



STRATEGIC RESPONSES AND ORGANIZATIONAL PERFORMANCE OF NAIROBI CITY WATER AND SEWERAGE COMPANY, KENYA

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Accepted: October 11, 2021

ABSTRACT

This study examined the effect of strategic responses on organizational performance in NCWSC. The research deployed descriptive cross-sectional study design. The study population was 146 employees in the regional offices. Primary as well as secondary data helped to provide necessary information for this study. Semi structured questionnaires further was administered to participants to facilitate collection of primary data. The study findings would be of benefit to the management of NCWSC to devise strategic responses to improve efficiency in service delivery, customer satisfaction, revenue collection and water volume. To the Kenyan government and to the policy makers this research gave information which they can use to gauge whether the formulated policies have brought achievements in the water sector. To other researchers, scholars and academicians the study provided information on strategic responses on organizational performance that can be used as research material and identification of research gaps. The study found that operational conformance has a strong and positive effect on organizational performance in NCWSC ($r=0.918$, $p\text{-value}=0.000$). Additionally, the study found that resource mobilization has positive as well as significant effect on organizational performance in NCWSC ($r=0.944$, $p\text{-value}=0.000$). Further, the study found that outsourcing has significant positive effect on organizational performance within NCWSC ($r=0.979$, $p\text{-value}=0.000$). The research also found that advanced IT has significant positive significant effect on organizational performance within NCWSC ($r=0.858$, $p\text{-value}=0.000$). This study hence recommended adoption of strategic responses by NCWSC to maximize mobilization of resources, minimize water wastage and improve the overall organizational performance of the company. In addition, the top management in NCWSC should involve employees in making decisions relating to pricing of water and on how to promote services that will improve on return on investment.

Key Words: *Operational Conformance, Resource Mobilization, Outsourcing, Advanced IT*

CITATION: Malului, G. M., & Kimencu, L. (2021). Strategic responses and organizational performance of Nairobi City Water and Sewerage Company, Kenya. *The Strategic Journal of Business & Change Management*, 8 (4), 265 – 287.

INTRODUCTION

Organizations encounter numerous changes as a result of factors such as technology adoption, globalization, fragmented markets and industry rules liberalization. The organization that seeks to last must integrate a strategy in setting their long-term plan, Salavou, (2013). During 1950s, the performance of public and private Institutions in Romania was measured by using organization's extent, consideration of social system and how it fulfilled its objectives. At this period, organization performance was basically focused on the organization structure and its potential to utilize the available production resources (Al-Damen, 2017). In the early 1990s management began to realize that organization success is influenced by its goals that lead to efficient as well as effective utilization of the available resources. Additionally, most of organizations relied on customer satisfaction, social responsibility, employee stewardship and customer service to measure the performance of their organizations.

Performance is the attainment of a given role gauged against known accuracy of standards, speed, efficiency, effectiveness and financial viability including revenue growth and non-financial like automation. It comprises of organization actual output as gauged against intended goals as well as objectives (Nzikako & Warue, 2018). Kwadwo and Asare (2017) frames organizational performance as goal accomplishment through transformation of input into output and cite that poor organizational performance forms basis for organization management to draw a process of strategic change. It is divided into intra-organization performance which is formed by informal and formal relationships within the organization and extra-organizational performance which seeks the depth understanding of resources outside the organization which when utilized can enhance performance (Kotler & Schlesinger, 2015). Business Executives must use available resources to meet customers' needs and also accomplish organizational goal (Muogbo, 2013). In addition,

they must remain knowledgeable of the performance of the organization so as to know when and what changes to introduce. (Markiewicz, 2015) observes that firm's performance must be computed not just based on ROI, market share and growth but also to encompass qualitative and also quantitative restrictions of measurement meaning performance is based on the organizations' financial and also non-financial aspects. Moreover, to constantly maintain good profit margin, Short, McKenny & Ketchen (2016) observes that there is need to apply robust management strategies to keep profitable business flow.

Strategic responses are the main drivers when dealing with challenges within an environment challenges and responding effectively to customer needs (Grant, 2013), while strategy is the direction to achieve competitive advantage through resources' configuration in a challenging environment in order to meet market and stakeholder's expectations (Chandler, 1962). By providing direction, strategy aids in achieving its objective while responding to opportunities as well as threats within its environment. Strategic responses adoption enables organizations to respond effectively to changes within the environment using strategic responses to maximize on core competencies and offer value adding, rare, non-imitable goods as well as services (Munyasya, 2014).

The NCWSC was established in 2003 under Company Act Cap 486 as owned by Nairobi City Council and became operational on 17th May, 2004 under the Water Act of 2002. The Water Act 2016 brought changes in Water Sector which were intended at enabling access to sewerage services and clean water to entire Kenyans, Medium Term Plan, (2013-2017). NCWSC is under Athi Water Services Board (AWSB) as Water Services Provider (WSP) in Nairobi County Water Sector Strategic Plan, (2009-2014). The Company is ISO 9001-2008 certified and is headquartered in Nairobi, industrial area and mandated to give reliable high quality water as well as sewerage services in a manner

which is environmentally friendly that delights clients within Nairobi City County. The city has population of 3.8 million people expected to increase to 4.5 by year 2019, Kenya bureau of statistics population census (2009). Its jurisdiction area, Nairobi County is split into six administrative localities that is Northern covering Pangani area with regional office located off Muranga road. Eastern covering Kayole and environs with a regional office located in Kayole. North Eastern covering Kangundo road, Dandora, Buruburu and environs with regional office located off Juja road. Central covering Nairobi business district and its environs, South B, C, Industrial Area, with regional office located at Addis Ababa road. Southern covering Kilimani and its environs, Hurlingham, Kibera Langa, Karen with regional office located at Waiyaki way. Western covering Parklands, Westlands, Lavington, Kawangware, Dagoretti with offices located off Waiyaki Way.

Statement of the Problem

The NCWSC has over the years been experiencing challenges related to efficiency distribution of water, profitability and customer satisfaction. For instance, 40% of the water produced is un-accounted for, which is 15% over and above the allowable loss threshold of 25% as per the Water Services and regulatory guidelines. In addition, of the existing customers of water in Nairobi County, 60% live with inadequate or no water and hence the customer satisfaction level is at 37%. In addition, in the year 2018, the Nairobi City Water and Sewerage Company reported that it lost over Kshs. 1 billion annually due to water un-accounted for water (theft), faulty meters, billing errors and illegal connections. Further, According to Nairobi County Government (2018) report, the firm lost over Kshs. 152 million in 2017 as a result of billing errors, underpayments and meter tampering by customers. In fulfillment of its core mandate, NCWSC formulated strategic plans, (2003-2007; 2008-2013; 2014-2019) aimed at enabling it to achieve unique performance indicators. Despite the measures the company has put in place to fulfill its

mandate, challenges related to water access in the city still arise. There are still numerous cases of illegal connections, obstructions, encroachments of illegal structures on top of sewer lines in search of quenching thirst (Office of the Auditor General, 2017).

Various investigations have been performed on strategic responses and organizational performance in different organizations. Mutuku, (2014) study examined the influence of strategic reactions to dynamic business setting in Kenya through Old Mutual Kenya Limited and confirmed that the strategies responses such as continuous improvement of products characteristics, development of new products and use of technology were effective and resulted in improved financial performance. However, this research was limited to only one organization, Old Mutual Kenya Limited and looked at different strategic responses. Mutisya (2017) investigated on association between strategic responses and international hotels performance in Nairobi and realized that innovation strategies, expansion strategies, mergers and acquisition strategy, strategic alliances, cost and differentiation strategy and globalization strategy affect organizational performance, However, this study was limited to the international hotels, which are profit making institutions. In addition, these studies did not focus on operational conformance, resource mobilization, differentiation, and advanced technology as strategic responses. This study therefore assessed the effect of strategic response on organizational performance within NCSWC, Kenya.

Objectives of the Study

The general objective of this research study was to assess influence of strategic responses on organizational performance in NCWSC, Kenya. The study was guided by the following specific objectives;

- To establish impact of operational conformance on organizational performance within NCWSC
- To assess influence of resource mobilization on organizational performance within NCWSC

- To identify influence of outsourcing on organizational performance within NCWSC
- To evaluate influence of advanced IT on organizational performance in NCWSC.

LITERATURE REVIEW

Theoretical Review

Resource-Based View Theory

RBV theory was developed from opinions of Penrose (1959) and Wernerfelt (1984). The theory holds that the organization's competitive advantage rests in usage or application of combination of important resources (tangible or intangible) at organization's disposal (James & Odenyo, 2018). Heterogeneity of resources should be available to ensure sustainable competitive advantage. Through this an organization ensures its resources are rare, not easily imitable nor substitutable. The bundle of resources can be able to keep the organizations above average in revenue collection if only the mentioned conditions are upheld (Maendo, James & Ngugi (2018).

Unified Theory of Acceptance and Use of Technology

The UTAUT refers to a technology theory that was developed by Venkatesh, Morris and Davis (2003). UTAUT is a unified model expanded from 8 acceptance technology models. The development of modern model was as a result of rapid advancement in technology (Venkatesh, Davis & Morris, 2007). The UTAUT model attempted to showcase technological utilization and acceptance as evident in some settings like in consumer technologies. Afterwards, UTAUT 2 was expounded as an advancement of UTAUT. UTAUT 2 has various factors that affect behavior use as well as intention such as, facilitating condition, performance expectancy, habit, hedonic motivation, price value, social effect as well as effort expectancy. The ongoing study used UTAUT 2 because it is expounded out of UTAUT 1 improvement and also it is the most recent (Venkatesh, Davis & Morris, 2007).

Balanced Scorecard Theory

Balanced Scorecard theory was expounded by Norton and Kaplan (1992). Norton and Kaplan (1992) led a research of many companies with an aim of exploring new techniques of performance measurement. Significance of this study was due to increasing belief that financial gauges on performance were however ineffective for modern business. Study companies representatives together with Norton and Kaplan, were convinced that much reliance on financial gauges of performance had an impact on their potential to create value (Donna, 2018). The group explained numerous of possible alternatives however settled on scorecard idea, highlighting performance measures grasping activities throughout an organization—internal business processes, customer issues, staff activities and shareholder concerns.

Empirical Review

Hajjat and Hajjat (2014) examined impact of product conformance on performance of business in some Arab firms in United States which adopted cross-sectional research design targeting population comprising of 50 Arab companies in United States. The study revealed significant and positive impact of product conformance on organization performance. Findings revealed that value delivered by dimensions of product quality is comprised of two elements namely extrinsic as well as intrinsic value and that in organizational performance effects of intrinsic value are higher on internal performance. Due to variation in Institutional framework and geographical location between USA and Kenya the study results are not generalizable to Kenya and particularly NCW&SC.

Al-Damen (2017) researched on whether total quality conformance influences organizational performances in Jordan. The researcher targeted 103 Managers from different levels in Jordan Petroleum Refinery Company. This descriptive survey led to findings that total quality supervision affects organizational performance, its implementation has an impact on operation efficiency and at the end implementation there is

high impact on employees' satisfaction. However, the study was performed in Jordan, hence, its results are not generalizable to Kenya due to variation in target population and institutional frameworks between the two States.

Nzikako and Warue (2018) carried out an assessment of strategies used on resources mobilization in Congo. Descriptive survey design which targeted a population of 509 consisting of churches leaders, business men and women, managers in public enterprises and Chief Executive Officers of companies. It was concluded that local resource mobilization at University of Congo is highly influenced by local fundraising mechanism, community contribution, management practices and marketing strategies. Besides being limited to Congo, the study did not show how resource mobilization influences organizational performance.

James and Odenyo (2018) researched on influence of mobilization of resource on selected women group projects' sustainability within Vihiga County and the study targeted 491 women group projects within Vihiga County. Moreover, descriptive survey design concluded that mobilization of resource has significant influence on sustainability of women group projects. Moreover, financial, human, physical resources as well as community participation have significant influence on sustainability of projects founded by women groups. For resource mobilization to be effective, women groups should be informed (by Government or Non-Governmental Organizations) on diverse technique for obtaining external financial resources and preliminary preparations for fundraising including how to employ the organization's strengths to solicit internal and external funding. However, the study did not use grants and loans, public private partnerships, development partners or donors and revenue as indicators of resource mobilization thus the findings cannot be generalized to the current study.

Vintar and Stanimirovic (2011) conducted a survey on the influence of outsourcing on efficiency of

Public Sector within Slovenia, South-eastern Europe. The study targeted 212 municipalities in Slovenia and a descriptive survey design was adopted with study findings that partial though valuable insight into IT-projects outsourcing in Slovenian Public Sector. Nonetheless, over abundant and non-critical application of outsourcing projects have resulted to some unexpected problems in Public sector. The study findings indicated that Slovenia has faced challenges with outsourcing more so in past 5 years and existing economic and financial crisis showed its magnitude. Looking for short-term resolutions on account of current philosophy of Public Management as well as lack of any experience in this particular field and also neglecting other aspects of an organizational apart from costs (effectiveness of even cost of certain outsourcing projects is uncertain in long run) has caused difficult conditions to some Public Sector institutions. Besides being limited to Slovenia, the study was conducted among public institutions whose purpose and goals are different from those of NCWSC.

Suraju and Akinlabi (2013) researched on outsourcing services of organizational performance strategic tool for in tobacco industry in Nigeria. The study targeted 15 industries in food, beverage, and also tobacco in Nigeria. Results revealed that the more an organization is outsourced, the greater its' organizational development hence organizational output and positively associated to enhancement of competitive edge of average cost of production and labor productivity. Findings also indicated that outsourcing is essential in organizational performance and also facilitates competitive advantage and financial economies of a firm in market place. Nevertheless, outsourcing can further hinder effectiveness of an organization through creating a mistrust attitude among staffs, creating forced change of organization amidst employees which may be very difficult to deal with creating a requirement for change. Moreover, management structures, establishes a situation in which a firm

entirely depends on outsourcing partner. It may decrease strategic flexibility of a business and also cause change in property ownership rights. The study was limited to Nigeria and to tobacco industry and due to differences economic environment, business environment and legal framework these findings cannot be generalized.

A survey was undertaken by Shaukat and Zafarullah (2009) on influence of advanced information technology on organizational performance in Pakistan. It targeted 48 industries, 24 in Manufacturing Sector i.e. 12 local and 12 foreign and a total of 24 in banking sector (12 local while 12 foreign). Descriptive survey design concluded advanced IT has positive influence on organizational performance especially in banking sector took lead in automation of key services like online banking, while local manufacturing companies employed multinationals from the first world who had adverse technology in manufacturing and associated policies

to stay top in business. The study was performed in Pakistan and hence results are not applicable to institutions in Kenya as a result of variation in economic environment.

Rezaei Maryam, Zare, Akbarzadeh and Zare (2014) researched on the impact of IT on performance of employee in Shahr Bank located in Iran. Exploratory research design targeted 87 senior employees. Results showed that use of advanced information technology by staffs will improve productivity indicators especially in automation of human resource processes software example payroll, leave management led to enhanced effectiveness. Advanced technology plays effective responsibility in skills development, institutionalization of innovation and change. Target population was employee working in Shahr Bank, Iran, making it imprudent to generalize the findings to water company in Kenya due to variation in unit of observation and analysis.

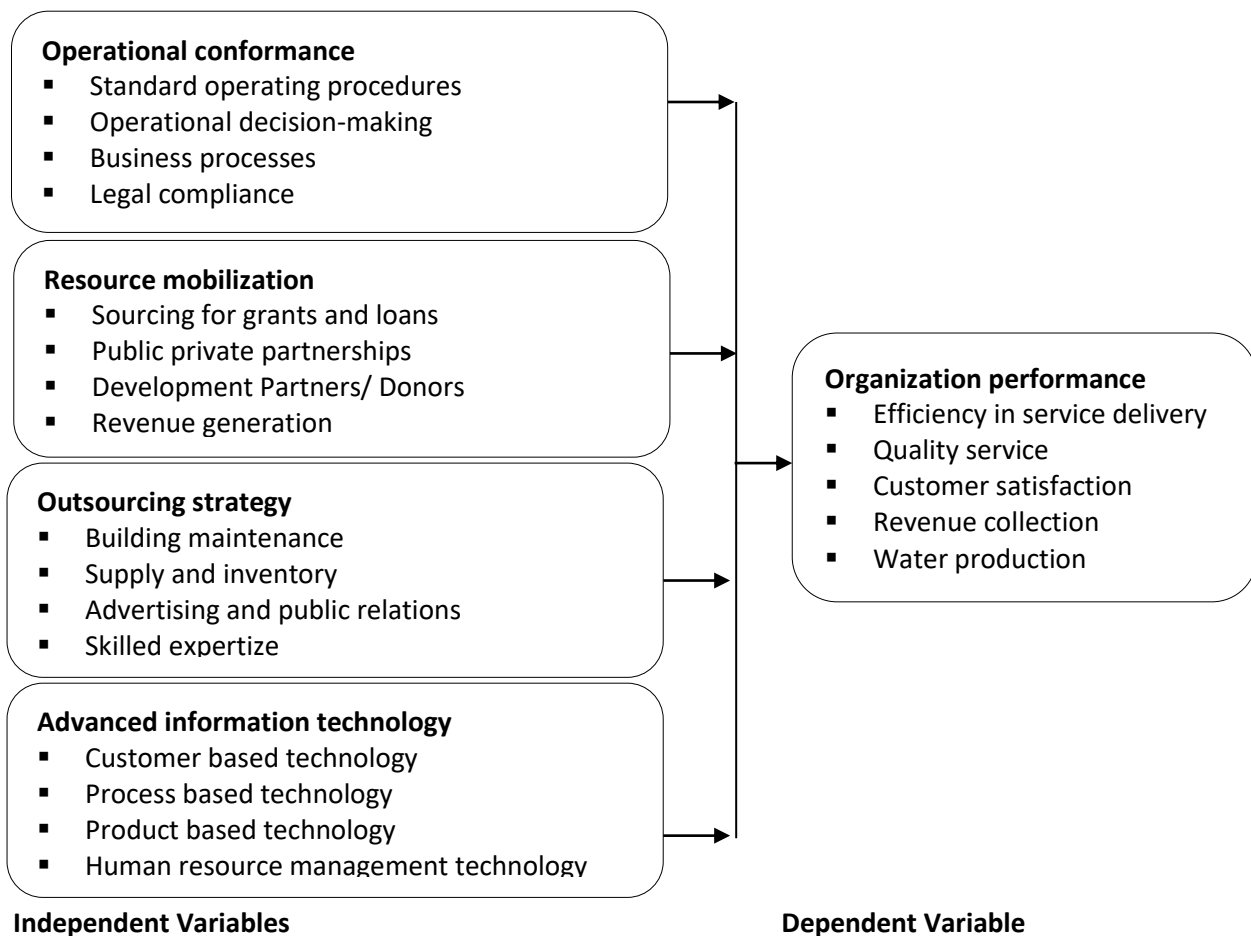


Figure 1: Conceptual Framework

METHODOLOGY

Cross-sectional study approach was used in this study as it offered an opportunity for merging quantitative and qualitative data in order to determine features of a population or phenomenon under investigation. The target population in this study was 146 employees in 6 regional offices (Northern, Eastern, Central, North Eastern, Southern as well as Western) of NCWSC. Since target population was small, the study used a census. Both primary data or raw data and secondary data helped provide necessary information for this study. Semi structured questionnaires were disseminated to the participants to facilitate data collection. Before the actual study, pre-test was carried out so as to identify as well as eliminate any doubt, misinterpretation or questions which the respondents would misunderstand. The pilot test was conducted in Kiambu Water & Sanitation Company (KIWASCO) which was selected due to its proximity to NCW&SC. Inferential and also descriptive statistics were deployed to analyze quantitative data with assistance of statistical software referred to as SPSS version 22 as a tool. Descriptive statistics involved frequency distribution, mean, percentages as well as standard deviation (Khan, 2012). This was followed by

inferential statistics including multivariate regression as well as correlation analysis. Findings were later presented in figures and tables. Correlation as well as regression analysis were deployed to find out the association between the study's variables.

FINDINGS AND DISCUSSIONS

Descriptive Statistics

This section covered descriptive statistics on operational conformance, resource mobilization, outsourcing and advanced information technology. Quantitative data was obtained from the closed questions as well as items which were measured using 5-point Likert scale.

Operational Conformance

First study objective was to assess the effect of operational conformance on organizational performance in NCWSC which is measured by standard operating procedures, operational decision-making, business processes and legal compliance. Moreover, respondents were requested to point out their agreement level on various statements pertaining to effect of operational conformance as a strategic response on organizational performance in the water company. The results were depicted in Table 1.

Table 1: Aspects of Operational Conformance

	Mean	Std. Dev.
The company has developed clear communication channels to help employees conduct their daily working routine	3.768	0.822
Proactive quality control aid in supply of safe water to consumers	1.261	0.848
The Organization does sensitize on standard operating procedures for treating water storage facilities example water tanks	1.391	0.805
Operational decisions are made by the Manager in charge of the operations	3.797	0.794
Employees are involved in making decisions relating to pricing of water	1.275	0.781
Employees are involved in promotional services that improve income	1.319	0.912
There exist clear business policies that enable the Organization accomplish its goals	3.855	0.730
The Organization analyses its business processes to identify possible improvement	3.884	0.580
The Organization collects data from its business processes to aid identifying possible areas of improvement or review	3.826	0.704
There are policy manuals to guide operation of the water company	3.913	0.585
The water company does adhere to all the provisions of the Water Act 2016	2.073	0.462
There are policies to ensure that water service providers adhere to ethical practices	3.986	0.400
Aggregate mean and standard deviation	2.862	0.702

The employees agreed that decisions are made by the Manager in charge of the organization's operations (M= 3.797; SD=0.794). In addition, the respondents agreed that there is clear communication channels which guide employees to perform their daily chores (M=3.768; SD=0.822). The results conform to the discoveries of Wanyoike and Njunguna (2017) that establishment of clear communication channels enables employees to effectively conduct their day to day business activities with ease. However, the respondents strongly disagreed that the Organization does sensitize on standard operating procedures for treatment of water storage facilities like water tanks (M= 1.391; SD=0.805). In addition, the respondents strongly disagreed that proactive quality control aid in preventing unsafe water from reaching the consumers (M= 1.261; SD=0.848).

The participants agreed that the Organization analyzes its business processes to identify possible areas of improvement (M= 3.884; SD=0.580). Moreover, the respondents agreed that there are policies in place that enable the company to effectively accomplish its goals (M= 3.855; SD=0.730). Nevertheless, the respondents strongly disagreed that the employees are involved in promotional services that will improve income (M= 1.319; SD=0.912). Respondents strongly disagreed that employees are involved in decision making relating to pricing of water (M= 1.275; SD=0.781). These findings are contrary to the arguments by Mukonyo (2014), that involvement of staffs in making decision influences the performance of organizations significantly.

In addition, the respondents revealed that there exist clear regulations to ensure water service providers adhere to ethical practices (M= 3.986; SD=0.400). Respondents indicated that there are procedures that guide operation of the water

company (M= 3.913; SD=0.585). They agreed that the organization collects data from its business processes to aid in identification of issues that need improvement or review (M= 3.826; SD=0.704). The results concur with the findings of Alghamdi (2018), that obtaining data from business processes assists in identification of important issues that need improvement or review which as a result enhances organizational performance. However, the respondents revealed that the water company does not adhere to all the provisions of the Water Act 2016 (M= 2.073; SD=0.462).

Resource Mobilization

The second objective was to assess the effect of resource mobilization on organizational performance in NCWSC. Resource mobilization is measured in terms of sourcing for grants and loans, public private partnerships, development partners/ donors and income generation activities.

The participants were requested to point out whether Water Company depended entirely on grants and loans. From the results, 72.5% of the participants indicated that NCWSC highly depended on grants and loans while 27.5% indicated the organization does not rely on grants but loans instead to aid its operations. These findings conform to Musudi (2015) discoveries that loans from financial institutions, grants from the government and sponsors are essential monetary resources that assist in improving business operations and contribute significantly to organizational performance.

The participants were asked to point out their agreement level on statements relating to the effect of operational conformance as a strategic response on organizational performance in the water company. The results were depicted in Table 2.

Table 2: Various Aspects of Resource Mobilization

Statements	Mean	Std. Dev.
NCSWS does seek for grants to aid in its operations	3.884	0.629
The water company can easily access loans from local financial institutions	3.899	0.570
NCWSC is dependent on funding from external sources	2.044	0.496
There exist a relationship between the company and the private sector to enhance infrastructural provisions	3.957	0.466
The organization is willing to partner with partners to improve on its services	3.855	0.548
The Government has shares in the organization	3.957	0.466
There are sustainable domestic non-banking organizations that finance water infrastructure investments	3.870	0.510
The organization does receive donations for Development Partners to improve on water and sewerage infrastructure	3.928	0.549
To enhance resource mobilization, the organization has partnered with global institutions including World Bank	3.957	0.360
Payment of water bills help to maintain operational costs hence sustainability	4.029	0.168
Income collected help meet the organization's expenses such as water treatment chemicals, maintenance and personnel costs	3.942	0.537
Aggregate mean and standard deviation	3.757	0.482

The employees agreed that there exists a cordial relationship between the organization and the private sector to enhance provision of clean water and sewerage infrastructure (M= 3.957; SD=0.466). Respondents agreed that the organization can easily access loans from local financial institutions on agreed subsidized interest rates (M= 3.899; SD=0.570). Further, it was agreed that the NCWSC has severally applied for grants from Donors to aid in improving its operations (M= 3.884; SD=0.629). The results concur with Musudi (2015) discoveries that resources from Donors go along-way in improving daily operations hence contribute significantly to organizational performance. However, the respondents disagreed with the statement indicating that NCWSC is dependent on funding from external sources (M= 2.044; SD=0.496).

The respondents revealed that the Government has shares in the Organization since it is placed under the County Government of Nairobi ((M= 3.957; SD=0.466)). From the respondents it was also established that that the organization receives grants and donations to improve the water and sewerage infrastructure (M= 3.928; SD=0.549). These findings conform to Maendo, James and Ngugi (2018) arguments that grants from the

government and sponsors helps to improve service delivery resulting to customer satisfaction. In addition, respondents agreed that the company is willing to engage the private sector hence build public-private partnership to improve on its services to citizens (M= 3.855; SD=0.548). The respondents also agreed that there are sustainable domestic non-banking organizations like the non-governmental organizations that finance water infrastructure investments (M= 3.870; SD=0.510).

The employees were also in agreement that prompt payment of water bills help meet the operational and maintenance costs (M= 4.029; SD=0.168). In addition, the respondents also agreed that the Organization has partnered with donors including Royal Danish Embassy, Germany Development Bank (KfW) and World Bank to mobilize funds (M= 3.957; SD=0.360). Further, the respondents were in agreement with the statement indicating that proceeds earned from water tariffs ensures that the organization covers its expenses such as water treatment chemicals, maintenance as well as personnel costs (M= 3.942; SD=0.537). These findings conform to Kyunyu (2014) discoveries that an organization should strive to maximize earnings to meet its expenses and enhance business continuity.

Outsourcing Strategy

The third objective was to identify effect of outsourcing on organizational performance in NCWSC and it include building maintenance, supplies and inventory, public relations and human

resource expertize. The employees were required to indicate their agreement level on various statements pertaining to effect of outsourcing as a strategic response on organizational performance in NCWSC. The results were depicted in Table 3.

Table 3: Aspects of Outsourcing Strategy

Statements	Mean	Std. Dev.
The company is responsible for its property such as structural, plumbing and engineering systems	3.971	0.381
NCSWC outsource maintenance services from experts	3.870	0.510
Maintenance focuses on customizing the needs of the facility	3.986	0.209
Outsourcing logistics result to minimal continuous services and products shortage	3.986	0.400
Effective service delivery is maintained with service providers through outsourcing customer services	3.899	0.457
Inventory outsourcing results to identification and fixing accounting problems	3.812	0.646
The organization focuses on building mutual relationship with the general public	3.971	0.418
There exist clear communication channels that the organization uses to instigate customers to use the services and product it offers	1.246	0.713
The water company has an advertising strategy as its marketing tool in existence	1.101	0.303
NCWSC hires skilled human workforce	4.015	0.270
Engagement of employees working on contract is based on their performance and competency	1.217	0.681
Outsourcing skilled expertise minimize the time spent to cover shortage of technical support	3.913	0.586
Aggregate mean and standard deviation	3.249	0.465

The employees agreed with a mean of 3.986 (SD=0.400) that outsourcing logistics result to minimal issues of services shortage. They were also in agreement that maintenance focuses on customizing the need of the facility (M= 3.986; SD=0.209). The respondents further agreed that the water company is responsible for property preservation such as structural, plumbing and engineering systems (M= 3.971; SD=0.381). Moreover, the respondents agreed that the organization outsources maintenance services from other private firms (M= 3.870, SD=0.510). These findings conform with Kigwe and Maina (2018) Mwichigi and Waiganjo (2015) arguments that outsourced services allows organization to procure services strategically that serve customers' needs, improve service delivery, enhance efficiency, improves operations and assists the organization to concentrate on its cores capabilities.

The participants were in agreement with the

statement indicating that the NCWSC focuses on building mutual relationship between with the general public (M= 3.971; SD=0.418). Besides, the respondents agreed that the effective service delivery is maintained by service providers through outsourcing customer delight services (M= 3.899; SD=0.457). The respondents agreed that the inventory outsourcing results to identification and fixing of accounting problems (M= 3.812; SD=0.646). Nevertheless, the respondents strongly disagreed that there is clear communication channels that the Organization has adopted to instigate the customers to use the services and product it offers (M= 1.246; SD=0.713).

Further, employees agreed that the organization attracts and hires skilled human workforce (M= 4.015; SD=0.270). Respondents agreed that outsourcing skilled human expertise minimize the time spent on shortage of technical expertise or support (M=3.913; SD=0.586). The results conform

to Kigwe and Maina (2018) findings that outsourcing skilled expertise save on costs, minimize the time spent on technical support and lead to continuity of the human function which boosts performance. Nevertheless, the respondents strongly disagreed that engagement of employees working on contract is based on their performance and competency (M= 1.217; SD=0.681). Respondents further strongly disagreed that the organization has adopted advertising as its marketing tool (M= 1.101; SD=0.303).

Advanced Information Technology

The fourth objective was to assess the effect of advanced IT on organizational performance in NCWSC and its measure includes customer based technology, process based technology, product based technology and human resource management technology. The participants were required to point out their agreement level on statements pertaining to effect of technological advancement as a strategic response on organizational performance in NCWSC. The results were depicted in Table 4.

Table 4: Aspects of Advanced Information Technology and Organizational Performance

Statements	Mean	Std. Dev.
Organization uses e-mails as a way of improving customer service	1.073	0.260
The Organization has an updated website where customers can seek all information	2.044	0.398
NCWSC encourage employees to embrace modern ways of improving customer satisfaction through provision of tools to deliver better services	2.000	0.242
The water company has adopted automated water treatment process	1.130	0.416
Technology is used to solve water treatment shortcomings	1.159	0.583
Chemical such as Chlorine are used to treat water	3.826	0.763
The Organization uses reverse osmotic membrane system to purify water	1.203	0.674
Modern technology is used in designing production process	1.101	0.388
Advanced devices are used to tract water consumption, sport leaks and send notification alerts on abnormal water flow	2.044	0.433
NCWSC embarks on human resource system to support decision making process	1.116	0.402
Utilization of human resource system enhances quick analysis of the Human Resource function	3.957	0.496
Employees can get responses online without the need to consult human resource office.	1.159	0.472
Aggregate mean and standard deviation	1.818	0.461

Source: Survey Data (2021)

Respondents in the six regions of NCWSC disagreed with the statement indicating that there exists an updated website where customers can seek information (M= 2.044; SD=0.398). Besides, the respondents disagreed that the water company encourages employees to embrace modern ways of improving customer satisfaction through provision of tools to deliver better services (M= 2.000; SD=0.242). The respondents strongly disagreed that water company has adopted the use of automated water treatment process (M= 1.130; SD=0.416). In addition, they strongly disagreed that the water company uses e-mail as a tactic of improving customer services (M= 1.073; SD=0.260). These

findings were contrary to Karungani and Ochiri (2017) arguments that advanced information technology such as email increases efficiency, enhances control and monitoring, makes work easier hence enhances service delivery. The participants agreed that there use of chemicals such as chlorine to treat water before consumption (M= 3.826; SD=0.763). Respondents strongly disagreed that the water company uses technology to solve water treatment shortcomings (M=1.159; SD=0.583). Moreover, respondents strongly disagreed the water company uses reverse osmotic membrane system to purify water as indicated by a mean of (M= 1.203; SD=0.674). Employees further

disagreed with the statement indicating that modern technology is used in designing the production process (M= 1.101; SD=0.388). These findings are contrary to findings by Pfano and Beharry (2016) that use of advanced information technology in designing production process increases output which as a result enhances organizational performance. Participants agreed that utilization of human resource system enhances quick analysis of human resource function (M= 3.957; SD=0.496). However, the respondents disagreed with the statement that the NCWSC relies on devices to tract water consumption, sport leaks and send notification alerts on abnormal water flow (M= 2.044; SD=0.433). They further strongly disagreed that the water company has embarked on human resource system to support its decision

making process (M=1.116; SD=0.402). Moreover, respondents strongly disagreed that employees in NCWSC can get responses online without physically or virtually consulting relevant offices (M= 1.159; SD=0.472). The results are contrary to Pfano and Beharryon (2016) arguments that modern technology encourages flexibility in that Manager can work away from the physical office and equally deliver.

Organizational Performance

Dependent variable was organizational performance. The measures of organizational performance were efficiency in service delivery, quality service, customer satisfaction and revenue collection.

Table 5: Various Aspects of Organizational Performance

Statements	Mean	Std. Dev.
Income in NCWSC has improved	2.029	0.418
Customer obligations/ debts have decreased over the years	1.159	0.557
Number of customers has increased leading increase in income	3.971	0.381
Operational costs related to water production have reduced	4.044	0.205
NCWS ensures that safe water is supplied to all customers	3.870	0.682
Modern technology is applied in water treatment	1.145	0.462
The volume of water abstracted has been increasing	3.913	0.585
The volume of water treated has been increasing	3.986	0.400
The volume of water distributed has been increasing	3.957	0.360
Customers provide positive feedbacks about services	3.942	0.613
The water company continually receives new clientele in search of its services	3.928	0.522
There is notable improvement in customer satisfaction index	4.000	0.419
Aggregate mean and standard deviation	3.329	0.467

As shown by Table 5, the participants agreed that operational cost of a NCWSC has reduced (M= 4.044; SD=0.205). In addition, the respondents agreed that the customer numbers have notable increased (M= 3.971; SD=0.381). However, the respondents disagreed that the income of water company has improved (M= 2.029; SD=0.418). Moreover, the respondents disagreed that customer obligations or debts have decreased over the years (M= 1.159; SD=0.557). The employees agreed with the statement indicating that the volume of treated water has been increasing (M= 3.986; SD=0.400). In addition, the respondents agreed that the volume of water abstracted has

been increasing (M= 3.913; SD=0.585). Respondents also agreed that the water company ensures that water is supplied to all customers on time (M= 3.870; SD=0.682). From the findings, respondents strongly disagreed that the water company uses modern technology in treatment of water (M= 1.145; SD=0.462). The respondents agreed that there has been an improvement in customer satisfaction index (M= 4.000; SD=0.419). The respondents were in agreed with the statement indicating that the volume of water distributed has been increasing (M= 3.957; SD=0.360). Further, the employees working in the six regions of NCWSC agreed that customers continuously provide

positive feedback on the services offered by the water company (M= 3.942; SD=0.613). The respondents also agreed that the Organization enjoys increased customer volumes referred by others in search of services (M= 3.928; SD=0.522). The study found out the trend of amount of income collected in NCWSC for the period between 2016 and 2019. From the results, Kshs. 8,540.90 million was collected in 2016, but the figure reduced to Kshs. 8,165.14 million in 2017. The total income rose to Kshs. 8,741.40 million in 2018, but decreased to Kshs. 8,319.50 million in 2019. This implied that income of the water company had been fluctuating between 2016 and 2019.

The study looked at the difference between water supplied, water billed and the percentage of water

un-accounted. The difference was calculated by getting the disparity between water supplied and total water billed. From the results, the percentage of water unaccounted by the water company in 2016 was 38.23% of the total water supplied which remained the same percentage (38.23%) in 2017. However, percentage of water unaccounted for in 2018 was 36.83% of the total water supplied which reduced to 34.24% in 2019.

The study looked at the trend of customer satisfaction index at NCWSC for the period between 2016 and 2019. From the results, customer satisfaction index in NCWSC was 69.33 percent in 2016, which increased to 66.05%. In addition, customer satisfaction index increased to 66.32% percent in 2018 but reduced to 60.27% in 2019.

Inferential Statistics

Table 6: Correlation Coefficients

		Organizational Performance	Operational Conformance	Resource Mobilization	Outsourcing Strategy	Advanced Information Technology
Organizational Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	138				
Operational Conformance	Pearson Correlation	.918**	1			
	Sig. (2-tailed)	.000				
	N	138	138			
Resource Mobilization	Pearson Correlation	.944**	.131	1		
	Sig. (2-tailed)	.000	.109			
	N	138	138	138		
Outsourcing Strategy	Pearson Correlation	.979**	.142	.109	1	
	Sig. (2-tailed)	.000	.092	.121		
	N	138	138	138	138	
Advanced IT	Pearson Correlation	.858**	.156	.097	.131	1
	Sig. (2-tailed)	.000	.078	.129	.109	
	N	138	138	138	138	138

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

As shown in Table 6, there is a very strong and also positive association between operational conformance and organizational performance ($r=0.918$, $p\text{-value}=0.000$). Since correlation coefficient was above 0.8, the relationship was considered to be very strong. Besides, $p\text{-value}$ was below significant level of 0.05 attributing to the positive association. The finding conforms to the finding of Alghamdi (2018) that operational conformance influences organizational performance in a significant way.

Moreover, the results indicated that there is a very strong and positive association between resource mobilization and organizational performance ($r=0.944$, $p\text{-value} =0.000$). Since the correlation coefficient of resource mobilization was above 0.8, the relationship was considered very strong. Besides, the $p\text{-value}$ was less than the significant of 0.05 hence attributing to the positive association. The findings conform to the findings of James and Odenyo (2018) that mobilization of resource has significant effect on business sustainability.

The results show a very strong and also positive association between outsourcing strategy and organizational performance ($r=0.979$, $p\text{-value} =0.000$). Since correlation coefficient of outsourcing strategy was above 0.8, the relationship was considered very strong. Besides, the $p\text{-value}$ was less than the significant of 0.05 hence attributing to the positive association. The finding conforms to the finding of Kigwe and Maina (2018) that outsourcing strategy has significant and positive effect on performance.

Moreover, the results indicated that there is a very strong and positive association between advanced information technology and organizational performance ($r=0.858$, $p\text{-value} =0.000$). Since the correlation coefficient of advanced information technology was above 0.8, the relationship was considered to be very strong. Besides that, the $p\text{-value}$ was less than the significant of 0.05 hence attributing to the positive association. The findings conform to the findings of Shaukat and Zafarullah (2009) that advanced technology has positive effect on organizational performance.

Regression Analysis

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.852 ^a	.724	.630	.03957

a. Predictors: (Constant), Advanced Information Technology, Resource Mobilization, Operational Conformance, Outsourcing Strategy

As depicted in Table 7, the R squared for the relationship between strategic responses on organizational performance in the water company, was 0.724. This implied that 72.4% of the variation

in dependent variable (organizational performance) could be explained by independent variables (operational conformance, resource mobilization, outsourcing and advanced technology).

Table 8: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.539	4	5.13475	74.166	.000 ^b
	Residual	9.208	133	0.06923		
	Total	29.747	137			

a. Dependent Variable: Organizational Performance in NCWSC

b. Predictors: (Constant), Advanced Information Technology, Resource Mobilization, Operational Conformance, Outsourcing Strategy

Source: Survey Data (2021)

The ANOVA was used in the current study to determine whether the model was a good fit for the data. Moreover, as shown in Table 9, the F calculated was 3279.423 and the F-critical from F-

distribution table was 2.46. Since F calculated was not less than F critical and p-value (0.000) was below significance level of 0.05, the model was considered as a good fit for the data.

Table 9: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.612	0.098		6.245	0.000
Operational Conformance	0.207	0.101	0.292	2.050	0.032
Resource Mobilization	0.566	0.134	0.622	4.224	0.000
Outsourcing Strategy	0.283	0.102	0.259	2.775	0.012
Advanced Information Technology	0.492	0.128	0.487	3.844	0.001

Source: Survey Data (2021)

The regression equation was;

$$Y = 0.612 + 0.207X_1 + 0.566X_2 + 0.283X_3 + 0.492X_4$$

From the study findings operational conformance has significant positive influence on the organizational performance in NCWSC as depicted by regression coefficient of 0.207. The association was significant since p-value (0.032) was below significance level of 0.05. These findings conform to Alghamdi (2018) discoveries that the association between operational conformance and organizational performance is statistically significant.

The results also showed that resource mobilization has significant positive influence on organizational performance as depicted by a regression coefficient of 0.566. The relationship was significant since p-value (0.000) was below significance level of 0.05. Moreover, the results concur with Musudi (2015) discoveries that strategic planning of resources mobilization contributes to increased performance of the water company.

In addition, outsourcing strategy has a significant influence on organizational performance in NCWSC as depicted by a regression coefficient of 0.283. The relationship was also significant since p-value (0.012) was below significance level of 0.05. These findings conform to Suraju and Akinlabi (2013) findings that the more the organization is

outsourced, the greater its' organizational development hence organizational output is positively associated with competitive edge leading to increased productivity.

Further, the result showed that advanced information technology has a positive influence on organizational performance in NCWSC as shown by regression coefficient of 0.492. Since p-value (0.001) was below significance level of 0.05, the association between advanced technology and organizational performance was considered significant. These findings conform to Kimani (2015) discoveries that advanced technology significantly affects organizational performance through innovation which leads to new ideas and non-imitable services and products which a good ingredient in emerging dynamic business world.

Qualitative Results

Participants were required to show how operational conformance as a strategic response affects organizational performance in NCWSC. The respondents indicated that operational conformance led to customer centered initiative, reduces the operational costs leading to increased income. These findings conform to Hajjat and Hajjat (2014) discoveries that operational conformance has significant and positive impact on organization performance. The respondents also indicated that quality conformance and organizational

performance has positive impact of product conformance on organizational performance. The respondents also indicated that general conformance with SOPs, business processes and legal conformance lead to an improvement in efficiency and effectiveness.

“To ensure efficiency and effectiveness the management in our organization ensures legal compliance, adherence to standard operating procedures, and following up of rules in businesses processes and decision making” R01

The employees were also asked to show how resource mobilization as a strategic response affects the organizational performance in NCWSC. The respondents pointed out that grants from resource mobilization inform of financial and technical resources have significant impact on performance of water and sewerage infrastructure. These findings are in line with James and Odenyo (2018) discoveries that mobilization of resource has significant influence on sustainability. The respondents showed that local or sister institutions, grants from the government and development partners are essential for monetary resources. In addition, in strategic planning, resource mobilization is an important instrument for sustainable financing which further contributes to increased performance.

Respondents were as well asked to specify how outsourcing strategy as a strategic response affects organizational performance in NCWSC. The findings indicated that outsourcing facilitates building of a competitive advantage in a firm. Besides, the respondents pointed out that outsourcing strategy helps to control bureaucracy especially in the procurement function. Moreover, the respondents revealed that outsourcing enhances operational efficiency and reduces costs that greatly affects associated with errors. These findings concur with Suraju and Akinlabi (2013) argument that outsourcing enhances operational efficiency, and ensures reduction in the cost of operations in an organization. However, the respondents also

reported that outsourcing can hinder effectiveness of an organization through creating a mistrust attitude among staffs. This is in agreement with Kwadwo and Asare (2017) observation that outsourcing can negatively affect the performance of an organization as the staff may think that their jobs are being taken away.

Participants were required to indicate their agreement level on statements pertaining to effect of advanced information technology as a strategic response on organizational performance in NCWSC. They indicated that information technology leads to automation of key services like online billing and payment of bills. Moreover, the respondents indicated that the use of advanced information technology by employee improves productivity especially in the automation of human resource processes including generation of payrolls and leave management that lead to enhanced effectiveness. Advanced technology plays an effective responsibility in skills development, institutionalization of innovation and change.

In addition, the respondents revealed that modern office technology makes business processes and procedures to be integrated for more efficiency through modern technology. Moreover, advanced technology encourages flexibility in that a Manager can work out of the physical office and deliver effectively through technology. The respondents revealed that technology infrastructure especially in supply chain management helps improve coordination of inter-related activities amidst players of supply chain enhances control and monitoring. Technology management infrastructure attracts ease of making online payment for services including querying and paying bills also payment for application and renewal of business permits.

The respondents further revealed that information technology application enhances competitive advantage through planning systems which aids the Organization to integrate all its business systems and procedures to enhance efficiency. Respondents indicated that advanced technology enhances

Organization's performance through innovation of services, facilitates complex processes of production in the modern complex business world. These findings are in line with arguments made by Gakuumbi (2018) that advanced technology plays an effective role in skills development and institutionalization of innovation and change.

CONCLUSION AND RECOMMENDATIONS

The independent variables, which were strategic responses included operational conformance, resource mobilization, outsourcing and advanced information technology. The study concluded that operational conformance has effect on organizational performance in NCWSC. There is revelation that standard operating procedures, operational decision-making, business processes and legal compliance influences organizational performance in organization hence leads to improved organizational performance in the water company. In relation to the second objective the study concludes that resource mobilization has constructive effect on organizational performance. Findings revealed that sourcing for grants, loans, public private partnerships, development partners/donors and income generation activities influences organizational performance in NCWSC.

As per the third objective, the study concluded that outsourcing strategy has a constructive effect on organizational performance in NCWSC. The study further concludes that outsourcing strategy of utilities like building maintenance, supply and inventory, public relations and skilled expertise have progressive effect on organizational performance. Regarding the fourth objective the study concludes that advanced information technology has remarkable effect on organizational performance in NCWSC. Study findings revealed that customer based technology, process and product based technology and human resource management technology leads to improvement in organizational performance in NCWSC.

The findings revealed that the company does not sensitize on standard operating procedures of

treatment of water storage facilities. This study thus recommends that the top management should sensitize the public on high hygiene procedures to ensure that the water stored is safe for consumption.

In decision making, it was revealed that employees are not actively involved therefore, this study recommends that the top Management in NCWSC should involve employees in making decisions especially in the core business of water production including pricing of water and improved customer delight so as to aid in handling complaints raised by customer over time hence reduce the turn-around time of addressing service dissatisfaction.

The study revealed that the water company does not adhere to all the provision of the Water Act 2016. Therefore, this research recommends that the top Management should adopt to all the contents of Act in order to ensure consumers have access to safe and clean water.

Findings also revealed that there's no clear communication structures that the water company embarks to instigate customers and therefore, this study recommends that the top management should conduct active sensitization example regular roadshows to educate citizens on its products and even conduct Corporate Service Responsibility for furtherance of sensitization.

On the engagement of employees working on contract which is not based on performance and competency skills, management team should be able to design human resource instruments attract, engage, develop and retain highly knowledgeable, skilled and competent workforce so to provide quality services.

The study findings revealed that the company does not use e-mail to communicate with customers and also has no an active website. It is recommended in this study therefore recommends that the water company should updated its website for the public to access necessary information at ease, embark on email to communicate important information to customers since it is fast and reliable.

Moreover, the study found that the company does not use modern technology in designing production process and to solve water treatment issues. This study recommends that the Management adopt to modern technology in designing its major water production processes and gain efficiency and effectiveness in its operations.

In addition, the findings revealed that NCSWC does not use devices to tract water consumption, sport leaks and send notification alerts on abnormal or wastage water flow therefore there is need for the water company to invest in modern devices which can monitor level of water consumption, identify leaking points to minimize any possible wastage.

Moreover, the findings revealed that the water company does not use human resource system to support decision making process hence this study recommends that the water company should invest in automated human resource processes for efficiency and accuracy especially in management of leaves and other benefits to be computed.

Although the study discovered that advanced information technology had significant effect on organizational performance, the company does not use modern technology in designing production process to solve water treatment issues. The study recommends that policy makers should formulate policies that necessitate and guide the adoption of advanced information technology in the designing of production processes and water treatment plants.

The study established that NCWSC considerably depends on grants and loans. The study therefore recommends the formulation of policies to

commercialize water and sewerage companies in Kenya so as to ensure their sustainability and reduce their dependence on grants and loans.

The study was guided by RBV Theory, UTAUT and Balanced Scorecard Theory. The RBV theory supports mobilization of tangible resources (financial, human and physical resources) and intangible resources (management and technical skills). This study supports the utilization of resource-based view theory in public institutions like Nairobi City Water and Sewerage Company by focusing on customer perspective, financial perspective (revenue collection), leaning and growth (quality improvement) and internal business process (efficiency in service delivery). The UTAUT supports the adoption of advanced technology to improve performance in terms of efficiency in service delivery.

Recommendation for Further Studies

This study examined the effect of strategic responses on organizational performance in NCWSC in operation and service to Nairobi County only so findings cannot be applied to other water companies. The researcher recommends that further studies ought to be conducted on effect of strategic responses on organizational performance in other water companies in the Kenya. Moreover, the study suggests further studies on influence of strategic responses on organizational performance in public institutions in Kenya. In addition, the study found that 72.4% of organizational performance could be explained by strategic responses. As such, further studies should be conducted to assess other factors that influence organizational performance.

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