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# Strategy Implementation Practices and Organizational Performance of Coast Water Works Development Agency Mombasa County, Kenya

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## Abstract

The assumption used for strategy implementation is that if an organization's actual performance meets or exceeds the goals of an organization's strategic plan, then that organization has successfully implemented its strategy. The following objectives were identified in this research as the reasons used to influence the implementation practices of Coast Water Works Development Agency's strategy in relation to organizational performance in Kenya. The resource allocation, organizational structure, organizational culture, and organizational leadership were the objectives for the following. Theories used to guide the study were Resource-based view theory, Management by Objectives, 7-S model of McKinsey, and Goal path theory. 67 senior staff members were targeted demographically to study the implementation of a research design of a descriptive, which will help it achieve its objective. The sample contained 32 participants who made up 48% of the total population. They conducted their pilot study with their measurement instrument as it was implemented to a subset of their sample population, 10 participants, in order to have an idea of how accurate and consistent their instrument is. 'Stratified sampling' was the method used to approach this study. Primary data purchases were made through a structured questionnaire via the help of a '5-point Likert scale'. Researchers collected both numbers and written responses with both short answer and multiple option questionnaires. This analysis depended on statistics that allowed us to understand the data from first principles and also created explanations using SPSS software. We opted to use Multiple Regression for analysis. The analysis part of the meeting made use of pie charts, bar graphs and tables. Based on the study, organization structure, organization culture and leadership's part in managing resources all influenced the results of the Agency. The agency should accordingly be recommended to optimize its resource allocation practice and develop a systematic tool for evaluating and ranking resource requirements. The study also suggested that the agency stay well defined organizationally and encourage a highly defined organizational culture that is consistent with the agency's mission and values. Effective leadership was also emphasized, and it was recommended that the attention be spent on leadership development programs. The agency is finally advised to evaluate and document strategy implementation used, which includes performance appraisals and operational cost review. Further research was suggested for other possible factors, including stakeholder engagement and technological integration, in the public sector institutions.

**Keywords:** *Strategy Implementation Practices, Organizational Performance, Coast Water Works Development Agency, Mombasa County, Kenya*

## **1.0 Study Background**

In modern global landscape, institution's success is believed to depend on how well its strategies are put into action. As a result, comprehending the factors linked to organizational performance has become a complex concept (Joyce, 2011). According to Johnson (2007), organizational performance could be described as the general outcomes or achievements of a company when compared to its intended objectives or goals. The way in which an organization executes its strategy is crucial in determining its success, failure, or ability to endure. Implementing an effective strategy is regarded as one of the toughest responsibilities for managers today. This difficulty stems from various factors such as the ever-changing external environment, insufficient resources, and inadequate organizational procedures (Bwisa, 2016).

At the global level, Water Works Development Agencies face immense pressure arising from escalating water crises. According to the Impact Report (2022), four key factors significantly contribute to water challenges experienced by these agencies: insufficient availability of clean drinking water, inadequate supply for agricultural, hydroelectric, and industrial needs, poor sustainability of water development initiatives, and limited strategic execution capacity. Kenya's Water Works Development Agencies are increasingly compelled to adopt and execute responsive measures to address these growing concerns. The water crisis has the potential to exacerbate diseases, impede economic growth, degrade sanitation standards, and dissatisfy customers, ultimately hindering the country's pursuit of sustainable development. The urgency to address these issues arises from the necessity of sharing and developing common water resources. Prioritizing strategic execution in water organizations is therefore essential for improving global wellbeing, security, and prosperity (Hazelton, 2015).

Research from international settings demonstrates the critical link between strategy implementation and organizational performance within the water sector. A study conducted by Akhtar and Arif (2017) in Germany found that the performance and efficiency of water utilities are significantly influenced by the successful implementation of strategies aimed at achieving universal access to sanitation and clean water. The German federal government achieved this by actively supporting improvements in water use efficiency through technological advancements, strategic resource allocation, strengthened stakeholder partnerships, and robust monitoring and evaluation frameworks. The study further revealed that successful strategy implementation in the water sector is closely linked to effective communication methods, employee motivation, and broad participation across organizational levels, rather than being confined only to those who formulate the strategic plans. This demonstrates that execution is just as critical as strategy design in achieving desired performance outcomes.

Evidence from the African context further underscores the challenges faced by water organizations in executing strategies effectively. An investigation conducted in Zambia revealed a significant disparity in access to clean water, with approximately 90% of urban households accessing safe water compared to only 53% of rural households (World Vision Report, 2022). The primary factors contributing to the water crisis in Zambia included excessive non-revenue water, unauthorized water connections, and inadequate water coverage. The absence of a robust regulatory framework further compounded these challenges. To significantly enhance performance in the Zambian water sector, the research determined that effective institutional policies, proper allocation of resources, a supportive organizational structure, and transformational leadership were all indispensable prerequisites for successful strategy implementation. These findings highlight common patterns of

strategic failure that are not unique to Zambia but are evident across many developing nations, including Kenya.

In the Kenyan context, the performance of state-owned entities has remained consistently uneven, with some demonstrating strong results while others continue to underperform. The Government of Kenya's report on the Implementation of the Agenda 2030 for Sustainable Development (GoK, 2017) acknowledges persistent inadequate performance within the public sector, particularly in the management of public resources. This gap has significantly impeded the country's ability to achieve sustainable economic growth. Currently, approximately 60% of Kenya's population has access to water, while only 25% of urban areas enjoy sewer coverage. An estimated 18.6 million Kenyans continue to rely on unimproved water sources. The challenge of ensuring universal water access is considerably more daunting today than it was at independence in 1963 when the population stood at approximately six million people (Ministry of Water and Sanitation, 2018). This underscores the urgency for effective strategy implementation.

Strategy implementation practices encompass the structured actions that organizational leaders undertake to translate established policies, plans, and decisions into measurable results aligned with predetermined objectives. According to Nga'ng'a and Deya (2019), organizations frequently encounter significant difficulties in executing strategies despite considerable investments of time, resources, and energy in their development, resulting in a negative effect on overall performance. These implementation practices typically involve developing well-structured organizational infrastructure comprising various interdependent elements that facilitate converting strategic intentions into actionable steps. Each element plays a vital role in contributing to organizational performance outcomes. In the water sector specifically, key strategy implementation practices include resource allocation, organizational structure alignment, cultivation of a performance-driven organizational culture, and the exercise of effective organizational leadership. Together, these practices shape the capacity of water agencies to deliver on their strategic mandates and fulfil their obligations to communities (Munir, 2014).

The Coast Water Works Development Agency (CWWDA) was established in 2019 by the Ministry of Water and Sanitation through Gazette Notice No. 59, in accordance with the Water Act of 2016. The agency operates across six counties, namely Mombasa, Lamu, Taita-Taveta, Kilifi, Kwale, and Tana River, overseeing seven Water Service Providers responsible for the delivery of water and sewerage services within their respective jurisdictions. Despite its significant mandate, no prior studies have specifically examined CWWDA's organizational performance. According to Rabah (2015), most Water Works Development Agencies in Kenya face persistent challenges, including difficulties in securing funding for infrastructure projects, inability to acquire necessary equipment, and limited capacity for innovative research activities. This study was therefore motivated by the need to examine how strategy implementation practices impact organizational performance at CWWDA, contributing to long-term operational sustainability and improved water service delivery along the Kenyan coast.

### **1.1 Problem Statement**

The CWWDA's strategic plan during 2018-2022 period had predicted that there would be substantial improvements in a number of areas. These included an increase in water coverage from 56 % to 80 % by 2022, an enhancement in revenue collection from 60 % to 90 % by 2022, and a decrease in non-revenue water from 42 % to a permissible rate of 15%. However, the actual outcomes were quite surprising as the WSREB acknowledged their poor performance. This

declaration contradicts the stipulations of the Kenyan Constitution (2010) as articulated in Article 43(1), which ensures that all individuals have access to safe, clean water and adequate sanitation. Despite this, water agencies are still facing difficulties in supplying enough water to meet demand, resulting in occasional water rationing for customers in the coastal region. Residents in this area continue to express dissatisfaction with the inconsistent water service. As a result, people who need water have begun looking for other options, like buying from donkey vendors or making use of water bowser suppliers. However, these alternatives are costly and their water quality may not meet the required standards (WSREB, 2022). This research is essential because the level of effectiveness linked to strategy implementation in improving performance is still uncertain, given that water agencies are facing difficulties in providing water despite having a clearly outlined strategic plan.

Numerous studies have considered process of implementation strategy as its subject. By utilizing the arrangement of an organization, its values and beliefs, and its available assets. In a study conducted by Muthoni and Kavale (2017) in Kenya, it was discovered that the lack of dedication from upper management and ineffective leadership approaches have an effect on the strategies execution within water supply companies. Kirithi (2018) emphasized the notable correlation between leadership, communication, employee training, and organization performance. Consequently, it was imperative for upper management to actively engage employees and evaluate their training procedures to guarantee they possessed the requisite skills for successful strategy implementation and overall effectiveness. Nonetheless, they neglected to consider how organizational culture, structure, and the skills and capabilities of management affected the implementation of strategies within the company.

According to a study by Rukia and Makena in 2017, the performance of the Aviation industry was positively impacted in a significant degree once stakeholders were involved and performance goals are established. The researchers also emphasized that to achieve successful stakeholder consultation then communicating effectively plays a crucial role., ultimately leading to improved performance and efficiency. However, this research did not investigate the impact of leadership & structure, culture and organization resources on influence on effectiveness. Kirithi (2018) and Rukia and Makena (2017) carried out studies that examined the application of execution of strategies and its impact on performance across different settings. The implementation of strategy has been thoroughly examined in Kenya, with emphasis on both medium and small-sized businesses that are operating within the market. Nevertheless, there no documented evidence which communicates the strategic implementation methods of CWWDA. With that in mind, this study provided the groundwork for subsequent studies which investigate how the performance of CWWDA is impacted by strategy implementation practices. The aim is to address gaps in understanding, context, methodology, and information.

## **1.2 Research Objectives**

- i. To examine the effect of resource allocation on the performance of Coast Water Works Development Agency in Mombasa County, Kenya
- ii. To establish the effect of organizational structure on the performance of Coast Water Works Development Agency in Mombasa County, Kenya.
- iii. To determine the effect of organizational culture on the performance of Coast Water Works Development Agency in Mombasa County, Kenya.
- iv. To assess the effect of organizational leadership on the performance of Coast Water Works Development Agency in Mombasa County, Kenya.

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## **2.0 Literature Review**

The objectives are addressed in this chapter by talking about the conceptual framework and conducting a theoretical review. A comprehensive examination of the academic work carried out by other researchers, which is pertinent to the present study, was fulfilled to pinpoint the deficiencies in the research funding of the present study.

### **2.1 Theoretical Review**

The following theoretical constructs and frameworks formed the foundation of this research: The Resource Based View theory, McKinsey's 7S model, The Management by Objective Theory, and Path-Goal leadership.

#### **2.1.1 Resource-Based View Theory**

The Resource-Based View (RBV) theory was propounded by Edith Penrose (1959) and later expanded by Barney (1991), who argued that organizations possess configurations of resources that are leveraged to create value and establish sustainable competitive advantage. According to this theory, for resources to confer competitive advantage, they must be valuable, rare, inimitable, and non-substitutable. A firm's performance can be improved through gaining access to such valuable resources, since rare resources limit competition while inimitable resources are costly to replicate, leaving no viable alternative for competitors to fulfil the same strategic function (Arend & Levesque, 2010). The theory therefore positions an organization's internal resource endowment as the primary determinant of its strategic success, directing managerial attention towards identifying, developing, and deploying resources that are capable of generating superior and sustained performance outcomes beyond what competitors can easily match or replicate.

Wernerfelt (1984) further elaborated that an institution's sustainability and performance hinge on the resources either in its possession or those it effectively controls and utilizes. The firm resource categories include, but are not exclusive to, human, financial, physical, and technological assets (Greene, Brush, & Brown, 2015). Within the context of this study, the RBV theory serves as a conceptual framework for understanding the potential role of organizational resources in achieving performance outcomes at the Coast Water Works Development Agency. Allocating resources to staff training and development serves as a strategy for both employee attraction and retention, with anticipated benefits including enhanced performance, increased productivity, and heightened innovation. This theory holds particular relevance to the first specific objective of this study, which sought to examine the effect of resource allocation on the organizational performance of CWWDA, as it directly establishes the conceptual linkage between resource endowment and institutional effectiveness (Galbreath, 2005).

#### **2.1.2 McKinsey's 7S Model**

The McKinsey 7S Model was proposed by Robert Waterman and Tom Peters in 1982 as a managerial instrument designed to help organizations plan, monitor, and track their strategic plan implementation. The model is a result-oriented framework that illustrates how an organization can attain exceptional performance by integrating seven vital interdependent components, namely strategy, structure, systems, staff, style, skills, and shared values (Thompson et al., 2017). These components are classified into two groups: the hard elements, which encompass strategy, structure, and systems, and the soft elements, which include staff, style, skills, and shared values. The framework plays a vital role in executing strategy, as structure denotes the manner in which tasks are allocated and coordinated within an organization, while systems refer to the protocols

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governing monitoring of implementation progress, distribution of resources, communication, and conflict resolution.

Numerous researchers have described it as a thorough framework that consistently assesses and improves organizational efficiency across diverse institutional contexts. The correct combination of all seven elements is essential for an organization to successfully accomplish its strategic implementation goals. Company management must therefore evaluate whether it possesses these components as internal advantages and prepare itself for necessary strategic adjustments (Aaltonen & Ikavalko, 2015). It is relatively simpler to modify the tangible hard elements compared to the intangible soft elements, which include human values, corporate culture, acquired competencies, and other humanistic components that develop gradually over time. These elements work interdependently, meaning that any modification to one element will invariably impact how the others operate. This theory holds direct relevance to the second and third specific objectives of this study, which sought to examine the effects of organizational structure and organizational culture respectively on the performance of CWWDA. The 7S Model underscores the significance of aligning an organization's structure with its strategies while also fostering a culture that is coherent with its overall mission, values, and performance aspirations (Aladwani, 2015).

### **2.1.3 Management by Objectives Theory**

The Management by Objectives (MBO) theory was illustrated by Peter Drucker in 1956 and has since become widely accepted among management experts globally. This management model is fundamentally concerned with increasing organizational efficiency by establishing goals that are mutually set by both managers and employees, thereby fostering a shared sense of ownership and commitment towards institutional targets. Greenwood (2001) states that MBO involves both managerial choices and activities that aid a company in establishing and sustaining a favourable alignment with its environment, while remaining consistent with its aims and objectives. According to Manroop (2015), the MBO theory is premised on the idea of establishing specific goals for each employee and subsequently evaluating and guiding their effectiveness in relation to those goals. Kang and Kim (2015) further argue that the MBO philosophy aims to enhance worker participation and motivation while promoting alignment of organizational priorities through the creation of clear, ambitious, yet achievable objectives and well-defined action plans for their attainment.

The MBO theory comprises several key ideas, including the setting of ambitious but achievable worker goals, consistent gathering of performance feedback, and prioritizing personal growth over punishment when expectations are not fulfilled, thus fostering a positive and empowering workplace environment (Lambert, 2012). Employees are actively involved in preparing their tasks to attain the predetermined end goals of the organization, and they regularly assess their performance to receive feedback that motivates positive outcomes (Khan, 2013). The importance of this theory lies in its pragmatic application of performance evaluation within an organizational context. This theory is directly relevant to the fourth specific objective of this study, which sought to assess the influence of organizational leadership on the performance of CWWDA. The MBO framework supports the alignment of CWWDA's leadership approach with specific performance targets, such as reducing non-revenue water, improving revenue collection efficiency, and enhancing customer satisfaction, by ensuring that goals are clearly defined, mutually agreed upon, and consistently monitored across all levels of the organization.

### **2.1.4 Path-Goal Leadership Theory**

The Path-Goal Leadership Theory was initially proposed by Robert House in 1971 and later expanded upon by House and Mitchell in 1975, with its origins traceable to the motivation expectancy theory. The theory suggests that a leader's behavior and conduct significantly influence how an employee perceives the connection between their efforts, overall performance, and the rewards that follow. According to Antonakis and House (2013), a leader plays a crucial role in guiding employees towards achieving goals, which ultimately leads to the broader success of the organization. Northouse (2015) characterized this theory as behavioral in nature because it seeks to identify suitable leadership behaviors and styles appropriate for different employees and varying workplace conditions. The theory expands upon four key leadership behaviors, namely directive, supportive, participative, and achievement-oriented, each of which is designed to address different employee needs and work environment characteristics, thereby optimizing the conditions necessary for effective strategy implementation and sustained organizational performance improvement.

House (1996) proposed that leaders should adjust their actions to align with both the environment and the capabilities of their employees, which holds significance in rectifying organizational deficiencies and improving overall performance while simultaneously inspiring employees towards higher levels of commitment and productivity. Under the achievement-oriented dimension, House (2000) noted that a leader establishes difficult objectives and motivates employees to reach their highest level of performance. This theory holds direct relevance to the fourth specific objective of this study, which sought to examine the influence of organizational leadership on the performance of CWWDA. It aligns appropriately with the behavioral aspect of strategic leadership, as the implementation of performance-driven strategic initiatives at CWWDA is likely to depend heavily on the four leadership behaviors described by the theory (Polston-Murdoch, 2013).

### **2.2 Empirical Review**

Ganley (2010) used a descriptive approach to establish that organizational functioning fundamentally depends on how resources are carefully distributed, arguing that diligent resource management enables institutions to obtain what is necessary for strategy execution. David (2017), through a mixed-methods study of public and private organizations, concluded that achieving desired goals requires a combination of technological, physical, human, and financial resources that outline concrete implementation actions. Harvey (2020) further emphasized that operations must supply adequate resources for strategic plan execution, while Copeland et al. (2018) found that resource requirements are frequently oversimplified by being expressed only in financial terms. These studies collectively conceptualize resource allocation as a fundamental prerequisite for effective strategy implementation, positioning adequate and strategic distribution of institutional resources as a critical determinant of sustained organizational performance across varied contexts.

Pearce (2017) investigated the consequences of accessible resources on Kenya's state corporations, gathering data from 63 state-owned entities through a cross-sectional design and analyzing it using descriptive and inferential statistical methods. Findings uncovered a significant positive correlation between resource allocation and organizational performance, concluding that government policy must prioritize obtaining, merging, organizing, and distributing resources accordingly. Betty (2018), using exploratory and descriptive methods with stratified sampling

across 130 participants at Huduma centers in Nairobi City County, established through inferential analysis that employee training and development positively correlates with performance, confirming that investing in human capital significantly enhances strategy implementation capacity. Mwaniki (2017), studying private hospitals in Kenya, similarly found that organizations with adequate financial resources consistently demonstrate positive performance outcomes. These three studies jointly establish that human, financial, and physical resource allocation are all indispensable dimensions of strategy implementation and institutional performance improvement, leaving a contextual gap regarding water sector agencies like CWWDA.

Melisa (2018) similarly investigated strategy implementation factors in public secondary schools in Othaya and Mukurweini sub-counties of Nyeri, Kenya, demonstrating through descriptive analysis a direct link between organizational effectiveness and positive strategic outcomes, though resource allocation was not explicitly examined. Both studies, while conducted in education sector contexts, highlight common institutional resource gaps that parallel challenges faced by public sector water agencies, directly informing the need to investigate how resource allocation specifically influences CWWDA's organizational performance across the six coastal counties under its operational jurisdiction. Research examining organizational structure and performance has consistently established that structural design significantly shapes an institution's strategy implementation capacity. Walton (2020), using a descriptive design, demonstrated that organizational structure, encompassing hierarchical levels, roles, accountability spans, and integration methods, directly influences decision-making effectiveness and overall performance.

Onono (2018) adopted a descriptive quantitative approach targeting 290 General Electric Africa employees across four Sub-Saharan sites in Angola, Nigeria, Kenya, and South Africa, collecting data through systematic questionnaires analyzed using detailed statistical methods. Findings revealed a robust and positive correlation between organizational structure and performance, establishing that the specific structure embraced by a company significantly influences the speed and accuracy of decision-making processes, ultimately shaping organizational success or failure. Stefan (2017) reinforced these findings by studying 300 German private hospitals through mail-distributed questionnaires analyzed using chi-square methods, confirming that structural modifications enable organizations to achieve elevated performance levels across different institutional environments. Bwisa (2020), through a descriptive study of pharmaceutical companies in coastal Kenya, found that formal organizational support structures are essential for enabling employees to effectively create and execute strategy, establishing that organizational structure visually explains both resource allocation and decision-making processes within an institution.

Lenon (2017) used a correlational approach involving 80 senior commercial bank employees in Nairobi, finding that organizational structure plays a pivotal role in strategy implementation, with results indicating that strong alignment between strategy and structure is essential for executing new and transformational business strategies effectively. Christopher (2013), using a descriptive design targeting 130 managers and junior officers at the Kenyatta International Conference Centre, employed inferential statistics to reveal a significant misalignment between organizational culture and Kenya's Vision 2030 strategy, particularly at departmental goal levels, emphasizing that employee identity alignment with organizational values is critical for strategy effectiveness. Njagi and Kombo (2014), employing a correlational design across all 43 commercial banks in Kenya, confirmed that corporate culture significantly affects organizational performance, establishing that

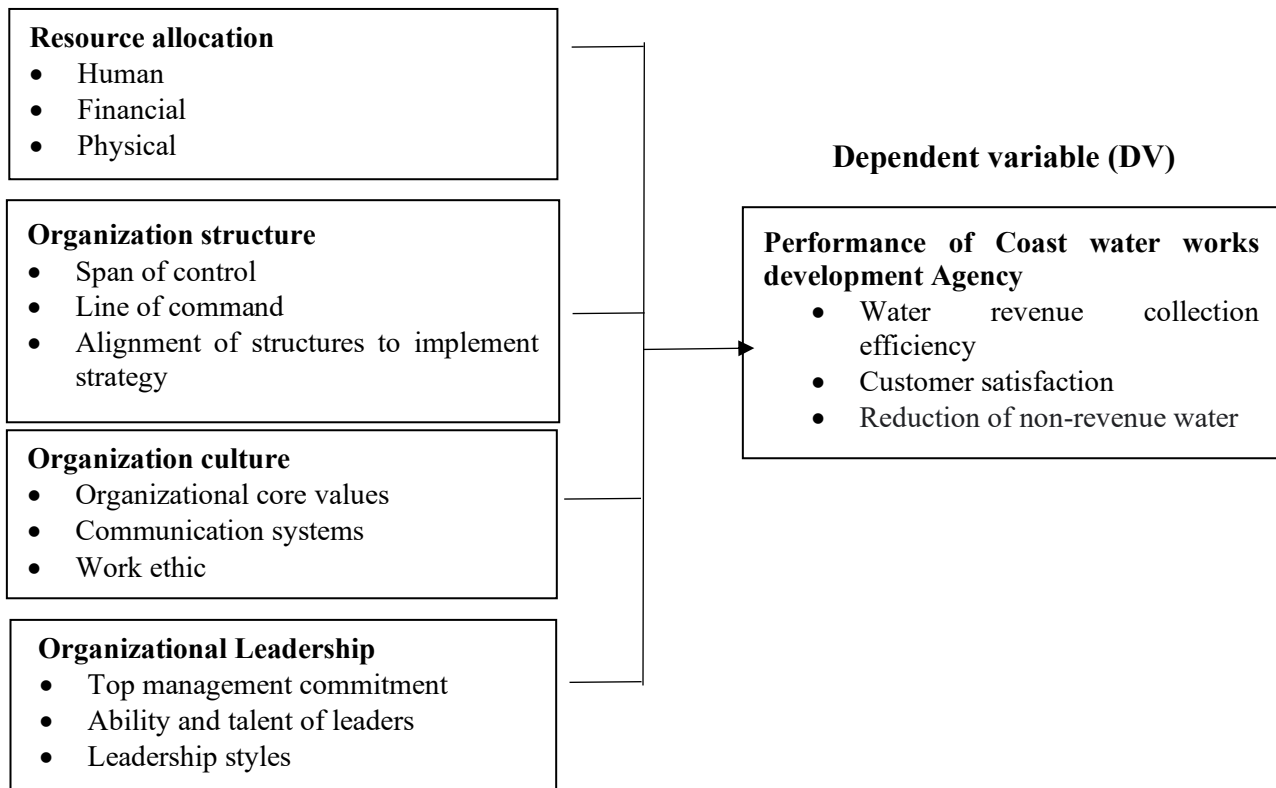
proper cultural alignment with strategic plans and implementation methods is necessary for meaningful performance improvement.

Todi (2012), using a census-based descriptive design with 32 Coffee Development Fund staff in Ghana, found through descriptive statistics and factor analysis that culture shapes strategic initiatives at every stage including development, execution, assessment, and management, proposing that organizations cultivate cultures consistently aligned with their strategies to foster cooperation, unity, and organizational efficiency. Leadership has been consistently identified as a decisive factor in strategy implementation and organizational performance across varied institutional contexts. Christopher (2013), employing stratified sampling and descriptive inferential analysis targeting 130 public service officers, found that leadership principles, resource mobilization capacity, and leadership motivators significantly influence strategy execution, though employee resistance to change emerged as a key implementation challenge requiring proactive leadership intervention. Madegwa (2014), using random sampling of 781 government department staff with 117 respondents and SPSS-based descriptive analysis, established that senior executives must actively persuade employees to embrace strategic ideas, linking leadership style, skill, aptitude, and top management commitment directly to organizational performance outcomes.

### 2.3 Conceptual Framework

Figure 1 presents the conceptual framework.

#### Independent variable (IV)



**Figure 1: Conceptual Framework**

### 3.0 Research Methodology

This study adopted a descriptive research design to establish strategy implementation practices and their effect on organizational performance at the Coast Water Works Development Agency. Orodho (2003) defines research design as a systematic plan used to generate answers to research problems, while Fisher (2010) argued that descriptive research design allows researchers to obtain and analyze data without manipulating it, enabling methodical gathering of accurate data for informed decision-making. The target population comprised 67 middle-level managers, department heads, and station supervisors drawn from nine departments including Finance, Human Resource, Technical, ICT, Legal, Audit, Corporate Services, Bulk, and Procurement, as these cadres possess knowledge and expertise to provide accurate information regarding strategy implementation practices at CWWDA. A sample size of 32 respondents, representing 48% of the target population, was selected using stratified sampling, which Guest (2010) confirms is acceptable for making reliable judgments about a study population. Data was collected through structured questionnaires organized on a five-point Likert scale, divided into sections capturing demographic profiles and specific strategy implementation variables including resources, structure, culture, leadership, and organizational performance. A pilot study involving seven CWWDA staff members was conducted to test instrument validity and reliability, with validity assessed through face, content, and construct validity tests guided by expert review from Kenyatta University lecturers, while reliability was measured using Cronbach's alpha, which yielded a coefficient of 0.7, consistent with the acceptable range of 0.7 to 0.9 recommended by Collis and Hussey (2014). Data analysis was performed using SPSS version 21, incorporating both descriptive and inferential statistical methods including multiple regression analysis conducted at a 95% confidence level, with the regression model expressed as;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where Y represents CWWDA organizational performance and X1 through X4 represent the four independent variables under investigation (Sekeran, 2011).

### 4.0 Research Findings and Discussion

This chapter outlines the findings and consideration related to the investigation aimed at assessing how execution of strategic practices can influence effectiveness of Coast Water Works Development Agency in Mombasa County, Kenya. Also includes well-detailed statistics and inferential statistics, featuring analyses like correlation and regression.

#### 4.1 Rate of Response

A sample of 32 was selected from senior officers within various departments and the survey was given to them. However, after the administration of the questionnaires, only 31 were returned fully completed, while 1 questionnaire was not returned. This resulted in a response rate of 97%, as shown in Table 1 below.

**Table 1: Rate of Response**

Questionnaire Status	Count	Percentage
Filled	31	97%
Not Filled	1	3%
<b>Total</b>	<b>32</b>	<b>100%</b>

Source: (Field Data, 2023)

Frequency of feedback, as displayed in Table 1, was adequate for analysis of data and aligns with the guidelines of Mugenda and Mugenda (2003), who suggest that a frequency of feedback of 70% or higher is sufficient and ideal for research purposes. Therefore, the frequency of feedback to 97% was considered adequate for the generalization of outcomes.

## 4.2 Descriptive Analysis Results

Participants were requested to evaluate their organization using a Likert scale with the following ordinal measures: Strongly Disagree, Disagree, Moderately Agree, Agree, and Strongly Agree. To assess key parameters relevant to the research, measurable variables were categorized into specific divisions, including resource allocation, structure of the organization, ethos of the organization, company leadership, and organizational performance. Each parameter was analyzed and represented by an aggregated average along with its standard deviation. A standard deviation at low levels indicates that the measurements are tightly grouped around the average, while a standard deviation at higher levels indicates a higher level of variation in the responses.

### 4.2.1 Resource Allocation

The results of this study variable on how resources affect performance is summarized below. It inquired to ask respondents to rate the extent to which they are in agreement with various statements related to allocating resources. Table 2 depicts the findings.

**Table 2: Resource Allocation**

Statement	N	Mean	Std. Deviation
Company's resources allocation to strategic plans	31	4.2581	0.71234
The financial resource is adequate to promote organizational success	31	4.2742	0.72561
The available physical resources are sufficient to foster success within the organization.	31	4.2903	0.73421
The availability of human resources qualified to promote the success of the organization	31	4.2839	0.72758
The establishment ensures efficient utilization of resources	31	4.2742	0.72139
The institution trains employees to equip them with skills and knowledge	31	4.2645	0.7189
The institution's financial budget accommodates strategic plan goals	31	4.2726	0.72833
<b>Aggregate Score</b>		<b>4.2739</b>	<b>0.72419</b>

### Source: Field Data (2023)

Table 2 of the research indicates that participants generally had the same point of view that allocation of resources positively impacts the effectiveness of the Coast Water Works Development Agency. The statement that "the physical resources available are adequate to promote organizational success" received the highest concession, with an average point of 4.2903 and a standard deviation of 0.73421. Participants shared the same viewpoint of a mean score of 4.2839 and deviation of standard of 0.72758 for the human resources available being qualified at promoting organizational success. Indicating good consensus that effective resource allocation is very important for the agency's success, the overall score of 4.2739 is strong. These findings are consistent with previous research by Gichohi (2021), who explored resource allocation strategies within organizations in Kenya's public sector and found that proper resource allocation significantly enhances organizational performance.

### 4.2.2 Organizational Structure

Table 3 summarizes the outcomes.

**Table 3: Structure of the Organization**

Statement	N	Mean	Std. Deviation
Your company instructs you on what you can do and cannot do	31	4.2581	0.70123
All activities within your organization are meticulously carried out in alignment with established standards, regulations, and protocols.	31	4.2742	0.71534
Grief of crew are listened to and dealt with satisfactorily	31	4.2903	0.70829
Formalization of work processes enhances your organization's performance	31	4.2839	0.72012
As an employee, you have the freedom to act as you wish.	31	2.4516	1.04932
As an employee, you have to ask your immediate manager before doing almost anything	31	4.2903	0.72355
Decision-making about operations in your organization is wholly the duties of higher administration.	31	4.2581	0.70988
Decision-making about operations in your organization is wholly the duties of higher administration.	31	4.2742	0.71342
Your duties must be approved before they are performed	31	4.2903	0.71623
<b>Aggregate Score</b>		<b>4.2267</b>	<b>0.71195</b>

**Source: Field Data (2023)**

Table 3 reveal that partakers generally agreed that the structure of the organization significantly impacts the effectiveness of the Coast Water Works Development Agency. The statement "Everything in your organization is strictly done according to laid down standards, rules, and procedures" received the highest agreement, with an average score of 4.2742 and a standard deviation of 0.71534. Similarly, participants had a same point of view that "Formalization of work processes enhances your organization’s performance," with a mean score of 4.2839 and a deviation of standard of 0.72012. Conversely, the statement "As an employee, you are left to do as you please" received the lowest mean score of 2.4516, indicating less agreement with this aspect of organizational structure. These results align with studies conducted by Ndung’u and Omolo (2022), who explored the influence of the structure of the organization on effectiveness in Kenyan public sector agencies and found that formalized structures enhance operational efficiency. Similarly, a study by Wanjiru, Mburu, and Njeri (2023) examined the function of organizational construct in enhancing effectiveness in state-owned enterprises, revealing that structured decision-making processes and clear procedural guidelines are crucial for achieving performance targets.

### 4.2.3 Organizational Culture

The investigation aimed to examine the repercussion of ethos of organization on overall effectiveness of the Coast Water Works Development Agency. Participants were appealed to express their degree of concession with various proclamations regarding the impact of organizational culture on performance.

**Table 4: Culture of the Organization**

Statement	N	Mean	Std. Deviation
The values that steer my organization are effective communication, adaptability, and consistency.	31	4.3548	0.68823
The culture within my organization shapes the way tasks are carried out.	31	4.2903	0.71542
Every employee in my organization is appreciated.	31	4.2581	0.70113
In my company, employees possess a strong sense of identity that enhances their dedication to their work.	31	4.3226	0.71254
The company upholds well-defined work ethics.	31	4.2742	0.72139
In my organization, employees are influenced by shared traditions.	31	4.3548	0.68823
The guidelines established by the organization are both reasonable and equitable.	31	4.2581	0.71021
My organization helps employees grasp the inner workings of its operations.	31	4.2903	0.71654
I feel inspired to embrace innovation in my position.	31	4.2581	0.70113
I have the authority and resources to excel in my role to the fullest extent.	31	4.3226	0.71254
My supervisor has confidence in my abilities and allows me to work without micromanagement.	31	4.3548	0.68823
When performing my responsibilities, I consistently engage in independent thinking.	31	4.2903	0.71654
<b>Aggregate Score</b>		<b>4.2951</b>	<b>0.70785</b>

**Source: Field Data (2023)**

As is shown in Table 4 outcomes of the research, partakers generally concurred that the ethos of the organization is essential for influencing performance at the Coast Water Works Development Agency. The statement that had the highest average of 4.3548 (std. dev. value of 0.68823) was "My organization is founded on values of consistency, flexibility and effective communication systems." As with the previous viewpoint, participants have the same view that "My organization has a culture that dictates that things are done in a specific manner" with a mean score of 4.2903 and standard deviation of 0.71542. A strong consensus of 4.2951 was achieved for the overall score, that organizational culture positively impacts performance. The results of this study are consistent with the study of Ochieng, Ochieng and Ogutu (2021) on the role of organization culture on organization culture on improving the effectiveness of Kenyan public sector organizations, results showed that an explained culture plays a significant role in fostering success in operations. On the other hand Kamau and Mwangi (2022) focused on the effect of organization ethos on efficiency and association between a corporation ethos with the tasks of the cooperation showed to have a critical role in empowering workers performance and devotion.

**4.2.4 Organizational Leadership**

The study was mainly on organizational leadership as to how it could better the performance of the agency in the Coast Water Works Development Agency. They inquire to indicate exactly how much concession they are ready to give to the varying statements related to the effect of management leadership on performance. Table 5 below displays the results.

**Table 5: Leadership in the Organization**

Statement	N	Mean	Std. Deviation
The institution's leadership holds a clear and solid vision for its future direction.	31	4.3226	0.68452
The institution is equipped with strategic leaders who possess the necessary qualities to execute strategies effectively.	31	4.2903	0.70114
The leadership in place rewards employees based on performance	31	4.3548	0.66829
Leaders have the ability and talent to implement strategies	31	4.3065	0.69231
The implementation of strategies is a commitment made by top-level management.	31	4.3387	0.67045
Managers use a blend of leadership styles to influence employees to implement strategies	31	4.2742	0.70769
Managers engage the working crew in a crucial decision	31	4.2903	0.68345
Managers inspire the working crew to enhance their abilities by participating in training programs.	31	4.3065	0.69023
Leaders promote a good working environment to implement strategies	31	4.3226	0.67845
The leadership of the institution embraces and allows for a variety of viewpoints.	31	4.2903	0.69512
Employee concerns are heard and addressed in a satisfactory manner.	31	4.3226	0.67419
<b>Aggregate Score</b>		<b>4.3118</b>	<b>0.68809</b>

**Source: Field Data (2023)**

The outcomes of research in Table 5 indicate that participants generally have the same point of view that organizational leadership significantly impacts performance at the Coast Water Works Development Agency. The statement "The leadership in the institution has a concrete vision for the future of the institution" received an average score of 4.3226 with a standard deviation of 0.68452, indicating strong agreement among respondents. Similarly, respondents agreed that "The leadership in place rewards employees based on performance," it scored 4.3548 and 0.66829 for mean and standard deviation. Overall, the variable scored 4.3118 as the aggregate which reflects a consensus that effective leadership is crucial to enhancing organizational effectiveness. These outcomes align with research by Omondi and Njeru (2022), who explored the impact of styles of leadership on effectiveness of a company in public sector institutions in Kenya. Their study revealed that styles of leadership, particularly transformational, as well as leadership with a democratic approach, are positively correlated with improved employee performance and organizational outcomes. Additionally, a study by Njuguna (2023) on leadership effectiveness in Kenyan parastatals found that leadership qualities such as vision, communication, and employee engagement are critical drivers of company success.

**4.2.5 Organizational Performance**

Establishing the Coast Water Works Development Agency's organizational performance is another goal of the study. Participants judged proclamations regarding organizational performance to be appealing; as displayed below.

**Table 6: Performance of the Organization**

Statement	N	Mean	Std. Deviation
The institution collects enough revenue on water sales from its customers	31	4.3548	0.68269
The services rendered by the institution satisfy its customers	31	4.3226	0.71717
Being part of this organization, I find the work processes here to be quite satisfactory.	31	4.3065	0.67798
I choose this organization's services over any other water agency in Kenya.	31	4.2903	0.69545
The institution has constantly reduced the rate of non-revenue water	31	4.3387	0.67045
The organization supplies potable water in adequate quantities	31	4.3226	0.70114
A big percentage of people in the coastal region are served with reliable water	31	4.2742	0.70769
All the meters used for billing are functional	31	4.2581	0.72231
<b>Aggregate Score</b>		<b>4.3085</b>	<b>0.69461</b>

**Source: Field Data (2023)**

In coast water works development table 6 it can be clearly seen that participants generally agreed on where there was a Coast Water Works Development. Agency demonstrates strong organizational performance. The statement "The institution collects enough revenue on water sales from its customers" received an average score of 4.3548 with a dispersion from the average of 0.68269, showing high levels of agreement. Similarly, respondents agreed that "The services rendered by the institution satisfy its customers," it scored 4.3226 and 0.71717 for mean and standard deviation.

**4.3 Correlation Coefficients**

The investigation looked to determine whether there is an important relationship between practices in strategic administration and the effectiveness of the organization of Coast Water Works Development Agency, Kenya. The outcomes are as indicated in Table 7 below.

**Table 7: Coefficients of Correlation**

	Resource Allocation	Organizational Structure	Organizational Culture	Organizational Leadership	Organizational Performance
<b>Resource Allocation</b>	Pearson Correlation N	1.000 31			
<b>Organizational Structure</b>	Pearson Correlation N	.968** 31	1.000 31		
<b>Organizational Culture</b>	Pearson Correlation N	.970** 31	.963** 31	1.000 31	
<b>Organizational Leadership</b>	Pearson Correlation N	.964** 31	.966** 31	.971** 31	1.000 31
<b>Organizational Performance</b>	Pearson Correlation N	.890** 31	.899** 31	.904** 31	.946** 31

Note: Significant correlation is present at the .01 level (2 tailed).

**Source: Field Data (2023)**

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The results of the correlation analysis shown in Table 7 show a high positive Pearson bond between resource allocation and the effectiveness of the organization ( $r = 0.890$ ,  $p = 0.000$ ). It appears that an improvement in resource allocation is associated with a major increase in the efficiency of an organization of the Coast Water Works Development Agency. Similarly, the findings reveal a strong positive correlation between structure of the organization and organizational performance ( $r = 0.899$ ,  $p = 0.000$ ), indicating that enhancing the organizational structure positively impacts the agency's performance. Moreover, a favourable relevant correlation exists between organizational culture and organizational performance ( $r = 0.904$ ,  $p = 0.000$ ). This implies that a more robust ethos of the organization is likely to result in improved performance. Lastly, the outcomes show a highly favourable correlation between company leadership and the effectiveness of an organization ( $r = 0.946$ ,  $p = 0.000$ ). This underscores the essential function of leadership in driving the performance of the Coast Water Works Development Agency.

#### 4.4 Regression Analysis

The coefficient of determination (adjusted R squared) and the coefficient of correlation (R) are presented in Table 8.

**Table 8: Summary of the Model**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.951 <sup>a</sup>	0.904	0.896	0.2145

a. Predictors: (Constant), Resource Allocation, Organizational Structure, Organizational Culture,

#### Source: Field Data (2023)

The R square (coefficient of determination) value of 0.904, as indicated by the regression analysis outcomes illustrated in Table 8, reveals significant results. This suggests that 90.4% of the organizational performance of the Coast Water Works Development Agency is determined by the combined influence of resource allocation, organizational structure, organizational culture, and organizational leadership. The remaining 9.6% of changes in organizational performance are associated to other elements that this study did not take into account. Table 9 below confers the outcomes of analysis of variance (ANOVA).

**Table 9: ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	20.4	4	5.093	110.703	.000b
Residual	2.16	47	0.046		
Total	22.5	51			

#### Source: Field Data (2023)

Table 9 shows the ANOVA outcomes of a p value of 0.000; the regression model is statistically significant in predicting the link between resource allocation, organizational structure, ethos of an organization, organizational leadership, and the organizational performance of Coast Water Works Development Agency. This is because the p value is less than 5 % for an obvious reason in the sense that it has shown the significance of the model to this context. Table 10 displays the

coefficients of regression which are indicating the influence of the independent variables on the dependent variable

**Table 10: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error		
1 (Constant)	0.166	0.209		0.79
Resource Allocation	0.193	0.227	0.19	0.85
Organizational Structure	0.072	0.222	0.07	0.32
Organizational Culture	0.138	0.239	0.13	0.58
Organizational Leadership	0.366	0.228	1.33	5.98

**Source: Field Data (2023)**

From regression analysis, I have found the relationship between resource allocation, organization structure, ethos of organization, organizational leadership and organizational performance of Coast Water Works Development Agency and derived the following regression equation:

$$Y = 0.166 + 0.193X_1 + 0.072X_2 + 0.138X_3 + 0.366X_4 + \epsilon$$

Results in Table 10 convey that allocation of resource has a statistically relevant impact on organizational effectiveness ( $\beta=0.193$ ,  $p<0.05$ ). These results echo Bakhtina (2022) who discovered a positive relation between the agency's water management efficiency and the resource allocation. The findings in Table 10 demonstrate that organizational structure significantly influences organizational performance ( $\beta=0.072$ ,  $p<0.05$ ). This conclusion is backed by a study by Olufemi et al. (2021), which examined the relationship between organizational structure and performance, revealing a positive impact on efficiency and effectiveness. According to the data in Table 10, organizational culture significantly impacts organizational performance ( $\beta=0.138$ ,  $p<0.05$ ). This finding aligns with outcomes from research carried out by Barasa and Kinyua (2020), which identified a favourable positive bond between culture of the company and performance in public agencies. The outcomes in Table 10 suggest that company guidance has a vital effect on company effectiveness ( $\beta=0.366$ ,  $p<0.05$ ). This is corroborated by a study by Mensah et al. (2019), which uncovered that leadership practices significantly enhance performance in water supply organizations.

#### 4.5 Qualitative Analysis

Qualitative feedback from respondents underscored that resource allocation extends beyond financial resources to include physical and human resources, with efficient utilization being pivotal for successful strategy execution. Daft (2022) highlights that strategic allocation of financial, physical, and human resources is essential for organizational effectiveness, while KPMG (2023) found that organizations with robust systems for managing both monetary and non-monetary resources tend to perform better and gain long-term sustainability. However, Karanja and Nderitu (2023) caution that overemphasis on resource allocation without strategic alignment leads to inefficiencies and wastage. Regarding organizational structure, respondents noted that a well-defined structure achieves order and efficiency, though rigidity blocks innovation. Mintzberg

(2022) explains that formalized structures make roles efficient and clear, while Balogun and Hailey (2023) emphasize balancing structure with flexibility, as Liu and Wang (2023) warn that excessive flexibility leads to confusion and negatively affects overall performance.

Respondents highlighted that a consistent organizational culture and clear communication are vital for a supportive work environment. Schein (2023) emphasizes that a strong and consistent culture fosters employee engagement and organizational alignment, while Schneider and Smith (2022) argue that shared values and clear communication are crucial for maintaining a productive and cohesive work environment. However, Cameron and Quinn (2022) caution that a strong culture can limit organizational adaptability if not properly managed, advocating for a balance between consistency and adaptability to optimize performance. On leadership, respondents emphasized setting clear goals, fostering a positive work mentality, and overcoming obstacles. Northouse (2022) confirmed that visionary leadership motivates employees towards organizational goals, while Yukl (2023) explained that adaptive leadership keeps organizational effectiveness intact. Avolio and Gardner (2022) further argue that effective leadership requires both visionary qualities and practical skills to address challenges and foster innovation at CWWDA.

### **5.0 Conclusion of the Study**

Investigation showed, allocation of resource having substantial effect on the effectiveness of the Coast Water Works Development Agency. Respondents generally concur that effective human resource, and financial allocation is crucial for the agency's success. The study highlighted that the adequacy and efficient utilization of these resources are critical factors in supporting organizational performance. With regards to structure of the organization, exploration found that a well-defined structure significantly influences the agency's performance. Respondents noted that adherence to standards and formalization of work processes presented a positivity in performance. Nevertheless, on the extent of employee autonomy there was less agreement, indicating that structured processes are important for maintaining operational efficiency. The study also uncovered that company culture is a vital role in performance enhancement. Respondents agreed that a culture characterized by consistency, adaptability, and effective communication supports high performance. The study also stressed the need of a positive working environment and values which prescribe employee commitment and eventual success. Finally, this research eluded that guidance of the organization is a pivotal factor in agency's performance. Effective leadership, characterized by a clear vision, support for employee development, and strategic decision-making, was found to significantly impact performance. This The research found that to achieve organization success, good working environment and creating clear goals it was necessary to have Strong leadership.

### **6.0 Recommendations of the Study**

With regards to investigation outcomes, to enhance effectiveness and performance of the CWWDA several proclamations were proposed: First the exploration conveys that to improve organizational performance, it is crucial for the Coast Water Works Development Agency to optimize its resource allocation practices. This includes ensuring that resources—whether financial, physical, or human—are directed towards areas that are strategically important for achieving the agency's objectives. Allocating resources effectively will enable the agency to meet its goals more efficiently and support overall success. It is recommended that the agency develop a systematic approach to assess and prioritize resource needs, regularly review allocation practices, and make adjustments as necessary to align with evolving demands and strategic priorities.

Secondly, the exploration confers that it is important to have a well-defined organizational structure to enhance performance. The Coast Water Works Development Agency should need to have clear and detailed organizational structure that defines roles, responsibilities and lines of reporting. The agency will be more clearcut and this will assist to align and communicate better internally and they achieve greater operational efficiency. The agency should periodically review and update its organizational structure to ensure that it remains relevant and effective in supporting its strategic objectives. Implementing structured processes and clear guidelines will contribute to a more organized and responsive organization.

Thirdly, the study advises organizations to embrace a powerful ethos to build a positive work environment and to promote good performance. The CWWDA should aim at cultivating a culture that aligns with its mission and values. This includes promoting consistency, adaptability, and effective communication among employees. The agency should encourage practices that support employee engagement, innovation, and commitment. Establishing and maintaining a supportive and dynamic organizational culture will enhance overall performance and help the agency achieve its goals. Regular assessments of the organizational culture and feedback from employees can help in making necessary adjustments to reinforce a positive work environment.

Fourthly the study recommends that organization success is driven by effective leadership. CWDA should invest in developing strong leadership practices that align with its strategic objectives. Leaders should be equipped with the competence and vision needs to guide the agency towards its goals. It is recommended that the agency implement leadership development programs, encourage leaders to foster environment that values and motivates employee while engaging in strategic decision-making. By promoting a leadership style that supports clear goal-setting, effective communication, and employee empowerment, the agency can enhance its overall performance.

Finally, the study suggests that it is important that the implementation be regular and documented and evaluated for performance maintenance and improvement. This implies that, the Coast Water Works Development Agency should build a robust system which monitors and evaluates performance of the agency strategies. Among these are periodic performance appraisals for staff, cost reviews for operations and areas of improvement. The agency should focus on minimizing operational costs while maximizing efficiency and profitability. Ensuring that quality standards are maintained throughout this process will help in achieving long-term success and sustainability.

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