



**STRATEGY DEVELOPMENT AND PERFORMANCE OF NORTHERN WATER WORKS DEVELOPMENT AGENCY IN
GARISSA COUNTY, KENYA**

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ABSTRACT

Organizational performance generally entails achievement of the set target by organizations. Specifically, in this study, organizational performance entails customer satisfaction, customer outreach and sustainable infrastructure. The Northern Water Works Development Agency have low quantity and quality output compared to the other water works development agencies in the country. The poor performances have been reflected in their inability to meet annual targets and untimely delivery of services in various departments. There exists undesirable performance in water development agencies resulting from poor strategic goals, and formulation of goals which is categorized by low quality output and poor service conveyance. Strategy development has been key in many organizations in enhancing organizational performance through the goal setting strategy, strategy formulation, strategy implementation and strategy monitoring. The general objective of this study was to establish the effect of strategy development on organizational performance in Northern Water Works Development Agency, Kenya. The specific objectives were to establish the influence of goal setting strategy, strategy formation, implementation, and strategy monitoring on performance of Northern Water Works Development Agency, Kenya. The study used a case research design. The Study targeted managers and supervisors at Northern Water Works Development Agency, Kenya. There were a total of 32 managers and 41 supervisors at NWWDA, Kenya. Census method was used consisting of seventy-three (73) staff were selected as the sample size. The data collection tool used to collect primary data was a questionnaire. Quantitative data was analyzed using descriptive statistic (mean and standard deviation) with the help of Statistical Package for the Social Sciences (SPSS) version 24 and inferential statistics especially correlation and regression. The study found that goal setting, strategic formulation, strategic implementation and strategic monitoring had a significant positive effect on organizational performance. The study recommended that North Water Works Development Agency should set clear goals to encourage productivity in all business units. The strategic plan's major result areas can't be realized without sufficient funding from the organization, which is why it's crucial for the agency to set aside the funds it needs to achieve its goals.

Key Words: Strategy Development, Strategy Formation, Implementation, Strategy Monitoring

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INTRODUCTION

Globally, improved organizational performance has been key for any organization to survive in the competitive world (O'Byrne, 2018). Since it is untrue that individuals are driven to work in the public sector by a desire to help others or make a good contribution to society, maintaining a motivated workforce is crucial to attaining the goals of planned changes. As a result, appealing and competitive state agencies across the globe are actively seeking to develop strategies that will maximize the worth of their staff (Vipinosa, 2015). In the global business platform, state agencies in U.K are devoted, competent, and engaged in the most priceless assets through development of strategies that meet organizational's needs (Demin, 2017).

Moreover, organizational performance in public sector in USA have seen improved quantity and quality of work output. Most of these organizational s working in public sector in USA are highly motivated by great impact of strategy development (Hondeghe, 2017). This was evident in USA public sector ability to set goals, analyse goal, formulate plan and implement goals in effective and efficient manner. Maximizing workforce output has proven to be one of the most effective strategies in light of the economic crises that are affecting both the public and private sectors of the Japanese economy. Goal setting and goal analysis are unquestionably the most crucial aspects of workforce planning as institutions mobilize in response to shifting governmental policies and market conditions (Valmorbida et al., 2017).

Regionally, the public sector has historically provided some potent extrinsic motivators that might attract organizations, such as security of tenure, career and development opportunities, and the pension system, in most African countries, more specifically in Nigeria (Bowen, 2015). Strategy development is critical to attaining overall organizational success hence improved performance and has been key to many of the West African countries. Organizations who put in exceptional effort expect their efforts to meet the goal set through the process of strategy

development (Agbo 2016). The strategy goal analysis, goal formulation and strategy implementation has been key enabler of increased organizational performance in public sector in Ghana significantly boosting morale and building goodwill among organizationals, supervisors, and employers (Galbraith, 2018).

In East African Region, organizational performance in public sector in Uganda and Tanzania have been affected adversely by poorly developed strategy development processes (Bretz, 2017). The set goals, level of goal analysis, formulation of goals and implementation of goals have had favorable impact on the organizational s' performance in some of the state agencies in Rwanda (Gonsior, 2017). The hallmark of all these in the public sectors in East Africa has been strategy development (KIPPR, 2018). According to Drucker (1963), effectiveness is doing the right thing while efficiency is referred to as doing things right. Effectiveness deals with achieving the goals of the organization as well as providing services to as many people as possible. Making the most of the resources at hand while also creating a strong workforce is efficiency. Practically, each activity should be assessed and rated within its own context in order to accurately measure performance or productivity.

Locally, organizational performance in Public sector in Kenya are indeed the vehicle's engine, while goals setting and analysis is the fuel. Without its personnel, no business can fulfill its stated goals. According to Nnaji-Ihedinmah (2015), strategy development plays an important part in motivating organizations in public sector in Kenya. Organizational s in public sector in Kenya switch jobs often for purposes of identifying themselves with the goal of a particular organization (Musenze, Mayendesifuna, Buteeme, & Lubega, 2017). There is widespread understanding in business and the professions that their organizational s' abilities must be regularly developed and increased through strategy development processes. Faced with competition from both domestic and foreign opponents, the better organizations are allocating

greater resources to ongoing strategy development through organizational involvement at all levels (Ogedobu 2016). However, there are different views in regard to the Kenyan public sector when it comes to the application of the strategy development practices such as goal setting and analysis, formulation, implementation and monitoring.

The strategy development process in Kenya's public sector aims to include the management procedures that guide, mold, and support the organization's strategic choices. Most Kenyan authors have conceptualized strategy development as involving strategy formulation, implementation, and monitoring. The idea of continuous improvement is essential to how organizations think because strategy formulation and implementation are viewed as interdependent processes that each organization engages in on a regular basis (Oyedijo, 2013). For the majority of organizations, using a monitoring strategy has been essential to identifying deployment slowdowns and highlighting any unexpected effects (positive/negative) of an investment scheme, program, or activity (Shilongo, 2017). Organizations at the highest level now have an efficient strategy for enabling ongoing review, analysis, and comprehension of organizational performance thanks to a monitoring strategy.

The effectiveness of an organization is gauged by how well it achieves its goals and objectives. In essence, this involves evaluating how well a task was completed in relation to established benchmarks for cost, time, speed, accuracy, and productivity. The discrepancy between a group's actual output, results, or achievements and its expected outputs, which also include its goals and objectives, is, therefore, what is known as company effectiveness (Nyelisani, Ramdass, & Mokgohloa, 2019). Ford and Ford (2018) contend that it is crucial for the chosen performance assessment tools to provide qualitative data that is pertinent to organizational operations, processes, products, and services. Therefore, effective performance measurement techniques are essential for performance management and business expansion.

As a State Corporation under the State Corporations Act and the Water Act 2002, the Northern Water Works Development Agency (NWWDA) was first established as Northern Water Services Boards through a Kenya Gazette Notice No. 1716 dated March 12, 2004. The Ministry of Water, Sanitation & Irrigation established nine (9) Water Works Development Agencies (WWDA), and this one is one of them. The company's vision is for everyone to have access to sustainable, safe water and sanitation. Through appropriate infrastructure development, the mission is to ensure that more people have access to high-quality, long-lasting, and reasonably priced water and sanitation services. The company's core values are honesty, dedication to the needs of the customer, originality, and professionalism. The Agency is in charge of creating, managing, and maintaining the water and sewage infrastructure in the 244,860 km² (counties) of Garissa, Wajir, Mandera, Isiolo, Laikipia, and Marsabit, which are home to 4.05 million people and 70% of Kenya's livestock.

Statement of the Problem

According to NWWDA report (2021), Northern Water Works Development Agency have insufficient infrastructure compared to the other water works development agencies in the country. The organizational' poor performance have been reflected in their inability to meet annual targets and untimely delivery of services in various departments. According to Ministry of Water and Irrigation (MWI) (2020), there exists undesirable organizational performance in water development agencies resulting from poor strategic goals, and formulation of goals which is categorized by poor and insufficient infrastructure and poor service conveyance. The strategy development practices; goal setting, strategy formulation, strategy implementation and strategy monitoring have been associated with organizational performance but there is scanty of statistical empirical literature to support the relationship.

Poor goals, poor implementation plans, and a lack of better facilities topped the list of factors affecting

organizational performance, according to an empirical study by Pearson, Reilly, and Robinson (2017) discusses the effect of planning on the company effectiveness of London's health sector employees. The indicators of organizational performance were innovativeness, customer feedback and customer satisfaction index. The study recommended that employers to consider improved methods of scoring organizational performance such as quality of output. Correlation and regression analysis were not done and the focus was on organizational s in health sector in U.K.

Objectives of the Study

The general objective of the study was to determine the effect of strategic development on performance of Northern Water Works Development Agency in Garissa County, Kenya. The specific objectives were;

- To determine how goal setting strategy affects performance of the Northern Water Works Development Agency in Garissa County, Kenya.
- To ascertain how strategy formulation affects performance of Northern Water Works Development Agency in Garissa County, Kenya.
- To evaluate the effect of strategic implementation on performance of Northern Water Works Development Agency in the Kenyan county of Garissa.
- To examine the impact of strategy monitoring on the performance of the Northern Water Works Development Agency in the Kenyan county of Garissa.

Research Questions

- How has the goal setting strategy affected the performance of Northern Water Works Development Agency in Garissa County, Kenya?
- How does the strategy formulation influence the performance of the Northern Water Works Development Agency in Kenya's Garissa County?
- What is the influence of strategy implementation on performance of

Northern Water Works Development Agency in Kenya's Garissa County?

- How has the strategy monitoring affected the performance of Northern Water Works Development Agency's in Garissa County, Kenya?

LITERATURE REVIEW

Theoretical Literature Review

System theory, resource-based view theory, and dynamic capability theory guided the research. The study was anchored on the resource-based perspective theory.

System Theory

Bertalanffy is the creator of this concept (1968). As a general rule, it provides a broader view of how businesses function. Ludwig claims that the theory is primarily a new way of looking at and thinking about businesses. It takes a macro view of how things are done and the outcomes to show how the actions and interactions of individuals shape the way an organization functions (Charlton, 2005). System theory provides an analytical framework for broad perspectives on organizations, making it possible to provide rich descriptions and explanations.

Systems theory suggests that charismatic leaders may increase an organization's performance because of a necessity for survival, but that their activities are more likely to bring new innovations that serve as reference norms even when the company discovered a new good match with its environment (Inganj, 2016). Because of this bias, people are more likely to make changes that will have unintended negative consequences, even if they were intended to have positive ones. The above suggests that the advantages of charismatic leadership are short-lived at best. According to Goleman (2004), long-term charismatic leadership may help organizations adapt to a changing environment.

RBV Theory

First put forward by Wernefelt (1984), the idea was subsequently enhanced and applied upon by Barney

(1991) and other academics such as Penrose (2009). Instead of focusing on the competitive environment, proponents of this view argue that businesses should be able to pinpoint the factors that contribute to the industry's level of competition (Othman, 2015). The Resource-Based Theory played a significant role in helping researchers focus their attention on the ability to control asset assignment as a path to authoritative endurance. According to defenders of RBV, it is significantly more practical to exploit already existing extenuating factors by utilizing the available resources in a novel manner rather than attempting to acquire new skills and information for a variety of different opportunities. This is because exploiting existing external circumstances allows one to take advantage of the resources already available.

The RBV model gives each asset an important role to play in assisting organizations to achieve their goals and become more successful (Kamboj, 2015). The RBV of a company has been around for over 20 years, however during time it has been normally perceived up and revealed to significant analysis. During this time, it has also been considered by a lot of people (Kraajenbrink et al., 2009). There are two different types of assets: (1) tangible resources, which are things that can be touched and seen, such as land, equipment, and capital; and (2) intangible assets, which include everything else that isn't yet physical but can be owned by the business. The central proposition of the hypothesis is that organizations will attempt to manage their resource conditions with a variety of strategies, such as the consolidation of power (Selznick, 1949) of impetuses of restriction, so as to achieve more worthy of note self-rule and, as a result, lessen vulnerability in the advancement of required materials from the earth. This is the central suggestion of the hypothesis (Murui, 2016).

Dynamic Capability Theory

This idea was first put out by researchers Tece, Pisno, and Shun (1997). In order to effectively adapt to rapidly changing environments, a company's dynamic capability may be characterized as its ability to integrate, expand, and reconfigure either internal and outside competences. It's a company's ability to

modify its operations in light of new information or circumstances. Using one's core competencies to adapt to changing competitive circumstances is central to the dynamic capabilities framework, which aims to provide a strategic advantage. The structure relies on this primary premise. A dynamic capacity, since it requires the organization to constantly develop, modify, and restructure internal and external competencies to stay in sync with the ever-evolving economic environment. This is of paramount significance in circumstances where speed to product and market launch are crucial, where technical advancement is fast, and where the character of future competitors and marketplaces is uncertain (Tece et al., 1997).

Dynamic abilities are transferable, adaptable, and developable via a wide range of learning opportunities, and they exhibit commonalities across industries and organizations. Management's capacity to efficiently organize and redeploy internal and external staff or functional annotation on managerial and corporate procedures, market positioning, and route requirements is a major contributor to their expansion. Here's an example: To wit: (Leonard-Barton, 1992). Strategies for adding value are developed when resource configurations are created using dynamic capabilities. Their edge over the competition comes from applying these strategies and tactics ahead of the competition either purposefully or by sheer happenstance (Eisnhardt & Matin, 2000). For this reason, this concept was crucial to the study, as it shed light on the link among organizational effectiveness and the four stages of company strategy, execution, and evaluation.

Empirical Literature Review

This part offers empirical literature examined from relevant studies to the factors that are under consideration, including goal setting strategy, strategy creation, strategy execution, and strategy

monitoring, and how this impact organizational performance.

Goal Setting Strategy and Organizational Performance

Asmusa et al. (2018) performed their research at the Technische Universität München's Training Factory for Energy Productivity. Researchers looked at how setting objectives affected employees' productivity at various stages of an assembly line. Participants were graded on their performance by tallying the quantity and quality of the things they built and the amount of compressed air used to complete each item. There were four groups in all, and each group was subjected to a unique experimental setting. Because it is the first study of its kind, this experiment has significant implications for both academics and professionals seeking to achieve sustainability in industrial production settings. The most important conclusion is that setting goals for workers improves output by 12–15% compared to a situation in which no goals were established, and this improvement holds true regardless of the presence or absence of monetary incentives. According to the findings, there is a direct correlation between goal formulation and actual job performance. The same is true for groups tasked with optimizing output quality or quantity as well as those tasked with improving fuel efficiency. The research concluded that all kinds of organizations benefit from setting quantifiable and qualitative targets for staff productivity. Different from the present study being undertaken by water development officials in Kenya, this one was conducted in a training plant in Germany.

In order to help a Singaporean software firm, become more productive, Teo and Low (2021) studied the impact of goal-setting on business effectiveness. The study's author developed a theoretical framework to explain the connection between goal-setting and business success. Three hypotheses were formulated for this research, and a qualitative investigation was done to test their validity and dependability. All three hypotheses and their respective relationships were supported by the data uncovered in the search for and study of the

relevant literature. Therefore, a field study was conducted in XYZ Singapore to test the three assumptions. Here, we provide reasons for not just the methodology of the research but also its theoretical and empirical significance. Also discussed were ethical considerations raised by the data collection itself. This empirical research found that strategic goal formulation significantly correlates with organizational performance. Researchers found that interviewees were unanimous in their belief that goal setting contributes to the cooperative spirit of the conceptual model, influences organizational performance, and ultimately results in more productive businesses. Everyone involved agreed on this as the best course of action. The major focus of the research was on the efficiency of Singaporean businesses.

Strategy Formation and Organizational Performance

Oliver (2018) looked at how the process of developing a company's strategy affects productivity in the UK. Through case studies of how two companies changed and altered to meet the needs of an increasingly digital working environment, the study gave strategic commentary on the intertwined disciplines of corporate strategy and human resource performance. This was achieved by looking at how the various groups tackled the problem. The research showed that both firms' goals and strategies concentrated on reaching advanced levels of growth and making the most of opportunities in an increasingly digital market. The strategy's development had a considerable effect on worker productivity. However, both businesses have experienced substantial changes, resulting in varying degrees of productivity and effectiveness across their staff. Contextual and methodological flaws were revealed by the study's emphasis on employee productivity in the private sector.

Kaliappen and Hilman (2017) performed research in Malaysia with the aim of elucidating how strategic alignment and development of cost, leadership strategy, and competitive orientation might enhance organizational performance. We started by sending

out questionnaires to the upper management of Malaysian hotels with three to five stars to gather primary data for the project. The analytical approach included the use of both descriptive statistics and association analysis. Based on the findings, they concluded that developing a strategy had a sizeable and positive effect on competitors' mindsets, and that strategic leadership had an immediate and sizable effect on employees' output. The successful use of the research variable known as strategy formulation was founded on the conceptual gap that existed in the private sector in Malaysia.

Strategy Implementation and Organizational Performance

Faza, Emma, and Rumaizah (2018) looked into how Malaysian construction firms apply strategies to improve their performance. Since the majority of the larger construction firms have had their strategy execution process in place for years and a few of the smaller and medium-sized firms still refuse to do strategy planning, this study restricts its sample to Grade G7 contractors registered under CIDB Malaysia. G7 contractors in the Klang Valley, Selangor, Malaysia responded to the survey. Using a Pearson correlation analysis, it was determined that the construction industry's strategy implementation process had a significant impact on organizational performance. Data correlation suggests that construction firms who invest in educating their employees to implement their strategic action plan will see an uptick in the performance of those employees. This study demonstrates that construction firms' organizational performances are affected by the strategy implementation process, particularly in the areas of employee retention and business expansion. The study concluded that construction industry CEOs and other high-level executives may utilize the findings to inform the development and execution of company strategies. While that investigation focused on numerical data, the present investigation will combine quantitative and qualitative methods.

The impact of Trans Nzoia County Government, Kenya's strategy implementation procedures on

organizational performance was investigated by Irene, William, and Makokha (2021). Trans Nzoia County Government's selected department organizational s served as the study's population. The researcher used a descriptive study methodology and delivered a structured questionnaire to the sample group to obtain both qualitative and quantitative data. The acquired data was then organized and analyzed using SPSS version 23's regression tools and ANOVA. Multiple correlation coefficient, regression analysis, and the analysis of variance (ANOVA) were used to establish, draw conclusions about, and offer suggestions about the link between the independent factors and the dependent variable. The calculated F ($F = 22.755$) was more than the 5% cutoff for statistical significance, indicating that there was a significant regression effect between the research predictors and the predicted variable. They also showed that the overall model was significant, with HR practices accounting for 18% of the variance in performance of the organization, institutional practices accounting for 21.7%, and environmental factors explaining 43.8% of the variance in performance of the organization in the Trans Nzoia County government. The results show that Environmental Factors account for 43.8% of the variation in an organization's performance, with a t-value of 3.177. The study's primary concern was the County government's efficiency as an organization.

Strategy Monitoring and Organizational Performance

Strategy monitoring and the efficiency of the Transmara Sugar Company were the subjects of research by Mutua and Ogut (2020). The research set out to answer the question, "How do monitoring and evaluation processes impact organizational performance at Transmara Sugar Company?" by analyzing the company's internal data. Case study research methodology was used for this investigation. There were supposed to be 120 participants. According to the research, the enhancements and efficient work flow given by project programs helped to gain competence and

knowledge. As a result of the methodologies given by monitoring and evaluation processes, the organization was able to more effectively and efficiently achieve its goals. Through the use of monitoring and evaluation procedures, projects were able to adopt more adaptive strategies that ultimately led to their successful conclusion. The study concludes that organizations should place a high priority on monitoring and evaluation planning as a means of improving their performance. If you're worried that your monitoring and assessment efforts could be derailed by unpredictability, you might want to give some thought to taking preventative steps. Organization-wide participation is required for successful project monitoring and assessment. It appears that the monitoring and evaluation programs played a significant role in the organization's project and execution, but the organization's organizational s still need to enhance their skills and knowledge in order to adapt effectively to environmental shifts. The foundation was the discrepancy between the stated and actual performance of the Transmara sugar firm.

Kimani and Mundia (2017) conducted a study to determine how strategic monitoring techniques affected the long-term viability of self-help group programs for young people with disabilities in Rongai Sub-County, Kenya. The research was based on four pillars: easy access to data, strengthening organizational capacities, accurate project evaluation, and thorough reporting. The study used a descriptive research strategy with a 410-person sample size. A total of 138 people were selected at random to fill out the questionnaires. All of the information we gathered was subjected to a rigorous quantitative analysis. In this study, we found that project managers received training (mean=4.00), technical skills impacted project sustainability (mean=3.655), reports were routinely created (mean=4.301), and groups performed evaluation and valuation of the project (mean=4.836). Access to information ($r=0.741$), capability development ($r=0.719$), efficient reporting ($r=0.697$), project evaluation ($r=0.704$), and project sustainability

($r=0.704$) all had substantial positive relationships with one another. Results indicated that team leaders have strong managerial abilities, and that monitoring data could be accessed for use in evaluating projects and doing cost-of-living analyses. Projects were urged to improve documentation of baseline plans and adherence to them throughout implementation, while the government was urged to assess and sufficiently finance youth groups that serve disabled individuals.

Strategy Development and Organizational Performance

Lewandowski and Cirella (2022) looked at the effect of performance management systems by examining how to strike a balance between implementing the system and coming up with strategy. This qualitative study was based on 74 in-depth interviews with board members, middle managers, and other employees from nine different companies. The interviews were transcribed and analyzed using MAXQDA 12 to form the basis of our theoretical framework. Researchers would look at the observed patterns to see whether they were consistent with the hypothesis. Employees' levels of relational and rational confidence in their supervisors are shown to change as a result of PMS, indicating that this factor influences strategy development processes. The data also demonstrates a direct behavioral impact on internal communication, such as increased trust in subordinates and information sharing among staff. As a result, this may determine how much managers rely on group knowledge when formulating strategies. The results of the research indicate a tension between the goals of strategy development and those of PMS implementation. By bringing together the concepts of relational and calculative trust with the introduction of a PMS and providing examples of how shifts in trust affect people's propensity to share information and develop joint strategies, this study serves to fill a need in the literature.

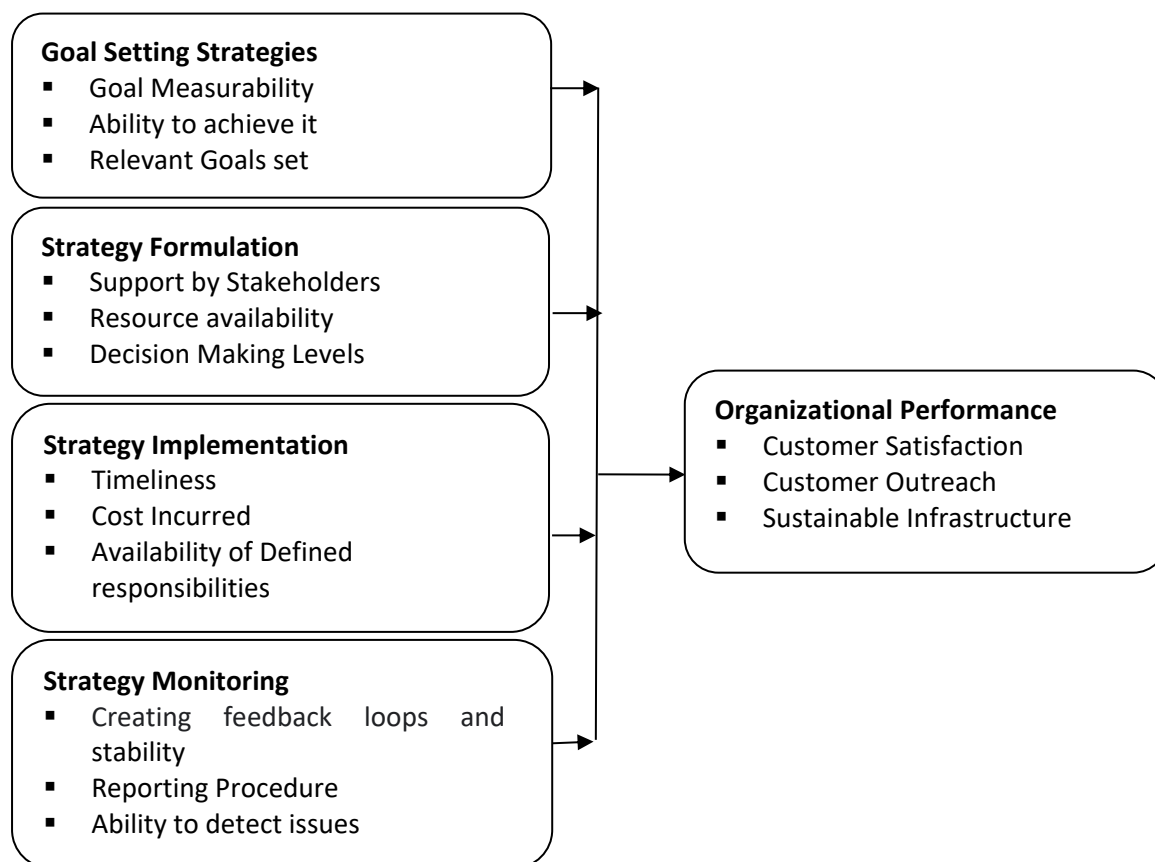
Meresa (2019) utilized the case of De debit, a credit and saving institution in Eastern Tigray, to investigate how strategic development approaches

affect business outcomes. One hundred twenty-eight De debit credit and saving institutions were chosen at random from a pool of 346 in eastern Tigray to participate in this study on the effects of strategic management practices. This research combined quantitative analysis with qualitative methodologies. The data was collected via questionnaires and existing records at financial institutions. In addition to using multiple regression models, descriptive statistics were also used. The data was analyzed using SPSS, a tool developed primarily for social science statistical analysis. Research shows that putting a strategic strategy into action is more challenging than coming up with the plan itself. The great majority of those who took the survey were positive about their ability to both carry out the plan and create a comprehensive one.

Research shows that most DECSI customers make an effort to manage strategically by doing things like making sure initiatives are in line with the strategy, getting everyone on board with carrying it out, keeping everyone up to date on strategic corporate governance, and monitoring strategy and implementation so that they can adapt to new circumstances. The studies also shown that strategic development considerably improved the efficiency of the organizations. The authors argue that in order to establish an effective strategic development that would positively influence institutional performance, savings and loan institution management should take into consideration strategic development options and the marketing environment.

Conceptual Framework

The interrelation amongst independent and dependent variables were presented in the figure 1.



Independent Variables
Figure 1. Conceptual Framework

Dependent Variable

METHODOLOGY

The study used both descriptive research design and a case research design. Northern Water Works Creation Agency in Kenya served as the case study's focal organization as it examines how strategy development affects organizational performance. Participants in the study consisted of upper-level managers and supervisors from the Northern Water Works Development Agency in Kenya. There were a total of 32 managers and 41 supervisors at NWWDA, Kenya (Human Resource Office NWWDA, 2022). A census study was used. The study used primary data. Primary data was gathered with the use of questionnaires. With the use of a likert scale, the closed ended questionnaires were used. The use of questionnaire was chosen because the respondents were literate and helped to collect data in the shortest time possible. The questionnaires were easier to administer in a diverse and large number of respondents (Strauss & Corbin, 1990). The three primary types of validity that were looked at were construct validity, content validity, and criterion validity. The instruments therefore were piloted in Tana Water Works Development Agency (TWWDA)-tested on 7 employees (10% of 73) who have similar population characteristics as the selected target population. Using SPSS software, the responses were utilized to calculate the reliability or multi-item opinion questions. According to Andres (2012), great dependability may be inferred from a Cronbach's

alpha value over 0.7. A Cronbach Alpha threshold of 0.7 was used in the investigation. The responses were recorded on a 5-point Likert scale, from "strongly disagree" (1) to "neutral" (3) to "agree" (4) to "strongly agree" (5). The data collected was mostly numerical. SPSS 24 was used to analyze the numerical data using both descriptive statistics (with a mean and standard deviation, respectively) and inductive statistics (correlation analysis & regression analysis). Numerical data was presented in the form of tables and figures.

FINDINGS AND DISCUSSIONS

Descriptive Statistics Analysis

The mean and standard deviation for the various statements made by the respondents are presented in this section. A 5-point Likert scale of the level of agreement (1-strongly disagree, 2-disagree, 3-Neutral, 4-Agree and 5-Strongly agree) was used. The mean score corresponded to the key provided and ranged from 1 to 5. A score close to 1 indicated strongly disagree, a score close to 3 was interpreted to be moderate and a score close to 5 was interpreted to be strongly agree.

Goal Setting Strategies and Performance of NWWDA

The results on goal setting strategies in North Water Works Development Agency were presented in Table 1.

Table 1: Strategies and Performance of NWWDA

	SD	D	M	A	SA	Mean	STD
Each division within NWWDA has its own set of objectives.	0%	3%	19%	52%	26%	3.9097	.63729
The water works agency' objectives may be measured on several scales.	0%	6%	13%	45%	36%	4.0000	.43426
The water system's objectives mesh neatly with the larger purpose of the organization.	0%	3%	18%	52%	27%	3.8548	.35514
Detailed, time-bound, and attainable targets have been set for each employee.	0%	5%	18%	50%	27%	3.8548	.35514
Having these objectives in place reinforces the organization's principles at every level.	2%	2%	16%	47%	34%	3.8065	.39830
Timelines for accomplishing the objectives outlined in different sections are realistic.	0%	0%	14%	36%	50%	4.0811	.52116
Aggregate Score						3.9178	0.45021

Source: Researcher (2023)

From the findings on table 1 the following goal setting strategies aspects were implemented to a large extent (Mean=3.9178, Std Dev= 0.45021). Majority of the respondents (52%) agreed that each division within NWWDA has its own set of objectives (Mean=3.9097, Std Dev= 0.63729). Majority of the respondents (45%) agreed that water works agency' objectives were measured on several scales, water system's objectives mesh neatly with the larger purpose of the organization (52%), Detailed, time-bound, and attainable targets have been set for each employee (50%) also indicated by a mean of 4.0,

3.8548 and 3.8548. The study results indicate that having these objectives in place reinforces the organization's principles at every level and timelines for accomplishing the objectives outlined in different sections are realistic. According to the findings of the study, clear goals should be established by all types of businesses to encourage employee productivity that is both high in quantity and high in quality.

Strategic Formulation and Performance of NWWDA

The section presents result on strategic formulation in NWWDA.

Table 2. Strategic Formulation and Performance of NWWDA

	SD	D	N	A	SA	Mean	STD
All stakeholders in the associated agency networks are on board with the proposed strategy.	0%	4%	18%	47%	31%	3.9839	.55786
The success or failure of an organization's mission rests, in large part, on the strategies it develops to reach its objectives.	0%	2%	6%	11%	81%	4.4677	.50303
Budgetary allocations are in place at the agency that will allow them to achieve their objectives.	0%	3%	6%	41%	50%	4.3710	.48701
The water works department is looking for specialists in their field to fill the positions they have open.	0%	2%	4%	18%	76%	4.2333	.49981
The need for certain resources is largely dependent on the plan that is formulated.	2%	0%	2%	47%	50%	4.2722	.48881
At the water works agency, everyone has a voice in the process of making decisions and developing strategies.	0%	2%	4%	16%	77%	4.3548	.51524
Aggregate Score						4.2804	.50862

Source: Researcher (2023)

With a total score of 4.2804 and 0.50862, which represents "agree" and little variation in replies, respectively, there is a high mean score. According to the scores assigned to each individual statement, all stakeholders in the associated agency networks were on board with the proposed strategy (47%) (Mean=3.9839), majority (81%) agreed that the success or failure of an organization's mission rests, in large part, on the strategies it develops to reach its objectives (Mean=4.4677), budgetary allocations were in place at the agency that allowed them to achieve their objectives (50%) (Mean=4.3710), majority of respondents (76%) strongly agreed that the water works department looks for specialists in their field to fill the positions which are open (Mean=4.2333), and recognizes that employees

strengths and abilities were different from others (Mean=4.2722). The study also indicated that NWWDA ensures the need for certain resources was largely dependent on the plan that was formulated (Mean=4.3548). The study established that at the water works agency, everyone has a voice in the process of making decisions and developing strategies and productivity among workers was significantly impacted by the formulation of the strategy.

Strategy Implementation and Performance of NWWDA

The section presents the findings on strategic implementation in North Water Works Development Agency.

Table 3. Strategy Implementation and Performance of NWWDA

	SD	D	N	A	SA	Mean	STD
Strategies are immediately put into action across the board at the water works development agency.	0%	7%	16%	45%	32%	4.3222	.48765
Costs associated with putting a plan into action are manageable.	0%	2%	6%	23%	69%	4.4435	.47778
Cost-cutting initiatives are among the most pressing concerns management has been addressing.	0%	3%	6%	22%	69%	4.3548	.51524
All parties involved in the strategy's execution know their specific roles and responsibilities.	0%	2%	4%	46%	46%	4.3387	.54151
The plans for implementing the strategy include the roles and responsibilities of each participant in detail.	2%	0%	2%	47%	50%	4.3548	.48237
Strategy implementation is the moment for proper communication.	0%	2%	4%	17%	76%	4.3444	.46566
Aggregate Score						4.3597	0.49504

Source: Researcher (2023)

The result in table 3 presents a mean aggregate score of 4.3597 and aggregate average standard deviation of 0.49504. The mean score corresponds to agree in the five likert scale used in the questionnaire and the standard deviation is very low indicating a low variation rate in responses from the mean score of 4.3597 and 45% agreed on that statement. The results therefore, clearly demonstrate that strategies were immediately put into action across the board at the water works development agency (SA= 69%, Mean=4.3222, Std Dev= 0.48765). Majority of the respondents (69%) agreed that costs associated with putting a plan into action were manageable, cost cutting initiatives were practiced, and parties knew specific roles and their

responsibilities. The study agrees with Faza, Emma, and Rumaizah (2018) firms who invest in educating their employees to implement their strategic action plan will see an uptick in the performance of those employees. This study demonstrates that firms' organizational performances are affected by the strategy implementation process, particularly in the areas of employee retention and business expansion.

Strategic Monitoring and Performance of NWWDA

The study result in this section presents results on strategic monitoring in North Water Works Development Agency.

Table 4. Strategic Monitoring and Performance of NWWDA

	SD	D	N	A	SA	Mean	STD
High levels of problems are found before they affect consumers.	2%	3%	16%	47%	32%	4.4839	.50382
All levels are engaged in the ongoing purpose of measuring the strategies.	0%	2%	6%	27%	65%	4.3710	.48701
Stability and feedback loops are created at all levels by the agency.	0%	3%	6%	23%	68%	4.5484	.50172
All members of the group are included in the monitoring system.	2%	2%	8%	18%	70%	4.4677	.50303
There has been an uptick in the collection of usability and use data.	2%	0%	2%	23%	74%	4.4839	.50382
The organization surveys actual county residents to get data for the counties it represents.	2%	2%	6%	27%	63%	4.4677	.50303
Aggregate Score						4.4704	0.50041

Source: Researcher (2023)

According to the data in table 4 strategic monitoring was crucial in NWWDA, with a mean score of 4.4704 and a standard deviation of 0.50041. The standard deviation scores ranged from 0.5 to 0.48 indicating a low variation in the mean score. The study results indicates that high levels (47% agreed) of problems were found before they affect consumers, majority of the respondents (65%) all levels were engaged in the ongoing purpose of measuring the strategies and majority of respondents (68%) stability and feedback loops were created at all levels by the agency as indicated by a high mean of more than 4.0 and

standard deviation values of less than 1.0, All members of the group were included in the monitoring system, there was uptick in the collection of usability and use of data, and that the organization surveyed actual county residents to get data for the counties it represents.

NWWDA Performance

The study result in this paragraph presents the performance of North Water Works Development Agency.

Table 5: NWWDA Performance

	SD	D	N	A	SA	Mean	STD
The company's representatives are very kind and helpful in their interactions with customers.	37%	47%	16%	0%	0%	2.0645	1.14335
Integration of acquired skills and information is essential in organizational s' handling of tasks.	47%	37%	11%	5%	0%	2.2419	1.22388
Organizations at all levels are producing more work.	52%	34%	6%	8%	0%	1.9032	1.08204
It is the responsibility of an organization to guarantee that all client feedback is sent to them at the appropriate times.	67%	17%	8%	8%	0%	1.9355	1.11430
As time goes on, the standard at which organizations do their jobs keeps rising.	67%	16%	11%	6%	0%	2.2097	1.24317
Listening to customers' concerns and responding accordingly are two of the most important aspects of any service-based business.	47%	34%	16%	3%	0%	2.2798	1.23322
Aggregate Score						2.1057	1.17333

The aggregate mean score of 2.1057 and standard deviation of 1.17333 indicates that the performance of NWWDA was poor and that there were average low standard deviations which were below 2.0 thresholds. The company's representatives were not kind and helpful in their interactions with customers (D=47%, Mean=2.06). Integration of acquired skills and information were not essential in organizational' handling of tasks (SD=47%, Mean=2.24). NWWDA at all levels were not producing more work (SD=52%, Mean=1.9). The respondents disagreed (SD=67%, Mean=1.93) that it was not the responsibility of NWWDA to guarantee that all client feedback were at the appropriate time. The standard at which NWWDA handle their jobs were not impressive (SD=67%, Mean=2.2097). The results in this study indicates that listening to customers' concerns and responding accordingly were not well handled well

in NWWDA (SD=47%, Mean=2.2798, Std Dev=1.23322). The study clearly indicates that the performance of NWWDA was poor as indicated by customer satisfaction, skills and knowledge of employees, customer interactions, client feedback not handled well and that the management did not listen attentively to customers concerns.

Inferential Analysis

The section presents the correlation and regression analysis results.

Correlation Analysis

The correlation results presented in table 6 shows relationship between variables. The correlation results ranged from +1 to -1. The values close to 1 (positive or negative) indicated strong correlation and values close to 0 indicated weak correlation.

Table 6. Correlations

		GS	SF	SI	SM	OP
GS	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	62				
SF	Pearson Correlation	.731**	1			
	Sig. (2-tailed)	.700				
	N	62	62			
SI	Pearson Correlation	.312*	.511**	1		
	Sig. (2-tailed)	.314	.500			
	N	62	62	62		
SM	Pearson Correlation	-.141	-.395	.339**	1	
	Sig. (2-tailed)	.276	.463	.607		
	N	62	62	62	62	
OP	Pearson Correlation	.772**	.789**	.727**	.285*	1
	Sig. (2-tailed)	.000	.000	.000	.025	
	N	62	62	62	62	62

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher (2023)

The first objective aimed to determine the effect of goal setting on organizational performance. The study correlation between goal setting strategies and organizational performance was significant, strong and positive ($P=0.772$, $\text{sig}=0.000$). The second goal was to analyze the impact of strategy development on business results. The study correlation between strategic formulation and organizational performance was significant, strong and positive ($P=0.789$, $\text{sig}=0.000$). The third objective aimed to determine the effect of strategic implementation on organizational performance. The study correlation between strategic implementation and organizational performance was significant, strong and positive ($P=0.727$, $\text{sig}=0.000$).

Table 7. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.963 ^a	.927	.922	3.63514

a. Predictors: (Constant), GS, SF, SI, SM

Source: Researcher (2023)

The study results in Table 7 presents the correlation coefficient (R) and coefficient of the correlation (Adjusted R square). The R value of 0.963 indicates that there was a strong correlation between dependent variable (organizational performance)

The fourth objective aimed to determine the effect of strategic monitoring on organizational performance. The study correlation between strategic monitoring and organizational performance was significant, weak and positive ($P=0.285$, $\text{sig}=0.000$).

Regression Analysis

A multiple regression analysis was done to determine the linear relationship between variables. The results presented in this section relates to Analysis of Variance, Model Summary and regression analysis.

and independent variables (goal setting, strategic formulation, strategic implementation and strategic monitoring). The results also indicate that the adjusted R square was 0.922 indicating that 92.2% changes of North Water Works Development Agency

performance was determined by changes goal setting, strategic formulation, strategic implementation and strategic monitoring.

Table 8. ANOVA^a

Model		Sum ofSquares	df	MeanSquare	F	Sig.
1	Regression	9621.756	4	2405.439	182.034	.000 ^b
	Residual	753.211	57	13.214		
	Total	10374.968	61			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), GS, SF, SI, SM

Source: Researcher (2023)

The model's ability to estimate the connection between strategic development and organizational performance is shown by the model's P-value of .000 (Table 8). The Analysis of Variance shows how well

the model fits the data with 95% certainty. Since the computed F of 182.034 was more than the F crucial of 3.72, the model was fit to demonstrate the linear connection between the variables.

Table 9. Coefficients^a

Model		Un standardized Co- efficients		Standardized Co-efficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.751	2.444		6.444	.000
	Goal Setting	1.423	.149	.505	9.578	.000
	Strategic Formulation	.860	.188	.271	4.565	.000
	Strategic Implementation	1.167	.160	.340	7.284	.000
	Strategic Monitoring	.828	.125	.267	6.625	.000

a. Dependent Variable: Organizational Performance

Source: Researcher (2023)

$$Y = 15.751 + 1.423X_1 + 0.860X_2 + 1.167X_3 + 0.828X_4 + \epsilon$$

The first objective aimed to determine the effect of goal setting on organizational performance. The study results indicated holding other factors constant organizational performance was 15.751 units. The second goal was to analyze the impact of strategy development on business results. Strategic formulation significantly improved organizational performance. The third goal was to measure how strategy implementation impacted business outcomes. There was a notable beneficial impact on organizational performance as a consequence of strategy implementation. Organizational performance shifted by 1.167 percentage points for every one-point shift in strategy implementation. The fourth goal was to learn how strategic monitoring influences business outcomes. The

implementation of strategic monitoring led to a significant improvement in organizational output. Organizational performance shifted by 0.828 units for every one unit shift in strategic monitoring.

CONCLUSION AND RECOMMENDATION

The research came to the conclusion that creating goals significantly improved organizational performance. The research came to the conclusion that the development of strategic plans significantly improved organizational performance. The research came to the conclusion that the performance of organizations was significantly improved by strategic implementation. The research came to the conclusion that strategic monitoring significantly improved organizational performance.

Based on the findings the study made the following recommendations. North Water Works

Development Agency should set clear goals to encourage employee productivity in all business units. NWWDA and other water works agencies should implement clear, particular, quantifiable, achievable goals, and moment goals for their employees. These goals should be mutually established, and they should also incorporate an efficient feedback mechanism. This will serve as a medium for enhancing the productivity of the registration workers.

A thorough understanding of the concept of the theoretical scope of goal setting is required in order to properly execute and manage the process of desired results within an institution or organization. The performance criteria that are used to assess workers' performance should have SMART qualities. NWWDA leadership should decide to inform staff about the growth strategy at all stages and encourage them to actively participate in achieving the company's goals to actively participate in the design and execution of projects that will ultimately increase the company's productivity by effectively launching and disseminating the plan through strategic formulation and strategic implementation.

The strategic plan's major result areas can't be realized without sufficient funding from the company, which is why it's crucial for the company to set aside the funds it needs to achieve its goals. Organization-wide participation is required for successful project monitoring and assessment. It appears that the monitoring and evaluation programs played a significant role in the organization's project and execution, but the organization's organizational s still need to enhance their skills and knowledge in order to adapt effectively to environmental shifts.

Suggestions for Further Study

The North Water Works Development Agency's performance and strategic development were the study's main topics. The study was limited to four strategic development indicators which included goal setting, strategic formulation, strategic implementation and strategic monitoring. The study suggests other studies to focus on other water works development agencies in Kenya and consider factoring other indicators of strategic development other than the four considered in the current study model.

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