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

ABDIHAKIM MOHAMED ALI
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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS, ECONOMICS AND TOURISM IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE IN MASTER OF BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT OPTION)
KENYATTA UNIVERSITY

AUGUST, 2023
DECLARATION

I declare that the project is my original work and to the best of my knowledge has not been presented to any other university for any other award.

Signature……………………………      Date………………………………….

ABDIHAKIM MOHAMED ALI
D53/OL/GAR/28064/2019

This research project was prepared by the candidate under my supervision as the duly appointed university supervisor.

Signature……………………………      Date………………………………….

Dr Peter Philip Wambua (PhD).
Business Administration Department
School Of Business, Economics And Tourism
Kenyatta University
DEDICATION

I dedicate the project to my family members, my parents Mohamed and Maryam, and my Nieces Hana and Humeira!
ACKNOWLEDGEMENT

I thank the almighty God for the gift of life. I appreciate the support from supervisors Dr. Peter Philip Wambua (PhD) for his relentless efforts to help me develop the project.
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ACRONYMS AND ABBREVIATION

ANOVA: Analysis of Variance
CEO: Chief Executive officer
DECSI: Dedebit Credit And Saving Institution
INGOs: International Non-Governmental Organizations
KMTC: Kenya Medical Training College
M&E: Monitoring and Evaluation
MWI: Ministry of Water and Irrigation
NACOSTI: National Commission for Science, Technology and Innovation
NPO: Non Profit Organization
NSE: Nairobi Securities Exchange
NWWDA: North Water Works Development Agency
RBV: Resource Based View
SMART: Specific, Measurable, Achievable, Realistic and Time Bound
SPSS: Statistical Package for Social Sciences
TWWDA: Tana Water Works Development Agency
U.K: United Kingdom
USA: United States of America
WWDA: Water Works Development Agencies
**OPERATIONAL DEFINITION OF TERMS**

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td><strong>Strategy Development:</strong></td>
<td>It entails development of diverse strategies in which this study used; goal setting strategy, strategy formulation, strategy implementation and strategy monitoring as the proxies of strategy development</td>
</tr>
<tr>
<td><strong>Goal Setting Strategy:</strong></td>
<td>Ability of the water works development agency to develop achievable goals. In this study the indicators were goal measurability, ability to achieve it and relevant goals set</td>
</tr>
<tr>
<td><strong>Strategy Formation:</strong></td>
<td>It entails the formation of various goals/tasks that help in achieving the organizational common goals. In this study the indicators were; support by stakeholders, resource availability and decision making Levels.</td>
</tr>
<tr>
<td><strong>Strategy Implementation:</strong></td>
<td>This entails making the goals set be attained within the agreed timeliness. In this study the indicators were; timeliness, cost incurred and availability of defined responsibilities</td>
</tr>
<tr>
<td><strong>Strategy Monitoring:</strong></td>
<td>This is a step by step check on the sustainability of a certain strategy. In this study it was measured using creating feedback loops and stability, reporting procedure and ability to detect issues</td>
</tr>
<tr>
<td><strong>Employee Performance:</strong></td>
<td>Ability of the employees to perform a certain tasks within the set guidelines and time. Employee performance indicators were; goal setting, strategy formulation, strategy implementation, strategy monitoring</td>
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ABSTRACT

Employee performance generally entails achievement of the set target by organizations. Specifically in this study, employee performance entails timely delivery of services and quality and quantity output. Employees at Northern Water Works Development Agency have low quantity and quality output compared to the other water works development agencies in the country. The employees’ poor performances have been reflected in their inability to meet annual targets and untimely delivery of services in various departments. There exists undesirable employee 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 employee performance through the goal setting strategy, strategy formulation, strategy implementation and strategy monitoring. Therefore, the general objective of this study was to establish the effect of strategy development on employee performance in Northern Water Works Development Agency, Kenya. The specific objectives were to establish the influence of goal setting strategy, strategy formulation, implementation, and strategy monitoring on employee performance in 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 employee 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.
CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

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 organizations working in public sector in USA are highly motivated by great impact of strategy development (Hondegem, 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).

Many organizations in Asia, including many in China, view their organizations as the most valuable assets that are worthy of investment in order to be successful in the
public sector (Lin, 2019). An average of 6 to 10 percent payback in less than a year is achieved by organizations with strategy development practices in three-quarters of cases, which is a sizable return on investment. Due to their nearly fixed budgets, public organizations in China and Asia as a whole have become more aware of the need to increase organizational productivity, particularly during economic crises (Berman, 2015). Under these circumstances, maintaining organizational performance through improved goal setting, goal analysis, strategy development, and successful implementation becomes a mantra for directors to keep their positions. However, despite the global economic crisis, Asian governments and the public sector are responsive to citizens' demands for more efficient services at lower prices (Daley, 2018). Due to the size of the public sector's economic contribution to any jurisdiction, a significant portion of organizational performance and thus the economy are influenced by it.

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. Organizational s 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 (KIPPRA, 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 play an important part in motivating organizationals in 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.

### 1.1.1 Strategy Development

A working definition of strategy is based on Mintzberg's strategic management proposition, in which he defined it as the ways in which a person, group of people, or organization achieves its goals (Bartunek, 2022). According to Mintzberg's working definition, the 5Ps of strategy—plans, patterns, positions, perspectives, and ploys are the primary methods (strategy) for achieving desired objectives (Mintzberg, 1987). The goal of strategy development in an organization is to turn organizational plans into actions that provide the intended results (Kombo & Njagi, 2014). The organizational performance level of achievement, when the performance surpasses or meets the set objectives spelled out in the produced plans, serves as the litmus test for effective strategy formulation (Mailu, Ngui, & Ntale, 2018). The shortfalls in organizational performance demonstrates development of weak strategy. Where a strong strategy has been implemented, there is expectations of greater organizational performance in the organizations in various dimensions of performance (Kyalo, 2015).

The process an organization uses to decide how it will distribute its resources and get the most out of its people to achieve its goals is known as strategy development practice in the public sector, and it is primarily used in the United States. It is the process that a team will go through to create a quantifiable and detailed action plan designed to support the operation, innovation, and expansion of the business. According to Eden and Ackermann (2018), strategy in American organizations is seen as a coherent portfolio of exercise discretion actions taken in support of a
system of goals and sustained by a self-sustaining critical mass or dynamism of opinion. According to Pearce and Robinson (2016) strategy development practice entail setting goals, goal analysis, formulating goals and implementing the goals set. In UK, the primary goal of strategy development is to pinpoint and improve those "bundles of resources" that will outperform competitors (Barney & Arikan, 2018). It is considered that each organization has its own unique set of resources, and that these sets endure throughout time (Barney 2019).

Strategy development in Africa has been key in improving organizational performance. For instance, many of the institutions in Nigeria and Ghana have employed strategic position, goal setting, setting objectives, strategy collaboration and allocation of resources, strategy execution and review and focus in enhancing organizational performance (Khan, 2021). The two approaches in conceptualizing strategy development practices used in west Africa and Europe are similar. However, the current study will use setting goals, goal analysis, formulating goals and implementing the goals as indicators of strategy development practices. The organization's priorities for the upcoming months and years are determined by strategic goal setting and analysis. This process links business priorities to specific organizational goals, which intersects with performance enablement (Lochbaum & Gottardy, 2015; Van Yperen et al., 2014). Organizations should be able to understand how their actions impact their strategic objectives. They can work more efficiently when they are aware of their goals and the reason behind their tasks. Including organizations in the goal-setting process is a crucial step in helping them understand their purpose (Nianzi, 2018).

Strategic development in the public sector in East Africa, more specifically in Uganda, includes strategy planning, strategy formulation, strategy implementation, and strategy monitoring (Gatseu,2018). The creation of a strategy is crucial because it
did involve intentional action plans intended to give competitors a benefit (Gatheu, 2018). It involves the important formulation of realistic goals of the organization, priorities, operations, and techniques. An organization can create a set of instructions and a road map by formulating a strategy (Nicule et al., 2010). The majority of businesses in Uganda attempt to modify their goals and tactics in order to be successful in formulating their strategies and creating a long-lasting competitive edge (Tapea, 2016).

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.

1.1.2 Organizational Performance

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.

Performance measurement is described as a continuous process by Eisenberg and Goodall (2019) that entails comparing performance to pre-established standards. The organizational management can then assess the actual performance and compare it to the established standards. By enabling managers and seniors to constantly assess organizational and individual performance and take corrective action when discrepancies arise, performance measurement helps performance management (Kennerley & Neely, 2018). Performance measurement, in accordance with Aguinis (2019), enables the comparison of actual performance levels with the established standards, which in turn leads the prescribed corrective action.

Various performance measures are used by business entities to assess their performance. The measurements, which can be broadly divided into financial and non-financial ones, are all intended to assess the accomplishment of organizational goals (Freeman, 2019). Based on monetary factors, financial measurements or indicators of company performance. Profitability, solvency, liquidity, and efficiency ratios are a few examples of these financial ratio/s. Non-financial metrics or metrics, to the contrary hand, do not give priority to financial measures of performance. Customers' contentment, customer outreach, and the sustainability of the infrastructure are the main non-financial metrics that financial institutions use to
evaluate the success of SMEs in this situation (Igwe, Nwokedi, & Udeh, 2018).

Customer outreach is the process of gradually attracting and absorbing more customers into the business. The level of client pleasure with the company's services is referred to as customer satisfaction. Metrics of customer satisfaction aim to measure how well a company fulfills or surpasses its customers' expectations with the goods or services it offers (Olubayo, 2019).

1.1.3 Northern Water Works Development Agency

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. The Water Act of 2016 provides the NWWDA Works Development Agency with its mandate, which includes ownership and custodianship of water and sewerage investments, planning, development, and expansion of water and sewerage assistance infrastructure, the appointment of viable and well-managed water service
providers, and ensuring that they have the necessary systems to, among other things: enforce water quality and ensure efficient and effective maintenance procedures and processes to minimize interruptions. The development of WSPs' capacities to adopt effectiveness, responsibility, and obligation in service delivery, as well as monitoring and oversight of WSPs' provision of water and sewage services, are additional mandates (NWWDA report, 2021).

1.2 Statement of the Problem

According to NWWDA report (2021), employees in 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.

Moreover, an empirical study by Olalekan et al., (2018) on strategy development and it dimensions related to organizational performance in Ekiti State University, Nigeria revealed that strategic development had positive and significant effect to organizational performance. The study recommended that organizations to consider strategy development as a key strategy in public sector as well as private sector.

Further, Tunje (2017) studied relationship between strategy development and organizational performance in Kenyan media houses and found that the relationship between strategy development and organizational performance was positive and significant. The study recommended further study to be carried out in in government agencies and consider conceptualizing strategy development using diverse measures. The study did not focus on other indicators of strategy development such as goal setting and monitoring thus presenting a conceptual gap.

Also, according to an empirical study by Nyanjom (2017) on the influence of strategy formulation on organizational performance in Kenyan state corporations, organizations’ employees were motivated to stick with the company because they did not want to lose their benefits, and they were moderately committed to working there until retirement. The study did not carry out the tests on correlation and regression and therefore the linear relationship amongst variables were not depicted which presented a methodological gap. Therefore, the study presented the conceptual gap, methodological and contextual gap respectively. The above studies were done in different context and were not relating to water works development agency.
organizational’s performance. This study therefore, endeavored to fill this empirical knowledge gap in a bid to answer the question: What are the effect of strategy development practices on organizational performance of in Northern Water Works Development Agency?

1.3 Study objectives

1.3.1 General Objective

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

1.3.2 Specific Objectives

i. To determine how goal setting strategy affects performance of the Northern Water Works Development Agency in Garissa County, Kenya.

ii. To ascertain how strategy formulation affects performance of Northern Water Works Development Agency in Garissa County, Kenya.

iii. To determine the impact of strategy implementation on the performance of the Northern Water Works Development Agency in the Kenyan county of Garissa.

iv. To examine the impact of strategy monitoring on the performance of the Northern Water Works Development Agency in the Kenyan county of Garissa.

1.4 Research Questions

i. How has the goal setting strategy affected the performance of Northern Water Works Development Agency in Garissa County, Kenya?

ii. How does the strategy formulation influence the performance of the Northern Water Works Development Agency in Garissa County, Kenya?
iii. What are the effect of strategy implementation on the performance of the
Northern Water Works Development Agency in Kenya's Garissa County?

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

1.5 Significance of the study
This study would help the key central and national government in understanding the inherent relationship between the strategy development and the organizational performance. Additionally, the national government and water service boards will be in position to develop appropriate strategies which will aim at efficient servicedelivery in public sector. Based on the background of the study analysis, it is evident that there is a study gap which arises due to the fact that little has been researched in regard to the variable of the study with key reference to the institution of study. Therefore, this study will help research in identifying research gap on strategic development field. It will help in developing theories relating to strategic development and organizational performance. In the same line, the organization has been faced by the performance dynamics which calls and necessitates for investigation which will help the managers and organizational s of Water Works Development Agency in understanding the relationship between strategy development and organizational performance. Future scholars and academicians will be able to develop research gaps from the results of the study.

1.6 Scope of the study
The study was carried out in Northern Water Works Development Agency located in Garissa County. The purpose of the study was to ascertain how the strategy development process affects organizational performance in Kenya's Northern Water Works Development Agency in Kenya's Garissa County?
Works Development Agency. The independent variables; goal setting, strategy formation, strategy implementation and strategy monitoring will be used while organizational performance was the dependent variable. When analyzing quantitative data, descriptive analysis was used, while content analysis was used for qualitative data. Data was gathered for the study using a questionnaire as of a specific date, more specifically 2022.

1.7 Limitations of the study
One of limitation anticipated for this research was the untimely response from respondents expected due to the busy schedule of the targeted population, which led to prolonged study period. This limitation was however managed by the researcher by making prior arrangements to engage the respondents during their free time. Another limitation was that the respondents were reluctant in filing the questionnaire due sensitivity of data being collected. There existed insurmountable challenges in collecting data from all the respondents. However, the researcher obtained a letter from the graduate program at Kenyatta University authorizing the collection of data, which stated that the information was used only for educational purposes.

1.8 Organization of the study
The project consists of five chapters. The introduction section of Chapter 1 focuses on strategy development practices, organizational performance, and NWWDA. The chapter also provides details regarding the problem statement, objectives, significance, scope, and limitations. The second chapter presents the theories underlying the study variables, the empirical literature review, and the interrelationship between variables within a conceptual framework. Chapter three present how, where, when the data will be collected. It also explains the target population design, sample, tools are appropriate for availing the required data for
analysis and interpretation. Chapter four presents the study results and discussions. Chapter five presents the conclusions and recommendations based on the study objectives.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This chapter presents empirical and theoretical literature pertinent to the study factors of strategic development and organizational success. Empirical literature review on the indicators of strategic development helped identify contextual, conceptual and methodological study gaps. The conceptual framework was presented to show the interrelationship amongst study variables.

2.2 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.

2.2.1 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.
The majority of company executives understand that the performance of their companies depends on a number of factors, including the systems in which their employees participate. A system's efficiency comes from the sum of its parts working together to achieve its objectives. Managers can make better use of systems theory to analyze workplace patterns and occurrences, which is crucial for coordinating projects so that they work together as a whole to achieve the organization's overarching goals and strategies rather than being implemented independently in separate departments (Hawthorne, 2013).

According to systems theory, charismatic leaders may boost an organization's performance from a dire need for survival, but their actions are more likely to introduce new innovations that serve as referencing rules even when the organization found a new good fit with its environment (Inganj, 2016). As a result of this bias, they are more likely to implement changes that are likely to cause more harm than good, even if they initially think they will be beneficial. Given the foregoing, it seems that the benefits of charismatic leadership are temporary at best. Long-term charismatic leadership, as proposed by Goleman (2004), may contribute to the successful evolution of businesses in a context of rapid change.

Muruli (2016) found that an examination of the system hypothesis by the executives indicates that flexible normalization of procedures may initially result in a shrinking of the framework, but that in the long run, it results in further and faster expansion. The study concludes that the dimensionality of some corporate procedural language is reduced as a result of normalization. Since new management systems, structures, and processes greatly aid an organization's performance in terms of innovation, creativity, and the quality of the services it provides, the findings of this study are directly
applicable to the systems theory underlying them.

2.2.2 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 is n'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
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).

This theory has been called into question because hierarchical responses to the external condition are dependent on the affiliation itself. In spite of the fact that the facts demonstrate the existence of an association in a business opportunity for impact and control, "authority scenarios really aren't given any real factors; they are made through with a process of considering and translation" (Inganji, 2016). Consequently, this theory is pertinent to this study because, in order for goal setting, corporate strategy formation, implementation of the strategy, and strategic monitoring to be successful, the firm needs resources that are distinctive to the company. These distinctive resources include shows greater, tapping skills, and support from key stakeholders.

2.2.3 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 will be crucial to the study, as it will shed light on the link among organizational effectiveness and the four stages of company strategy, execution, and evaluation.

2.3 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 these impact organizational performance.

2.3.1 Effect of Goal Setting Strategy on Organizational Performance

The study was conducted by Asmusa et al. (2018) at the Training Factory for Energy Productivity at the Technische Universitat München. The researchers were interested in the effect that defining goals had on the performance of workers throughout an
industrial production process. The performance of the participants was evaluated by first determining the number and quality of the items that were constructed, and then by keeping track of the amount of compressed air that was used for each finished object. There were a total of four groups, with each group being placed in a distinct experimental environment. This experiment is the very first one that has ever been undertaken that was connected to goal-setting in an industrial production context, and as a result, it contributes vital results to academia as well as practitioners working in the field of achieving sustainability. When compared to a scenario in which no objectives were created, the primary finding is that defining goals for employees enhances their performance by 12–15 percentage points even in the absence of monetary incentives. The research shows that there is a strong connection between how goals are formulated and how well workers actually do their jobs. This holds true for the organizations that were charged with maximizing fuel economy along with the groups that have been assigned with maximizing either the quantity or quality of output. 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. The research was conducted at a training factory in Germany, which provided a background distinct from that of the current study being conducted by water development authorities in Kenya.

Teo and Low (2021) conducted research on the influence that goal-setting has on an organization's efficiency so that a high-tech company in Singapore may increase its overall organizational efficiency. A conceptual model on setting objectives and its link with organization performance and organizational effectiveness was produced by the researcher. A qualitative research was conducted with the purpose of determining the validity and reliability of three hypotheses that were developed for this study. The
search for and analysis of the relevant literature unearthed adequate data to support all three hypotheses and their respective correlations. As a consequence of this, a practical investigation was carried out at XYZ Singapore with the purpose of putting the three hypotheses to the test. In this section, we present justifications not only for the technique of the study that was used, but also for the theoretical and empirical importance of the investigation. Ethical concerns pertinent to the data gathering process were brought to light as well. The results of this empirical study revealed that there is a positive and substantial association between goal setting and the success of organizations. Participants in the research interviews were in complete agreement that goal setting has a part to play in the friendship depicted in the conceptual model, that it has an impact on corporate effectiveness, and that it ultimately makes organizations more effective as a whole. This was the consensus reached by all of the participants.

The effectiveness of organizations in Singapore was the primary emphasis of the study.

The effect of goal setting on the efficiency of registry staff at institutions in Nigeria's southwestern region was studied by Akinlabi, Dogo, and Asikhia (2021). Akinlabi, Dogo, and Asikhia published their results in a peer-reviewed scholarly publication. Despite the opinion that southwest Nigerian schools are at the vanguard of Nigerian higher ed, there seems to be a continual reduction in the general levels of achievement at the universities in recent years. This has prompted studies into three related areas: (i) how registry workers, as a subset of the schooling sector's working population, contribute to the success of college and university' central missions; (ii) how registry workers' successes align with the growing demand for faster, more potent data processing in the shipment of key registry services; and (iii) how university successes can be improved more generally. All of these issues are based on the fact that colleges
must do better as a whole. The literature around the relationship between strategic planning and organizational effectiveness has been reviewed. According to the findings of the study, universities 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. The emphasis of this study was on job performance at Southwest University in Nigeria, which highlighted a contextual void.

Ogbeiwi (2021) examined the overarching ideas of objectives and goal-setting in the context of the health field. The present state of knowledge about the definitions and classifications of objectives, as well as the principles of goal-setting in the health sector, was investigated through the use of a narrative literature review. 65 items that were relevant were created by online databases. The mentioned publications and textbooks served as the foundation for the gathering of other literary materials. The majority of academic authors use the terms 'aim' and 'objective' interchangeably when defining 'goal,' however there is evidence of hermeneutical misunderstanding in general literature. There are many different types of goals, each of which may be classified differently based on the qualities of their context, structure, purpose, and time. The results of this research indicate that the main objective process ought to be carried out in an efficient manner in order to guarantee an increase in employee performance and, as a consequence, the success of the business. In order to successfully execute and manage the process of desired outcomes within an institution or organization, it is necessary to have a comprehensive grasp of the idea of the theoretical scope of goal setting. When evaluating the performance of employees, the performance criteria that are used should have SMART characteristics.
2.3.2 Effect of Strategy Formation on Organizational Performance

Oliver (2018) investigated the influence that strategy formulation has on the level of employee productivity in the United Kingdom. The paper offered a strategic commentary on the interconnected fields of corporate strategy and human resource performance by illustrating how two organizations adapted and transformed their businesses to meet the demands of an increasingly digital operating environment. This was accomplished by comparing and contrasting the approaches taken by each of the organizations. According to the findings, the business aims and strategies of both companies were centered on achieving ambitious levels of development and capitalizing on the potential presented by an environment that is becoming increasingly digital. Productivity among workers was significantly impacted by the formulation of the strategy. Nevertheless, both companies had undergone significant transformations, each of which resulted in differing levels of employee productivity and performance. The backdrop of the study focused on employee productivity in the private sector, showing contextual and methodological inadequacies in the research.

Owich, Katuse, and Ngari (2018) conducted research to investigate how the formation of strategic plans impacts the organizational performance of firms that are listed on the Nairobi Securities Exchange (NSE). The positivist research philosophy and the explanatory research design were the foundations of this approach. The population of interest consisted of 325 senior managers of firms that were listed on the NSE. The data gathering process began with the selection of 179 senior managers as the sample size. Through the use of a structured questionnaire, data was obtained from the population sample. A preliminary test was carried out in order to determine the reliability and validity of the questionnaire. The findings of the pilot research indicated that the questionnaire had a reliability rate of 0.7 on average, as measured
by the Chronbach alpha. Data were obtained from 147 respondents out of a total sample size of 179, which corresponds to a response rate of 82.18%. Following the completion of the data collection, both descriptive and inferential analyses were carried out. Means, standard deviations, and frequency distributions were components of descriptive analysis, whereas inferential analysis components included correlation analysis. According to the findings, there was a substantial mean difference between performance of the organization and strategic plan formulation, as well as a positive and significant correlation between the two. Additionally, the findings showed that planning process was positively linked to the organization's performance. The results of a straightforward linear regression demonstrated that the development of strategies had a considerable impact on organizational success. The paper suggests that in order for businesses that are listed on the NSE to achieve their company's goals and, as a result, improve their game, they should create a conducive environment for the effective formulation of strategies. One way to do this would be to ensure that all relevant interested parties are involved in the process of formulating strategies.

Research was conducted by Kaliappen and Hilman (2017) in Malaysia with the purpose of exploring ways to improve organizational performance via strategic alignment and development of cost, leadership strategy, and competitive orientation. Throughout order to complete the project, we began by collecting primary data by means of questionnaires distributed to management of hotels in Malaysia with star ratings ranging from three to five. Both descriptive statistical research and association analysis were carried out as parts of the process of data analysis. They were able to draw the conclusions that strategy development had a substantial and beneficial influence on competition orientation, as well as that strategic leadership had a significant and immediate impact on staff performance, as a consequence of the data
they obtained. The conceptual void that existed in the private sector in Malaysia served as the basis for the effective implementation of the research variable known as strategy formulation.

Kitonga, Bichanga, and Muema (2016) conducted a study with the intention of determining the nature of the connection that exists between the process of strategy creation and the level of organizational performance in organizations that are not-for-profit. Collecting primary data from NPOs (also known as CEOs and Directors etc.) and other members of senior management team (project managers) from the selected not-for-profit organization in Nairobi County. This study's research was conducted using a qualitative approach in Kenya. The process of formulating a strategy was broken down into its component parts, which were referred to as strategic vision, human resources, ethical business practices, and corporate management respectively. After that, several statistical methods, including descriptive data interpretation, regression analysis, and correlation analysis, were used to the data to make sense of it. According to the findings of the regression analysis, every single one of the aforementioned aspects of strategic leadership has a positive correlation with the performance of the firm. The findings also suggested that ethical practices and corporate management do not have a significant link with performance of the organization, whereas strategic decisions and human capital did have a strong correlation with organizational success. The overarching conclusion that they came to is that there is a considerable positive association between strategy development and organizational success.

Chijioke and Olatunji (2018) conducted research to investigate the influence that the drivers of strategy creation have on strategic performance. In order for businesses to
make the most of their limited resources, they need to devise strategies that will allow them to establish and maintain a competitive edge. In order to get a deeper comprehension of how strategy formulation drivers contribute to the enhanced strategic performance of mobile communications businesses in Nigeria, the research was analyzed with theoretical insights gleaned from the body of literature on strategic management. When analyzing the resulting data, the authors utilized descriptive statistics as well as approaches using multiple regressions. The software known as the Statistical Package for the Social Sciences version 25 (SPSS 25) was utilized in all of the many analyses that were carried out. According to the findings of the study, the strategic performance of mobile communications companies in Nigeria is jointly influenced by strategy formulation drivers. The strategic performance of an organization may be significantly and favorably impacted by paying attention to the company's vision and long-term goals. In addition, paying attention to the corporate mission has a substantial bearing, both positively and negatively, on the performance of the strategic plan. This study makes a contribution to the existing body of literature by function and helps on strategic planning drivers and there own impact on strategic performance in mobile telecom companies in an emerging economy (Nigeria). However, it is possible that the findings of this study do not apply to the the Kenyan public sector.

2.3.3 Effect of Strategy Implementation on 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.

This article reviews the research of Mutua and Ogutu (2020) on the relationship between strategy implementation and business results. A case study methodology was used for the investigation. Both primary and secondary information were used to complete the study. The following high-ranking administrators were consulted as primary sources for this article: Retired Plan Supervisor, Former Liaison, Former Partnerships Supervisor, Retired Receptionist of Investigation, Former Contract Manager, Former Finance Director and Government, Former Task Scheduler, Former Liaison Officer, Former Contract Manager, Former Contract Manager, Ex-Executive Assistant to the President, Former Assistant to the. The financial reports and strategic plan implementation were reviewed at the desk to obtain secondary data. We used a content analysis approach since the information we gathered was qualitative. KMTC's study and empirical findings confirm that strategy implementation has a positive impact on business outcomes. Research suggests that national context and global objectives and priorities may help develop and assure the relevance of KMTC strategies, which is important for both individual employee performance and the success of the business as a whole. Based on the findings of the research, KMTC should set up a new department to handle all strategic planning activities. By launching and disseminating the plan effectively. The company may choose to inform
personnel at all stages about the growth strategy and urge them to actively participate in meeting the company's objectives to actively participate in the design and execution of projects that will ultimately boost the company's productivity. 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.

To better understand how foreign NGOs in Kenya carry out their work, Keya (2019) investigated their strategies' implementation processes and results. Sixty individuals from fifteen international non-governmental organizations (INGOs) with headquarters in Kenya's capital city of Nairobi were surveyed for this study. Purposeful sampling yielded a representative cross-section of management personnel, including heads of operations, strategy, human resources, and finance as well as a select few non-managerial officials including project coordinators and project officers. The data were gathered through the use of a semi-structured questionnaire. Validity of the instrument's form and content were evaluated through a pilot study. The operationalization of words ensured the study's construct validity. The instrument's trustworthiness was assessed using Cronbach's Alpha. Quantitative information was subjected to inferential and descriptive statistical analysis, and the results were displayed graphically. The degree, nature, and direction of the connection between dependent and independent variables were all explored with the use of multiple regression. Content analysis was used to examine and display qualitative data as themes and narratives. Strategy implementation procedures were found to be a significant predictor of strategy adoption by one-way analysis of variance (ANOVA) as well as multiple regression analysis. Additionally, Pearson's correlation analysis confirmed a good connection between strategy implementation procedures and actual
strategy use. According to the findings, international nongovernmental organizations (INGOs) may increase their effectiveness by focusing on developing and utilizing strategies that are valued, unique, inimitable, and well-organized. Managers of international non-governmental organizations (INGOs) who are looking to promote performance can embrace strategy implementation approaches that enhance staff abilities and offer opportunities for them to put their talents to use on the job.

2.3.4 Effect of Strategy Monitoring on 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.

The instance of the Dedebit credit and saving institution in Eastern Tigray was examined by Meresa (2019), who looked at how strategic management techniques impacted the institution's success. Out of a total of 346 people in eastern Tigray, 128 were randomly selected to participate in this research on the impact of strategic
management techniques at Dedebit credit and saving institutions. This poll employed a representative sample of the population to answer its questions. Both quantitative and qualitative methods were used in this study. The information was gathered via credit institution surveys and records. Both descriptive statistical techniques and multiple regression models were used in the research. SPSS, a program designed specifically for statistical analysis in the social sciences, was used to examine the data. Putting strategic management into practice has been shown to be more difficult than designing it, according to research that compares the two processes directly. The vast majority of respondents expressed confidence in their capacity to both implement and develop a thorough strategic plan. Study findings indicate that the majority of DECSI clients make an effort to manage strategically by, among other things, ensuring that initiatives are aligned with the strategy, involving all employees in the strategy's implementation, keeping employees up-to-date on strategic corporate governance, and monitoring strategy and implementation in order to adjust to changing conditions. Strategic management was also found to significantly improve business outcomes, according to the research. The inability to translate a strategy into actionable business goals was also identified as the most pressing challenge facing strategic management. The authors conclude that strategic management decisions and the marketing environment need to be taken into account when operating savings and loan institutions in order to develop an effective strategy plan that would positively affect institutional performance.

2.4 Effect of Strategy Development on Organizational Performance

Impact of performance management systems: Balancing implementation and strategy creation, was investigated by Lewandowski and Cirella (2022). There were 74 semi-structured in-depth interviews conducted with board members, middle managers, and
other workers from nine different firms to form the basis of this qualitative research. To construct our theoretical framework, we transcribed and evaluated the interviews with MAXQDA 12. In order to verify a theory, researchers would examine observed patterns. The findings imply that PMS has an impact on strategy formulation processes by modifying the degree to which workers trust their managers in both a relational and a calculating capacity. Furthermore, it shows a direct behavioral influence on employee information sharing and management confidence in subordinates. Therefore, this may dictate how much managers make use of collective expertise when coming up with a plan of action. Developing effective strategies and implementing PMS have been shown to have competing priorities in the study's findings. Integrating relational and calculative trust with PMS implementation and illustrating how such changes in trust influence information sharing behavior and strategy building helps to fill a gap in the existing work.

The instance of Dedebit, a credit and saving institution in Eastern Tigray, was used by Meresa (2019) to examine the impact of strategic development methods on the performance of institutions. Out of a total population of 346 in eastern Tigray, 128 Dedebit credit and saving institutions served as a sample for this research on the impact of strategic management methods. Both quantitative and qualitative methods were used in this study. The information was gathered through credit institution surveys and records. Both descriptive statistical techniques and multiple regression models were used in the research. SPSS, a program designed specifically for statistical analysis in the social sciences, was used to examine the data. According to research, the implementation of strategic development is more difficult than the planning phase. The vast majority of respondents expressed confidence in their capacity to both implement and develop a thorough strategic plan. Study findings
indicate that the majority of DECSI clients make an effort to manage strategically by, among other things, ensuring that initiatives are aligned with the strategy, involving all employees in the strategy's implementation, keeping employees up-to-date on strategic corporate governance, and monitoring strategy and implementation in order to adjust to changing conditions. Strategic development was also shown to significantly boost organizational performance in the research. The authors conclude that the management of savings and loan institutions should take into account strategic development choices and the marketing environment in order to generate an effective strategic development that would favorably affect institutional performance.

Strategy creation and execution were the focus of research by Arturs and Leonids (2017). Analysis of Latvian businesses as a case study. Survey data were evaluated using a trifecta of statistical methods: factor analysis, general linear model analysis of variance, and data analysis. The descriptive data from the study suggests that 91% of businesses have a documented plan. Latvian businesses are generally transparent with their employees about the organization's long-term goals (82% of all businesses' strategies are available to employees), but less so with their clients and business partners (46% of all businesses' strategies are available to clients and business partners). One-fifth of businesses have annual strategic management retreats, whereas just one-third of managers regularly address long-term goals at staff meetings. Strategic development has a statistically significant impact on productivity, according to the research.

2.5 Summary of Research Gaps
In this part, the researcher describes the current state of knowledge about the variables in the study.
Table 2.1 Summary of Literature Review and Research Gaps

<table>
<thead>
<tr>
<th>Author</th>
<th>Title</th>
<th>Findings</th>
<th>Gaps identified</th>
<th>Gaps to be filled</th>
</tr>
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<tbody>
<tr>
<td>Lewandowski and Cirella (2022)</td>
<td>performance management systems’ impact on the tension between putting plans into action and coming up with new ones.</td>
<td>The findings imply that PMS has an impact on strategy formulation processes by modifying the degree to which workers trust their managers in both a relational and a calculating capacity.</td>
<td>PMS was used as a framework for analyzing how strategy and staff performance were impacted by various factors.</td>
<td>The focus and operationalization of study variables will be based on water works development agency</td>
</tr>
<tr>
<td>Teo and Low (2021)</td>
<td>Impact of strategy implementation approaches on organizational performance in Trans Nzoia County Government, Kenya; Strategic Goal Setting and Organizational Performance at KMTC;</td>
<td>A key finding of the research was that goal setting affects employee efficiency and plays a role in the connection shown in the conceptual model.</td>
<td>Performance metrics were used in both the conceptualization and operationalization of variables.</td>
<td>The concept and operationalization of study variables were based on organizational performance</td>
</tr>
<tr>
<td>Irene, William and Makokha (2021)</td>
<td>case study of the impact of goal-setting on employee performance at the Technische Universität München’s Training Factory for Energy Productivity examines the impact of strategic development techniques on the institution's bottom line.</td>
<td>A statistically significant regression effect between the study predictors and the predicted variable was found, as shown by the F computed (F =22.755), which was &gt; 5% threshold of significance.</td>
<td>Trans Nzoia County Government staff members were the subjects of this study.</td>
<td>The study will be carried out on organizational performance at NWWDA</td>
</tr>
<tr>
<td>Mutua and Ogutu (2020)</td>
<td>evaluated how strategic change affected productivity in the workplace</td>
<td>According to the research and analysis done at KMTC, strategy implementation has a direct impact on business success.</td>
<td>Because KMTC performance indicators vary from those of larger organizations, this research focused on them.</td>
<td>The study focus will be organizational performance in NWWDA</td>
</tr>
<tr>
<td>Author(s) (Year)</td>
<td>Title and Focus</td>
<td>Findings</td>
<td>Methodology</td>
<td>Study Context and Key Points</td>
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<tr>
<td>Meresa (2019)</td>
<td>Strategic Planning and the Success of Companies Trading on the Nairobi Stock Exchange (NSE)</td>
<td>Positive results for businesses might also be attributed to a strategic management approach.</td>
<td>Disparities in academic achievement among institutions was the focus of this study.</td>
<td>The gaps will be filled by focusing on organizational performance</td>
</tr>
<tr>
<td>Asmusa et al., (2018)</td>
<td>The impact of strategic performance factors on the development of strategies</td>
<td>Employee productivity was shown to be highly influenced by goal setting method.</td>
<td>The discussion centered on how well industrial output was doing.</td>
<td>The current study context will be on NWWDA</td>
</tr>
<tr>
<td>Oliver (2018)</td>
<td>How construction organizations may improve worker productivity via strategic planning and execution.</td>
<td>Both companies had lofty growth targets, with an eye on the possibilities presented by the expanding digital landscape.</td>
<td>Methodological gaps were found, namely those in which solely qualitative research techniques were used.</td>
<td>The quantitative research method will be used.</td>
</tr>
<tr>
<td>Owich, Katuse, and Ngari (2018)</td>
<td>The impact of strategic monitoring methods on the long-term viability of self-help group programs for young people with disabilities in Rongai Sub-County, Kenya.</td>
<td>Planning process was shown to have a positive and statistically meaningful association with performance of the organization.</td>
<td>The focus of the research was on how different theories of organization performance may be applied to real-world situations.</td>
<td>The concept will be on organizational performance</td>
</tr>
<tr>
<td>Chijoke and Olatuni(2018)</td>
<td>Performance management systems’ impact on the tension between putting plans into action and coming up with new ones.</td>
<td>Strategic performance of mobile communications enterprises in Nigeria was shown to be jointly influenced by strategy formulation drivers.</td>
<td>Study participants were from various mobile phone service providers in Nigeria.</td>
<td>This research will be conducted at the Water Works Development Agency in Kenya.</td>
</tr>
<tr>
<td>Faza, Emma and Rumaizah (2018)</td>
<td>Impact of strategy implementation approaches on organizational performance in Trans Nzoia County Government, Kenya; Strategic Goal Setting and Organizational Performance at KMTC;</td>
<td>This study demonstrates that workers’ productivity may be affected by a company’s plan implementation procedure.</td>
<td>Factoring in data from the building industry, the research found</td>
<td>The study results and recommendations will be based on water development agencies in Kenya</td>
</tr>
</tbody>
</table>
Kimani and Mundia (2017) conducted a case study of the impact of goal-setting on employee performance at the Technische Universität München's Training Factory for Energy Productivity. The study examines the impact of strategic development techniques on the institution's bottom line. Monitoring, capacity development, effective reporting, project assessment, and project sustainability all had strong relationships with one another. The studies conducted focused on questions of project longevity. The current study focuses on organizational performances.

**Source:** Researcher (2022)
2.5 Conceptual Framework

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

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
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<tbody>
<tr>
<td><strong>Goal Setting Strategies</strong></td>
<td>- Goal Measurability</td>
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<tr>
<td></td>
<td>- Ability to achieve it</td>
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<td></td>
<td>- Relevant Goals set</td>
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<td><strong>Strategy Formulation</strong></td>
<td>- Support by Stakeholders</td>
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<td></td>
<td>- Resource availability</td>
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<td></td>
<td>- Decision Making Levels</td>
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<td><strong>Strategy Implementation</strong></td>
<td>- Timeliness</td>
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<tr>
<td></td>
<td>- Cost Incurred</td>
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<tr>
<td></td>
<td>- Availability of Defined responsibilities</td>
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<tr>
<td><strong>Strategy Monitoring</strong></td>
<td>- Creating feedback loops and stability</td>
</tr>
<tr>
<td></td>
<td>- Reporting Procedure</td>
</tr>
<tr>
<td></td>
<td>- Ability to detect issues</td>
</tr>
</tbody>
</table>

Organizational Performance
- Customer Satisfaction
- Customer Outreach
- Sustainable Infrastructure

Figure 2.1 Conceptual Framework
Source: Researcher (2022)
3.1 Introduction
The study methodology, population of interest, sampling strategies, instruments for data collection, data processing, and instrument validity and reliability were all discussed in this chapter.

3.2 Research Design
The term "research design" is used to describe the method through which a study's many parts are brought together in a manner that best solves the research challenge at hand. Northern Water Works Creation Agency in Kenya served as the case study's focal organization as it examines how strategy development affects organizational performance. Case studies are a method of doing research that involves an in-depth, multi-source investigation of a single, contemporary event in its natural context (Robson, 2002). Yin (2003) stresses the importance of setting and adds that case studies might obscure the distinction between the phenomenon under study and its surrounding context. The researcher may more easily gather data, synthesize it, present it, and analyze it for the sake of clarity in the case scenario if the study is conducted as a case study.

3.3 Target Population
A researcher's target population consists of everyone about whom he or she hopes to draw broad conclusions, as defined by Borg & Gall (1989). 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). The reason for
choosing manager and supervisors is because they were the key person responsible for strategic development.

Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Cadre</th>
<th>Numbers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>32</td>
<td>41.5%</td>
</tr>
<tr>
<td>Supervisors</td>
<td>41</td>
<td>58.5%</td>
</tr>
<tr>
<td>Total</td>
<td>73</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Human Resource Office NWWDA (2022)

3.4 Sampling Design
The rules and methods that determine which parts of the population are selected for inclusion in the sample are known as the sampling design technique. The sample size was determined using a census-style method. The sample size is determined using a census technique, which draws from the whole population. The sample size consisted of the total intended population of seventy-three. A census study is advised when the sample size is too large to be easily handled by researchers (Mugenda & Mugnda, 2010).

3.5 Research Instrument
Instruments for collecting data from respondents were often called data collection devices. Primary data was gathered with the use of questionnaires. With the use of a likert scale, the closedended answers in the surveys were used to generate quantitative data (Mugnda & Mugenda, 2010).

3.6 Validity and Reliability

3.6.1 Validity of Research Instruments
Construct validity, content validity, and criteria validity are the three main forms of
validity that are examined. The construct validity of a measurement is its agreement with commonly held knowledge and theory about the construct under evaluation. A measure is said to have high criterion validity if its results are consistent with other credible measures of the same idea, and high content validity if it adequately captures the notion being assessed. A study may choose to examine any combination of these three validities, depending on its aims and questions (Strauss & Corbin, 1990). The researcher consulted the supervisor and other subject matter experts to ensure the study's validity. The researcher took great effort to establish indicators and measures based on pertinent current information in order to guarantee construct validity. Only questions that were recognized to be good indicators of strategy formulation and organizational success were included in the survey.

3.6.2 Reliability of Research Instruments

A reliable questionnaire is essential for achieving consistent measurement. The test-retest reliability method will be used to determine the instruments' dependability. According to Adeyemi (2007), test-retest reliability is typically considered to be sufficiently demonstrated for the majority of educational research by the stability of scores over a long enough time period. The tools will therefore be piloted in Tana Water Works Development Agency (TWWDA)-tested on 7 organizational s (10% of 73) who have similar population characteristics as the selected target population. Using SPSS software, the responses was 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.
3.7 Data Collection Procedures
The graduate school at Kenyatta University was contacted to get a permission letter for the study. Additionally, a letter of research permission was requested from NACOSTI. In order to allow respondents enough time to answer the questions but not so much that the questionnaires become lost, they were distributed and collected after 7 days. The responses were recorded on a 5-point Likert scale, from "strongly disagree" (1) to "neutral" (3) to "agree" (4) to "strongly agree" (5).

3.8 Data Analysis and Presentation
The information gathered was numerical in nature. Descriptive statistics (mean and standard deviation) and inferential statistics (correlation analysis and regression analysis) were used in SPSS 24 to evaluate the quantitative data. Data in the form of tables and figures was used to display numerical information. Specifically, the regression model is shown as;\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \]

Where; \( Y \) = Organizational Performance

\( X_1 \) = Goal Setting Strategy

\( X_2 \) = Strategy Formulation

\( X_3 \) = Strategy Implementation

\( X_4 \) = Strategy Monitoring

\( \beta_0 \) = Constant Term

\( \varepsilon \) = Error term

\( \beta_1, \beta_2, \beta_3, \beta_4 \) = Beta coefficients

3.9 Ethical Considerations
There are standards that must be met in the conduct of each pilot study. Consequently, it is crucial that the study's investigator account for these needs. Obtaining permission
from relevant authorities at all relevant levels is a crucial factor to think about. Consequently, the investigator obtained permission from the relevant units before beginning their investigation. All relevant information, such as the study's motivation, potential benefits, and potential risks, were included.
4.1 Introduction

The findings from the analysis of the data gathered are discussed in this section. The rates of response, participant demographics, descriptive and inferential statistics are discussed in the chapter.

4.2 Response Rate

The presentation of the response rate is described in this section. The study sought out 73 respondents who were representative of the population, and Figure 4.1 shows the response rate. Out of 73 respondents, 62 completely filled the questionnaire giving a response rate of 85%. According to Mugenda nad Mugenda (2013), a response rate must be greater than 50% in order to be deemed appropriate for an analysis. The results shown in Figure 4.1 indicate that the response rate was 85% which was excellent response rate.

![Response Rate](image)

**Figure 4.1 Response Rate**

*Source: Researcher (2023)*
4.3 Reliability Tests

Test for reliability was done using the Cronbach Alpha test score. A minimum threshold of 0.7 was used.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach Alpha</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal Setting Strategy</td>
<td>0.722</td>
<td>Reliable</td>
</tr>
<tr>
<td>Strategy Formulation</td>
<td>0.789</td>
<td>Reliable</td>
</tr>
<tr>
<td>Strategic Implementation</td>
<td>0.765</td>
<td>Reliable</td>
</tr>
<tr>
<td>Strategic Monitoring</td>
<td>0.754</td>
<td>Reliable</td>
</tr>
<tr>
<td>Organizational Performance</td>
<td>0.766</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

Source: Researcher (2023)

The alpha value of 0.7 and above showed that the instrument was reliable. The outcomes were exhibited in Table 4.1.

4.4 Demographic Characteristics

The demographic data of respondents was gathered in a section of the questionnaires. Data on gender, education level, and work experience were acquired through the questionnaire.

4.4.1 Gender of the Respondents

The survey gathered information on the gender of the respondents. The respondents were requested to indicate their gender so that the gender distribution representation could be determined. The results are shown in figure 4.2. Individuals who participated in the study self-identified as either male or female. 67% of respondents were male and 37% were female according to figure 4.2. The study indicated that there was equal representation for both genders in the study.
4.4.2 Age of the Respondents

Respondents provided the answers depicted in table 4.2 in response to a question concerning the range of their ages.

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 30 yrs</td>
<td>17</td>
<td>27.4%</td>
</tr>
<tr>
<td>31 to 40 yrs</td>
<td>15</td>
<td>24.2%</td>
</tr>
<tr>
<td>41 to 50 yrs</td>
<td>21</td>
<td>33.9%</td>
</tr>
<tr>
<td>Above 50 yrs</td>
<td>9</td>
<td>14.5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>62</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

Source: Researcher (2023)

Most respondents had an age ranging between 41 to 50 years (33.9%). The respondents with ages below 30 years were represented 17 respondents (27.4%). Those in the age above 50 years were 14.5 % of the total respondents sampled. The respondents with 31 to 40 years were 24.2%. Establishing the age of the respondents was key in relating strategic development experience and organizational performance.
to age brackets.

4.4.3 Education Level

The section presents the highest education level of the respondents sampled. Table 4.3 summarizes the results.

**Table 4.3 Level of Education**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Degree</td>
<td>44</td>
<td>71.0</td>
</tr>
<tr>
<td>Valid Diploma</td>
<td>18</td>
<td>29.0</td>
</tr>
<tr>
<td>Total</td>
<td>62</td>
<td>100.0</td>
</tr>
</tbody>
</table>

*Source: Researcher (2023)*

The study result indicates that majority (71%) had a university degree and 29% had a diploma. From Table 4.3, the respondents had acquired the relevant education to help handle any inquiry relating to questions to achieve the research objectives.

4.4.4 Work Experience

This section presents data on the work experience in terms of the years they have worked in NWDDA.

**Table 4.4 Work Experience**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less Than 3 Year</td>
<td>8</td>
<td>12.9</td>
</tr>
<tr>
<td>3 to 6 Years</td>
<td>8</td>
<td>12.9</td>
</tr>
<tr>
<td>More Than 6 Years</td>
<td>46</td>
<td>74.2</td>
</tr>
<tr>
<td>Total</td>
<td>62</td>
<td>100.0</td>
</tr>
</tbody>
</table>

*Source: Researcher (2023)*

The findings in Table 4.4 indicate that respondents experienced ranged from less than 3 years to more than 6 years. Those with more than 6 years (46) were the majority represented by 74.2%. The respondents with less than 3 years, and 3 to 6 years were 8 respondents each representing 12.9% in each of the two categories. The experience was necessary in helping the research achieve its objectives for it was established that
the respondents had the required skills to answer the questions.

4.5 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.

4.5.1 Goal Setting Strategies

The results on goal setting strategies in North Water Works Development Agency were presented in Table 4.5.

Table 4.5 Goal Setting Strategies

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each division within NWWDA has its own set of objectives.</td>
<td>3.9097</td>
<td>.63729</td>
</tr>
<tr>
<td>The water works agency' objectives may be measured on several scales.</td>
<td>4.0000</td>
<td>.43426</td>
</tr>
<tr>
<td>The water system's objectives mesh neatly with the larger purpose of the organization.</td>
<td>3.8548</td>
<td>.35514</td>
</tr>
<tr>
<td>Detailed, time-bound, and attainable targets have been set for each employee.</td>
<td>3.8548</td>
<td>.35514</td>
</tr>
<tr>
<td>Having these objectives in place reinforces the organization's principles at every level.</td>
<td>3.8065</td>
<td>.39830</td>
</tr>
<tr>
<td>Timelines for accomplishing the objectives outlined in different sections are realistic.</td>
<td>4.0811</td>
<td>.52116</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>3.9178</strong></td>
<td><strong>0.45021</strong></td>
</tr>
</tbody>
</table>

Source: Researcher (2023)

From the findings on table 4.5 the following goal setting strategies aspects were implemented to a large extent (Mean=3.9178, Std Dev= 0.45021). The study found that each division within NWWDA has its own set of objectives (Mean=3.9097, Std
The water works agency' objectives were measured on several scales, water system's objectives mesh neatly with the larger purpose of the organization. Detailed, time-bound, and attainable targets have been set for each employee as 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.

The study results supported Asmusa et al. (2018) findings that at the there is a strong connection between how goals are formulated and how well workers actually do their jobs. This holds true for the organizations that were charged with maximizing fuel economy along with the groups that have been assigned with maximizing either the quantity or quality of output. Additionally, Akinlabi, Dogo, and Asikhia (2021) supported that implementing clear, particular, quantifiable, achievable goals, and moment goals for employees helps organizational performance. Moreover, Ogbeiwi (2021) found that to successfully execute and manage the process of desired outcomes within an institution or organization, it is necessary to have a comprehensive grasp of the idea of the theoretical scope of goal setting.

### 4.5.2 Strategic Formulation

The section presents results on strategic formulation in NWWDA.
Table 4.6 Strategic Formulation

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>All stakeholders in the associated agency networks are on board with the proposed strategy.</td>
<td>3.9839</td>
<td>.55786</td>
</tr>
<tr>
<td>The success or failure of an organization's mission rests, in large part, on the strategies it develops to reach its objectives.</td>
<td>4.4677</td>
<td>.50303</td>
</tr>
<tr>
<td>Budgetary allocations are in place at the agency that will allow them to achieve their objectives.</td>
<td>4.3710</td>
<td>.48701</td>
</tr>
<tr>
<td>The water works department is looking for specialists in their field to fill the positions they have open.</td>
<td>4.2333</td>
<td>.49981</td>
</tr>
<tr>
<td>The need for certain resources is largely dependent on the plan that is formulated.</td>
<td>4.2722</td>
<td>.48881</td>
</tr>
<tr>
<td>At the water works agency, everyone has a voice in the process of making decisions and developing strategies.</td>
<td>4.3548</td>
<td>.51524</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td><strong>4.2804</strong></td>
<td><strong>.50862</strong></td>
</tr>
</tbody>
</table>

**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 (Mean=3.9839), 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 (Mean=4.3710), 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.
The study agrees with Oliver (2018) that the business aims and strategies of both companies were centered on achieving ambitious levels of development and capitalizing on the potential presented by an environment that is becoming increasingly digitalised. Additionally, Owich, Katuse, and Ngari (2018) found that there was a substantial mean difference between performance of the organization and strategic plan formulation, as well as a positive and significant correlation between the two. Additionally, the findings showed that planning process was positively linked to the organization's performance. Further, Kaliappen and Hilman (2017) found that strategy development had a substantial and beneficial influence on competition orientation and staff performance, as a consequence of the data they obtained. Kitonga, Bichanga, and Muema (2016) determining the nature of the connection that exists between the process of strategy creation and the level of organizational performance in organizations found that the process of formulating a strategy was broken down into its component parts, which were referred to as strategic vision, human resources, ethical business practices, and corporate management.

**4.5.3 Strategy Implementation**

The section presents the findings on strategic implementation in North Water Works Development Agency.
Table 4.7 Strategy Implementation

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategies are immediately put into action across the board at the water</td>
<td>4.3222</td>
<td>.48765</td>
</tr>
<tr>
<td>works development agency.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Costs associated with putting a plan into action are manageable.</td>
<td>4.4435</td>
<td>.47778</td>
</tr>
<tr>
<td>Cost-cutting initiatives are among the most pressing concerns management</td>
<td>4.3548</td>
<td>.51524</td>
</tr>
<tr>
<td>has been addressing.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>All parties involved in the strategy's execution know their specific roles</td>
<td>4.3387</td>
<td>.54151</td>
</tr>
<tr>
<td>and responsibilities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The plans for implementing the strategy include the roles and responsibilities of each participant in detail.</td>
<td>4.3548</td>
<td>.48237</td>
</tr>
<tr>
<td>Strategy implementation is the moment for proper communication.</td>
<td>4.3444</td>
<td>.46566</td>
</tr>
<tr>
<td>Aggregate Score</td>
<td><strong>4.3597</strong></td>
<td><strong>0.49504</strong></td>
</tr>
</tbody>
</table>

Source: Researcher (2023)

The result in table 4.7 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. The results therefore, clearly demonstrates that strategies were immediately put into action across the board at the water works development agency (Mean=4.3222, Std Dev= 0.48765).

The study indicated 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.

The study agrees with Irene, William, and Makokha (2021) showed that strategic implementation were key in organization performance. Mutua and Ogutu (2020)
supported that strategy implementation has a positive impact on business outcomes. Research suggests that national context and global objectives and priorities may help develop and assure the relevance of strategies, which is important for both individual employee performance and the success of the business as a whole. By launching and disseminating the plan effectively, the company may choose to inform personnel at all stages about the growth strategy and urge them to actively participate in meeting the company's objectives to actively participate in the design and execution of projects that will ultimately boost the company's productivity.

4.5.4 Strategic Monitoring

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

Table 4.8 Strategic Monitoring

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>High levels of problems are found before they affect consumers.</td>
<td>4.4839</td>
<td>.50382</td>
</tr>
<tr>
<td>All levels are engaged in the ongoing purpose of measuring the strategies.</td>
<td>4.3710</td>
<td>.48701</td>
</tr>
<tr>
<td>Stability and feedback loops are created at all levels by the agency.</td>
<td>4.5484</td>
<td>.50172</td>
</tr>
<tr>
<td>All members of the group are included in the monitoring system.</td>
<td>4.4677</td>
<td>.50303</td>
</tr>
<tr>
<td>There has been an uptick in the collection of usability and use data.</td>
<td>4.4839</td>
<td>.50382</td>
</tr>
<tr>
<td>The organization surveys actual county residents to get data for the counties it represents.</td>
<td>4.4677</td>
<td>.50303</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td>4.4704</td>
<td>0.50041</td>
</tr>
</tbody>
</table>

Source: Researcher (2023)

The study result in table 4.8 indicates that strategic monitoring were key in NWWDA as indicated by high 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 of problems were found
before they affect consumers, all levels were engaged in the ongoing purpose of measuring the strategies and 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.

The study agrees with Mutua and Ogut (2020) that through the use of monitoring and evaluation procedures, projects are able to adopt more adaptive strategies that ultimately lead to their successful conclusion. Organizations should place a high priority on monitoring and evaluation planning as a means of improving their performance. Additionally, Kimani and Mundia (2017) 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. Documentation of projects and baseline plans and adherence to them throughout implementation are key to success. Meresa (2019) further found that putting strategic management into practice has been shown to be more difficult than designing it. The inability to translate a strategy into actionable business goals was also identified as the most pressing challenge facing strategic management.

4.5.5 Organizational Performance

The study result in this paragraph presents the performance of North Water Works Development Agency.
Table 4.9: Organizational Performance

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company's representatives are very kind and helpful in their interactions with customers.</td>
<td>2.0645</td>
<td>1.14335</td>
</tr>
<tr>
<td>Integration of acquired skills and information is essential in organizational s' handling of tasks.</td>
<td>2.2419</td>
<td>1.22388</td>
</tr>
<tr>
<td>Organizations at all levels are producing more work.</td>
<td>1.9032</td>
<td>1.08204</td>
</tr>
<tr>
<td>It is the responsibility of an organization to guarantee that all client feedback is sent to them at the appropriate times.</td>
<td>1.9355</td>
<td>1.11430</td>
</tr>
<tr>
<td>As time goes on, the standard at which organizations do their jobs keeps rising.</td>
<td>2.2097</td>
<td>1.24317</td>
</tr>
<tr>
<td>Listening to customers' concerns and responding accordingly are two of the most important aspects of any service-based business.</td>
<td>2.2798</td>
<td>1.23322</td>
</tr>
</tbody>
</table>

**Aggregate Score** 2.1057 1.17333

Source: Researcher (2023)

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 (Mean=2.06). Integration of acquired skills and information were not essential in organizational s' handling of tasks (Mean=2.24). NWWDA at all levels were not producing more work (Mean=1.9). The respondents disagreed (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 (Mean=2.2097). The results in this study indicates that listening to customers' concerns and responding accordingly were not well handled well in NWWDA (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.
4.6 Inferential Analysis

The section presents the correlation and regression analysis results.

4.6.1 Correlation Analysis

The correlation results presented in table 4.10 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 4.10 Correlations

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

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher (2023)

The study correlation between independent variables (goal setting strategies, strategic formulation, strategic implementation and strategic monitoring) and dependent variable; organizational performance was strong and positive. As explained by Kothari (2014) if the correlation coefficient is >0.8, it implies that there is a strong correlation between a pair of variables. From the findings presented in table 4.10, none of the correlation coefficients were >0.8 therefore there was no collinearity problem.
4.6.2 Regression Analysis

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

Table 4.11
Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.963a</td>
<td>.927</td>
<td>.922</td>
<td>3.63514</td>
</tr>
</tbody>
</table>

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

Source: Researcher (2023)

The study results in Table 4.11 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) and independent variables (goal setting, strategic formulation, strategic implementation and strategic monitoring). The results also indicates 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 4.12 ANOVAa

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>9621.756</td>
<td>4</td>
<td>2405.439</td>
<td>182.034</td>
<td>.000b</td>
</tr>
<tr>
<td>1 Residual</td>
<td>753.211</td>
<td>57</td>
<td>13.214</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>10374.968</td>
<td>61</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organizational Performance
b. Predictors: (Constant), GS, SF, SI, SM

Source: Researcher (2023)

The Table 4.12 show a P-value of .000 which signifies that the model was good for
estimation in establishing the association between strategic development and organizational performance. The Analysis of Variance presents the level of model fitness at 95% confidence. The F calculated of 182.034 was greater than F critical of 3.72 and therefore the model was fit to present the linear relationship amongst variables.

Table 4.13 Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>15.751</td>
<td>2.444</td>
<td></td>
<td>6.444</td>
</tr>
<tr>
<td>Goal Setting</td>
<td>1.423</td>
<td>.149</td>
<td>.505</td>
<td>9.578</td>
</tr>
<tr>
<td>Strategic Formulation</td>
<td>.860</td>
<td>.188</td>
<td>.340</td>
<td>4.565</td>
</tr>
<tr>
<td>Strategic Implementation</td>
<td>1.167</td>
<td>.160</td>
<td>.271</td>
<td>7.284</td>
</tr>
<tr>
<td>Strategic Monitoring</td>
<td>.828</td>
<td>.125</td>
<td>.267</td>
<td>6.625</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organizational Performance

Source: Researcher (2023)

\[ Y = 15.751 + 1.423X_1 + 0.860X_2 + 1.167X_3 + 828X_4 + \varepsilon \]

The study results indicated holding other factors constant organizational performance was 15.751 units. Considering the study variables introduced in the model, goal setting had a significant positive effect on organizational performance. A unit change in goal setting resulted in 1.423 unit changes in organizational performance. The study agrees with Oliver (2018) goal setting significantly affects organizational performance. The study also agrees with Owich, Katuse, and Ngari (2018) that goal setting had a positive and significant effect on organizational performance.

The results in table 4.13 presents that strategic formulation had a significant positive effect on organizational performance. A unit change in strategic formulation resulted in 1.48 units changes in organizational performance. The study result concurs with
Kaliappen and Hilman (2017) that organizational performance is positively correlated to strategic formulation. The study agrees with Kitonga, Bichanga, and Muema (2016) that strategy formulation and the level of organizational performance are positively correlated. Chijioke and Olatunji (2018) agrees that strategy creation have a significant effect on strategic performance.

The results in table 4.13 presents that strategic implementation had a significant positive effect on organizational performance. A unit change in strategic implementation resulted in 1.167 unit changes in organizational performance. The study agrees with Faza, Emma, and Rumaizah (2018) that strategic implementation significantly affect organizational performance. The impact of strategy implementation procedures on organizational performance was significant according William, and Makokha (2021). The result supports Mutua and Ogut (2020) that relationship between strategy implementation and business results were significantly.

The results in table 4.13 presents that strategic monitoring had a significant positive effect on organizational performance. A unit change in strategic monitoring resulted in 0.828 unit changes in organizational performance. The study results agrees with Mutua and Ogut (2020) that strategy monitoring and the efficiency of firms are significantly related. The study agrees with Kimani and Mundia (2017) that strategic monitoring techniques significantly affect organizational performance. The study concurs with Meresa (2019) that strategic monitoring impacted the institution's success.
CHAPTER FIVE

SUMMARY FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The chapter presents the summary of the research findings based on the research objectives. Conclusions were based on the inferences made in chapter four. Recommendations for the study were guided by the research objectives.

5.2 Summary of the Findings

The first objective was to determine the effect of goal setting strategies on performance of NWWDA. The study found that each division within NWWDA has its own set of objectives. The water works agency' objectives were measured on several scales, water system's objectives mesh neatly with the larger purpose of the organization, Detailed, time-bound, and attainable targets have been set for each employee. 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.

The second objective was to determine the effect of strategic formulation on organization performance. The study results indicates that all stakeholders in the associated agency networks were on board with the proposed strategy, the success or failure of an organization's mission rests, in large part, on the strategies it develops to reach its objectives, budgetary allocations were in place at the agency that allowed them to achieve their objectives, the water works department looks for specialists in their field to fill the positions which are open and recognizes that employees strengths
and abilities were different from others. The study also indicated that NWDA ensures the need for certain resources was largely dependent on the plan that was formulated. 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.

The third objective aimed to determine the effect of strategic implementation on performance of North Water Works Development Agency. The results demonstrated that strategies were immediately put into action across the board at the water works development agency. The study indicated 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 fourth objective aimed at determining the effect of strategic monitoring on performance of North Water Works Development Agency. The study results indicates that high levels of problems were found before they affect consumers, all levels were engaged in the ongoing purpose of measuring the strategies and stability and feedback loops were created at all levels by the agency. 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.

5.3 Conclusions

The study concluded that goal setting had a significant positive effect on organizational performance. The study concluded that strategic formulation had a significant positive effect on organizational performance. The study concluded that strategic implementation had a significant positive effect on organizational
performance. The study concluded that strategic monitoring had a significant positive effect on organizational performance.

5.4 Recommendations
Based on the findings the study made the following recommendations:

1. North Water Works Development Agency should set clear goals to encourage employee productivity in all business units.

2. 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.

3. In order to successfully execute and manage the process of desired outcomes within an institution or organization, it is necessary to have a comprehensive grasp of the idea of the theoretical scope of goal setting. When evaluating the performance of employees, the performance criteria that are used should have SMART characteristics.

4. By launching and disseminating the plan effectively through strategic formulation and strategic implementation, NWWDA leadership should choose to inform personnel at all stages about the growth strategy and urge them to actively participate in meeting the company's objectives to actively participate in the design and execution of projects that will ultimately boost the company's productivity.

5. 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.

6. 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 still need to enhance their skills and knowledge in order to adapt effectively to environmental shifts.

**5.5 Suggestions for Further Study**

The study focused on strategic development and performance of North Water Works Development Agency. 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.
REFERENCES


APPENDICES

APPENDIX I: INTRODUCTORY LETTER

Dear Sir/Madam,

REF: PERMISSION TO COLLECT DATA

Hi, my name is Abdihakim Mohamed Ali, and I am a Master of Administration student at Kenyatta University. In order to help the researcher finish an academic study, I'd like to ask you to fill out this questionnaire for her. Strategic development's effect on the Northern Water Works Development Agency's productivity in Kenya is the subject of this research.

All information is strictly private and will be used for research. We can't thank you enough for helping us out.

Yours faithful

Abdihakim Mohamed Ali
APPENDIX II: QUESTIONNAIRE FOR THERESPONDENTS

The information and data gathered from this survey will be used for research purposes. Your help is much appreciated, and will be important in gathering the data needed to finish this study. Any details you share with us will remain strictly confidential. There's no need to sign your name. We promise to keep your responses anonymous and private if you are honest and exact in your responses. If applicable, please check the box next to it.

PART A: BACKGROUND INFORMATION:

This questionnaire aims at collecting information and data for academic use by the researcher. Your kind participation will go a long way in providing useful information required to complete this research. The information provided will be treated in confidence. You need not indicate your name. Please answer the questions precisely and objectively; the information will be treated confidentially. Tick where necessary against the box provided.

PART A: BACKGROUND INFORMATION:

1. Your gender
   Male [ ]
   Female [ ]

2. Age of respondents
   Below 20 yrs [ ]
   20-30 yrs [ ]
   31-40 yrs [ ]
   Above 41 yrs. [ ]

3. Education qualification
Primary [ ]
Secondary [ ]
College [ ]
University [ ]

4. Duration of work at NWWDA?
Less Than 3 year [ ]
3- 6 Year [ ]
More than 6 years [ ]

PART B: GOAL SETTING STRATEGIES AND ORGANIZATIONAL PERFORMANCE.

Statements on NWDDA goal planning techniques are included in the table below. Consider how much you agree with the following statements before giving them a rating. If you agree with the statement below, please choose the box below. 1 = highly agree, 2 = agree, 3 = disagree, 4 = strongly disagree, 5 = not sure (5).

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Each division within NWWDA has its own set of objectives.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>The water works agency' objectives may be measured on several scales.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>The water system's objectives mesh neatly with the larger purpose of the organization.</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>4.</td>
<td>Detailed, time-bound, and attainable targets have been set for each employee.</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>5.</td>
<td>Having these objectives in place reinforces the organization's principles at every level.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6. Timelines for accomplishing the objectives outlined in different sections are realistic.

PART C: STRATEGIC FORMULATION AND ORGANIZATIONAL PERFORMANCE

Strategic formulation in NWDDA is addressed in the following tables. Consider how much you agree with the following statements before giving them a rating. If you agree with the statement below, please choose the box below. 1 = highly agree, 2 = agree, 3 = disagree, 4 = strongly disagree, 5 = not sure (5).

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.</td>
<td>All stakeholders in the associated agency networks are on board with the proposed strategy.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>The success or failure of an organization's mission rests, in large part, on the strategies it develops to reach its objectives.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Budgetary allocations are in place at the agency that will allow them to achieve their objectives.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>The water works department is looking for specialists in their field to fill the positions they have open.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>The need for certain resources is largely dependent on the plan that is formulated.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>At the water works agency, everyone has a voice in the process of making decisions and developing strategies.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PART D: STRATEGY IMPLEMENTATION AND ORGANIZATIONAL PERFORMANCE

The data in the following tables pertain to NWDDA’s efforts to put its strategies into action. Consider how much you disagree the with following statements before giving
them a rating. If you agree with the statement below, please choose the box below. 1 = highly agree, 2 = agree, 3 = disagree, 4 = strongly disagree, 5 = not sure (5).

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>13.</td>
<td>Strategies are immediately put into action across the board at the</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>water works development agency.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.</td>
<td>Costs associated with putting a plan into action are manageable.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.</td>
<td>Cost-cutting initiatives are among the most pressing concerns</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>management has been addressing.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.</td>
<td>All parties involved in the strategy's execution know their specific</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>roles and responsibilities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17.</td>
<td>The plans for implementing the strategy include the roles and</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>responsibilities of each participant in detail.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18.</td>
<td>Strategy implementation is the moment for proper communication.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PART E: STRATEGY MONITORING AND ORGANIZATIONAL PERFORMANCE

Strategy monitoring data for NWDDA is included in the tables below. Consider how much you agree with the following statements before giving them a rating. If you agree with the statement below, please choose the box below. 1 = highly agree, 2 = agree, 3 = disagree, 4 = strongly disagree, 5 = not sure (5).

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>19.</td>
<td>High levels of problems are found before they affect consumers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20.</td>
<td>All levels are engaged in the ongoing purpose of measuring the strategies.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21.</td>
<td>Stability and feedback loops are created at all levels by the agency.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22.</td>
<td>All members of the group are included in the monitoring system.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23.</td>
<td>There has been an uptick in the collection of usability and use data.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The organization surveys actual county residents to get data for the counties it represents.

PART THREE: ORGANIZATIONAL PERFORMANCE AT NWDDA

These tables show NWDDA’s organizational performance as of the dates indicated. Give them a score based on how much you agree with the following statements. Mark the box that best describes your choice of response. One may either strongly agree (1) or agree (2) or disagree (3) or strongly disagree (4) or be unsure (5).

<table>
<thead>
<tr>
<th>No.</th>
<th>Questions</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>The company’s representatives are very kind and helpful in their interactions with customers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Integration of acquired skills and information is essential in organizations' handling of tasks.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Organizations at all levels are producing more work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>It is the responsibility of an organization to guarantee that all client feedback is sent to them at the appropriate times.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>As time goes on, the standard at which organizations do their jobs keeps rising.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Listening to customers' concerns and responding accordingly are two of the most important aspects of any service-based business.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Thank you for Your participation
APPENDIX IV: NACOSTI PERMIT

This is to certify that Mr. Abidhakim Mohammed Ali of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev. 2019) in Garissa on the topic: STRATEGY DEVELOPMENT INFLUENCE ON EMPLOYEE PERFORMANCE IN NORTHERN WATER WORKS DEVELOPMENT AGENCY, KENYA for the period ending: 01/May/2024.

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