presented in Table 4.15. 69.0 percent of respondents advised granting incentives such as salary increment, 11.3 percent talked of offering delegation of work, and 19.7 percent supported having clearly defined roles and responsibilities.

The study further sought to establish the number of employees deployed to the Agency's department dealing with strategy related matters, and the results are presented in Table 4.16.

**Table 4.15: Percentage of staff deployed into the strategy department/division**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
No staff at all	1	1.4	1.4
Below 1%	15	21.1	22.5
1-5%	26	36.6	59.1
5-10%	18	25.4	84.5
Above 10%	11	15.5	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

According to the findings in Table 4.16, 1.4 percent of respondents said no staff was deployed into the strategy department/division, 21.1 percent said less than 1%, a majority (36.6 percent) of respondents said 1-5 percent of the staff were deployed into the strategy department/division, 25.4 percent said 5-10 percent were deployed into the strategy department/division, and 15.5% said above 10% of the staff were deployed into the strategy department/division.

**Table 4.16: Percentage of the Agency's annual budget allocated into strategy implementation**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
0-20%	40	56.3	56.3
21-30%	15	21.1	77.4
31-40%	5	7.0	84.4
41-50%	4	5.6	90.0
Over 50%	7	10.0	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

The study further sought to establish the percentage of agency's annual budget that is allocated into strategy implementation. The findings indicate that, the majority (56.3 percent) said 0 to 20% of the Agencies' annual budget goes to strategy implementation, 21.1 percent said 21 to 30%, 7.0 percent said 31 to 40%, 5.6 percent said 41 to 50%, and 10.0 percent said over 50% of the Agencies' annual budget goes to strategy implementation, according to the results summarized in Table 4.17.

**Table 4.17: Frequency at which staff are trained on strategy plan activities**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Not at all	18	26.1	26.1
Monthly	3	4.3	30.4
Quarterly	8	11.6	42.0
Yearly	40	58.0	100.0
<b>Total</b>	<b>69</b>	<b>100.0</b>	

Source: Author, (2022)

The study further sought to establish how frequently staff are trained on strategy implementation of the Agencies. The findings summarized in Table 4.18 shows that a majority (58.0%) of the respondents stated that staff are trained on strategy plan activities on annual basis, 26.1% said that staff were not trained at all, 11.6% said that they were trained on quarterly basis, and 4.3% said the staff were trained on monthly basis.

**Table 4.18: Percentage of annual budget allocated to monitoring and evaluation of strategic plan implementation**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Below 1%	12	18.8	18.8
1-5%	21	32.8	51.6
5-10%	12	18.8	70.3
Above 10%	19	29.7	100.0
<b>Total</b>	<b>64</b>	<b>100.0</b>	

Source: Author, (2022)

The study sought to establish what percentage of the annual budget is allocated to monitoring and evaluating strategic plan implementation. The findings are summarized in Table 4.19, where majority of respondents (32.8%) said between 1% and 5%, 29.7% said more than 10%, 18.8% said 5 to 10%, and another 18.8% said less than 1% of the annual budget is spent on monitoring and evaluating strategic plan implementation.

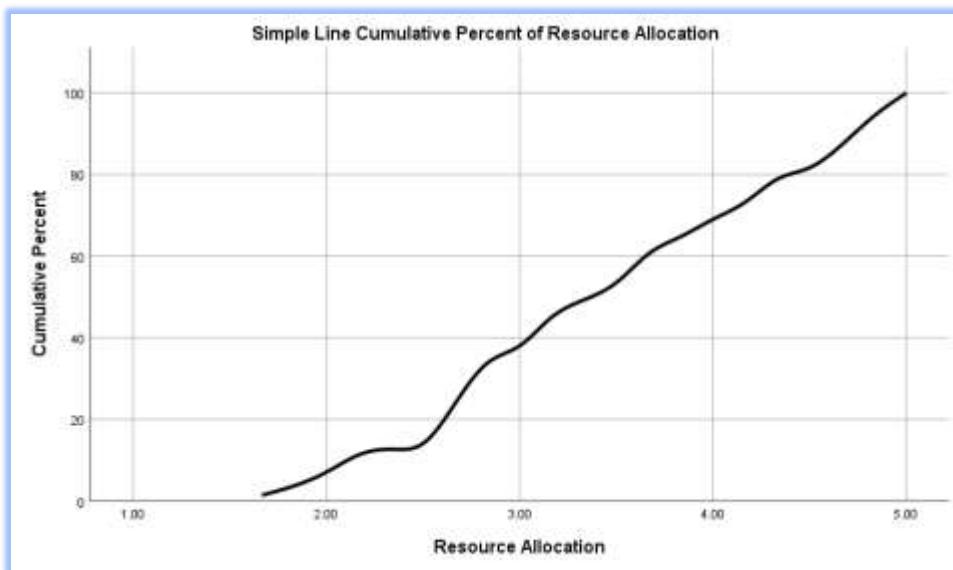
**Table 4.19: Descriptive Statistics Table of Resource Allocation**

	<b>Median</b>	<b>Mode</b>	<b>Skewness</b>	<b>Std. Error of Skewness</b>	<b>Kurtosis</b>	<b>Std. Error of Kurtosis</b>	<b>Percentiles</b>		
							<b>25</b>	<b>50</b>	<b>75</b>
Human resources level in water works development Agencies in Kenya is adequate in reference to their mandate	3	4	-0.173	0.285	-0.98	0.563	2	3	4
The staff of Water Works Development Agencies are excellent in terms of their performance	4	4	-0.418	0.285	-0.637	0.563	3	4	5
The Agency allocates some section of annual budget into monitoring and evaluation of strategic plan implementation	3	3	0.002	0.285	-0.587	0.563	3	3	4
5-10% percentage of the total staff in my Agency are deployed into the strategy department/division	4	3	-0.173	0.285	-0.833	0.563	3	4	4
All staff members are trained on strategic plan activities on regular basis	4	4	-0.346	0.285	-0.556	0.563	3	4	4
The Agencies allocates some percentage of annual budget goes to strategy implementation	3	3	-0.238	0.285	-0.636	0.563	3	3	4

Source: Author, (2022)

Table 4.20 shows that the majority of respondents agreed (median, mode = 3, 4 and skewness, kurtosis = -0.173 and -0.98 respectively) that the personnel level in Kenya's Water Works Development Agencies is suitable for their mandate .The majority of respondents agreed (median, mode = 4, 4 and skewness, kurtosis = -0.418 and -0.637, respectively) that the staff of Water Works Development Agencies performs admirably, the majority (median, mode = 3, 3 and skewness, kurtosis = 0.002 and -0.587, respectively) were neutral.

The Agency devotes a portion of its annual budget to strategic plan implementation monitoring and assessment, A majority agreed (median, mode = 4, 4 and skewness, kurtosis = -0.346 and -0.556 respectively) that 5-10% of the total staff in their Agency is deployed into the strategy department/division, and a majority remained neutral (median, mode = 4, 3 and skewness, kurtosis = -0.173 and -0.833 respectively) that all staff members are trained on strategic plan activities on a regular basis. The findings of the investigation, which included the creation of an ogive.



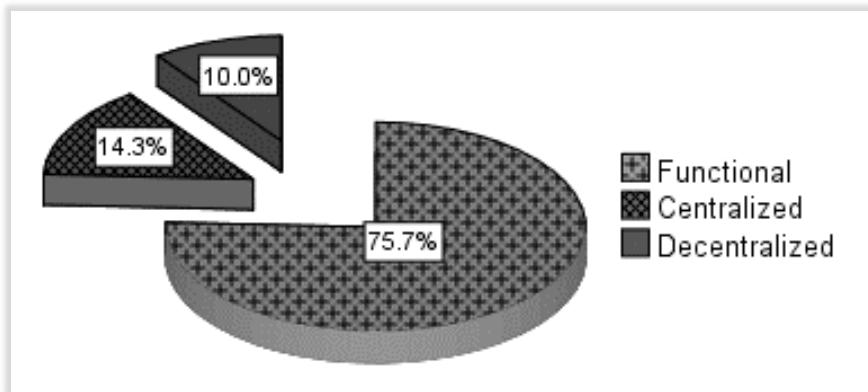
**Figure 7: An Ogive for Resource Allocation**

Source: Author, (2022)

The ogive indicated in Figure 7 further confirms that the median falls at approximate value of 3.4 read at the 50.0% mark.

#### 4.5.3 Descriptive Statistics for Organizational Structure

The study further looked at how the Agencies operates in terms of their organizational structure, and the results are described in Figure 8.



**Figure 8: Agencies Organizational Structure**

Source: Author, (2022)

The majority of respondents (75.7 percent) indicated their Agency's organizational structure was functional, 14.3% said it was centralized, and 10% said it was decentralized, according to the results presented in Figure 8 above.

**Table 4.20: Definition of duties in the Agency**

	Frequency	Percent	Cumulative Percent
Cadres	14	20.0	20.0
Skills	8	11.4	31.4
Divisions	47	67.1	98.6
Units	1	1.4	100.0
<b>Total</b>	<b>70</b>	<b>100.0</b>	

Source: Author, (2022)

The next purpose of the investigation was to see how the Agency's duties and responsibilities are defined. Table 4.21 compiles the findings. 67.1 percent of respondents

said the duties were defined in terms of divisions, 20.0 percent said they were defined in terms of cadres, 11.4 percent said they were defined in terms of skills, and 1.4 percent said they were defined in terms of units.

**Table 4.22: Form of decision structure preferred for achievement of job satisfaction**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Centralized	12	17.1	17.1
Decentralized	41	58.6	75.7
Group	11	15.7	91.4
Individual	6	8.6	100.0
<b>Total</b>	<b>70</b>	<b>100.0</b>	

Source: Author, (2022)

The study further wanted to determine which decision structure the respondents favored for achieving job satisfaction. According to the findings summarized in Table 4.22, 17.1 percent prefer centralized decision structures for achieving job satisfaction, while the majority (58.6%) prefer decentralized decision structures, 15.7 percent prefer group decision structures, and 8.6 percent prefer individual decision structures.

**Table 4.21: Benefits of current organizational structure to employees**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Clearly defined authority and responsibility	51	71.8	71.8
Develop better team spirit	11	15.5	87.3
Clear promotions	5	7.0	94.3
Being motivated	3	4.2	98.5
Clearly defined authority and responsibility and clear promotions	1	1.5	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

The study's next purpose was to find out what benefits employees get from the current organizational structure. The findings are summarized in Table 4.23. From the Table 4.23, a majority (71.8%) said they benefited through clearly defined authority and responsibility, 15.5% said it developed better team spirit, 7.0% said they benefited through clear promotions, 4.2% said it motivated them, 1.5% said it had clearly defined authority and responsibility and clear promotions.

**Table 4.22: Benefits of having a good formal organizational structure**

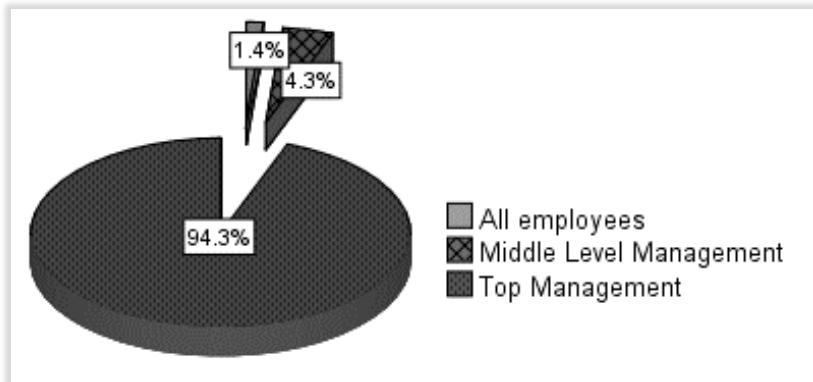
	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Motivating performance	12	16.9	16.9
Sharpening employee skills	9	12.7	29.6
Increasing employee productivity	45	63.4	93.0
Learning new skills	5	7.0	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

The study sought to find out what benefits employees get from the current organizational structure. The findings are summarized in Table 4.24.

Table 4.24 shows that 16.9% of respondents believe that a good formal organizational structure motivates performance, 12.7 percent believe that sharpening employee skills motivates performance, a majority (63.4 percent) believe that increasing employee productivity motivates performance, and 7.0 percent believe that learning new skill motivates performance.

The study wanted to find out who in the Agencies was in charge of making the most decisions and resolutions. Figure 9 depicts the results.



**Figure 9: People responsible for making most of the decisions**

Source: Author, (2022)

According to the findings shown in Figure 9, majority of respondents (94.3 percent) said top management was responsible for making most of the decisions, 4.3 percent said middle management was responsible for making most of the decisions, and 1.4 percent said all Agency staff was responsible for making most of the decisions.

Figure 10 depicts the results of the survey, which intended to determine employee contentment with their current job situation.



**Figure 10: Employee level of satisfaction with the current job position**

Source: Author, (2022)

From Figure 10, a majority (63.8%) said that they were partly satisfied, 24.6% said they fully satisfied, while 11.6% said they were dissatisfied.

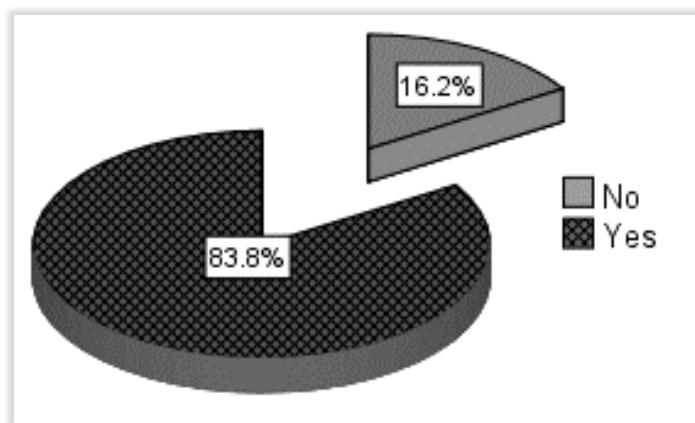
**Table 4.23: Ways current organization structure has helped achieve job satisfaction**

	Frequency	Percent	Cumulative Percent
Delegation of work	58	81.7	81.7
Promotion	6	8.5	90.2
Receiving benefits	7	9.8	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

The study's next goal was to see how the existing organizational structure had helped respondents achieve job satisfaction. The findings are summarized in Table 4.25. According to the findings given in Table 4.25, the current organizational structure has aided them in obtaining job satisfaction by delegating work, 8.5 percent by promotions, and 9.8 percent by receiving benefits.

The next goal of the study was to see if there had been any changes in the environment that might have prompted a review of the Agency's organizational structure in the last five years.



**Figure 11: Establish if there were changes in environmental factors necessitating a review of the Agency's structure**

Source: Author, (2022)

The findings summarized in Figure 11 show that 83.8% agreed that there has been a change in environmental factors that have necessitated a review of Agency's organizational structure in the last 5 years, while 16.2% did not agree (No).

**Table 4.24: Environmental factors that led to change in the Agency's structure**

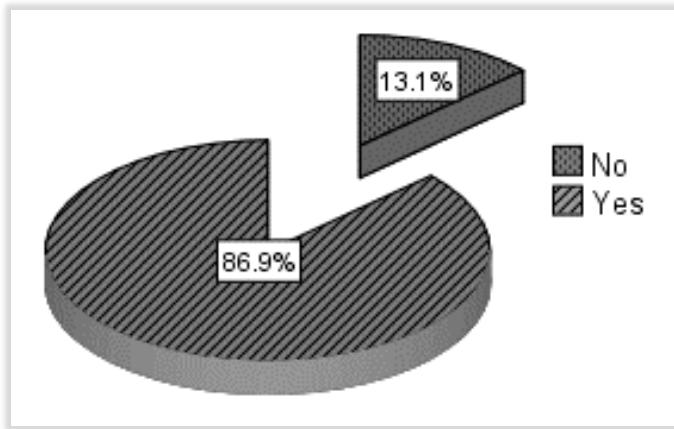
	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Legal	40	56.3	56.3
Political	4	5.6	61.9
Technological	11	15.5	77.4
Economic	13	18.4	95.8
Social	3	4.2	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

The study further wanted to determine the environmental factors that drove the Agency's organizational reorganization. The findings are summarized in Table 4.26.

According to Table 4.26, the majority of respondents (56.3%) said legal environmental factors necessitated the change in the Agency's organizational structure and 4.2 percent who said social environmental factors necessitated the change in the Agency's organizational structure.

The study sought to understand if the Agency's organizational structure had been reviewed.



**Figure 12: Establish whether the Agency's had reviewed its organizational structure**

Source: Author, (2022)

Figure 12 shows that the majority of respondents (86.9%) held that the Agency had reviewed its organizational structure, while 13.1% said it had not.

**Table 4.25: Frequency with which the Agency reviews its organization structure**

	Frequency	Percent	Cumulative Percent
Not at all	6	8.5	8.5
Between 1 and 2 years	3	4.2	12.7
Between 2-4 years	6	8.5	21.2
Between 4 and 5 years	41	57.7	78.9
Over 5 years	15	21.1	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

The study further sought determine how often the Agencies revises its organizational structure. The results are summarized in Table 4.27. Table 4.27 shows that 8.5 percent of respondents said the Agency does not revise its organization structure at all, 4.2 percent said every one to two years, 8.5 percent said every two to four years, a majority (57.7%) said every four to five years, and 21.1 percent said every five years or more.

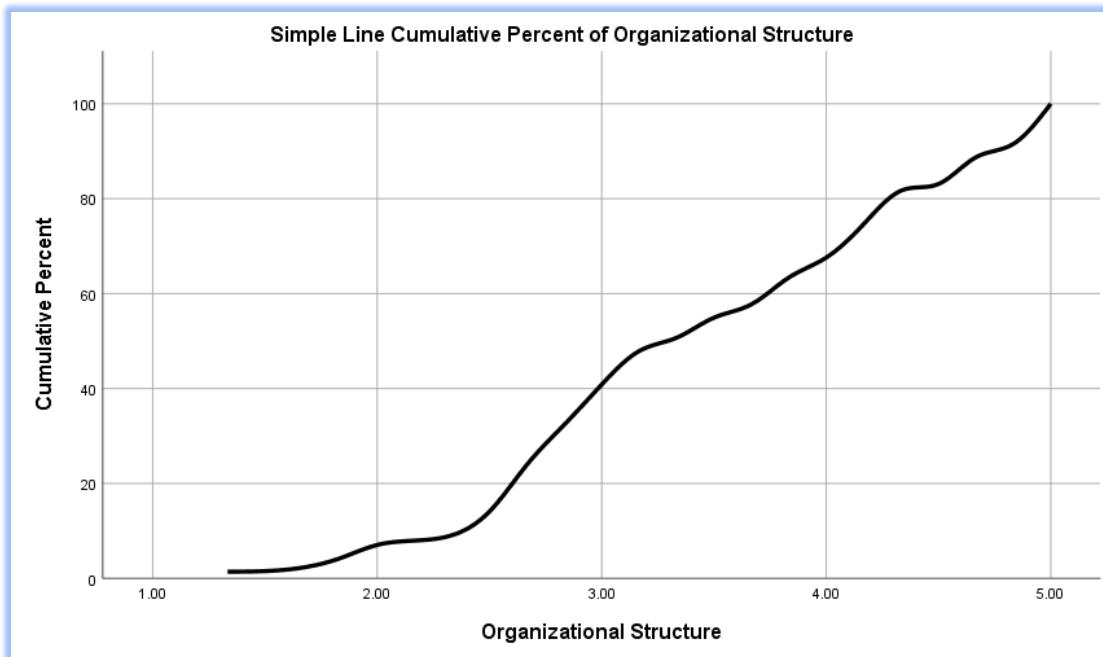
**Table 4.26: Descriptive Statistics Table for Organizational Structure**

	Median	Mode	Skewness	Std. Error		Std. Error of Kurtosis	Percentiles		
				of Skewness	Kurtosis		25	50	75
The current organizational structure has clearly defined authority and responsibility	3	3	-0.294	0.285	-0.46	0.563	3	3	4
The current organizational structure enables better team spirit	3	3	-0.127	0.285	-0.856	0.563	3	3	4
The current organizational structure indicates clear promotion procedures and attainments	4	3	-0.252	0.285	-0.78	0.563	3	4	5
The current organizational structure in our Agency defines duties and responsibilities of each employee	3	4	-0.08	0.285	-1.079	0.563	2	3	4
The current organizational structure motivates Agency employees	3	4	-0.075	0.285	-0.814	0.563	3	3	4
I am satisfied with my current job position	4	4	-0.299	0.285	-0.448	0.563	3	4	4

Source: Author, (2022)

Table 4.28 shows that the majority of respondents believed that the current organizational structure has clearly defined authority and responsibility (median, mode = 3, 3 and skewness, kurtosis = -0.294 and -0.46, respectively), a majority agreed (median, mode = 3, 3 and skewness, kurtosis = -0.127 and -0.856 respectively) that the current organizational structure enables better team spirit, a majority agreed (median, mode = 4, 3 and skewness, kurtosis = -0.252 and -0.78 respectively) that the current organizational structure indicates clear promotion procedures and attainments, a majority agreed (median, mode = 3, 4 and skewness, kurtosis = -0.08 and -1.079 respectively) that the current organizational structure in the Agency defines duties and responsibilities of each employee, a majority agreed (median, mode = 3, 4 and skewness, kurtosis = -0.075 and -0.814 respectively) that the current organizational structure motivates Agency employees, and a majority further agreed (median, mode = 4, 4 and skewness, kurtosis = -0.299 and -0.448 respectively) that they are satisfied with their current job position.

The study resulted in an ogive, which is depicted in Figure 13



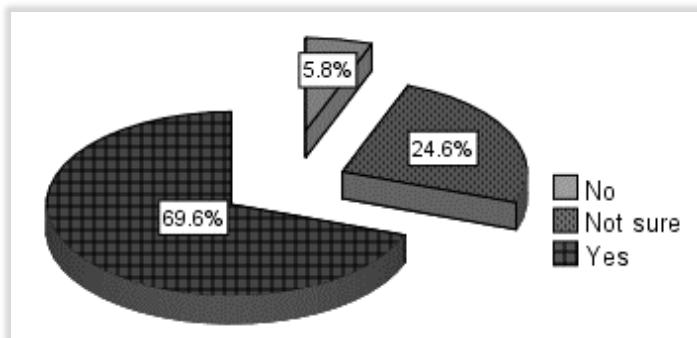
**Figure 13: An Ogive for Organizational Structure**

Source: Author, (2022)

The ogive in Figure 13 further demonstrates that the median falls at a value of around 3.3 at the 50.0 percent mark. The majority of respondents were uninterested about organizational structure indicators, as evidenced by this.

#### 4.5.4 Descriptive Statistics for Organizational Culture

The study's first descriptive statistics for organizational culture was to see if the Agencies had a code of conduct for its employees.



**Figure 14: Establish if the organization had a staff code of conduct**

Source: Author, (2022)

Figure 14 summarizes the findings, which demonstrate that the majority of respondents (69.6%) agreed that the organization had a staff code of conduct, 24.6 percent said they weren't sure, and 5.8% said the business didn't have one.

**Table 4.27: Frequency of staff sensitization on organization's code of conduct**

	Frequency	Percent	Cumulative Percent
Not at all	15	21.1	21.1
Not sure	8	11.3	32.4
Monthly	3	4.2	36.6
Quarterly	7	9.9	46.5
Yearly	38	53.5	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

The study sought to determine how often employees were educated about the company's code of conduct. The results are listed in Table 4.29. From Table 4.29, 21.1% of the respondents indicated that the staff are not sensitized on organization's code of conduct at all, 11.3% said they were not sure about staff sensitization on organization's code of conduct, 4.2% said staff sensitization on organization's code of conduct happens on monthly basis, 9.9% said staff sensitization on organization's code of conduct happens on quarterly basis, while a majority (53.5%) said it happens on yearly basis.

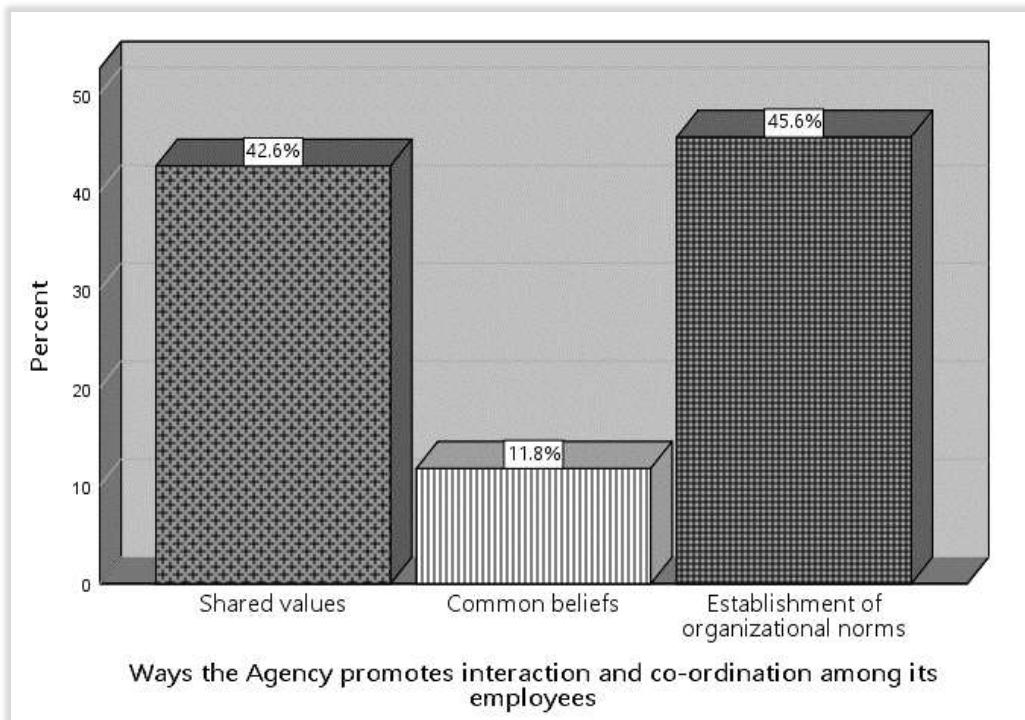
**Table 4.28: Frequency of staff evaluation on compliance to organization's code of conduct**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Not at all	12	16.9	16.9
Not sure	15	21.1	38.0
Monthly	2	2.8	40.8
Quarterly	11	15.5	56.3
Yearly	31	43.7	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

The study sought to understand how often employees were evaluated on their adherence to the company's code of conduct, and the results are presented in Table 4.30. According to the results in Table 4.30, 16.9% of respondents said staff evaluation on their compliance with the organization's code of conduct does not happen at all, 21.1 percent said they were unsure, 2.8 percent said it happens on a monthly basis, 15.5 percent said it happens quarterly, and the majority (43.7 percent) said it happens quarterly.

The study further sought to establish ways the Agency promotes interaction and co-ordination among its employees.



**Figure 15: Ways the Agency promotes interaction and co-ordination among its employees**

Source: Author, (2022)

According to the data described in Figure 15, the Agency supports interaction and coordination among its employees through organizational norms (45.6%), shared values (42.6%), and common beliefs (11.8%).

**Table 4.29: Understanding how the Agency's culture encourages openness to new thoughts and ideas**

	Frequency	Percent	Cumulative Percent
Not at all	7	10.1	10.1
Not sure	2	2.9	13.0
To some extent	36	52.2	65.2
To a great extent	24	34.8	100.0
<b>Total</b>	<b>69</b>	<b>100.0</b>	

Source: Author, (2022)

The study sought to determine how much the Agency's culture supports receptivity to new ideas and concepts throughout plan implementation. Table 4.31 presents a summary of the findings. From Table 4.31, a majority (52.2%) said to some extent, 34.8% said to a great extent, 10.1% said the Agency's culture does not encourage openness to new thoughts and ideas during strategy implementation at all, while 2.9% of the respondents said they were not sure of the extent to which the Agency's culture encourages openness to new thoughts and ideas during plan execution.

**Table 4.30: Organizational culture contributiontowards Agency's success**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Very Poor	2	2.8	2.8
Poor	3	4.2	7.0
Average	20	28.2	35.2
Good	38	53.5	88.7
Very Good	8	11.3	100.0
Total	71	100.0	

Source: Author, (2022)

The study sought to establish how respondents felt about how the Agency's organizational culture enables employees to contribute meaningfully to the organization's success. Table 4.32 shows the results. Table 4.32 shows that 2.8 percent rated how the Agency's organizational culture encourages employees to make real contributions to the organization's success as very poor, 4.2 percent rated it as poor, 28.2 percent rated it as average, a majority (53.5 percent) rated it as good, and 11.3 percent rated it as very good.

**Table 4.31: Understanding how organizational culture promotes Agency's staff teamwork, trust and people-oriented environment**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Very Poor	1	1.4	1.4
Poor	5	7.0	8.4
Average	40	56.3	64.7
Good	17	24.0	88.7
Very Good	8	11.3	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

The study further sought to rate how Agency's organizational culture encourages teamwork, trust and people-oriented environment. The responses were summarized in Table 4.33. Table 4.33 shows that 1.4 percent of respondents regarded the Agency's organizational culture as encouraging teamwork, trust, and a people-oriented environment as very poor, 7.0 percent as poor, while the majority (56.3 percent) ranked it as average, 24.0 percent as good, and 11.3 percent as very good.

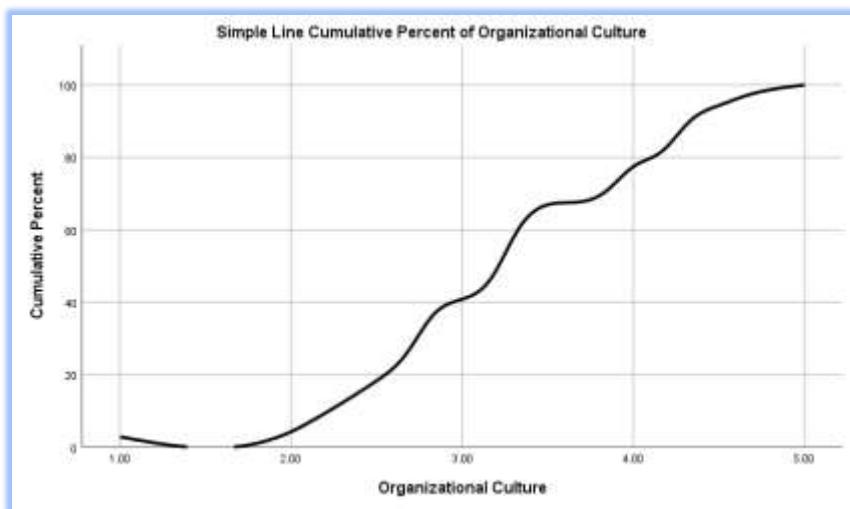
**Table 4.32: Descriptive Statistics for Organizational Culture**

	Median	Mode	Skewness	Std. Error		Std. Error of Kurtosis	Percentiles		
				of Skewness	Kurtosis		25	50	75
Our Agency has a staff code of conduct	3	3	-0.264	0.285	0.246	0.563	3	3	4
Organizational culture impact service delivery in your Agency	3	3	-0.091	0.285	-0.525	0.563	3	3	4
Agency staff are regularly sensitized on the organization's code of conduct	3	3	-0.078	0.285	-0.646	0.563	3	3	4
Agency's shared values, beliefs and norms facilitates interaction and co-ordination among employees	3	3	-0.326	0.285	0.03	0.563	3	3	4
Agency's culture encourages teamwork, trust and a people-oriented environment	3	3	-0.309	0.285	-0.672	0.563	3	3	4
Agency's culture encourages openness to new thoughts and ideas during strategy implementation	3	3	-0.363	0.285	0.125	0.563	3	3	4

Source: Author, (2022)

Using the SPSS software, a descriptive statistics table for the variable Organizational Culture was created, and the results are provided in Table 4.34. The table summarizes that a majority of the respondents remained neutral (median, mode = 3, 3 and skewness, kurtosis = -0.264 and 0.246 respectively) that the Agency has a staff code of conduct, a majority remained neutral (median, mode = 3, 3 and skewness, kurtosis = -0.091 and -0.525 respectively) that Organizational culture impact service delivery in the Agency, a majority of the respondents were neutral (median, mode = 3, 3 and skewness, kurtosis = -0.078 and -0.646 respectively) that Agency staff are regularly sensitized on the organization's code of conduct, a majority remained neutral (median, mode = 3, 3 and skewness, kurtosis = -0.326 and 0.03 respectively) that Agency's shared values, beliefs and norms facilitates interaction and co-ordination among employees, a majority agreed (median, mode = 3, 3 and skewness, kurtosis = -0.309 and -0.672 respectively) that Agency's culture encourages teamwork, trust and a people-oriented environment, and a majority also were neutral (median, mode = 3, 3 and skewness, kurtosis = -0.363 and 0.125 respectively) that Agency's culture encourages openness to new thoughts and ideas during strategy implementation.

The results of the investigation were plotted in Figure 16 as an ogive of the organizational structure data.



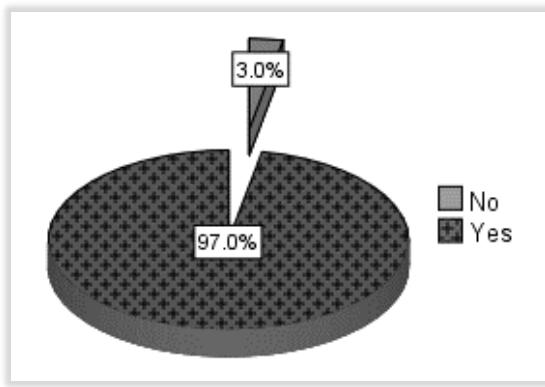
**Figure 16: An Ogive for Organizational Culture**

Source: Author, (2022)

The ogive in Figure 16 also verifies that the median is around 3.2 at the 50.0 percent mark. As a result, the majority of respondents were unconcerned about the markers of organizational culture.

#### **4.5.5 Descriptive Statistics for Service Delivery**

The study sought to determine whether employees were conversant with Agency's vision, mission and core values. An overview of the observations is below.



**Figure 17: Find out if employees were conversant with Agency's vision, mission and core values**

Source: Author, (2022)

From the results described in Figure 17, the most respondents (97.0%) agreed that they were familiar with their Agency's vision, mission, and fundamental values, while only 3.0% they were not.

The study sought to identify obstacles that could block Kenya's Water Works Development Agencies from providing services. The findings are summarized in Table 4.35.

**Table 4.33: Factors that hinder Service Delivery of Water Works Development Agencies**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Lack of resources	40	56.3	56.3
Lack of Top Management Support to strategy implementation	17	24.0	80.3
Old and dilapidated infrastructure	6	8.5	88.8
Lack of a clear organization structure	5	7.0	95.8
Non-implementation of water sector reforms	3	4.2	100.0
<b>Total</b>	<b>71</b>		<b>100.0</b>

Source: Author, (2022)

Table 4.35 shows that a majority of respondents (56.3%) cited a lack of resources, 24.0 percent cited a lack of top management support for strategy implementation, 8.5 percent cited old and dilapidated infrastructure, 7.0 percent cited a lack of a clear organizational structure, and 4.2 percent cited non-implementation of water sector reforms as some of the factors that might obstruct a successful outcome.

**Table 4.34: Level of Service Delivery of Water Works Development Agencies**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Poor	2	2.9	2.9
Good	30	43.5	46.4
Very Good	35	50.7	97.1
Excellent	2	2.9	100.0
<b>Total</b>	<b>69</b>		<b>100.0</b>

Source: Author, (2022)

The findings of the study, which aimed to assess the rating of Kenyan Water Works Development Agencies' service delivery, are summarized in Table 4.36. From Table 4.36,

most of respondents (50.7%) assessed the service delivery of Kenya's Water Works Development Agencies as very good, 43.5 percent rated it as good, 2.9 percent said it was excellent, and another 2.9 percent said it was terrible.

**Table 4.35: Frequency of carrying out customer satisfaction survey**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Not at all	2	3.0	3.0
Yearly	54	80.6	83.6
Quarterly	7	10.4	94.0
Monthly	4	6.0	100.0
<b>Total</b>	<b>67</b>	<b>100.0</b>	

Source: Author, (2022)

The study sought to establish how often the Agency conducts customer satisfaction surveys, and the results are shown in Table 4.37. According to Table 4.37, the majority of respondents (80.6 percent) stated they conduct customer satisfaction surveys in the Agency on an annual basis, 10.4 percent said quarterly, 6.0 percent said monthly, and 3.0 percent said they do not conduct customer satisfaction surveys in the Agency at all.

**Table 4.36: Agency's customer satisfaction score in the survey carried out by the Agency**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Below 50%	4	5.6	5.6
50-60%	10	14.1	19.7
61-70%	10	14.1	33.8
71-80%	35	49.3	83.1
Above 80%	12	16.9	100.0
<b>Total</b>	<b>71</b>	<b>100.0</b>	

Source: Author, (2022)

The study sought to determine how satisfied the Agency's customers were via a poll performed by the agency. According to the results summarized in Table 4.38, 5.6 percent of respondents said the Agency's customer satisfaction score in the survey was below 50 percent, 14.1 percent said it was 50 to 60 percent, 14.1 percent said it was 61 to 70 percent, a majority (49.3 percent) said it was 71 to 80 percent, and 16.9 percent said it was above 80 percent.

The findings of the study are shown in Table 4.39, which includes a descriptive statistics table for the dependent variable (Service Delivery).

**Table 4.37: Descriptive Statistics Table for Service Delivery**

		Median	Mode	Skewness of Skewness	Std. Error of Kurtosis	Std. Error of Kurtosis	Percentiles		
							25	50	75
Number of development projects undertaken in terms of national public water works	4	4	-0.53	0.285	-0.578	0.563	3	4	5
Number of citizens connected to water provided by the Agencies	3	3	-0.257	0.285	0.092	0.563	3	3	4
Number of reserve capacities available	4	4	-0.371	0.285	-0.457	0.563	3	4	4
Number of technical expertise and capacity building conducted by the Agency	4	4	-0.223	0.285	-0.5	0.563	3	4	4
Customer Satisfaction	3	3	0.246	0.285	-0.788	0.563	3	3	4
General growth rate	4	4	-0.088	0.285	-0.514	0.563	3	4	4

Source: Author, (2022)

From Table 4.39, a majority of the respondents rated number of development projects undertaken in terms of national public water works as very good (median, mode = 4, 4 and skewness, kurtosis = -0.53 and -0.578 respectively), a majority rated number of citizens connected to water provided by the Agencies as good (median, mode = 3, 3 and skewness, kurtosis = -0.257 and 0.092 respectively), a majority of the respondents rated number of reserve capacities available as very good (median, mode = 4, 4 and skewness, kurtosis = -0.371 and -0.457 respectively), a majority rated Number of technical expertise and capacity building conducted by the Agency as very good (median, mode = 4, 4 and skewness, kurtosis = -0.223 and -0.5 respectively), a majority rated customer satisfaction as good (median, mode = 3, 3 and skewness, kurtosis = 0.246 and -0.788 respectively), and a majority of the respondents further rated general growth rate as very good (median, mode = 4, 4 and skewness, kurtosis = -0.088 and -0.514 respectively).

Figure 18 shows the findings of the ogive, which were constructed using data from service delivery.



**Figure 18: An Ogive for Service Delivery**

Source: Author, (2022)

The finding indicated in Figure 18 further confirms that the median falls at an approximate value of 3.5 read at the 50.0% mark. This means that a majority of the respondent rated the indicators of service delivery and in essence delivery of service was very good. The results of the ogive were reported in Figure 18, which was created using service delivery data.

**Table 4.38: Rating the Performance of the Agency**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Fair	6	9.0	9.0
Good	42	62.7	71.6
Very Good	15	22.4	94.0
Excellent	4	6.0	100.0
<b>Total</b>	<b>67</b>	<b>100.0</b>	

Source: Author, (2022)

The majority of respondents (62.7 percent) thought the Agency's performance was good, 22.4 percent thought it was very good, 9.0 percent thought it was fair, and 6.0 percent thought it was great, according to Table 4.40.

#### **4.6 Cross tabulations between the Independent and the Dependent Variables**

Cross tabulation is a technique for quantitatively examining the relationship between multiple (independent and dependent) variables. Cross tabulation, according to White (2004), groups variables in order to understand their relationship. A complementary asymmetrical measure of association is commonly denoted by lambda. The value of lambda can range from 0.0 to 1.0 and represents the strength of the relationship between the independent and dependent variables. Kendall's tau-b (b) correlation coefficient is a nonparametric measure of the degree and direction of association between two variables on a one-to-one ordinal scale according to Somers (1962). It's also used to discover out how the variables interact. The following sub-sections provide the findings of the cross tabulations between the dependent and independent variables.

#### 4.6.1 Cross tabulation of Service Delivery against Short Term Objectives

**Table 4.41: A crosstabulation of Service Delivery against Short Term Objectives**

Service	Poor	Short Term Objectives					Total	
		Not		Strongly				
		Disagree	Sure	Agree	Agree			
Delivery	Count	3	1	0	0	4		
	% within Short Term Objectives	21.4%	4.3%	0.0%	0.0%	5.6%		
	Average Count	8	16	2	0	26		
	% within Short Term Objectives	57.1%	69.6%	7.4%	0.0%	36.6%		
	Good	Count	3	6	17	2	28	
	% within Short Term Objectives	21.4%	26.1%	63.0%	28.6%	39.4%		
	Very Good	Count	0	0	8	5	13	
	% within Short Term Objectives	0.0%	0.0%	29.6%	71.4%	18.3%		
<b>Total</b>	<b>Count</b>	<b>14</b>	<b>23</b>	<b>27</b>	<b>7</b>	<b>71</b>		
	% within Short Term Objectives	100.0%	100.0%	100.0%	100.0%	100.0%		

Source: Author, (2022)

The study carried out a cross tabulation of the dependent variable (Service Delivery) against the independent variable (Short Term Objectives) and presented the findings in Table 4.41. The majority of respondents (57.1%) disagreed on short-term goals and rated service performance as average, according to the cross-tabulation results in table above. A majority (69.6%) who were not sure on the short-term objectives also rated service delivery as average, 63.0% of those agreed on the short-term objectives rated service delivery as good, while a majority of those who strongly agreed on the short-term objectives rated service delivery as very good.

**Table 4.42:Lambda table of Short-Term Objectives and Service Delivery**

		Asymptotic				
		Standard	Approximate	Approximate		
		Value	Error <sup>a</sup>	T <sup>b</sup>	Significance	
Nominal	Lambda	Symmetric	.402	.082	4.021	.000
by		Service	.419	.112	3.024	.002
Nominal		Delivery				
		Dependent				
		Short Term.	.386	.082	4.132	.000
		Objectives				
		Dependent				
Goodman	and Service		.267	.065		.000 <sup>c</sup>
Kruskal	tau	Delivery				
		Dependent				
		Short Term.	.255	.054		.000 <sup>c</sup>
		Objectives				
		Dependent				

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on chi-square approximation

Source: Author, (2022)

The value of lambda (.419, p-value = .002 < 0.05) indicated above (Table 4.42), implies that short term objectives had medium relationship with the dependent variable service delivery.

**Table 4.43:Kendall's tau-b table of short term objectives and service delivery**

		Asymptotic			
		Standard	Approximate	Approximate	
	Value	Error <sup>a</sup>	T <sup>b</sup>	Significance	
Ordinal	by Kendall's tau-b .658	.056	10.456	.000	
Ordinal					
N of Valid Cases		71			
a. Not assuming the null hypothesis.					
b. Using the asymptotic standard error assuming the null hypothesis.					

Source: Author, (2022)

In Table 4.43, a Kendall's tau-b analysis demonstrated a statistically significant ( $b = .658$ ,  $p = .000$  0.05) positive relationship between short-term goals and the dependent variable, service delivery.

#### 4.6.2 Crosstabulation of Service Delivery against Resource Allocation

**Table 4.44:A Crosstabulation of Service Delivery and Resource Allocation**

		Resource Allocation					Total
		Not Disagree	Sure	Agree	Strongly Agree		
Service Delivery	Poor	Count	3	1	0	0	4
		% within Resource Allocation	33.3%	3.8%	0.0%	0.0%	5.6%
		Average	2	19	5	0	26
	Good	% within Resource Allocation	22.2%	73.1%	23.8%	0.0%	36.6%
		Count	4	6	12	6	28
		% within Resource Allocation	44.4%	23.1%	57.1%	40.0%	39.4%
Total	Very Good	Count	0	0	4	9	13
		% within Resource Allocation	0.0%	0.0%	19.0%	60.0%	18.3%
		Count	9	26	21	15	71
		% within Resource Allocation	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Author, (2022)

Table 4.44 displays the findings of the study's Crosstabulation of Service Delivery vs. Resource Allocation. A majority (73.1%) of those who said they were not sure on the Resource Allocation rated service delivery as average, 57.1% of those who agreed on the Resource Allocation rated service delivery as good, while a majority (60.0%) of those who strongly agreed on the Resource Allocation rated service delivery as very good.

**Table 4.45:Lambda table of Resource Allocations and Service Delivery**

		Asymptotic		Approximate T <sup>b</sup>	Approximate Significance
		Standard Value			
Nominal byLambda	Symmetric	.375	.095	3.565	.000
Nominal	Service	.372	.117	2.652	.008
	Delivery				
	Dependent				
	Resource	.378	.098	3.276	.001
	Allocation				
	Dependent				
Goodman	andService	.250	.064		.000 <sup>c</sup>
Kruskal tau	Delivery				
	Dependent				
	Resource	.259	.061		.000 <sup>c</sup>
	Allocation				
	Dependent				

a. Not assuming the null hypothesis.  
b. Using the asymptotic standard error assuming the null hypothesis.  
c. Based on chi-square approximation

Source: Author, (2022)

The value of lambda (.372, p-value = .001 < 0.05) indicated in Table 4.45, shows that the independent variable, resource allocation had statistically significant relationship with the dependent variable, service delivery.

**Table 4.46:Kendall's tau-b table of Resource Allocation and service delivery**

		Asymptotic			
		Standard Value	Error <sup>a</sup>	T <sup>b</sup>	Approximate Significance
Ordinal	by Kendall's tau-b	.593	.071	7.627	.000
Ordinal					
N of Valid Cases		71			
a.	Not assuming the null hypothesis.				
b.	Using the asymptotic standard error assuming the null hypothesis.				

Source: Author, (2022)

Table 4.46 shows that there was a statistically significant ( $b = .593$ ,  $p = .000$  0.05) positive association between short-term targets and the dependent variable, service delivery.

#### 4.6.3 Crosstabulation of Service Delivery against Organizational Structure

**Table 4.47: A Crosstabulation of Service Delivery against Organizational Structure**

		Organizational Structure						
		Strongly		Not		Strongly		
		Disagree	Disagree	Sure	Agree	Agree	Total	
Service	Poor	Count	1	1	2	0	0	4
Delivery	%	within100.0%	25.0%	6.5%	0.0%	0.0%	<b>5.6%</b>	
		Organizational						
		Structure						
	Average	Count	0	2	19	4	1	<b>26</b>
	%	within0.0%	50.0%	61.3%	18.2%	7.7%	<b>36.6%</b>	
		Organizational						
		Structure						
	Good	Count	0	1	10	14	3	<b>28</b>
	%	within0.0%	25.0%	32.3%	63.6%	23.1%	<b>39.4%</b>	
		Organizational						
		Structure						
	Very	Count	0	0	0	4	9	<b>13</b>
	Good	%	within0.0%	0.0%	0.0%	18.2%	69.2%	<b>18.3%</b>
		Organizational						
		Structure						
<b>Total</b>		<b>Count</b>	<b>1</b>	<b>4</b>	<b>31</b>	<b>22</b>	<b>13</b>	<b>71</b>
		%	within100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		Organizational						
		Structure						

Source: Author, (2022)

The study conducted a Crosstabulation of Service Delivery versus Organizational Structure, with the results shown in the table below. From Table 4.47, all the respondents (100.0%) who strongly disagreed on the Organizational Structure rated service delivery as poor while a half (50.0%) of the respondents who disagreed on the Organizational Structure

rated service delivery as average. A majority (61.3%) who said they were not sure on the Organizational Structure also rated service delivery as average. A majority (63.0%) of those agreed on the Organizational Structure rated service delivery as good, while a majority (69.2%) of those who strongly agreed on the Organizational Structure rated service delivery as very good.

**Table 4.48:Lambda table of Organizational Structure and Service Delivery**

		Asymptotic			
		Standard	Approximate	Approximate	
		Value	Error <sup>a</sup>	T <sup>b</sup>	Significance
Nominal	Lambda	Symmetric	.361	.109	2.951
by		Service	.395	.121	2.657
Nominal		Delivery			.003
		Dependent			.008
		Organizational	.325	.118	
		Structure			.019
		Dependent			
Goodman	Service		.244	.068	
and	Delivery				.000 <sup>c</sup>
Kruskal tau	Dependent				
	Organizational	.242	.061		.000 <sup>c</sup>
	Structure				
	Dependent				

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on chi-square approximation

Source: Author, (2022)

From lambda value (.395, p-value = .008 < 0.05) in Table 4.48, the independent variable, organizational structure had statistically significant relationship with the dependent variable, service delivery.

**Table 4.49:Kendall's tau-b table of Organization Structure and service delivery**

		Asymptotic		
		Standard	Approximate	
		Value	Error <sup>a</sup>	Approximate T <sup>b</sup> Significance
Ordinal	by Kendall's tau-b	.622	.071	7.749 .000
Ordinal				
N of Valid Cases		71		

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Source: Author, (2022)

In Table 4.49 above, a Kendall's tau-b analysis revealed a statistically significant ( $b = .622$ ,  $p = .000 < 0.05$ ) strong, positive relationship between organizational structure and the dependent variable, service delivery.

#### 4.6.4 Crosstabulation of Service Delivery and Organizational Culture

Table 4.50 displays the findings of the study's Crosstabulation of Service Delivery vs. Organizational Culture.

**Table 4.50: A Crosstabulation of Service Delivery and Organizational Culture**

		Organizational Culture						
		Strongly Disagree		Not Disagree		Strongly Agree		Total
Service	Poor	Count	1	0	3	0	0	
Delivery	%	within 50.0%	0.0%	8.1%	0.0%	0.0%	0.0%	<b>5.6%</b>
		Organizational Culture						
	Average	Count	0	3	19	3	1	<b>26</b>
	%	within 0.0%	75.0%	51.4%	14.3%	14.3%	14.3%	<b>36.6%</b>
		Organizational Culture						
	Good	Count	1	1	14	10	2	<b>28</b>
	%	within 50.0%	25.0%	37.8%	47.6%	28.6%	28.6%	<b>39.4%</b>
		Organizational Culture						
	Very Good	Count	0	0	1	8	4	<b>13</b>
	%	within 0.0%	0.0%	2.7%	38.1%	57.1%	57.1%	<b>18.3%</b>
		Organizational Culture						
<b>Total</b>		<b>Count</b>	<b>2</b>	<b>4</b>	<b>37</b>	<b>21</b>	<b>7</b>	<b>71</b>
		%	within 100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		Organizational Culture						

Source: Author, (2022)

From above Table 4.50, 50.0% of the respondents who strongly disagreed on the Organizational Culture rated service delivery as poor while another 50.0% rated service delivery as good. A majority (75.0%) of the respondents who disagreed on the Organizational Culture rated service delivery within average. A majority (51.4%) who said they were not sure on the Organizational Culture also rated service delivery as average, 47.6% of those agreed on the Organizational Culture rated service delivery as good, while a 57.1% of those who strongly agreed on the Organizational Culture rated service delivery as very good.

**Table 4.51:Lambda table of Organizational Culture and Service Delivery**

		Asymptotic			
		Standard		Approximate	Approximate
		Value	Error <sup>a</sup>	T <sup>b</sup>	Significance
Nominal	Lambda	Symmetric	.208	.082	2.254
by		Service	.209	.139	1.359
Nominal		Delivery			
		Dependent			
		Organizational	.206	.079	2.428
		Culture			.015
		Dependent			
	Goodman and	Service	.144	.048	.003 <sup>c</sup>
	Kruskal tau	Delivery			
		Dependent			
		Organizational	.172	.048	.000 <sup>c</sup>
		Culture			
		Dependent			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on chi-square approximation

Source: Author, (2022)

Table 4.51 demonstrates that the independent variable, organizational culture, showed no significant link with the dependent variable, service delivery (lambda =.209, p-value =.174 0.05).

**Table 4.52:Kendall's tau-b table of Organization Culture and Service Delivery**

		Asymptotic		Approximate T <sup>b</sup> Significance
		Standard Value	Error <sup>a</sup>	
Ordinal	byKendall's tau-b	.491	.079	5.706
Ordinal				.000
N of Valid Cases		71		

a. Not assuming the null hypothesis.  
b. Using the asymptotic standard error assuming the null hypothesis.

Source: Author, (2022)

A Kendall's tau-b analysis, as shown in above Table 4.52, demonstrated a statistically significant medium, positive relationship between short-term objectives and the dependent variable, service delivery (b =.491, p =.000 0.05).

#### **4.7 Inferential Statistics**

These is analysis to test for relationship between independent and dependent variable in terms of possibility and strength.

#### 4.7.1 Correlation between the variables

**Table 4.53: Bivariate Spearman's Correlation Matrix**

#### Correlations

		SD	STO	RA	OS	OC	
Spearman's rho	Service Delivery	Correlation	1.000				
	(SD)	Coefficient					
		Sig. (2-tailed).					
		N	71				
Short Objectives	Term	Correlation	.729**	1.000			
(STO)	Coefficient						
		Sig. (2-tailed).	.000				
		N	71	71			
Resource Allocation	(RA)	Correlation	.661**	.723**	1.000		
	Coefficient						
		Sig. (2-tailed).	.000				
		N	71	71	71		
Organizational Structure	(OS)	Correlation	.677**	.697**	.793**	1.000	
	Coefficient						
		Sig. (2-tailed).	.000				
		N	71	71	71	71	
Organizational Culture	(OC)	Correlation	.550**	.594**	.703**	.624**	1.000
	Coefficient						
		Sig. (2-tailed).	.000				
		N	71	71	71	71	

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

---

Source: Author, (2022)

The researcher developed a correlation matrix between the variables with the help of SPSS software. The results indicate that Short Term Objectives (STO), Resource Allocation (RA), Organizational Structure (OS), and Organizational Culture (OC) all had a strong positive and statistically significant (p-values =.000.05) connection with the dependent

variable (Service Delivery) as shown in Table 4.53. (SD). This implies that a positive deviation in each of the variables would result in subsequent change in the dependent variable (Service Delivery) and the vice versa is true.

#### **4.7.2 Checking for the Assumptions of Ordinal Logistic Regression**

Using ordinal regression, according to Harrell (2015), requires first ensuring that the data in question can be analyzed using ordinal regression. This entails testing for four assumptions that ordinal regression requires in order to get accurate findings. This also assures that the data under study's results are not fictitious.

According to one of the assumptions, the dependent variable should be assessed on an ordinal scale. This was ascertained by checking the way data was entered in SPSS and ensuring that the measure selected was ordinal and further ensuring that the dependent variable data itself was ordinal. The second assumption involved checking whether the independent variables were continuous, ordinal or categorical. In this case, the study ascertained that the independent variables' data was continuous. The third and fourth assumptions involved checking for multicollinearity as well as proportional odds that were both checked from tables generated from the dataset using SPSS. In the subsections that follow, the findings are presented and discussed.

##### **4.7.2.1 Checking for Multicollinearity**

The researcher wished to see if the Dependent and Independent Variables had any multicollinearity. To establish whether or not there is multi-collinearity, the tolerance level and the Variance Inflation Factor (VIF) diagnostic parameters are used (Leech, Barret and Morgan, 2015). VIFs greater than ten, according to Allison Paul, (2012), are indicative of substantial multicollinearity that requires rectification. Table 4.54 summarizes the findings

**Table 4.54: Multicollinearity Check of the variables****Coefficients<sup>a</sup>**

<b>Model</b>	<b>Collinearity Statistics</b>		
	<b>Tolerance</b>	<b>VIF</b>	
1	Short Term Objectives	.416	2.403
	Resource Allocation	.178	5.604
	Organizational Structure	.202	4.954
	Organizational Culture	.354	2.824

a. Dependent Variable: Service Delivery

Source: Author, (2022)

Table 4.54 reveals that there was no multicollinearity between the dependent and independent variables because no variable had a VIF greater than ten.

#### **4.7.2.2 Checking for Proportional Odds**

The proportional odds assumption asserts that each independent variable has the same effect at each cumulative split of the ordinal dependent variable, i.e. each pair of result groups has the same connection, according to Brant, (1990). According to Liu, (2009), ordinal logistic regression assumes that the coefficients defining the link between the response variable's lowest and all higher categories are the same as the coefficients indicating the relationship between the next lowest and all higher categories, and so on. equivalent level of significance (e.g., p-value > 0.050). It's put to the test with a full likelihood ratio test, which pits the fitted location model against a model with various location parameters, or a simple SPSS test of parallel lines (Liu, 2009). To validate this, the Chi-Square value and its associated significance level (i.e. p-value > 0.05) are utilized.

**Table 4.55: Proportional Odds Check****Test of Parallel Lines<sup>a</sup>**

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	86.883			
General	76.617	10.266	8	.247

Source: Author, (2022)

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

a. Link function: Logit.

The Chi-Square statistic = 10.266 and degrees of freedom, df = 8 has a significance of .247 >.05 from the results in Table 4.55. As a result, the proportion odds assumption is not broken, and data analysis using ordinal logistic regression can proceed.

**4.6.3 Ordinal Logistic Regression Analysis**

Since the variables were measured on a Likert scale, the ordinal logistic regression analysis was carried out

**4.7.3.1 Ordinal Regression for Short Term Objectives with Service Delivery**

Tables 4.56, 4.57, and 4.58 show the results of an Ordinal Logistic regression between the Short-Term Objective and the Dependent Variable (Service Delivery).

**Table 4.56: Model Fitting Information Table for Short Term Objectives and Service Delivery****Model Fitting Information**

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	75.181			
Final	27.283	47.899	1	.000

Link function: Logit.

Source: Author, (2022)

The Chi-Square statistic is 47.899 with a p-value of .000<.05, according to Model Fitting Information Table 4.56. As a result, the model looks to have a good fit with the data.

The results of the investigation were provided in Table 4.57 which included an R-Square table. The range of the Nagelkerke's Pseudo R-Square is 0 to 1, with a larger value suggesting a stronger influence of the independent variables on the dependent variable.

**Table 4.57: Pseudo R-Square Table for Short Term Objectives and Service Delivery Pseudo R-Square**

Cox and Snell	.491
Nagelkerke	.539
McFadden	.279
Link function: Logit.	

Source: Author, (2022)

From the results in Table 4.57, the Nagelkerke's Pseudo R-Square is .539 indicating that Short Term Objectives contributes .539 for every unit increase in the total variability of the dependent variable (Service Delivery) and that Short-Term Objectives had strong influence on the dependent variable service delivery.

**Table 4.58: Parameter Estimate Table of Short Term Objectives and Service Delivery Parameter Estimates**

		95% Confidence Interval						
		Std.			Upper			
		Estimate	Error	Wald	df	Sig.	Lower Bound	Bound
Threshold	[SD 2]	=3.320	1.083	9.405	1	.002	1.198	5.443
	[SD 3]	=6.961	1.326	27.538	1	.000	4.361	9.561
	[SD 4]	=10.002	1.619	38.150	1	.000	6.828	13.176
	Location STO	2.220	.396	31.382	1	.000	1.443	2.996
Link function: Logit.								
Source: Author, (2022)								

From the Parameter Estimates Table 4.58, the independent variables (Short Term Objectives) was statistically significantly ( $p\text{-value} = .000 < 0.05$  threshold). Also, the value of both Short-Term Objectives (STO) at 1.187 means that as the variability of the Short Term Objectives increase, there is a likelihood of significant increase in service delivery vice versa. The research results failed to agree with the  $H_0$ : Short term objectives has no significant influence on service delivery by Water Works Development Agencies in Kenya. The results of the study showed that there was statistically significantly relationship between the independent variable (Short term objectives) and the dependent variable (Service delivery).

#### **4.7.3.2 Ordinal Logistic Regression for Resource Allocation and Service Delivery**

The results of an Ordinal Logistic regression research between the Independent Variable (Resource Allocation) and the Dependent Variable (Resource Allocation) are presented in Tables 4.59, Table 4.60, and Table 4.61. (Service Delivery).

**Table 4.59: Model Fitting Information Table Resource Allocation and Service Delivery**

**Model Fitting Information**

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	74.643			
Final	35.805	38.838	1	.000

Link function: Logit.

Source: Author, (2022)

The Chi-Square statistic is 38.838 with a p-value of .000 < .05, according to Model Fitting Information Table 4.59. As a result, the model looks to have a good fit with the data.

The Pseudo R-Squares values derived from the data in Table 4.60 range from .226 to .463. The Nagelkerke's Pseudo R-Square has a range of 0 to 1, with a higher value indicating a greater influence of the independent factors on the dependent variable.

**Table 4.60: Pseudo R-Square Table Resource Allocation and Service Delivery**

**Pseudo R-Square**

Cox and Snell	.421
Nagelkerke	.463
McFadden	.226

Link function: Logit.

Source: Author, (2022)

Thus, from Table 4.60, Resource Allocation, contributes .463 for every unit increase in the total variability of the dependent variable (Service Delivery).

**Table 4.61:Parameter Estimates table of Resource Allocation and Service Delivery**  
**Estimated Parameters**

		95% Confidence Interval					
		Std.		Wald	df	Sig.	Lower
		Estimate	Error				Upper Bound
Threshold	[SD 2]	=2.781	1.026	7.348	1	.007	.770 4.791
	[SD 3]	=5.978	1.166	26.276	1	.000	3.692 8.264
	[SD 4]	=8.821	1.455	36.738	1	.000	5.969 11.674
Location	RA	1.809	.330	29.986	1	.000	1.161 2.456
Link function: Logit.							
Source: Author, (2022)							

From the Parameter Estimates Table 4.61, Resource Allocation was statistically significantly ( $\beta = 1.809$ ,  $p\text{-value} = .000 < 0.05$  threshold). This means that as the resource allocation increases the likelihood of service delivery increasing will also significantly increase and vice versa. The research results failed to agree with the  $H_0$ : resource allocation has no significant influence on service delivery by Water Works Development Agencies in Kenya. The results of the study showed that there was statistically significantly relationship between the independent variable (resource allocation) and the dependent variable (Service delivery).

#### 4.7.3.3 Organizational Structure and Ordinal Logistic Regression

The findings of an Ordinal Logistic Regression study between Organizational Structure and the Dependent Variable (Service Delivery) are shown in Tables 4.62, 4.63, and 4.64.

**Table 4.62: Model Fitting Information Table for Organizational Structure and Service Delivery**

**Fitting Information for the Model**

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	70.853			
Final	25.672	45.181	1	.000

Link function: Logit.

Source: Author, (2022)

The Chi-Square statistic for Model Fitting Information Table 4.62, with a p-value of  $.000 < .05$ ., is 45.181. As a result, the model appears to be an excellent match for the data.

**Table 4.63: Pseudo R-Square Table for Organizational Structure and Service Delivery**

**Pseudo R-Square**

Cox and Snell	.471
Nagelkerke	.517
McFadden	.263

Link function: Logit.

Source: Author, (2022)

The Pseudo R-Squares figures generated from the data ranged from .263 to .517 in Table 4.63. The Nagelkerke's Pseudo R-Square has a variation of 0 to 1, with a higher value indicating that the independent variable has a bigger influence on the dependent variable. As a result, for every unit increase in the overall variability of the dependent variable, Organizational Structure contributes .517 (Service Delivery).

**Table 4.64: Parameter Estimates Table for Organizational Structure and Service Delivery**

**Parameter Estimates**

		95% Confidence Interval					
		Std.		df	Sig.	Lower Bound	Upper
		Estimate	Error				
Threshold	[SD =3.628 2]	1.166	9.675	1	.002	1.342	5.913
	[SD =7.051 3]	1.283	30.224	1	.000	4.537	9.564
	[SD =10.013 4]	1.599	39.234	1	.000	6.880	13.146
Location	OS	2.132	.369	33.396	1	.000	1.409
Link function: Logit.							

Source: Author, (2022)

From the Parameter Estimates Table 4.64, the independent variable (Organizational Structure) was statistically significantly ( $p$ -value = .002 and  $.017 < 0.05$  threshold). Also, the coefficient Organizational Culture (OS) at  $\beta = 2.132$  implies that as the Organizational Structure increases there exist a likelihood of service delivery also increasing significantly. The research results failed to agree with the  $H_0$ : organizational structure has no significant influence on service delivery by Water Works Development Agencies in Kenya. The results of the study showed that there was statistically significantly relationship between the independent variable (organizational structure) and the dependent variable (Service delivery).

#### **4.7.3.4 Ordinal Logistic Regression for Organization Culture and Service Delivery**

The results of an Ordinal Logistic regression investigation between the Dependent Variable and the Organizational Culture are shown in Tables 4.65, 4.66, and 4.67. (Service Delivery).

**Table 4.65: Model Fitting Information Table for Organizational Culture and Service Delivery**

**Model Fitting Information**

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	56.256			
Final	34.005	22.251	1	.000

Link function: Logit.

Source: Author, (2022)

From the Model Fitting Information Table 4.65, Chi-Square statistic is 22.251 at a p-value of  $.000 < .05$ . As a result, the model appears to be an excellent match for the data.

**Table 4.66: Pseudo R-Square Table for Organization Culture and Service Delivery**

**R-Square Pseudo**

Cox and Snell	.269
Nagelkerke	.295
McFadden	.130

Link function: Logit.

Source: Author, (2022)

These Pseudo R-Squares variation obtained from the data in Table 4.66 range from .130 to .295. The Nagelkerke's Pseudo R-Square indicates that Organizational Culture contributes .295 for every unit increase in the total variability of the dependent variable (Service Delivery).

**Table 4.67: Parameter Estimates Table for Organization Culture and Service Delivery**

**Estimated Parameters**

			95% Confidence Interval					
			Std.			Lower		
			Estimate	Error	Wald	df	Sig.	Bound
Threshold	[SD 2]	=1.510	1.019	2.196	1	.138	-.487	3.506
	[SD 3]	=4.393	1.075	16.712	1	.000	2.287	6.500
	[SD 4]	=6.698	1.241	29.139	1	.000	4.266	9.130
Location	OC	1.432	.318	20.299	1	.000	.809	2.055

Link function: Logit.

Source: Author, (2022)

From the Parameter Estimates Table 4.67, the independent variable (Organizational Culture) was statistically significantly ( $p\text{-value} = .000 < 0.05$  threshold). The coefficient of Organizational Culture (OC) at  $\beta = 1.432$ . This means that as the Organizational Culture increase the likelihood of service delivery increasing will also significantly increase. The research results failed to agree with the  $H_0$ : organizational culture has no significant influence on service delivery by Water Works Development Agencies in Kenya. The results of the study showed that there was statistically significantly relationship between the independent variable (organizational culture) and the dependent variable (Service delivery).

#### 4.7.3.5 Combined Ordinal Logistic Regression

Tables 4.68, 4.69, and 4.70 show the results of an ordinal regression analysis between the Independent Variables (Short-term goals, resource allocation, organizational structure, and culture) and the Dependent Variable (Service Delivery).

**Table 4.68: Model Fitting Information Table for the Dependent and the Independent Variables**

**Model Fitting Information**

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	148.147			
Final	86.883	61.264	4	.000

Link function: Logit.

Source: Author, (2022)

The Chi-Square statistic for Model Fitting Information Table 4.68 is 61.264 with a p-value of .000<.05. As a result, the model appears to be an excellent match for the data.

**Table 4.69: Pseudo R-Square Table for the Dependent and the Independent Variables**

**Pseudo R-Square**

Cox and Snell	.578
Nagelkerke	.635
McFadden	.357

Link function: Logit.

Source: Author, (2022)

Pseudo R-Squares values generated from Table 4.69 data range from .357 to .635. The range of the Nagelkerke's Pseudo R-Square is 0 to 1, with a larger value suggesting a greater influence of the independent variables on the dependent variable. As a result, for every unit increase in the total variability of the dependent variable, all independent factors (Short-Term Goals, Resource Allocation, Organizational Structure, and Culture) contribute .635 to the total variability of the dependent variable (Service Delivery).

Short Term Objectives Nagelkerke 0.539, Resource Allocation 0.463, Organizational Structure 0.517, and Organizational Culture 0.295 were the Nagelkerke of the independent factors and the dependent variable (Service Delivery).

**Table 4.70: Parameter Estimates Table of Independent and the Dependent Variables**  
**Parameters estimated**

		95% Confidence Interval						
		Std.						Upper
		Estimate	Error	Wald	df	Sig.	Lower Bound	Bound
Threshold	[SD = 2]	6.135	1.515	16.405	1	.000	3.166	9.104
	[SD = 3]	9.937	1.744	32.474	1	.000	6.519	13.355
	[SD = 4]	13.682	2.224	37.843	1	.000	9.323	18.041
Location	STO	1.423	.457	9.679	1	.002	2.526	2.319
	RA	.519	.477	1.185	1	.276	-.415	1.454
	OS	1.187	.497	5.700	1	.017	2.213	2.162
	OC	-.064	.440	.021	1	.884	-.928	.799

Link function: Logit.

Source: Author, (2022)

From the Parameter Estimates Table 4.70, the independent variables (Short Term Objectives and Organizational Structure) were statistically significantly (p-value = .002 and .017 < 0.05 threshold). Also, the values of both Short Term Objectives (STO) and Organizational Structure (RA) at 1.423 and 1.187 respectively. This means that as they both increase the likelihood of service delivery will also significantly increase and vice versa.

## CHAPTER FIVE

### 5.0 DISCUSSION

This chapter presents the discussion on the study results as presented in chapter four of this study. It further compares the results of the study with the empirical review presented chapter two of this study.

#### 5.1 Introduction

The goal of this study was to assess the influence of strategy implementation on service delivery among Kenya's Water Works Development Agencies. The specific objectives explored in guiding the researcher in addressing the research problem were: to evaluate the effect of short-term objectives on service delivery by Water Works Development Agencies in Kenya; to determine the effect of resource allocation on service delivery by Water Works Development Agencies in Kenya; to determine the effect of organizational structure on service delivery by Water Works Development Agencies in Kenya; and to assess the effect of organizational culture on service delivery by Water Works Development Agencies in Kenya. This chapter presents the discussions based on the results drawn from the study.

#### 5.2 Demographic characteristics

The study established that 64.8% of the respondents were male while 35.2% were female. This demonstrates that all genders were considered in the research and indicates that the study's findings were not gender biased.

The study established that 35.2% of the respondents were between the ages of 31- 40 years while 31% of the respondents above 40 years. Additionally, 26.8% were in the age bracket of 25 - 30 years. This shows that majority of the respondents were between 31 and 40 years. This shows that all working age groups were sufficiently represented, allowing for generalization of the findings. This therefore would suggest that they had experience and were able to appreciate and understand the influence of strategic plan implementation on service delivery in WWDAs.

The study also established that majority of the respondents (69%) were degree and master's degree holders who were able to understand the value of the study and were able to supply the researcher with reliable information, guaranteeing that the study's conclusions could be believed on. This implied that they were in a position to give the intended information. These findings show that the respondents had various qualifications that brought about different levels of expertise in to the study.

The study also revealed, 49.3% of the respondents indicated they had completed at least a one 5-year strategic plan implementation cycle and therefore they had the necessary experience and knowledge to respond to the information sought by the researcher.

### **5.3 Summary of Findings**

This section summarizes the study's findings in relation to the study's objectives, as described in Chapter 1 of this study.

#### **5.3.1 Short-Term Objectives and Service Delivery**

The study's first objective was to determine the effect of short-term objectives on service delivery by Kenya's Water Works Development Agencies. According to the findings, the majority of respondents were indifferent about their Agency's short-term objectives being examined on a frequent basis. The majority of the respondents evaluated the short-term objectives in their Agencies as not being "SMART" (Specific, Measurable, Achievable, Realistic and Time Bound). This in effect may impact negatively on the short-term objectives implementation and on service delivery. The study findings noted that short term objectives set in the Agencies were either evaluated or not evaluated regularly. This implies that the Agencies may not have been able to refocus or add resources where they were not adequate to enable meeting of the short-term objectives. A major advantage of a strategic plan is that it makes organization members or decision makers know where to expend most efforts to be able to accomplish both the short-term and long-term goals of the organization. It shapes an organization's strategy choice by providing systematic and logical guide to achieving planned targets (Julian, 2013).

The study also established that a majority were indifferent that employee resistance hampers evaluation of short term objectives. As a result, the short term objectives may not have been achieved. However, a majority agreed that results of short term objectives evaluation are used for taking corrective action in the Agency. This enables quick rectification of the weaknesses that may be realized. The results were the same as to those of Ansoff et al., (2019), who found that short-term objectives provide specific guidance for what needs to be done, translating vision into action, and operationalizing long-term objectives, as well as raising issues and potential conflicts that require coordination to avoid dysfunctional outcomes and identifying measurable outcomes of functional activities to be used.

The study also noted that a majority were indifferent that short term objectives in their Agency are in accordance with the Agency's plans objective. The implication of this was that a majority were not sure whether achievement of the short term objectives would lead to achievement of the Agencies' strategic objectives in the long run. A comparable study on variables of effective Slovenian business practice that Short-term goals must be measurable and rationally related to the long-term strategy of the company. On a daily, weekly, monthly, or quarterly basis, the focus should be on what is needed. Hill, Schilling and Jones, (2017) discovered that merely having a strategic plan is insufficient for effectively managing a business. The process of identifying important difficulties, aspects, and needs must be translated into more manageable short-term objectives and action plans. The writers came to the conclusion that short-term goals must be linked to long-term strategic thinking.

Further, a majority remained undecided that evaluation results from short term objectives are used as basis for staff reward. This means that some of the staff members were motivated to work towards achievement of the short term objectives to earn rewards while others may have been motivated by other factors and not necessarily reward. From cross tabulations, a majority of the respondents agreed that Short Term Objectives have an impact on Service Delivery. According to correlation analysis, Short Term Objectives had a positive and statistically significant relationship with the dependent variable (Service

Delivery). Therefore, an increase in achievement of the Short Term Objectives would lead to subsequent increment in Service Delivery by Water Works Development Agencies in Kenya.

### **5.3.2 Resource Allocation and Service Delivery**

The second research objective was to examine the impact of resource allocation on service delivery by Kenya's Water Works Development Agencies. From the results, the majority of respondents were in agreement that the humanresourceslevel in Kenya's Water Works Development Agencies is adequate for their mandate, and that the workforce of these Agencies is exceptional in terms of performance. These findings are in line with those of Mengich and Kiptum (2018) who concluded that dedicating trained human resources to plan execution increases the quality of servicedelivery. Their study also concluded that organizations allocate financial resources to intended strategies in order to ensure quality service delivery, such as allocating adequate inventory in strategy implementations and allocating information technology throughout the organization, all of which contribute to improving service delivery quality.

The fact that the Agency allocates some portion of the annual budget to monitoring and evaluation of strategic plan implementation, and that 5-10% of the total staff in the Agency is deployed into the strategy department/division, implying that it is not distinctly carried out in the Agencies, was met with apathy by a large percentage of the respondents. A comparable study by Sum and Chorlian, (2011) found that successful strategy implementation necessitates management marshaling resources behind the strategy execution process. A lack of resources will hinder the process, while a surplus of funds will waste organizational resources and reduce service performance. As a result, capital allocation must be evenly divided in order to encourage strategy implementation.

Furthermore, the majority of respondents stated that all employees are regularly instructed on strategic plan activities. According to a similar study conducted in Sri Lanka by Wickramasinghe and De Zoyza, (2009), organizations' performance and, as a result, service delivery were harmed due to a lack of investment in senior managers' competencies.

The study found that ongoing training and development of employees increased the organization's service performance. Work styles, personality, interests, principles, values, attitudes, beliefs, and leadership/subordinate styles are all factors to consider and according to the author these factors influence job performance, and individuals learn, grow, and perfect many of their competences over the course of their careers. This demonstrates that emphasizing personnel competencies, both interpersonal and technical, increases strategy execution and, as a result, organizational performance in terms of service delivery.

The results of the study also revealed that the agencies devote a portion of their annual budget to strategy implementation. These findings were in line with Hallstedt, Thompson and Lindahl, (2013) who claimed that a company's budget should support its strategic goal in a comparable study. Budget development and strategic planning must be firmly linked in times of diminishing resources to ensure that funding gaps do not obstruct strategy implementation. In contrast, Lemarleni et al., (2017) looking at the effects of resource allocation on strategy implementation at the Kenya Police Service in Nairobi County, concluded that the Kenya Police Service's financial resource allocation for strategy implementation and related activities is woefully inadequate.

Resource Allocation demonstrated a positive and statistically significant association with the dependent variable, according to the correlation analysis results (Service Delivery). As a result, a variability in resources allocation would result in a similar variability in service delivery by Water Works Development Agencies in Kenya. The findings of this study corroborated those of Mengich and Kiptum (2018), who discovered that strategic plan resource allocation had a positive significant contribution to sugar manufacturing enterprises' quality service delivery in Kenya's Western Region. Also, Nath, Nachiappan and Ramanathan, (2010) found a direct link between resource allocation and organizational performance explicitly by indicating that the former significantly affects the latter in a study on the impact of marketing capability, operations capability, and diversification strategy on performance. They further found this effect to be as a result of resource allocation bringing in the physical facilities that are necessary for any strategic plan to be

fulfilled. In addition to this, the effect comes as a result of these resources empowering organizational members to work towards the attainment of strategic objectives.

### **5.3.3 Organizational Structure and Service Delivery**

The study's third objective was to determine how organizational structure influences service delivery by Kenya's Water Works Development Agencies. From the results, a bigger percentage of respondents were indifferent about whether the current organizational structure has clearly defined authority and responsibility, a majority were neutral about whether the current organizational structure promotes better team spirit, and a majority were indifferent about whether the current organizational structure indicates clear promotion procedures and accomplishments. A similar study on top management support and quality service delivery was undertaken by the Nairobi City County Government in Kenya (2017). According to the findings, the Nairobi City County Government had a hierarchical organizational structure, which facilitates decision-making, administration, and efficient organization operation. As a result, the study indicated that a hierarchical organizational structure improves service quality, improves efficiency and performance and maintains law and decorum in the workplace.

The majority of respondents agreed that the current organizational structure in the Agency defines each employee's duties and responsibilities, that the current organizational structure motivates Agency employees, and that they are contented with their current job position, according to the findings of this study. To analyze organizational structure and its impact on service delivery, Seip, (2011) looked at the Middle Ramu District Administration in Papua New Guinea as a case study. He discovered that the administrative structure had a high level of centralization with nine levels of hierarchy and a high degree of formalization, among other factors that influenced organizational effectiveness. In contrast, this study prefers a decentralized organizational structure for the Water Works Development Agencies in Kenya.

The findings further indicated that the organization structure enabled the employees to realize what was expected of them and perform as per their duties and responsibilities

assigned to them. That way, the organizational structure enabled service delivery by Water Works Development Agencies in Kenya. Kathuri, (2014) looked at the impact of organizational structures on service delivery in Marsabit's civil organizations. County in a similar study. The survey discovered that a majority of respondents held that delegation of responsibilities and integration of functions were regularly used in their company when it came to structuring work. According to the findings, effective governance systems enable better service delivery in civic organizations.

The dependent variable displays a positive and statistically significant relationship with organizational structure, according to the correlation results (Service Delivery). This study implied that any positive adjustment in organizational structure will result in a similar positive change in service delivery by Kenya's Water Works Development Agencies. Nchorbuno et al. (2017) investigated the impact of organizational structures on polytechnic student services and discovered that the faculty's organizational structure affects the quality of services given. The respondents cited concerns about bureaucratic procedures that obstruct access to services, delays in receiving results, and difficulty navigating registration procedures, among other issues. However, in this the respondents agreed responsibilities are well defined in their Water Agencies.

#### **5.3.4 Organizational Culture and Service Delivery**

The study's fourth objective was to see how organizational culture affects service delivery by Kenyan Water Works Development Agencies. The majority of respondents were unaware of their Agency's staff code of conduct or how organizational culture influences service delivery, according to the research. Ledimo (2014) conducted a similar study on the role of transformational leadership and organizational culture in service delivery within a public service organization, and the findings revealed that transformational leadership and a constructive organizational culture within a public service organization have a significant positive relationship. The author went on to add that the underlying objective of any public service organization is to deliver public services, and that leadership can use their capacity to foster a positive organizational culture as a contribution to this goal or purpose, allowing all employees to achieve it. Executives in the public sector should

investigate the impact of transformational leadership on constructive culture in order to kick-start organizational culture development and change. Organizations can construct their ideal culture by understanding the impact of leadership style on culture (Ledimo, 2014).

The findings of this study further indicated that the respondents were not clear about whether Agency staff are regularly sensitized on the organization's code of conduct, Agency's shared values, beliefs and norms facilitates interaction and co-ordination among employees, Agency's culture encourages teamwork, trust and a people-oriented environment, and that Agency's culture encourages openness to new thoughts and ideas during strategy implementation. The values and ideals of an organization have a tremendous impact on all those involved with it, according to Nwachukwu et al. (2019). The author believes that norms are imperceptible, but they are the first place to look if firms want to increase employee performance and profitability. The author finished by saying that a company's culture is similar to a person's personality. One organization from another is distinguished by its unique set of beliefs, values, work styles, and interpersonal interactions.

The study further established that the Agency's organizational culture encourages employees to make real contribution to the success of the organization, as majority rated it as very good. In a similar study, Monzavi, Mirabib and Jamshidic,(2013) observed that business managers use an effective organizational culture model to execute an organizational strategy and to improve performance in the organization. The finding showed that the organization culture present in the Agency encouraged better performance of duties in the Agency as all the employees knew the conduct that was expected of them and the shared beliefs, values and norms encouraged people to have a common goal that they strived to achieve.

The dependent variable and organizational culture had a weak positive and statistically significant association, according to the correlation and regression results (Service Delivery). This was indicative that a strong organizational culture would result in a better

service delivery by Water Works Development Agencies in Kenya. Bandile, (2019) investigated the impact of strategic organizational culture change on strategy implementation in the South African Police Service (SAPS). According to the study's correlation findings, organizational culture is favorably and significantly linked to strategy implementation. According to regression studies, organizational culture and strategy execution had a positive and significant relationship.

According to the research, organizational culture has a positive and considerable influence on strategic execution. People adopted approaches and habits that aid strategy execution, according to the study, and work was organized such that everyone could understand the link between their job and the organization's objectives. Similarly, Gantsho and Sukdeo (2018) discovered that organizational culture has a significant impact on service quality and that there is a strong positive correlation between organizational culture and the study's service quality in their study on the impact of organizational culture on service quality.

## CHAPTER SIX

### 6.0 CONCLUSION AND RECOMMENDATIONS

#### 6.1 Introduction

This chapter presents the study's conclusions and recommendations as drawn from the results of the analysis of the questionnaires, making recommendations based on the study findings.

#### 6.2 Conclusion of the study

The objectives of this study can be restated as follows; to determine the influence of strategy implementation on the service delivery by Kenya's Water Works Development Agencies; to evaluate the effect of short-term objectives, on service delivery by Water Works Development Agencies in Kenya; to determine the effect of resource allocation on service delivery by Water Works Development Agencies in Kenya; to determine the effect of organizational structure on service delivery by Water Works Development Agencies in Kenya; to assess the effect of organizational culture on service delivery by Water Works Development Agencies in Kenya. To fulfill the above aims of the study, a problem was formulated seeking to determine the influence of strategy implementation on the service delivery by Kenya's Water Works Development Agencies. Extensive literature was consulted to provide a background to the study where descriptive research design was utilized. Data was collected using self-administered questionnaires distributed to respondents. Based on the findings discussed above this study has resulted to four main conclusions as follows:

In the first objective, the study sought to determine how short-term objectives affect service delivery by Water Works Development Agencies in Kenya. According to the findings, Short Term Objectives had a strong positive and statistically significant relationship with the dependent variable (Service Delivery). From the data collected and findings of this research, it can be concluded that the Kenyan WWDAs need to increase the resources set aside for regular short term objectives evaluation; train employees on the importance of setting and achieving their short term objectives; train staff that achievement of the short term objectives would lead to achievement of the Agencies' strategic objectives in the long

run; improve employee motivation by rewarding them based on evaluation results from short term objectives; and evaluate their short term objectives in terms of being SMART. Hence, this research found that short-term objectives have a positive and significant impact on service delivery by Water Works Development Agencies in Kenya, implying that as the Short Term Objectives change, so does service delivery by Water Works Development Agencies in Kenya.

The study's second objective was to look into the impact of resource allocation on Kenya's Water Works Development Agencies' service delivery. According to the findings, the dependent variable and resource allocation had a strong positive and significant association (Service Delivery). From the data collected and findings of this research, it can be concluded that Kenyan WWDAs' need to allocate resources towards strategy implementation in terms of staff motivation, training and skills; increase the human resources level to adequate levels; increase the annual budget allocated to monitoring and evaluation of strategic plan implementation; improve the percentage of staff in the Agency that is deployed into the strategy department/division; involve the employees in annual budgetary allocating for strategy implementation; As a result, this study finds that resource allocation influenced the delivery of services by Kenya's Water Works Development Agencies in a positive and significant way. As such any variability in Resource Allocation results in a corresponding variability in service delivery by Water Works Development Agencies in Kenya.

The study's third objective was to understand how Kenya's Water Works Development Agencies' organizational structure influenced service delivery. According to the findings, organizational structure had a significant positive and statistically significant relationship with the dependent variable (Service Delivery). From the findings, it can be concluded that the organizational structure was highly functional where duties were defined in terms of divisions. This is clear evidence that the organizational structure also influences the service delivery provision of an organization. This is further backed up by majority of the respondents who reported that the top management was responsible for making most decisions and that they preferred a decentralized decision making structure. Therefore, the

study came to the conclusion that organizational structure had a beneficial impact on Kenyan Water Works Development Agencies' service delivery, meaning that a change in organizational structure would result in a change in service delivery.

The study's fourth objective was to see how organizational culture affects service delivery by Kenyan Water Works Development Agencies. From the findings, this study concludes that the agencies code of conduct was not sensitized to employees as frequently and its evaluation was almost non-existent. Also the agencies support interaction and coordination through organizational norms and shared values, encouraging openness to new thoughts and ideas and encouraging teamwork and trust. The study further concludes that the Agency's organizational culture encourages employees to make real contribution to the success of the organization, as majority rated it as very good. Therefore, this study concludes that Organizational Culture has a strong positive and statistically significant impact on the dependent variable (Service Delivery), and that any change in Organizational Culture will result in a corresponding change in Service Delivery by Kenya's Water Works Development.

### **6.3 Recommendations**

Based on the findings of the study, the following recommendations were made on policy, practice and academia.

#### **6.3.1 Recommendations for Policy**

This study recommends that the policymakers and government Agencies use the findings of this study in creating policies to manage the country's water resources. The study has identified the areas of weakness in service delivery by Water Works Development and in effect, the government can use them to develop and assess policies for water resource management and provision in the country. More specifically the results of this study would help the Ministry of Water, Sanitation and Irrigation as the main policy maker in the water sector in devising policies that would help in improving service delivery to the Kenyan Citizens. The county governments should develop policies on strategic implementation by agencies which must be developed, reviewed, and harmonized. The national government

should establish a policy framework that makes having a strategic plan mandatory for agencies, as well as a method to ensure compliance.

The Water Services Regulatory Board should ensure that the human resource aspects of selection, training, performance appraisal and compensation by the agencies are done well. This would make the agencies to have the right staff and be able to maintain the right staff especially professionals and experienced staff. This would facilitate Implementation of Strategic Plans. Additionally, the agencies should institute in their policies motivational strategies in order to motivate employees and other staff.

The WWDAs should have resources allocation policies / budgets which they should enforce strictly to ensure they help in the successful implementation of the strategic plans. They should have reward /incentive schemes which can help in the successful implementation of the strategic plans.

### **6.3.2 Recommendations to Practice**

The agencies should look for diversified ways of getting finances and not just relying on the allocation from the national government and donors.

The agencies should embrace information technology and those involved in Implementation of Strategic Plans trained to acquire up to date IT skills and experience. The agencies should therefore embrace IT in order to achieve high percentage on Implementation of Strategic Plans.

The study found that lack of resources, lack of clear evaluation criteria and inadequate trained personnel, were some of the challenges faced while carrying out short term objectives evaluation. Therefore, this study recommends that the Water Works Development Agencies in Kenya work on these challenges so as to enable proper service delivery to the citizens. The agencies should also ensure to use the short term objectives evaluation results in order to better carry out strategic plans. The management should

consider decentralizing their decision-making structure to increase work contention and enhance service delivery.

The overall goal of this study was to see how strategy implementation affected service delivery among Kenya's Water Works Development Agencies. The Nagelkerke's Pseudo R-Square of the Combined Ordinal Logistic Regression output was .635 indicating that the total variability in Service Delivery by Water Works Development Agencies in Kenya was 63.5 percent likely to be explained by Short Term Objectives, Resource Allocation, Organizational Structure, and Organizational Culture. Therefore, this study recommends adoption of these factors by Water Works Development Agencies in Kenya as they positively and significantly impact on service delivery by Water Works Development Agencies in Kenya.

The WWDAs should ensure that every employee is involved in the strategic planning process, beginning with the initial phases of articulating the purpose, vision, and ultimate strategy plan. This is possible by ensuring that the human resource components of employee motivation, training, and satisfaction are well-executed. Furthermore, all levels of staff training programs should address strategic planning, formulation, and implementation to guarantee that new hires enter the workforce with the correct perspective, abilities, and competencies in strategic management. The study recommends that to successfully implement strategic plans in their respective agencies, WWDAs should be given the managerial skills they need. To guarantee that institutional policies support the successful execution of the strategic plans, WWDAs should adopt and strictly enforce them. The organizations should find additional sources of funding, such as money-generating projects. In order to improve services, the study recommends making strategic changes to the way that the WWDA currently mobilizes and allocates its workforce and resources. On resource allocation the agencies should allocate resources to the projects that have a direct influence on strategy implementation and service delivery.

### **6.3.3 Recommendation on academia**

The findings of this research has help add to the growing body of evidence on the impact of strategy implementation on business performance. The research findings have affirmed the Eight S's model observations by Higgins that the independent factors of short term objectives, Resource Allocation, Structure and Culture if well managed will definitely improve service delivery by Water Works Development Agencies in Kenya. However, the findings of this study have indicated that how these factors impact on service delivery, it will defer from one institution to another. Further, the findings of this study have confirmed the Resource Based View Theory by Barney (1991).

### **6.4. Recommendations for Further Studies**

The objective of the study was to find out the influence of strategy implementation on service delivery by Kenya's Water Works Development Agencies. The study found out that Short Term Objectives, Resource Allocation and Organizational Structure have a moderate positive influence on service delivery while Organizational Culture have a weak positive influence on service delivery. A similar study may be carried out especially on the private to see if it yields similar results. The study recommends for further research into other contexts to establish if the results can be generalized. In addition, the study utilized only four factors from the Higgins 8's model including Short Term Objectives, Resource Allocation, Organizational Structure, and Organizational Culture. As a result, a comparable study might be conducted with a different set of factors.

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## APPENDICES

### Appendix I: University Permission Letter to Proceed with Data Collection



### SOUTH EASTERN KENYA UNIVERSITY OFFICE OF THE DIRECTOR BOARD OF POST GRADUATE STUDIES

P.O. BOX 170-90200  
KITUI, KENYA  
Email: [info@seku.ac.ke](mailto:info@seku.ac.ke)

TEL: 020-4213859 (KITUI)

Email: [directorbps@seku.ac.ke](mailto:directorbps@seku.ac.ke)

**Our Ref: D61/KIT/20317/2013**

**DATE: 30<sup>th</sup> June, 2020**

Duncan Mulandi Mutambuki  
Reg. No. D61/KIT/20317/2013  
Masters of Business Administration  
C/O Dean, School of Business and Economics

Dear Mutambuki,

#### **RE: PERMISSION TO PROCEED FOR DATA COLLECTION**

This is to acknowledge receipt of your Master in Business Administration Proposal document entitled: *"Impact of Strategy Implementation on Service Delivery among Water Works Development Agencies in Kenya"*.

Following a successful presentation of your Masters Proposal, the School of Business and Economics Board of Examination in conjunction with the Directorate, Board of Postgraduate Studies (BPS) have approved that you proceed on and carry out research data collection in accordance with your approved proposal.

During the research work, you will be closely supervised by Dr. Anne Christine Kabui. You should ensure that you liaise with the supervisor at all times. In addition, you are required to fill in a Progress Report (*SEKU/ARSA/BPS/F-02*) which can be downloaded from the University Website.

The Board of Postgraduate Studies wishes you well and a successful research data collection exercise as a critical stage in your Master of Business Administration.

**Prof. Felix Ngunzo Kioli**  
**Director, Board of Postgraduate Studies**

**Copy to:** Deputy Vice Chancellor, Academic, Research and Students Affairs (Note on File)  
Dean, School of Business and Economics  
Chairman, Department of Business and Entrepreneurship  
Dr. Anne Christine Kabui  
BPS Office -To file

## Appendix II: Introduction Letter

**Dear Respondent**

**RE: REQUEST FOR RESEARCH DATA**

I am Duncan MulandiMutambuki, a Master of Business Administration (Strategic Management Option) student at South Eastern Kenya University carrying out a research study on **“IMPACT OF STRATEGY IMPLEMENTATION ON SERVICE DELIVERY OF WATER WORKS DEVELOPMENT AGENCIES IN KENYA.”** I am kindly requesting you to fill and return the duly completed questionnaire to me. Your participation is highly appreciated. The information given will be treated with utmost confidentiality and will be used for research purposes only.

Thank you in advance

.....  
**Duncan M. Mutambuki – Researcher**

A handwritten signature in blue ink, appearing to read "Duncan M. Mutambuki".

### **Appendix III: Questionnaire**

I am Duncan MulandiMutambuki, a Master of Business Administration (Strategic Management Option) student at South Eastern Kenya University carrying out a research study on **“THE INFLUENCE OF STRATEGY IMPLEMENTATION ON SERVICE DELIVERY OF WATER WORKS DEVELOPMENT AGENCIES IN KENYA.”** I am kindly requesting you to fill and return the duly completed questionnaire to me. Your participation is highly appreciated. The information given will be treated with utmost confidentiality and will be used for research purposes only.

#### **Section I: Demographic Information**

You are requested to fill out your demographic information in the spaces below. Please tick where appropriate.

1. Indicate your gender: Male  Female
  
2. In which Department do you work in?  
Technical  Corporate Services  Other \_\_\_\_\_
  
3. What is your age?  
Below 25 yrs.  25-30 yrs.  31-40 yrs.  Above 40 yrs.
  
4. Indicate your highest Level of Education  
Certificate holder  Diploma holder  Degree holder  Masters Holder  PhD Holder
  
5. Number of years working in Water Works Development Agencies in Kenya  
Up to 1 year  1-5 years  6-10 years  Over 10 years
  
6. Currently what Level in your Agency do you serve?  
Top Management  Middle Management  Lower Level Management   
Subordinate Level

7. How would you rate your understanding of Water Agencies in Kenya?

Excellent [ ] Very Good [ ] Good [ ] Fair [ ] Not aware at all [ ]

8. In your Agency who is involved in the strategic plan implementation?

Top Management only [ ] All Levels of Management [ ] All employees [ ]

### **Section II: Short Term Objectives**

9. Who is involved in setting the short term objectives in your Agency?

Top Management [ ] Middle Management [ ] Immediate supervisors [ ] Employees in consultation with their immediate supervisors[ ]

10. Evaluate your short term objectives in terms of being: You can tick more than one option.

Specific [ ] Measurable[ ] Achievable[ ] Realistic[ ] Time bound[ ]

11. What are some of the challenges in your Agency while carrying out short term objectives evaluation? You can tick more than one answer.

Employee Resistance [ ] Lack of clear evaluation criteria[ ] Inadequate trained personnel [ ] Lack of resources [ ] Others(specify)\_\_\_\_\_

12. How are short term results used in your Agency?

Taking corrective action [ ] Basis for Staff reward[ ] Basis for staff promotion[ ] Basis for staff sanctions[ ] None at all [ ]

### **Section III: Resource Allocation**

13. What is the source of funding in your Agency?

Gok [ ]

Development Partners (Donors) [ ]

Internally Generated Revenue [ ]

Others (Kindly Specify)\_\_\_\_\_

14. In your opinion how do rate human resources level in water works development Agencies in Kenya in reference to their mandate?

Optimal [ ] Adequate [ ] Deficient [ ] Not sure [ ]

15. How can your Agency improve employee productivity?

Through recruiting more staff [ ]

Through staff rationalization [ ]

Through staff motivation [ ]

16. What resources can the Agency invest for its employees to be more satisfied?

Offer incentives [ ] Delegation of work [ ] Salary Increment [ ] Have clearly defined roles [ ]

17. What percentage of your Agencies Annual budget goes to strategy implementation?

0 - 20% [ ] 21 - 30% [ ] 31 - 40% [ ] 41 - 50% [ ] Over 50% [ ]

18. How often are staff trained on strategy plan activities?

Weekly [ ] Monthly [ ] Quarterly [ ] Yearly [ ] Not at all [ ]

19. What percentage of your annual budget goes into monitoring and evaluation of strategic plan implementation?

Below 1% [ ] 1 - 5% [ ] 5-10% [ ] Above 10% [ ] No budget at all [ ]

#### **Section IV: Organizational Structure**

20. How are duties defined in your Agency?

Cadres [ ] Skills [ ] Divisions [ ] Units [ ]

21. What is the organizational structure of your Agency?

Functional [ ] Centralized [ ] Decentralized [ ]

22. What form of decision structure would you prefer to achieve job satisfaction?

Centralized [ ] Decentralized [ ] Group [ ] Individual [ ]

23. How has the current organizational structure benefited you as an employee?

Have clearly defined authority and responsibility [ ]

Develop better team spirit [ ]

Having clear promotions [ ]

Being motivated [ ]

24. How is it necessary to have a good formal organizational structure?

Motivating performance [ ]

Sharpening employee skills [ ]

Increasing employee productivity [ ]

Learning new skills [ ]

25. Who is responsible for making most of the decisions in your Agency?

Top Management [ ] Middle Level Management [ ] Lower cadre staff [ ]

All employee [ ]

26. As an employee are you satisfied with your current job position?

Fully Satisfied [ ] Partly Satisfied [ ] Dissatisfied [ ]

27. The organizational structure of any organization is expected to define duties and responsibilities of each employee. How would you rate this in your Agency?

Very well defined [ ] Well defined [ ] Somehow defined [ ] Not sure [ ]

28. In what ways has your current organizational structure helped you achieve job satisfaction?

Through Delegation of work [ ] Through Promotion [ ] through receiving benefits[ ]

29. In the last 5 years has there been a change in environmental factors which may have necessitated a review of your Agency's organizational structure?

Yes [ ] No [ ]

30. If yes on the above question which environmental factor (s) has necessitated the change in the Agency's organizational structure?

Legal [ ] Political [ ] Technological [ ] Economic[ ] Social [ ]

31. If yes on questionnaire No. 38 above, has your Agency reviewed its organizational structure to align it to the changes in its environment?

Yes [ ] No [ ]

32. How regularly does your Agency review its organization structure?

Between 1 and 2 years [ ] Between 2-4 years [ ] Between 4 and 5 years[ ] Over 5 years [ ] Not at all [ ]

#### **Section V: Organizational Culture**

33. To which extent do you think organizational culture impact service delivery in your Agency?

To a great extent [ ] To some extent [ ] Not at all [ ] Not sure [ ]

34. Does your organization have a staff code of conduct?

Yes [ ] No [ ] Not sure [ ]

35. How regularly are staff sensitized the organization's code of conduct?

Monthly [ ] Quarterly [ ] Yearly [ ] Not at all [ ] Not sure [ ]

36. How regularly are staff evaluated on their compliance to organization's code of conduct?

Monthly [ ] Quarterly [ ] Yearly [ ] Not at all [ ] Not sure [ ]

37. In which ways does your Agency interaction and co-ordination among employees. Does your organization's shared values, beliefs and norms facilitate in your Agency?

Through shared values [ ] Through common beliefs [ ] Through establishment of organizational norms [ ]

38. From your own assessment does your Agency's culture encourage openness to new thoughts and ideas during strategy implementation?

To a great extent [ ] To some extent [ ] Not at all [ ] Not sure [ ]

39. A good organizational culture should encourage employees to make real contribution to the success of the organization. How do you rate this in your Agency?

Very Good [ ] Good [ ] Average [ ] Poor [ ] Very Poor [ ]

40. A good organizational culture should encourage teamwork, trust and a people-oriented environment. How do you rate this in your Agency?

Very Good [ ] Good [ ] Average [ ] Poor [ ] Very Poor [ ]

## **Section VI: Service Delivery**

41. Are you conversant with your Agency's vision, mission and core values are aligned to its mandate?

Yes [ ] No [ ]

42. In your assessment what are some of the factors that might hinder performance of Water Works Development Agencies in Kenya? Tick as appropriate.

- i) Lack of resources [ ]
- ii) Lack of Top Management Support to strategy implementation [ ]
- iii) Old and dilapidated infrastructure [ ]
- iv) Lack of a clear organizational structure [ ]
- v) Non implantation of water sector reforms [ ]

43. How would you rate the performance of Water Works Development Agencies in Kenya?

Excellent [ ] Very Good [ ] Good [ ] Poor [ ] Very Poor [ ]

44. How regularly do you carryout customer satisfaction survey in your Agency?

Monthly [ ] Quarterly [ ] Yearly [ ] Not at all [ ]

45. What was your Agency's customer satisfaction score in the last survey you did?

Below 50% [ ] 50-60% [ ] 61-70% [ ] 71-80% [ ] Above 80% [ ]

46. How do you rate Water Works Development Agencies in Kenya in terms of the following constructs on Service Delivery?

VP = Very Poor (1), P = Poor (2), A = Average (3), G = Good (4), VG = Very Good

VP	P	A	G	VG
(1)	(2)	(3)	(4)	(5)

Number of development projects undertaken

in terms of national public water works

Number of citizens connected to water  
provided by the Agencies

Number of reserve capacities available

Number of technical expertise and capacity  
building conducted by the Agency

Customer Satisfaction

General growth rate

**Thank you for taking your time to fill this questionnaire.**

## Appendix IV: List of Water Works Development Agencies in Kenya

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THEWATERACT

(No.43/2016)

### ESTABLISHMENT OF WATERWORKS DEVELOPMENT AGENCIES

IN EXERCISE of the powers conferred by section 65 (I) of the Water Act, 2016, the Cabinet Secretary for Water and Sanitation establishes the following Water Works Development Agencies-

Water Works Development Agency (WWDA)	Geographical Area of Jurisdiction
Coast Water Works Development Agency	Mombasa, Kwale, Taita Taveta, Kilifi, Lamu and Tana River Counties
Athi Water Works Development Agency	Nairobi, Kiambu and Murang'a Counties
Northern Water Works Development Agency	Garissa, Wajir, Iсиоlo, Mandera, Marsabit, Samburu and Laikipia Counties
Lake Victoria South Water Works Development Agency	Kisii, Nyamira, Kericho, Bomet, Migori, Homa Bay, Kisumu and Siaya Counties
Lake Victoria North Water Works Development Agency	Kakamega, Vihiga, Busia, Bungoma, Trans-Nzoia, Uasin Gishu and Nandi Counties
Rift Water Works Development Agency	Turkana, West Pokot, Baringo, Nakuru, Nyandarua, Elgeyo Marakwet and Narok Counties
Tana Water Works Development Agency	Kirinyaga, Nyeri, Meru, Embu and Tharaka Nithi Counties
Tanath Water Works Development Agency	Kitui, Makueni, Machakos and Kajiado Counties

Date: 26th April, 2019.

SIMON CHELUGUI,

Cabinet Secretary for Water and Sanitation.

## **Appendix V: National Commission for Science, Technology & Innovation Research License**

 <b>REPUBLIC OF KENYA</b>		 <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
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 <b>Director General</b> <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>		
		