

Strategic Implementation Influence on Organizational Performance: Case of Lake Victoria North Water Service Board, Kenya

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Abstract

The purpose of the study was to establish strategic implementation influence on organizational performance of Lake Victoria North Water Service Board (LVNWSB) in Kenya. The specific objectives of the study were to establish the relationships between strategic leadership; organizational structure; culture; and resource allocation with organizational performance. The target population of the study comprised of all the 977 employees and management of LVNWSB. A sample of 284 respondents was selected purposively for the study. Cross sectional research design and proportional stratified random sampling were adopted to obtain employees from each department. Descriptive and inferential statistics were used to analyze data and the results indicated that strategic leadership and resource allocation had no significant influence on strategic implementation while organizational structure and culture had significant influence on strategic implementation at LVNWSB. The study recommended that experts be involved in regular reviews of adopted organizational structures, institutional management units take note of policies and procedures so that an absolutely new slate of practices is enacted and that management is sensitized on the significance of collective participation in formulating policies and procedures and value of the resulting synergy during implementation. Lastly, it is recommended that top managers undergo executive capacity building sessions to realize their corporate objectives through team work and not through just supervision and issuance of instructions.

Key Words: Strategy Implementation, Strategic Leadership, Organization Structure, Resource Allocation, Organizational Culture, Organization Performance, Lake Victoria North Water Service Board

1. Introduction

1.1 Background

Strategy is a central concern for practically any organization in a dynamic environment. Even relatively in stable environments an organization is bound to be faced with continuous choices to be made. Organizational choices should reflect a direction that will ensure the organization's success or at least survival (Cappel, 2000). An organization without a strategy appears to be directionless or wasteful. The general view of the public has been that public managers must do more with less, the situation that requires strategic thinking in order to reduce wastage. The popular adage "Failing to plan is planning to fail" Lakein (2005) is a reminder that many of the day-to-day operational struggles we face in organizational life had their seeds sown in the past, when we failed to think ahead. Kotter and Best (2006), argue that the real challenge in strategic planning rests with turning the strategies and plans into actions in order to accomplish strategic objectives and goals and doing this requires effective strategy implementation.

Steiner (2009) ascertains that strategy implementation is an outcome of a process concerned with the future consequences of current decisions. Kotter and Best (2006) argue that implementation addresses who, where, when and how, and it is thus the tactic that drives the strategy of the company. Strategy Implementation is the process through which a set of agreed work philosophies is translated into functional and operational targets (Pearce & Robinson, 2007). It is an integral component of strategic management process and is viewed as the process that turns the formulated strategy into series of action and the result is to ensure the vision, mission, strategy and strategic objectives of the organization are successfully achieved as planned. The key question is if there is really a link between plan formulation, implementation and organizational performance. The critical action is turning a strategic plan from a document that sits on the shelf to actions that drive business growth. Sadly, majority of companies with strategic plans fail in implementing them. According to a Fortune cover story (1999), nine out of ten organizations fail to implement their strategic plan for many reasons 60% of organizations don't link strategy to budgeting, 75% of organizations don't link employee incentives to strategy, 86% of business owners and managers spend less than one hour per month discussing strategy, 95% of a typical workforce doesn't understand their organization's strategy implementation of strategy.

Strategic Implementation is likely to be successful when congruence is achieved between several elements crucial to this process. This may be grouped into two groups; structure and process elements. Organizational structure defines the configuration of an organization showing the relationships that exists between the various parts of the organization. The process element includes leadership, culture, resources and other administrative

procedures. Organization structure must be compatible with the chosen strategy. If there is incongruence, adjustment will be necessary either for the organizational structure or for the strategy itself. Chandler (2002) points out that while structure follows strategy, there is also evidence that structure influences strategy in certain situations.

Doherty and Horne (2002) suggest ten assumptions about the context in which public service managers need to exercise their thinking and conversational skills. Public services depend on functional competence of managers in managing resistance to change, operations and activities, finance and resources, information and communication, learning and personal development, human resources, strategic planning, organizational development in context of learning organizational model (Daft and Marci, 2004), leadership in context of new public management approach and knowledge management and transfer within organizational learning processes of public organizations.

In Kenya, all public entities are now required to develop and implement strategic plans which set attainable summative and formative goals. Strategic plans are regarded as internal management tools and hence not subjected to external critique (Mutoro, 2011). The water sector is equally subjected to strategic planning requirement owing to its importance in national development and attainment of Vision 2030. All the key institutions, such as the Water Service Board (WSB), in the sector are obliged to conduct their own baseline surveys and come up with responsive strategic plans which normally stretch within 5-year period (Ombogo, 2009).

The introduction of Water Act (2002) aimed at providing harmonized and stream lined management of water resources and water supply. It provides for three main aspects: the management, conservation, use and control of water resources, acquisition and regulation of rights to use water and the regulation and management of water supply and sewerage services. The growing demand for water and its increasing scarcity could result in conflicts and catastrophes. The country is a water scarce category of 647 cubic meters per capita against the global benchmark of 1000 cubic meters. The country's surface water potential remain at 7.4 billion cubic meters (BCM) and groundwater potential at 1.0BCM per annum yet only 1.6BCM per annum is utilized. This indicates that water as a resource is underdeveloped and the actual supply is far less than the built potential. The Act establishes an independent management authority, the Water Resources Management Authority (WRMA), Water Services Regulatory Board (WSRB), Water Services Boards (WSB), regional catchments offices, catchments area advisory committees (CAACs) and the establishment of water users association (WUAs). The establishment of these institutions allows for decentralization, participation and sustainability in the management of water resources (Ombogo, 2009).

LVNSWSB is one of the eight WSB established under the Water Act 2002 vide gazette Notice No. 1717 of March 2004 as a state Corporation reporting to the Ministry of Water and Irrigation and subsequently commissioned in 2004 as part of the reforms in the water sector with the mandate of ensuring efficient and economic provision of water and sewerage services within the Board's areas of jurisdiction. The main providers of water and sewerage services within the Board's region are five water services company limited namely Kakamega Busia Water Supply, Amatsi Water Services Company Limited, Eldoret Water and Sanitation Company Limited and Kapsabet Nandi Water and Sanitation Company. The five water services providers manage over 17 main water supply schemes serving the major urban centers (LVNWSB, 2015).

1.2 Statement of the Problem

Although strategy is practically a central concern in contemporary management, putting it into action remains an essential challenge for virtually any organization. In a dynamic environment, the organization itself is faced with a need to change. LVNWSB 2012-2017 strategic plan took into cognizance its past performance and thus the board targets to increase water service coverage from the current 57% to 75% of the population by the year 2017; Increase sewerage coverage from 35% in urban areas to 60% of the population; achieve financial sustainability for 40 schemes, serving 50% of the population and mainstream environmental conservation, gender, HIV/Aids and disability polices in line with constitution and best practices. LVNWSB strategic plan aims to bridge the gap between the demand and supply of water and sanitation services in the country towards the attainment of vision 2030 with regard to access of adequate water and sanitation services. This study sought to analyze strategic implementation influence on the organizational performance of LVNWSB.

1.3 Objectives of the Study

The general objective of the study was to analyze strategic implementation influence on organization performance of Lake Victoria North Water Service Board. The specific objectives were:

- 1) To establish strategic leadership influence on organization performance of LVNWSB

- 2) To establish organizational structure influence on organization performance of LVNWSB
- 3) To establish organizational culture influence on organization performance of LVNWSB
- 4) To establish resource allocation influence on organization performance of LVNWSB

1.4 Research Hypotheses

This paper focused on addressing the following four research hypotheses:-

- 1) H_{01} : Strategic leadership has no significant influence on organizational performance of LVNSWB
- 2) H_{02} : Organizational structure has no significant influence on the organizational performance of LVNWSB
- 3) H_{03} : Organizational culture has no significant influence on the organizational performance of LVNWSB
- 4) H_{04} : Resource allocation has no significant influence on the organizational performance of LVNWSB

2. LITERATURE REVIEW

2.1 Strategy Implementation

Strategic management is viewed as the set of decisions and actions that result in the formulation, implementation and control of plans designed to achieve an organization's vision, mission, strategy and strategic objectives within the business environment in which it operates (Pearce & Robinson 2007). As well as the formulation of a strategy seems critical, its execution should be considered vital. Only organizations which implement almost all their strategy achieve good records on profitability. Strategy implementation is an integral component of the strategic management process and is viewed as the process that turns the formulated strategy into a series of actions and then results to ensure that the vision, mission, strategy and strategic objectives of the organization are successfully achieved as planned (Thompson & Strickland 2003).

Strategy implementation, rather than strategy formulation, is the key to superior organizational performance. It follows a six step process namely, envision, activate, install, ensure, and recognize. Strategic implementation is one of the most difficult areas of management. Its success depends both on the selection of an appropriate strategy and converting that strategy into action (Hussey, 2000).

2.2.1 Strategic Leadership

Strategic leadership is the leader's ability to anticipate, envision, and maintain flexibility and empower others to create strategic change as necessitated (Hitt, Ireland, & Hoskisson 2007). It requires the ability to accommodate and integrate both the internal and external business environment of the organization, and to manage and engage in complex information processing.

Leadership, and specifically strategic leadership, is widely described as one of the key drivers of effective strategy implementation. Organization's performance depends upon the strategies that are used to achieve company's vision. Leadership assimilates the strategy with vision to enrich the capability of the firm to perform well or according to the need. The business environment is rapidly changing and mostly leaders try to adopt flexible and process improvement strategies to ensure responsiveness of the organization towards change. Leadership influence decision making process which is a core aspect in the strategic management process. It facilitates the whole process starting from conceptual, formulation and evaluation and control of the strategy. Strategy implementation fully depends upon efficient decision making. Basically leadership influences three areas of organization first, the vision, Secondly the strategies itself and finally the values. These three components jointly create the culture of the organization. It is the responsibility of the leader to introduce a clear understanding of the vision throughout the organization (Ashim, 2008).

2.2.2 Organizational Structure

Organizational structure exists as an important foundation for organizational effectiveness. Due to the complex nature of organizational effectiveness and the many ways it can be characterized, Robbins (2007) defined organizational effectiveness as "the degree to which an organization attains its short- (ends) and long-term (means) goals, the selection of which reflects strategic constituencies, the self-interest of the evaluator, and the life stage of the organization. Higgins (2005) argues in his Eight S's model that organizational structure consists of five parts; jobs, the authority to do those jobs, the grouping of jobs in a logical fashion, the managers span of control and mechanism of coordination. Hence when executing a business strategy, decisions are to be made regarding how an organization is structured. This incriminates decisions in terms of jobs to be completed, authority to do the jobs, grouping of jobs into departments and divisions, the span of manager's control and the mechanisms of control of such a structure.

Richards (2006) asserts that over time, many scholars have claimed that goals and strategies are the biggest determinants of organizational structure. Strategy, defined largely as the long-term goals of an organization coupled with the actions that will produce those goals, has since been classified as only one of many elements

that determine structure. Several studies have attempted to reveal a conclusive relationship between strategy implementation and structure. In the end, no definite conclusions can be made as to how one affects the other. What was introduced, however, was the fact that the industrial environment of the organization influences strategy implementation and therefore, structure.

2.2.3 Organizational Culture

Organizational culture is a system of assumptions, values, norms, and attitudes, manifested through symbols which the members of an organization have developed and adopted through mutual experience in an Organization (Schein, 2004; Alvesson, 2002; Martin, 2002). Thus, organizational culture influences the interpretative schemes and behavior of organization's members and participates in shaping other components of organization and management. Depending on the values and norms contained in the organizational culture, top management selects strategy, designs organizational structure and shapes their leadership style; employees define their motives and needs; and the human resource manager designs the compensation system in the organization. The influence of organizational culture on the organization and its management is the fact that components of an organization and management differ in different kinds or types of organizational culture. Different types of culture in organizations imply different strategies, organizational structure models, compensation systems and leadership styles. Thus organizational culture serves as a unifying and encouraging factor, it is of importance to the organization to measure which kinds of cultures will help organization implement its strategic objectives. Also, it is necessary to find out the effects of culture's components on strategy implementation.

2.2.4 Resource Allocation

David (2003) describes resources that an organization has at its disposal as mandatory in implementing the strategy. Resources include financial, physical, human and technical. Thompson (1990), Tregue and Tobia (1991) observed that a strategy is presumed to be realistic if the required resources are available. The allocation of resources is an indicator of management commitment to strategy execution. Allocation of resources entails availing of material and human resources required for the strategy implementation. Pearce and Robinson (1988) regard the annual budget as a major channel for resource allocation. Thompson and Strickland (1989) align the budget with strategy to imply providing adequate people and funds. Implementing teams must be deeply involved in the budget process with such budgets being flexible enough to take into account evolving changes. Taylor (1986) contents that there should be staff development programs to build capacity, reward and incentive systems and performance evaluation program that will motivate and identify capability gaps. In a survey carried on firms by Lusterman (1988) established that training of workers enhances strategy implementation. Resources are tangible or intangible assets semi-permanently linked to the organization (Toni & Tonchia, 2003). Higgins (2005) asserts in his eight S's model that management must ensure that an organization has access to sufficient resources toward successfully strategy execution. Resources include people, money and technology and other management systems.

2.2 Strategic Implementation Influence on Organizational Performance

For the past two decades, strategy formulation has been widely regarded as the most important component of the strategic management process – more important than strategy formulation or strategic control. Research indicates that strategy implementation is a key requirement for superior business performance (Holman 1999; Flood, Dromgoole, Carroll & Gordon 2000; Kaplan & Norton 2000: 1). In addition, there is growing recognition that the most important problems in the field of strategic management is not related to strategy formulation, but rather strategy implementation and that the high failure rate of organizational initiatives in a dynamic business environment is primarily due to poor implementation of new strategies.

Zagotta and Robinson (2002) advocate that real value of strategy can only be recognized and accepted through execution. Hrebiniak (2006) also supports the opinion that without effective implementation of strategies no business strategy can succeed while Kaplan and Norton (2008) argue that managers have always found it difficult to balance their near-term operational concerns with long-term strategic precedence. They further maintain that such pressure comes with the job and is an intrinsic tension that managers cannot avoid, yet must be addressed on a continuous basis. It is equally imperative to understand that strategy being applied and executed along with daily operations.

2.2.1 Balanced Scorecard Model as a Measure of Organization Performance

Kaplan and Norton (2001) in popularizing the balanced scorecard model suggested that non profit organizations should put customers at the top of their strategic maps and sponsors should be considered as strong stakeholders in the strategic plan and the need to be satisfied in order to ensure legitimacy and sustainability. The Balanced Scorecard (BSC) is a strategic planning tool developed as a response to the assumption that organizations only exist to satisfy stockholders (Kaplan & Norton, 1992). It is based on a four dimensional framework, where each

dimension represents a different set of stakeholders: Learning and Growth; Internal Business Processes; Customers; and Finance (Kaplan & Norton, 1996, p. 9). According to the authors, the BSC is based on the rationale that skilled employees will improve process quality and cycle time, which therefore leads to on-time delivery and customer loyalty. At the end of the chain of improvements, the organization is very likely to achieve higher returns on investments and, consequently, shareholder satisfaction (Kaplan & Norton, 1996, p. 31). In other words, the BSC is a performance management framework whose main contribution to the literature is to enlarge the number of interested parties and actors within the process.

The Balanced Scorecard translates mission and strategy into objectives and measures, organized into four different perspectives: financial, customer, internal business process, and learning and growth. The four perspectives permit a balance between short-and long-term objectives, between outcomes desired and the performance drivers of those outcomes, and between hard objective measures and softer, more subjective measures". In Kaplan and Norton's view (1996), strategies are developed following a cause and effect approach. The measurement system should make the relationships (hypotheses) among objectives (and measures) in the various perspectives explicit so that they can be managed and validated (Kaplan & Norton, 1996, p. 30). For example, investments in learning will lead to a better internal business process, which, in turn, is likely to improve a customer's satisfaction and loyalty, and therefore result in a higher return on investments, which would satisfy shareholders. Kaplan and Norton (2001) affirm that balanced scorecard promotes co-operation rather than competition and leads to synergy rather than fragmentation.

2.2.2 Eight S's Strategic Implementation Model

The Eight S's model developed by Higgins in the year 2005, as a revision to McKinsey 7 S's model developed in 1980 with the aim of enabling management to more effectively and efficiently manage the cross functional execution of strategies. Higgins pins down that those executives who are successful spend a great deal of their time on strategy execution. They believe and realize that execution of strategy is as important and crucial as its formulation. In Higgins (2005) opinion much of strategy execution revolves around aligning key organizational functions/factors with the chosen strategy. However with frequently occurring changes in the business environment, strategies are reshaped more often as compare to the past, making the alignment process a bigger challenge. Executives must align the cross functional organizational factors: Structure; System and processes; leadership Style; Staff; re-Sources and Shared values with the new strategy so that the strategy opted can succeed (Higgins, 2005). Higgins points out that the Seven S's Structure; System and processes; leadership Style; Staff; re-Sources and Shared values must be aligned to achieve best possible Strategic performance. All these factors tinted above in the Eight S (Structure; System and processes; leadership Style; Staff; re-Sources; Shared values and Strategic performance) model are vital for successful strategy execution. It is evident that almost everything an organization carries out is roofed with in the Eight S's. Indubitably by applying and using this model during the formulation of strategies, the leaders as well as the mangers involved can foresee changes that are to be made within the organization in order to make the strategy workable (Higgins, 2005). Higgins pinpoint that importantly the model serves as a road map for implementation during the execution stage, helps uncovering the causes of failure during implementation.

2.3 Conceptual Framework

Based on the analysis of literature a hypothetical model for this study was constructed as shown in Figure 1. A major concern in this study is to analyze strategic implementation influence on organizational performance of LVNWSB. This therefore calls for operationalized of four Strategic implementation factors influence on organizational performance of LVNWSB. This influence is moderated by the government policy since LVNWSB is a public utility service provider. The outcome is customer satisfaction, increase in number of clients connected to piped water and efficiency of internal processes. The independent variables are strategic leadership; organizational structure; culture and resource allocation. The dependent variable is organizational performance.

3.0 Research Methodology

The study was undertaken in LVNWSB in Kenya. It utilized cross-sectional survey research approach because it's an approach where information on a population is gathered at a single point in time which was the case for this study. The target population for this study comprised of the employees and management of LVNWSB as derived from the employment records. This number stood at 977 by the time of the study. The study utilized Yamane (1967) simplified formula was used to determine the actual sample size of 284 representing 29.05% of the respondents. Stratified proportionate sampling technique was adopted to obtain employees on each department and lastly, simple random sampling technique was used to select employees from each department.

A structured questionnaire comprising a five point likert scale with opinions ranging from 5-Strongly Agree, 4-Agree, 3-Not Sure, 2-Disagree, 1-Strongly Disagree was used. Data was analyzed using descriptive statistics to establish the main characteristics of the study variables, and explained using the modal value. According to

Mugenda and Mugenda (2003), the modal value provides a better indicator of the central tendency which was the case of this study.

To estimate the effect of strategic implementation on organisation performance at LVNWSB the following general empirical research multiple linear regression model was developed and analysis conducted as appropriate at 95 percent confidence level ($\alpha = 0.05$).

$$Y_{it} = \beta_0 + \sum \beta_k X_{it} + \epsilon_{it} \text{-----} (1)$$

Where:

Y_{it} = represents the dependent variables for time period t .

β_0 = is the intercept

β_k = represents the coefficients of the X_{it} variables

X_{it} = represents the explanatory variables

ϵ_{it} = is the error term

Therefore, the data model relating strategic implementation on organisation performance reporting was stated as:
 $ORPERF_{it} = \beta_0 + \beta_1(STRL_{it}) + \beta_2(ORGS_{it}) + \beta_3(ORGC_{it}) + \beta_4(RESAL_{it}) + \epsilon_{it}$ ----- (2)

Where:

ORPERF = Organizational performance

STRL = Strategic Leadership

ORGS = Organizational Structure

ORGC = Organizational Culture

RESAL = Resource Allocation

4. RESULTS AND DISCUSSIONS

4.1 Strategic Leadership

The respondents opinions on strategic leadership were captured on a likert scale ranging from 5-Strongly Agree, 4- Agree, 3- Not Sure, 2- Disagree and 1- Strongly Disagree was used. The findings are shown in Table 1. The respondents strongly agreed to the statements that leaders support a highly structured downward communication in the daily organizational operations (mode=5); promote shared behavior, vision, mission, norms and values among employees (mode=5); they regularly involve experts in reviews of the adopted organizational structure (mode=5). They agreed that the leaders; encourage employee involvement in key decision making processes in the organization (mode=4); support and inspire effective employee's mobilization to executing the organizational strategic plans (mode=4). However the respondents disagreed to the statement that leaders support an effective conflict resolutions mechanisms incase of conflicts in the organizational structure (mode=2).

4.2 Organizational Structure

The respondents' responses on organizational structure are summarized in Table 2. From the table the respondents strongly agreed to the statements: the organization structure allows for effective; allocation of tasks and responsibilities among the employees in the organization (mode=5); allows for effective employee co-ordination and integrations in the organization (mode=5); allows for effective decentralization of authority (mode=5); the organization structure allows for effective span of control and synergy among the various departments enhances performance (mode=5) and organizational structural flexibility allows for quick decision making (mode=5).

4.3 Resource Allocations

The respondents' responses on resource allocation are summarized in Table 3. The respondents strongly agreed to the statements that: the resources allocated are utilized as per the set goals (mode=5); the organization monitors and audits all the resources allocated by the government and other donor agency (mode=5); the organization has well trained human resource to support strategic implementation (mode=5); the organization has adapted information technology in its day to day operation (mode=5). The respondents agreed to the statements the organization provides for proper utilization of physical resources that are available (mode=4) and effective allocation of sufficient financial resources for strategic implementation (mode=4)

4.4 Organizational Culture

The respondents' opinions on the organizational culture adopted by LVNWSB were summarized as shown in Table 4. The respondents strongly agreed to the statements that: the organization has a clear set policies on employee's involvement in core decision making (mode=5); the organization has a well documented operational

manuals on how employees are supposed to operate in the organization (mode=5); the organization has well laid down policies on how they intend to benchmark themselves with other water services providers (mode=5). The respondents agreed to the statements that: the organization has a highly structured downward communication (mode=4) and the organization has well documented policies and procedures that encourage employee development (mode=4).

4.5 Strategic Implementation Influence on Organizational Performance

The researchers sought for the opinions to establish strategic implementation influence on organization performance at LVNWSB. The respondents' views are summarized in Table 5. The respondents strongly agreed on the statements that Strategic Implementation has led to; an improved customer service (mode=5); an expansion of company facilities (mode=5); efficiency in the internal process (mode=5) and Strategic Implementation has resulted into improvement in procurement procedures (mode=5). The respondents agreed to the statements Strategic Implementation has led to an increase the; volume of water being provided by the company to its satisfaction in terms of service delivery (mode=4) and increase in the number of client in terms of service demand (mode=4).

4.6 Multiple Regression Analysis

A regression analysis was carried out with organizational performance as the dependent variable and predictor variables being strategic leadership, organizational structure, resource allocation and policies and procedures. The findings from Table 6 shows that the adjusted R squared value is 0.634 implying that 63.4% variation in organizational performance is explained by the variables strategic leadership; organizational structure; culture and resource allocation. The results further affirms that strategic leadership has a positive influence on organizational performance of LVNWSB ($\beta_1=0.066$). This is in line with Pearce and Robinson (2007) who ascertain to be successful; the implementation plan must have the support of every member of the firm. This is why the top office must be involved from the beginning. A company's leader is its most influential member. For effective strategy implementation planning, there is need for adequate leadership in the organization. This will ensure that all the organizations effort is united and directed towards achievement of the organizations goals.

Organizational structure has a positive influence on organizational performance at LVNWSB with a coefficient ($\beta_2=0.659$) which is positive. Structure defines the configuration of a company showing the relationships that exists between the various parts of the company. The process element includes leadership, culture, resources and other administrative procedures. The structure of the company should be compatible with the chosen strategy. If there is incongruence, adjustment will be necessary either for the structure or for the strategy itself. Chandler (2002) points out that while structure follows strategy, there is also evidence that structure influences strategy in certain situations.

Organizational culture has also found to have a positive influence on organizational performance at LVNSWB with a positive coefficient of ($\beta_3=0.499$). Roy (2004) argues that corporate culture is one of the important attributes characterizing the management of excellent organizations. Such organizations achieve a fit between their strategies and culture. Lack of this fit can lead to resistance that in turn may frustrate the strategy implementation effort.

Resource allocation has also a positive influence on organizational performance at LVNWSB with a positive coefficient of ($\beta_4=0.333$). Roy (2004) argues that the strategy to be implemented should be realistic in relation to available resources. Human capital is an important resource in the organization, therefore training and development is very important for improved performance. Such training is important for enhancing ability to develop implementation plans. In order to enhance effective implementation planning, there is need to have adequate administrative process and procedures in place.

4.7 Research Hypotheses Testing

Ho₁: Strategic leadership has no significant influence on organizational performance at LVNSWB. From Table 6;

It is shown that the coefficient of strategic leadership is not significant ($p=0.526 > 0.005$) in relation to organizational performance of LVNWSB. Thus we fail to reject the null hypothesis (Ho₁) on the basis of sample data.

Ho₂: Organization structure has no significant influence on the organizational performance at LVNWSB. From Table 6; It is shown that the coefficient of organizational structure is significant ($p=.000 < 0.005$) in relation to organizational performance of LVNWSB. Thus we reject the null hypothesis (Ho₂) on the basis of sample data

Ho₃: Organizational structure has no significant influence on the organizational performance at LVNWSB. From Table 6; It is shown that the coefficient of organizational structure is significant ($p=.000 < 0.005$) in relation to organizational performance of LVNWSB. Thus we reject the null hypothesis (Ho₃) on the basis of the

sample data.

Ho₄: Resource allocation has no significant influence on the organizational performance at LVNWSB. From Table 6; It is shown that the coefficient of resource allocation is not significant ($p=.001 < 0.005$) in relation to organizational performance of LVNWSB. Thus we reject the null hypothesis (Ho₄) on the basis of the sample data.

5.0 Conclusion

This study had four objectives to achieve. The first one was to establish the relationship between strategic leadership and organization performance; the second one was to establish the relationship between organizational structure and organization performance; the third one was to establish the relationship between organizational culture and organization performance and the fourth one was to establish the relationship between resource allocation and organization performance at LVNWSB. Both descriptive and regression analysis were used to analyze the data to achieve the objectives.

On strategic leadership the respondents generally indicated that leaders supported a highly structured downward communication in the daily organizational operations; promoted shared behavior, vision, mission, norms and values among employees; regularly involved experts in reviews of the adopted organizational structure; encouraged employee involvement in key decision making processes in the organization; supported and inspired effective employee's mobilization to executing the organizational strategic plans. However the respondents disagreed to the fact that the leaders supported effective conflict resolutions mechanisms in case of conflicts in the organizational structure. It is the duty of leadership to relate the strategy process with the vision. It should develop a culture of learning by providing a clear set of values for the organization. Values demonstrate the behavior of the organization and lead the organization towards right. Both vision and strategies should reflect these values. Once the leader understand the importance of values the process of strategy formulation and implementation becomes easy. The most important role of the leadership is to integrate the people with the strategic management process. It should involve everyone to ensure responsiveness towards change (Rich, 2008).

On organizational structure the respondents generally indicated that the organization structure allows for effective allocation of tasks and responsibilities among the employees in the organization; employee co-ordination and integrations in the organization; decentralization of authority which enhances efficiency; effective span of control and synergy among the various departments enhances performance and quick decision making in the organization. Zand (2009) notes that a less dramatic but equally significant strategic renewal could involve modifying an organization's out-of-date structure in order to implement management's intended strategy. Such a renewal should be approached from two sides: making sure the strategy truly fits the current business environment and changing the structure to fit the intended strategy. However, since LVNWSB operating the water provision and sanitation services as a monopoly, the strategic fit of the company is likely to remain stable over time. The environment is marked by less competitive forces but rising demand for company services.

On organizational culture the respondents generally indicated the organization has a clear set policies on involvement of employees in core decision making; well documented operational manuals on how employees in the organization are supposed to operate; well laid policies on how they intend to benchmark themselves with other water services providers; highly structured downward communication and well documented policies and procedures that encourage employee development. Mehta and Krishnan (2004) agree that organizational culture is to an organization what personality is to the individual- a hidden, yet unifying theme that provides meaning, direction, and mobilization. Cultures can be categorized in a spectrum of weak to strong cultures. They further assert that successful companies apparently have strong cultures.

On resource allocation the respondents indicated the resources allocated are utilized as per the set goals; the organization monitors and audits all the resources allocated resources by the government and other donor agency; has well trained human resource to support strategic implementation; has adapted to information technology changes in its day to day operation and provides for proper utilization of financial and physical resources that are available for strategic implementation

The study sought to establish strategic implementation influence on organization performance of LVNWSB. The respondents generally indicated strategic implementation has led to an improved customer service; expansion of company facilities; efficiency in the internal process; improvement in procurement procedures; increase in the volume of water being provided to its satisfaction in terms of service delivery and increase in the number of client in terms of service demand.

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List of Figures and Tables
Independent variables

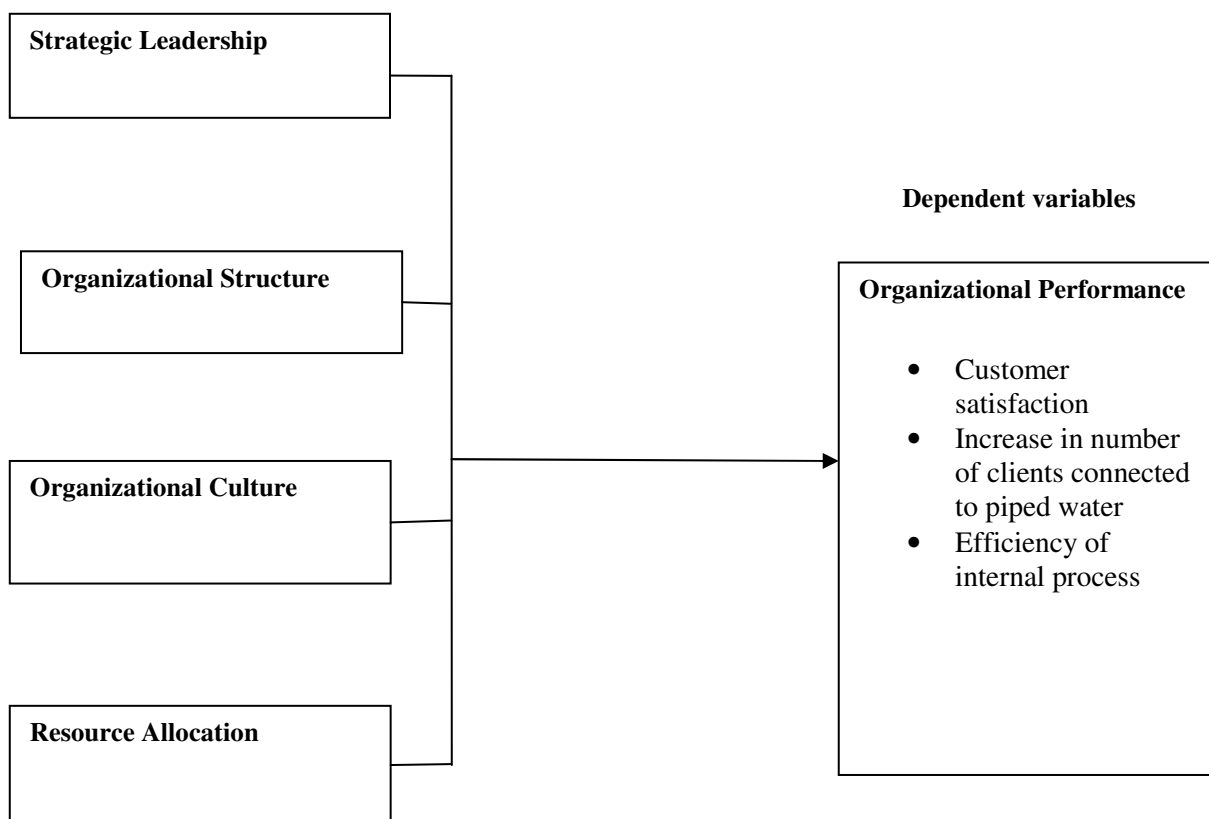


Figure 1: Conceptual Framework

Table 1: Strategic Leadership

Strategic Leadership Opinions	n	Mean	Median	Mode	Std. Deviation
Leaders encourage employee involvement in key decision making processes in the organization.	284	3.78	4	4	0.891
Leaders support and inspire effective employees mobilization to executing the organizational strategic plans	284	3.55	4	4	1.131
Leaders support a highly structured downward communication in the daily organizational operations.	284	3.65	4	4	1.099
Leaders support effective conflict resolutions mechanisms incase of conflicts in the organizational structure	284	3.04	3	2	1.389
Leaders promote shared behavior, vision, mission, norms and values among employees.	284	3.44	4	5	1.367
Leaders regularly involve experts in reviews of the adopted organizational structure	284	3.34	4	5	1.391

Table 2: Organization Structure

Organization Structure Opinions	n	Mean	Median	Mode	Std. Deviation
Effectively allocation of tasks and responsibilities among the employees in the organization	284	3.37	4	5	1.41
Effective employee co-ordination and integrations in the organization	284	3.49	4	5	1.408
Organization Structure allows for effective decentralization of authority	284	3.37	4	5	1.434
Effective span of control and synergy among the various departments in the organization enhances performance	284	3.5	4	5	1.36
Structural flexibility allows for quick decision making	284	3.68	4	5	1.225

Table 3: Resource Allocations

Resource Allocation Opinions	n	Mean	Median	Mode	Std. Deviation
Effective allocation of sufficient financial resources for strategic implementation	284	3.58	4	4	1.307
The resources allocated are utilized effective as per the organizational set objectives in the strategic plan	284	3.56	4	5	1.391
The strategic plan provide for proper utilization of physical resources that are available for strategic implementation	284	3.14	3	4	1.411
The organization monitors and audits all the resources allocated by the government and other donor agency.	284	3.47	4	5	1.367
The organization has well trained human resource to support strategic implementation	284	3.2	3	5	1.408
The organization has adapted information technology in its day to day operation.	284	3.56	4	5	1.383

Table 4: Organizational Culture

Organizational Culture Opinions	n	Mean	Median	Mode	Std. Deviation
The organization has a clear set of policies on employee's involvement in core decision making	284	3.69	4	5	1.338
The organization has a well documented operational manuals on how employees are supposed to operate in the organization	284	3.69	4	5	1.286
The organization has a highly structured downward communication	284	3.6	4	4	1.296
The organization has well documented policies and procedures that encourage employee development	284	3.67	4	4	1.209
The organization has well laid down policies on how they intend to benchmark themselves with other water services providers.	284	3.67	4	5	1.324

Table 5: Strategic Implementation Influence on Organizational Performance

Strategic Implementation Statements	n	Mean	Median	Mode	Std. Deviation
Strategic Implementation has led to an improved customer service.	284	3.29	3.5	5	1.4
Strategic Implementation has led to an increase the volume of water being provided by the company to its satisfaction in terms of service delivery.	284	3.34	4	4	1.219
Strategic Implementation has led to an expansion of LVNWSB facilities.	284	3.49	4	5	1.384
Strategic Implementation has led to an increase in the number of client in terms of service demand.	284	3.5	4	4	1.292
Strategic Implementation has led to efficiency in the internal process.	284	3.09	3	5	1.474
Strategic Implementation has resulted into improvement in procurement procedures.	284	3.36	3.5	5	1.36

Table 4.11: Multiple Regression Model

Model Summary						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	
1	.806a	.650	.634		1.8183	
a. Predictors: (Constant), Strategic Leadership, Organizational Structure, Organizational Culture, Resource allocation						
Coefficients(a)						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	-0.364	1.579		-0.231	.818
	Strategic Leadership	.057	.089	.066	.636	.526
	Organizational Structure	.672	.082	.659	4.214	.000
	Organizational Culture	.508	.113	.499	4.517	.000
	Resource allocation	.282	.085	.333	3.309	.001
a. Dependent Variable: Organization Performance						