# FACTORS AFFECTING PERFORMANCE IN WATER SERVICES REGULATORY BOARD A CASE OF NAIROBI COUNTY

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**MBA/NRB/3713/16**

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**DISSERTATION SUBMITTED TO ST. PAUL'S UNIVERSITY IN PARTIAL FULFILLMENT OF REQUIREMENT FOR THE AWARD OF DEGREE OF MASTERS IN BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT AND LEADERSHIP).**

**MAY, 2017**

## DECLARATION

This dissertation is my original work and to the best of my knowledge, it has not been presented for any academic award in any other university.

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## DEDICATION

I dedicate this work to my family for their love and patience, my loving husband Mr. Simon Karanja, my children Faith, Peter, Anthony, Daudi and Wambui. Lastly to all my classmates. Thank you for your support and God bless.

**ACKNOWLEDGEMENT**

The completion of this dissertation has been made possible through the contribution of many people from whom their efforts cannot be underscored as they have made this work a success. I wish to express my sincere gratitude to them all. I thank God for without him I could not have been able to reach where I am. Special thanks go to my supervisors- Dr. Charity Muraguri and Dr. Geoffrey Kinyua for their helpful guidance and encouragement. As am not able to thank everyone individually, all of you who have supported me during this period please do accept my message of appreciation.

## ABSTRACT

The study was aimed at analyzing factors that affect performance on Water Services Regulatory Board. The specific objectives included: To determine the effect of stewardship on performance, to assess the effect of teamwork on performance and determine the effect of organizational structure on performance of the Water Service Regulatory Board. To ensure survival and sustainability in the water sector, the regulatory board has to adopt stewardship, teamwork and good organizational structure. The study employed explanatory research design and descriptive design. The targeted population were all employees of the board they included: the top management, middle level management and the support staff bringing the total number to 548 with a sample size of 118. Primary and secondary data was gathered from various authoritative sources including books, published articles, and on-line journals. A structured questionnaire was used to collect primary data. Responses in the questionnaire were tabulated, coded and processed by use of Statistical Package for Social Sciences and Microsoft excel, which was used to generate the statistical outputs. Descriptive statistics and inferential statistics was used to draw conclusions. In addition, multiple regression analysis was conducted to establish the relationship between stewardship,teamwork,organizational structure and performance. The findings were presented in tables and charts. At the end, the study found out that there was a significant relationship between stewardship, teamwork, organizational structure, service and performance of the Water Service Regulatory Board. In conclusion stewardship affects performance significantly. Teamwork affects performance of an organization in the dynamic business environment, many organizations find the use of teams efficient and productive. Organizational structure affects the performance of an organization in relation to itsoperational pattern. Therefore the organizational structure has a significant effect on performance of Water Service Regulatory Board. The study recommended the following for policy and best practice: Top management to engage general public and involve them in activities of water to enhance public participation, improve on communication to create a conducive environment to enhance performance,have an evaluation of the corporate structure to improve on performanceof directors and management should embrace proper structures and well-structured mechanism in order to achieve their core objectives and goals and finally formulate and adopt policies that promote teamwork to enhance performance.

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## ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| BOD | Board of Directors |
| ISO | International Standards Organization |
| KEBS | Kenya Bureau of Standards |
| KPIs | Key Performance Indicators |
| MDGs | Millennium Development Goals |
| MWI | Ministry of Water and Irrigation |
| NGOs | Non-Governmental Organizations |
| NWSS | National Water Services Strategy |
| QMS | Quality Management System |
| SPSS | Statistical Package for the Social Sciences |
| WASREB | Water Services Regulatory Board |
| WSB | Water Services Board |

## OPERATIONAL DEFINITION OF TERMS

| | |
|---|---|
| **Organizational effectiveness** | refers to the measure of how successfully organizations achieve their missions through their core strategies. McCann, (2004) |
| **Organizational structure** | refers to the process of assessing and selecting the structure of an organization, which includes formal systems of communication, coordination, control, division of labor, authority and responsibility, with the intention to facilitate the achievement of organizational goals. Trent, (2004) |
| **Stewardship** | refers towise and effective utilization of the resources for which people have personal responsibility. McCuddy at al, (2007) |
| **Teamwork** | refers to an integration of resources and inputs working in harmony to achieve organizational goals, where roles are prescribed for every organization member, challenges are equally faced and incremental improvements are sought continually. Fajana, (2002) |

# CHAPTER ONE

# INTRODUCTION

## 1.1 Background of the Study

Organization performance is defined as the actual result or outputs of an organization as compared to its goals and objectives. Analyzing organizational performance is important as it indicates whether the organization is headed where it intends or not. Thus this study sought to analyze the factors affecting performance in Kenyan public organization. The study of organization performance has a long and distinguished history Sparrow, (2014). Organization performance has been one of the most extensively researched issues since the early development of organizational theory Rojas, (2000). Organization performance is the measure of how successfully organizations achieve their missions through their core strategies. Organization performance studies are concerned with the unique capabilities that organizations develop to assure that success McCann, (2004). Organization performance is best seen in terms of an "ultimate criterion", such as productivity, net profit, mission accomplishment or organizational growth. Sociologists viewed organization performance within a systems model that needed to jointly understand the interplay between productivity, flexibility and an absence of organizational strain Truss et al (2013).

Presently much attention is given for organizations and their leaders to manage in the broad context of strategic and business model change, balanced by concerns about the maintenance of such strategies Dirks (2001). Gibson (2004) said that organization performance should be interpreted as the meet point of profitability, employee satisfaction and societal value, whereas Mahoney et al (1999) argued that the need to focus on the level of productivity in support of reliability and use of the organization's business model. Boudreau (2010) said the need to focus on the concurrent realization of satisfactory production and people centered enterprise, is important Gibson et al. (2003) the organization performance is concerned with the orientation of structure, process and behavior, best examined in terms of short-run productivity, efficiency, satisfaction, transitional adaptability, development and long-run survival.

Value oriented companies' keep an eye on output, sales, quality, establishment of value added, innovation and cost reduction. Effective process is the degree to which a business attains its goals or the way outputs interrelates with the economic and social environment. Usually

performance determines the policy objectives of the organization or the degree to which an organization realizes its own goals Zheng, (2010). Herscovitch et al (2001) analyzed organizational effectiveness through organizational commitment. Commitment in the workplace may take various forms, such as relationship between leader and staff, employee's identification with the organization, involvement in the decision-making process and psychological attachment felt by an individual.

Shiva et al (2010) agreed that exemplary results are possible by transforming staff attitudes towards organization from lower to a higher plane of maturity. Organizational efficiency helps to assess the progress towards mission satisfaction and goal realization Helman et al (2011). To improve performance management should strive for better communication, interaction, leadership, direction, adaptability and positive environment. According to Reimann (2003), the notion of organizational effectiveness is among the most indefinable and contentious in the organization theory literature. A major contributor to the contentiousness appears to be the element that performance has come to be regarded by many as synonymous with goal accomplishment.

The Price effect (1998) to present, some propositions about organization performance from fifty or more empirical studies shows the acceptance of this goal ideal. The indicators of efficiency summarized by Price all could be interpreted in terms of the accomplishments of goals such as above average output, morale, acceptability, integration, and implementation to the institution. Organizational effectiveness is seen as the "ability of the organization, in either relative or absolute terms, to exploit its environment in the acquisition of scarce and valued resources". Organization performance is considered to be a function of its ability to satisfy the needs of its members by providing incentives which exceed their contributions Reimann, (2003).

### 1.1.1. Water Services and Regulatory Board(WASREB)

The study was carried out at the Water Services and Regulatory Board which is a government parastatal in the Ministry of Water and Irrigation. The water act 2002 vested in regulation of the water services to water services regulatory board (WASREB). As the national regulator, WASREB oversees the implementation of the policies and strategies relating to the delivery of water and sanitation in the country. In this regard WASREB is the chief over seer and also the regulator on performance of utilities and the Water Service Board (WSB).

With the set outline in the Kenyan government, responsible for policy and regulation, and by the county governments, who are in charge of the service delivery through agents, the realization of the right to water and sanitation according to Kenya's Constitution 2010 and water act 2002 had the following implications for WASREB: Setting standards for provision of water and sanitation. This is realized by introducing standards for infrastructure development and for community development in the rural areas. Promoting efficiency in managing of water services through Water Services Board, county governments and the utilities. This will ensure provision of water at lower affordable costs. Sustainable service provision. Taking the responsibility to monitor all water utilities and ensuring efficient and effective service delivery protecting the customers from exploitations and having a customer complaint system. Providing of data access and service delivery to decision makers and public.

According to Jean Margat (2001) there are three fundamental rooted ideas about water that are intrinsically false, that is water is unlimited and vast, that water has essential purifying function and finally water is looked upon as a gift from heaven. This theory has since been proved wrong by many researchers. The demand for water services has risen in the recent past and continues to surge, propelled by the growing population and the climate change. The vision of the organization is "to be a model regulator of water services" whereas the mission is "to regulate water services in line with human right to water and sanitation" and the motto being "water services for all". The overall objectives of the organization are: Improve access of water to marginalized area, consumer protection from unaffordable tariffs, efficiency in provision of the services, price uniformity and stability, competition for the benefit of the consumer, market transparency and Information to avert risks.

### 1.2 Statement of the Problem

Most regulatory organization in Kenya are faced with immerse problems and uncontrollable situations due to emerging number of issues that have remained unresolved. Assessment of quality services has always been the key element of discussion among scientists as well as business people. While managers strive for better performance results, scientists are reaching for the best ways to evaluate organizational performance. Ideally proper teamwork, governance and proper organizational structure results to quality service delivery. However lack of teamwork, stewardship and proper organizational structure are the key causes of poor service delivery at the Water Services Regulatory Board. At the Water Service Regulatory Board, there is dismal

performance to the public as it cannot provide the expected services. One of the most common ways to assess the performance of an organization is to measure its effectiveness in service delivery Bartusevilieve et al. (2013). While Reimann also observed that there is controversy that partly revolve around the criteria that could be used to assess organizational effectiveness Reimann, (2012) there is need to assess the quality of services being provided at the board to ascertain whether the board is achieving its mandate under law. If it is not, then remedial actions should be taken to make the board perform its mandate effectively.

This clearly calls for a study to be conducted in an attempt to establish a standard classification of measuring performance and across sectors of the operations in the board. The study will make an attempt to establish and analyze the factors that are rendering service delivery impossible or not to the required levels as well as the performance and control the operations in the board. The study will include issues such as stewardship, teamwork and organizational structure. According to Block, (2013), stewardship is an ideology of leadership that promises the means of achieving fundamental change in the way institutions are governed. It is a choice to preside over the orderly distribution of power by giving people at the bottom and the boundaries of the organization choice over how to serve a customer, citizen or community. Block, 2013 also considers stewardship to be willingness to be accountable for wellbeing of the larger organization by operating in service, rather than in control of those around us. This study will endeavor to analyze all these factors affecting the performance of services in the Water Services and Regulatory Board.

## 1.3 Objectives of the Study

### 1.3.1 General Objective of the study

The general objective of the study was:

To analyze factors affecting performance in Water Services Regulatory Board a case of Nairobi County.

### 1.3.2 Specific Objectives

The specific objectives of the study are:

(i) To determine the effect of stewardship in performance of the water services regulatory board

(ii) To assess the effects of teamwork on performance at the water services regulatory board

(iii) To determine the effect of organizational structure in performance in water services regulatory board

### 1.4 Research Questions

(i) What is the effect of stewardship on performance of the water service regulatory board?

(ii) What is the effect of teamwork on performance of the water service regulatory board?

(iii) What is the effect of organizational structure on performance of the water service regulatory board?

### 1.5 Significance of the study

The study was geared towards finding out which of the selected variables have significant influence on performance of the water service regulatory board. Ideally, the study contributed to the frontiers of knowledge in management of service boards manning water resources in Kenya and also assess the role of each of the selected variables. It is mandatory for a company to be completely committed to giving reliable highbenchmarks of service to attract, win and maintain customer loyalty. All staff must be aware of what the customer wants.

The findings of this study will be resourceful to the top management of the WASREB as they will acquire fundamental knowledge that can facilitate identifying the most dominant factors affecting performance of the organization. In this case the dominant factors identified will then be used in formulation of the organization policy. In addition, the influence of managerial competence will be established. Therefore, the results of the findings will be useful in enabling WASREB to achieve its objectives and goals and superior performance as the national regulator.

Policy makers in the ministry of water and irrigation will equally benefit from the findings of this research study. The results of the study will furnish them with a cloud of knowledge. It also provided recommendations that can be utilized for policy formulation and practice within government parastatals. The general public will enjoy greater better services from the entity as the performance will be boosted and improved.

### 1.6 Scope of the study

The study covered areas that are foreseen by the researcher to be very relevant in terms of performance in the organization. These include inter departmental operations, stewardship, spirit of teamwork and organizational structure. Under the inter-departmental operations, more facts and evidence will be sought to establish how operations and communication is done in the board.

The effectiveness in the communication channel and the gaps for improvement of the communication of any. In the stewardship line, the researcher will endeavor to find out the suitability of stewardship that exists in the leadership of the board. Do staff members work under good stewardship?

In the teamwork spirit, which is considered to be the driving force of any organization, the researcher will make attempts to establish whether the spirit of teamwork exists in the employees or it is attitude alone. Without teamwork, the organization will not stand just as the saying goes "the difference between success and failure is a great team." Karpen, (2015). No matter how one maybe smart, talented, driven or passionate, the success of one depends on ability to build and inspire a team. A successful leader is one who can spur his or her team members to work well together towards a common vision and goals. This could be lacking in water service board of Kenya. Team work is the ability to work together towards a common vision. The ability to direct individual accomplishments towards organizational objectives. It is the fuel that allows common people to attain uncommon results Carnegie, (2015). On the side of organizational structure, the researcher will examine activities such as tasks allocation; coordination and supervision are directed towards the achievement of aims. It can also be considered as the viewing glass or perspective through which individuals see their organization and its environment. All these levels will enable the document be of meaningful standards.

**1.7Limitations of the study**

The Water Service Regulatory Board (WASREB) has a policy of non-disclosure of sensitive material information for consumption by the general public. Despite of the policy, local arrangements were made with top management to allow the study to be carried out with a promise to avail the final report to the board's management for possible implementation. Distribution of data collection instruments is always a very hectic process. Moving from one department to the other and from one individual to the other is normally challenging considering that the researcher has to attend to class and work. The researcher arranged to have a research assistant who helped in the distribution of the questionnaires and also collecting them back to the researcher. The assistant was engaged on mutual agreement with specific instructions on how to distribute the instruments.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Introduction

The chapter reviews information based on the performance in the board and also provides an insight of the theoretical and empirical literature review about the title. The theoretical literature is on stewardship, teamwork and organizational structure while the empirical literature of the chapter is based on intellectual knowledge from various sources and also the researcher's own observation in various areas. There is also the inclusion of the conceptual framework of the chapter followed by the gaps that have been noted by the researcher. The chapter then ends with a summary.

## 2.1 Theoretical literature review

### 2.1.1 Stewardship Theory

Stewardship is key to success of an organization Donaldson (2008). The scholar emphasizes the gains that an organization achieves through good stewardship. Stewardship in itself is a demonstration of a successful organization. It explains the motivation of the staff in the organization and provides an explanation of the models of operations in a business sector based on the cultural norms of the organization Davies (1997). According to the scholar, stewards gain higher utility from pro-organizational and collectivistic behaviors then economic, individualistic and self-serving behaviors. This is explained in Maslow's theory (1943) that deals with specific needs that motivates employees.

When faced with a self-serving decision against a more agreeable, pro-organizational behavior, managers, pursue the latter because of the higher utility they assign to such activities. Therefore not only are the interests of principals protected but also the stewards own utility is maximized and this makes such decisions fully rational. The researcher identifies significant relationship of this theory to the area of research as it emphasizes on some key areas that lead to the success of the organization. The theory points at good stewardship that motivates and provides conducive work environment in an organization. These will definitely lead to improved service delivery to the clients thus boosting the margins in the organization.

The theory was adapted and applied in a paper titled criteria for measuring place stewardship; the example of Ruwa and Epworth, peri-urban Harare, Zimbabwe. The paper argues that though

place stewardship is largely quantitative concept and practice, it is measurable. For its measurability to be realized in an organization, the human resource must be motivated to improve on performance. The criteria include individual capacity either in households or organizations, established capacity to meet the demands of individuals, communities and other organizations to accept new innovations and changes, Donalson (2008).

John Locke school of thought- Our revenues are like our shoes, if too small they gall and pinch us, but if too large they cause us to stumble and to trip. Locke applied this thought when referring to the income of an organization. Henning (2012). For an organization to stand fit and obtain a realistic and tangible income all the departments, sections and process must be coordinated well and work in harmony. This will demonstrate a healthy and stable organization, focused in performance to its clients and customers. As stewardship is an increasingly important element of business practice which reflects the wise use of development and appropriate conservation of resources that are entrusted to the people and should be practiced as an avenue to map success so that the operations interlock with each other like shoes in our feet. Thus, Locke's use of the shoes in this theory.

In the determination of performance as explored by the researcher, all measures placed for better services must be coordinated well so that they harmoniously focus towards the achievement of the organizational goals. If this is not performed, then there will be lack of delivery of services to the public. It therefore calls for stewardship with wisdom of leadership to bring about sustainable changes in behavior of individual employees. Julian (2010)

Superior performance can be achieved by changing the attitude of the staff towards the organization from lower to a higher plane of maturity by good stewardship .Shiva et al (2010). The two researchers in their report emphasize the level of performance by good stewardship. This definitely improves performance for the betterment of an organization when all the indicators of performance are seen in teams of success and achievements of the set objectives and goals: High productivity, morale, conformity, addictiveness, institutionalization and Personal branding (reputation/good stewardship are part of the same thing which is being respected for doing a good job and helping others to be able to perform to their best Dan Thornton, (2008).

Thornton emphasizes here on the spirit of good stewardship in place of work that makes an individual adapt an attitude and behavior that enable him/her to perform the best for the success

of an organization. As an individual with managerial or administrative responsibilities a steward leader should support and enhance the mission of an organization to ensure that the organization fulfills its legal, social and financial, human evidence, and physical assets and to create an environment that encourages all participating of an organization to lead to the overall excellence of the organization.Thomson's theory is very vital in molding an individual and preparing him/her to perform the best. From whoever perspective, the best from an individual will be enhancing good performance in an organization.. This to a larger perspective contributes to improved performance in the organization to its clients. It will continuously improve and innovate the work processes by outlining main strategies and improvement and teach others on the main success factors.

### 2.1.2 Team Work Theory

Michael Jordon theory of coordination, talent victories games but coordination and information or smartness win championships Michael Jordan, (2013). Jordan emphasized on the spirit of teamwork and intelligence to win championships in any competition and activity a person or organization does. Without teamwork, the championship which is a collective result will not be achieved. There is a need in the organization in this time of much more competition for leaders to see the importance of team work more than ever before. Teams can increase the results of individuals through collaborations. This also applies to organizations. Teams work in the way in which raising man-power utilization and potentially improving performance of individuals in an organization. Such kind of spirit (teamwork) when applied and adapted in the service performance of an organization will improve performance at the water service regulatory board. Team work theory by Bruce Tuckman (1965) illustrating storming, forming, norming and performing in a graph showing the link between group relationship on the horizontal axis and task focus on the vertical axis.

The Andrew Carnegie, (2012) theory on teamwork; explains the ability to work together towards a common vision. Organizations have visions and all operations of the organization are geared towards achieving the vision. Carnegie in this theory defines teamwork and where its focus is geared towards. In performance teamwork is essential and promotes synergy in place of work. This when applied will improve, performance and make the organization improve on revenue generation and also instill confidence in clients. The environment the Organizations faces are of high velocity characterized by intense changing, much more risk with uncertainty. In such a dynamic situation, many organizations find the use of teams efficient and productive. Teams are

the engine in the organization and recognition if it as the integral part of delivery is mandatory. Fruitful teamwork relies upon synergism existing between all team participants creating an environment where they are all ready to add and play a part in order to promote and nurture a positive effective team environment. Flexibility within the members is a key agent in the adaptation to cooperative working alongside association and social interdependence rather than individualized competitive goals.

According to Jones (2009) cooperation is an important factor for smooth functioning of an organization. Teams enable people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals in an organization. Cohen and Bailey (1999) said an employee team is a pool of individuals who rely on each other in the activities they undertake and share the outcome. The team leads to cooperation from people, improving personal skills and outline the best feedback without any conflict between individuals Jones et al (2007).Team work is therefore an integral part of lubricating the running of the activities in the organization. Complexity is brought about by the technology advancement and therefore team work remains a central agent. Team work is important for all types of organizations including nonprofit organizations Huddleston et al (2003).Team players improve their skills, knowledge and abilities while working in teams Froebel et al (2005).

Improved employee performance, greater productivity and better problem solving at work are the fruits of organizations that insist more on teams Bailey et al (1999).A research study found that to educate people working on the team is not a simple task because to teach individuals regarding to work in teams is inappropriate Crosby (1991).Bacon and Blyton (2006) emphasized two critical aspects that is; self-management team and person to person team skills. These factors enrich the communication as well as interpersonal relationship between team members and also boost the employee performances. Team work is an important factor in the modern type of work organization. Teamwork is an exact organizational extend that displays many different features in all types organization including non-profit Mulika (2010). One research study concluded that a good manager organizes his or her employee and offer them duties in the teams in order to get the maximum output out of them Ingram (2000). Another study resolved that it should be allowable to form a structure of team building inside every organization for employee in order to endorse and distribute best practice and maximize output. The main emphasis for designing and implementing such a system is ultimately to improve teaching Washer (2006).

Ingram (2000) states that team work is a strategy that has an ability to raise the performance of individuals and organizations, but it is essential to be nurtured in time. Organizations need to look at strategies for improving performance in the light of increasingly competitive environments. Top managers have the vision to introduce teamwork activities in the organizations, the sensitivity to nourish it and the courage to allow teams to contribute in decision making. Conti and Kleiner (2003) said that teams offer much more participation, challenges and feelings of accomplishments. Organizations with teams will attract and maintain the best people. This in turn will create a high performance organization that is flexible, efficient and most importantly profitable. Profitability is the main item that will allow organizations to continue to compete successfully in a tough, competitive and global business arena

### 2.1.3 Organization Structure

Organization structure requires a successful implementation of sound transparent, fair, equal, competitive, effective and value for money oriented public system Chelagat, et al (2015). In this assertion, organizational structure is a multi-dimensional phenomenon that requires input of various resources failure to which it may not succeed. When the structuring fails, service delivery also fail and the operations in the organization are doomed! The process of studying and selecting the structure of an organization include formal systems of communication, co-ordination, control, division of labor, authority and responsibility with the intention to facilitate the achievement of organizational goals. In order to have excellent performance in WASREB there is need to implement a sound, transparent, fair and equal competitive effective value for money public system so that the organization will stand on its feet and be seen to be providing relevant services to the public. Organization theory by Max weber (1964) explains organization structure in terms of decision making, goal setting and management techniques in relation to performance. According to Pascale (1990) described organization as a hierarchical model of step by step solving problems to a network model of intelligence. A publication by Harland et al (2007) asserts that the differences in organizational structures indicate the level of success in terms of profitability, which is the outcome of a particular implemented structure in an organization.

## 2.2 Empirical literature review

### 2.2.1 Performance of organization

The global, regional and local perspectives are considered in the empirical review. Relating to stewardship, at the global scene in Singapore, a study by Wan (2015) on stewardship in the context of public sector leadership concluded that stewardship may help public sector leaders be more effective, and that there are main areas of focus for leadership development and organizational design that may help encourage stewardship. In and around Africa, a study by Graig et.al (2008) on stewardship behavior as governance in family businesses demonstrated that stewardship behaviors act as an effective governance mechanism for family businesses. The study also demonstrated that stewardship gauge is to be found to play a pivotal role in establishing alignment between stakeholder groups within the family business and the vision and values of the leadership. Locally, a study by Maina (2016) on the effect of transformational stewardship on service delivery by county governments in Kenya indicated a positive and significant effect of transformational stewardship traits on enhancing performance, with change consciousness showing the strongest and most robust effect.

### 2.2.2 Stewardship and performance

Stewardship is a gradually essential part of business practice which shows the wise use, development, and right preservation of resources that have been shifted to the care of human beings. Stewardship is used to confirming survival. Stewardship shows a protective restraint that humans impose on themselves. Stewardship reflects a duty of care for and protection of property Newton, (1997). It contains taking care of opportunities with the help of nurturing and frugal management of their use Leopold, (1998). Although the intelligent consumption of resources has long been a crucial element of human existence, commonly has been neglected or relegated to less than a background condition with relation to population's daily decisions and actions. Discounting managerial responsibilities poses significant drawbacks to the excellence of human life, if not, as some people would argue, to human existence itself. Use of human beings, depletion of natural resources, and decimation of the situations and the frugal squandering of monetary resources are some of the major ways in which stewardship failures position pressure human civilization.

Stewardship shows the wise and acceptable use of the resources for which people have personal liability. These resources may be characterized as human resources, economic resources, and natural/environmental resources McCuddy et al (2007). Stewardship of human resourcesinvolves

using all ability of individual's abilities and assisting others to realize their full abilities to make positive contributions to the society, thereby benefiting the current generation as well as contributing to the rich base of knowledge and insights upon which future generations can draw. Stewardship of economic resourcesinvolves utilizing financial assets, physical facilities, products and services, systems, and processes to benefit the current generation while preserving the potential for meeting the needs of future generations. Stewardship of natural/environmental resourcesinvolves utilizing natural resources to benefit the current generation while preserving those resources and the environment in order to meet the needs of future generations.

Fundamentally, as Senge (1990) concluded, stewardship is "almost solely a matter of attitude". Sustainable changes in behavior only come about when there is a shift in values and mindset Charan, et al (2001), thus true stewardship can only happen when the individual has a stewardship outlook, an outlook which influences all that he thinks and does. This idea is expressed powerfully by a number of religious writers and can be applied just as meaningfully to a secular context: Whelchel (2012) wrote that stewardship is "not one more thing we have to do, but a way of seeing everything we already do in a very different perspective. He further noted that stewardship should be about *"a way of living that involves one's daily activities, values and goals for life, and the use of all possessions*". It is argued that this mindset enables an individual to be an effective steward. Stewardship is not just about being ethical or altruistic. It involves making decisions that are for the long-term good of many others, when the competing alternatives may all be ethical Smith, (2004). Moreover, unlike altruistic behaviors, which only benefit a single person, the beneficiary of the steward's actions is a larger community as a whole .Hernandez, (2012).

Stewards focus on a purpose larger than the narrow, short-term self-interests, while some early work in the area of stewardship conceptualizes the steward of the organization as one who protects and maximizes shareholders' gain via the economic results of the organization Davis et al (1997), it is now more widely believed that stewarding the organization goes beyond ensuring the financial well-being of the organization. More importantly, the leader needs to focus on the mission of the organization Brinckerhoff, (2004). In other words, he makes decisions based on what would help advance the mission of the organization. Seen in this light, what is important is not simply how much assets the organization possesses or how much profit it makes, but also whether these resources are used wisely and effectively to fulfil its mission and extend its reach Brinckerhoff, (2004; Karns, (2011); McCuddy, (2008); Mohler, (2013b). These resources

include economic resources such as financial assets and facilities, organizational systems and processes that support the operation of the organization, as well as less apparent resources such as time and opportunities that could be maximized to enable the organization to achieve its desired outcomes McCuddy, (2008); Miller, (2013); Mohler, (2013b).

### 2.2.3 Teamwork and Performance

In this age of increased competition, mangers are familiar with the impact of teamwork now than they knew before. Teams can upgrade the productivity of individuals through collaboration. Employees who are operational in teams become the standard for the organization Alie,at al (1998). It is the means of improving man-power utilization and potentially raising performance of individuals. With help from upper level management, an employee works confidently in team and increases productivity of the organization. In this era, in the new business world, managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills Hartenian, (2003). Recent study shows that an employee working within a team can produce more output as compared to an individual. Jones, Richard, Paul, Sloane & Peter, (2007). According to Bailey (1999) an employee team is a group of persons who are dependent in the activities they play and who share responsibility for the outcomes. Team's enables people to work together, improving personal skills and provide constructive feedback without any interference between individuals Jones *et al*., (2007). Teamwork is a lubricant to smoothen the running of an organization.

Organizations confronted with high velocity environments which are characterized as dramatically changing, uncertain, and high-risk Bourgeois & Eisenhardt, (1988; Riolli-Saltzman & Luthans, (2001). In such a dynamic environment, many organizations find the use of teams efficient and productive LePine, Erez, & Johnson, (2002). Teams are an integral part of many organizations and should be incorporated as part of the delivery of tertiary units. Successful teamwork relies upon synergism existing between all team members creating an environment where they are all willing to contribute and participate in order to promote and nurture a positive, effective team environment. Team members must be flexible enough to adapt to cooperative working environments where goals are achieved through collaboration and social interdependence rather than individualized, competitive goals Luca and Tarricone, (2001)

Fajana (2002) declares that teamwork is a collaboration of resources and inputs working together to achieve organizational goals, where roles are prescribed for every organization member,

challenges are equally faced and incremental improvements are sought continually. Katzenbach & Smith (1993) notes that a team can simply be defined as a small number of people, with a set of performance goals, who have a commitment to a common purpose and an approach for which they hold themselves mutually accountable. La Fasto (2001) identifies five dynamics that are fundamental to team success. The first dynamic is team membership. Successful teams are made up of a collection of effective individuals who are experienced, have problem solving ability, are open to addressing the problem and are action oriented. Second is team relationship which has to do with the ability of team members to give and receive feedback. The third dynamic is team problem solving which implies that team effectiveness depends on the level of focus and clarity of the goals of the team. Fourth is team leadership. Effective team leadership depends on leadership competencies. A competent leader is focused on the goal, ensures a collaborative climate, builds confidence of team members, sets priorities, demonstrates sufficient "know-how" and manages performance through feedback. Organizational environment is the fifth dynamic of team success and it has to do with the climate and culture of the organization being conductive to team behavior.

According to Maxwell (2001) "Teams involve more people, thus affording more resources, ideas and energy than would an individual; Teams maximize a leader's potential and minimize her weaknesses. Strengths and weaknesses are more exposed in individuals; Team provides multiple perspectives on how to meet a need or reach a goal thus devising several alternatives for each situation. Individual insight is seldom as broad and deep as a group when it takes on a problem; Individuals play the game but teams win championships. Team work certainly is a playground and an item that raises the productivity, as well as performance in terms of service delivery thus, turning into competitiveness. Teamwork surrounds us, in everything we see that is the combined effort or effect of individual forces .The importance of a team is shared commitment. Without it, groups perform Individual; with it they become a powerful unit of collective performance. The best teams invest a tremendous amount of time shaping a purpose that they can own. The best teams also translate their purpose into specific performance goals Katzenbach & Smith, (1993).

### 2.2.4 Organizational Structure and Performance

Organizational structure is the process of studying and selecting the design of an organization, which includes formal systems of communication, coordination, control, division of labor, authority and responsibility, with the intention to facilitate the achievement of organizational goals Trent, (2004). By delegating tasks to the members of an organization and by allocating

resources to organizational entities and redesigning the structure of an organization are the main prerequisites for efficient task completion Dietl, *et al* ( 2002). Researchers have studied patterns in the organization, identified contextual factors that influence its design or analyzed the contribution of the organization to organizational performance or the performance of the entire organization. More systematic approach towards research on the organization is necessary Bals *et al* (2009).

The alignment of the regulations in accordance with the new Constitution, the successful implementation of a sound, transparent, fair, equal, viable, and value for money orientated public system require strategic organizational restructuring Kwasira & Chelagat, (2015). Research on the organization has not only been studied in privately owned companies, but has paid attention to the function of public institutions as well. Since the process in the public sector is subject to a different legal framework than private, and since public institutions typically pursue a different set of goals than private companies Telgen, Harland & Knight(2007), it is sensible to accept that differences in the organization exist. Johnson,*et al* (2003) compared the organization in public and private institutions and showed that the structure of acquiring is more complex and official in community than in exclusive institutions, which may be due to the fact that public institutions use public funds and have to ensure transparency and responsibility.

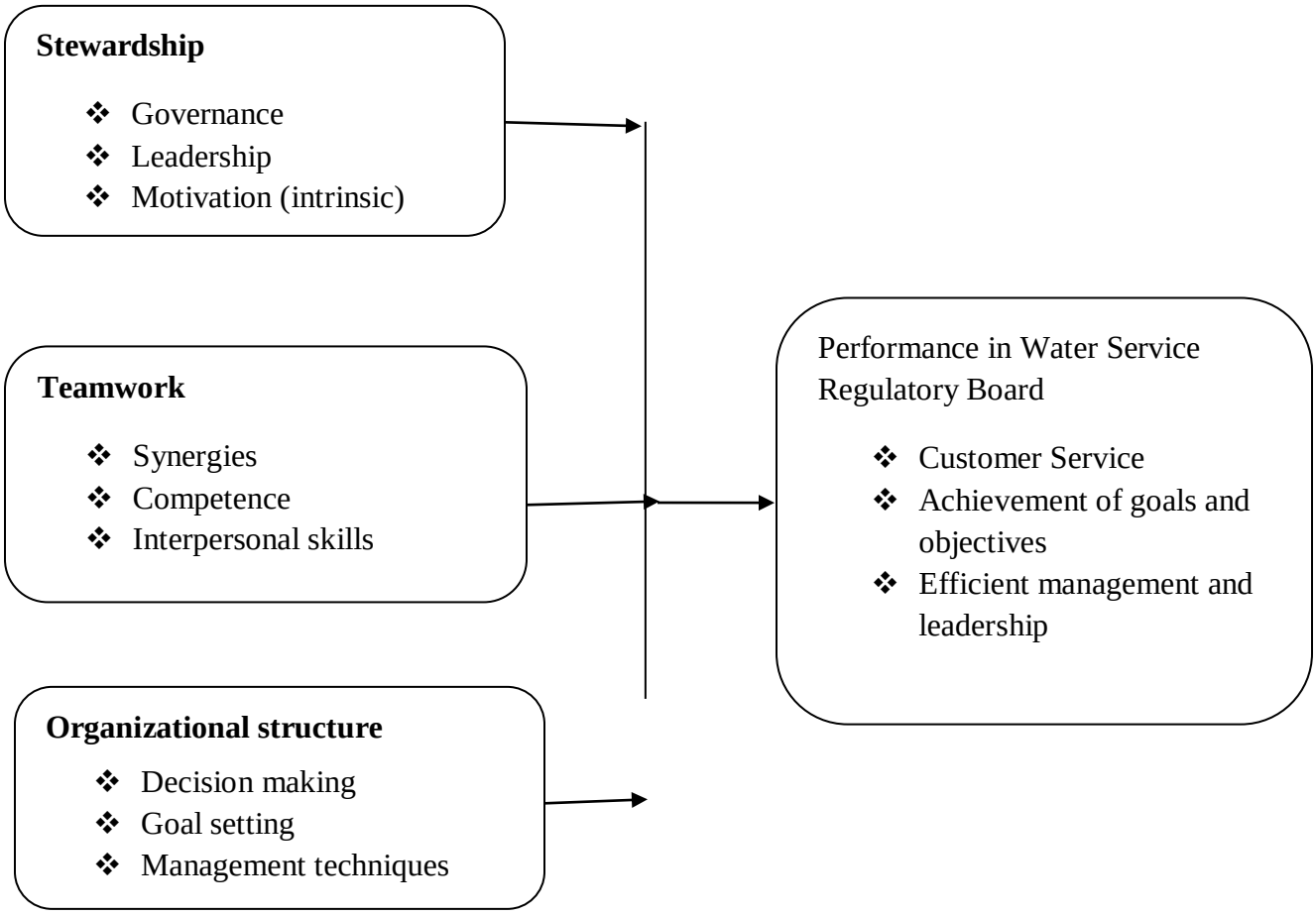
Johnson, *et al* (2003) further proved that public institutions often rely on a higher degree of attentiveness in organizing their procurement activities, which may be a result of efforts to reduce variability in the procurement process and to ensure that employees adhere to formal process descriptions and the regulations of public procurement law. Public institutions are subject to public procurement law, which necessitates that public tendering procedures have to be applied and which permits international sourcing activities only to a very limited extent. Johnson, *et al* (2003) analyzed the use of sourcing teams in public institutions and compared their results with studies that focused on the private sector. The results indicated that sourcing teams are less frequently used in public than in private institutions. This may be attributed to the fact that public institutions are not active in new product development, which is a typical field of application for purchasing teams. However, the authors found that public institutions tend to use teams that involve internal customers, which may be due to the requirements of the public procurement process.

During a long-term study of the trends and changes in procurement management throughout the 1990's, Trent *et al* (2002) found that the right organizational structure is essential for the effective implementation of leading edge procurement strategies. Procurement organizations can be separated into four types based on their levels of strategic planning, status, internal integration and skills. They named these four groups; Undeveloped Purchasers, Celebrity Purchasers, Capable Purchasers, and Strategic Purchasers and described how the effectiveness of the procurement function increased as they move from undeveloped to strategic.

### 2.3 Conceptual Framework

The framework helps in quick identification of the proposed relationships between the variables in the study and shows the same diagrammatically Mugenda & Mugenda, (2013). In the framework in this study the three independent variables; stewardship, regarding to leadership in the organization, which affected the leadership and individual motivation of the staff (top management and support staff). Secondly, teamwork which leveraged on individual skills to create collective competence and synergy for better and unified performance. Thirdly the organizational structure formed a stronger coalition with the other variables to deliver smart goal setting and staff sensitive decision making. These three variables were the major variables and were included to relate to the performance of Water Services Regulatory Board.

***Figure 1: Conceptual Framework***




**Independent Variables** **Dependent Variable**

**Source: Author (2017)**

## 2.4 Research Gaps

The literature reviewed in this study points out that a number of studies relating to the subject matter of the study has been done, while empirical evidence on most other areas are lacking. It is also evident that most of those studies already done, a majority of them are from around the globe and in and around Africa establishing a gap in terms of scope providing a rationale for further research attempts to zero in on this gap, especially in relation to the local context. To start with, empirical evidence indicates that regarding to stewardship. No work was done relating to the performance of Water Service Regulatory Board. This calls for an attempt to do the same to bridge this gap. Secondly, relating to the relationship between teamwork and performance of the

Water Service Regulatory Board, no empirical evidence has been found connecting the two especially with regard to management of water resources. .Most regulatory organizations in Kenya are faced with immerse problems and uncontrollable situations due to emerging issues in a competitive business environment. Lack of teamwork, stewardship and proper organizational structure are the key causes of poor performance at the WASREB. Finally, relating to organizational structure, evidence is remote on the nature of link between the two within the local context. Thus, a further research attempt is required to establish the link between the variables under study.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## Introduction

The chapter presents the methodological aspects of the research including the research design, population of study, sampling procedures and sample size, data collection procedures, data analysis and ethical considerations. The general objective of the study was to analyze the factors affecting performance in WASREB in Nairobi County. The specific objectives of the study were: to determine the effect of the stewardship on performance of WASREB, to assess the effect of teamwork on performance of WASREB, to determine the effect of organizational structure on performance in WASREB.

## 3.1 Research design

Explanatory research design was used in the undertaking this research to attempt connect ideas in order to understand cause and effect of both independent and dependent variables. Explanatory research was conducted in order to identify the level and nature of cause-and-effect relationships. Causal research can be conducted in order to assess impacts of specific changes on existing norms, various processes etc. Causal studies focus on an analysis of a situation or a specific problem to explain the patterns of relationships between variables. This is a comprehensive study of social unit, e.g. an individual, a group, social institution, district or a community. This design has been picked because it plays an instrumental role in the identification of reasons behind a wide range of processes, as well as, assessing the impacts of changes on existing norms, processes.

These types of studies are associated with greater levels of internal validity due to systematic selection of subjects. Efforts are made to study each and every aspect of the subject in minute details and then case data generalization and inferences are drawn Leedy, (2004). The researcher can obtain a real record of personal experiences which can reveal the subject's motivations that drive one to action along with the forces that direct to adoption of certain patterns of behaviour.

Although the research design is suitable and best suited to complete the study efficiently, there are some constraints and disadvantages that are there with explanatory design: It can be difficult to reach appropriate conclusions on the basis of causal research findings due to the impact of a

wide range of factors and variables in social environment. In other words, while casualty can be inferred, it cannot be proved with a high level of certainty as well as in certain cases, while correlation between two variables can be effectively established; identifying which variable is a cause and which one is the impact can be a difficult task to accomplish.

### 3.2 Target population

Mugenda and Mugenda (2003) define a population as an entire group of individuals, events or objects having a common observable characteristic. Target population in statistics is the specific population about which information is desired. The target population of this study was employees of Water Services Regulatory Board in Nairobi County. They included, executive directors, top management, middle level management and general staff. This is because the top management are the decision makers while the general staff do the day to day running of the organization.

***Table 1: Target Population***

| **Functional unit** | **No. of employees** | **Percentage** |
|---|---|---|
| Executive Directors | 11 | 2.01 |
| Top management | 9 | 1.64 |
| Middle level management | 27 | 4.93 |
| General Staff level 1 | 316 | 57.66 |
| General staff level 2 | 179 | 32.66 |
| **Total** | **548** | **100** |

Source: Ministry of water and irrigation- (2017)

### 3.3 Sampling procedure

Sampling involves any procedure that draws conclusions based on measurements of a portion of a population. The purpose of sampling is to estimate the unknown characteristic of population. A sample is a subset, or some part, of a larger population. Probability sampling is a technique where every element in the population has a known, no-zero probability of selection Carr *et al* (2010). Simple random sampling is a sampling procedure that ensures that each element in the

population will have an equal chance of being included in the sample. Stratified random sampling is probability sampling procedure in which sub samples that are more or less equal on some characteristic are drawn using simple random sampling from within each stratum of the population. In this study stratified random sampling was chosen as the sampling method.

The following formula, as provided by Israel (2011), was used to calculate the sample size in this study. A 95% confidence level and a level precision of ≠ 8 were assumed. Therefore the total sampled respondents were 118.

$$\boldsymbol{n = \frac{N}{1 + N(e)^2}}$$

Where:

n= sample size

N= population size

e=level of precision.

The number of employees to sample within the staff categories was calculated using the formula below.

Staff category sample size= No. of employees in staff category × sample size

Total number of employees.

***Table 2: Sample Size***

| **Function unit** | **No. of Employees** | **Sample Size** |
|---|---|---|
| Executive directors | 11 | 2 |
| Top management | 9 | 2 |
| Middle level management | 27 | 6 |
| General staff level 1 | 316 | 68 |
| General staff level 2 | 179 | 40 |
| **Total** | **548** | **118** |

Sources: Ministry of Water and Irrigation (2017)

### 3.4 Data collection procedures

According to Maxwell (2005) data collection methodology is the simple, statured collection of information necessary to the research sub-problems, using methods such as interviews, participant observation, focus group discussion, narratives and case histories. The researcher used a questionnaire, a formalized set of questions for obtaining information from respondents with the overriding objective of translating the researcher's information needs into a set. The questionnaires were preferred in this study because respondents of the study were literate and quite able to answer questions asked adequately. The questionnaires were dropped to the respondents and collected after being filled. This gave the respondents time to answer accurately and improve on the validity of the information given. According to Mugenda and Mugenda (2003), questionnaires are commonly used to obtain important information about a population under study. The questionnaire were carefully designed and tested with a few members of the population for further improvements. This was done in order to enhance its validity and accuracy of data to be collected for the study. The research questions served two main functions: help the researcher focus the study and give guidance on how to conduct the study.

### 3.5 Test of Reliability

Reliability is the tendency towards consistency, and therefore different measures of the same concept or the same measurements repeated over time should produce the same results Treiman, (2009). Sekaran and Bougie (2010) define reliability as the degree to which scores are free from random errors. Reliability is synonymous with the consistency of a test, survey, observation or other measuring device. The Cronbach index alpha is the most important index of internal consistency and is attributed as the mean of correlations of all the variables, and it does not depend on their arrangement Sekaran *et al* (2010). Reliability is increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures. It is commonly used in relation to the question of whether the measures that are devised for concepts in business are consistent Sekaran *et al* (2010).

Cronbach's alpha based on internal consistency was calculated using SPSS to establish the reliability of the survey instrument. The index alpha was computed for all items comprising each research variable and the aggregate reliability for the entire questionnaire was established. Sekarana and Bougie (2010) contends that cronbach's alpha value that is at least 0.70 suffice and thus a threshold of 0.70 will be used to establish the reliability of the data collection instrument. The results for all the variables in the study are summarized in Table 3.

***Table 3: Reliability Test***

| Variable | No. of Items | Cronbach Alpha | Comment |
|---|---|---|---|
| Stewardship | 11 | 0.752 | Reliable |
| Team Work | 10 | 0.743 | Reliable |
| Organizational Structure | 10 | 0.714 | Reliable |
| Performance | 3 | 0.701 | Reliable |

Source: Survey data, (2017)

Table 3.3 shows that stewardship had the highest reliability at an alpha value of 0.752, followed by team work at an alpha value of 0.743, then organizational structure at an alpha of 0.714. Therefore, all the three independent variables, stewardship, team work and organization structure were reliable measures of performance as their reliability values exceeded the threshold of 0.7 as prescribed by Sekarana and Bougie (2010).

**3.6 Test of Validity**

Validity is concerned with the integrity of the conclusions that are generated from a piece of research. It is the degree to which an instrument measures what it purports to measure. It estimates how accurately the data in the study represents a given variable or construct in the study Mugenda and Mugenda, (2003). Validity suggests fruitfulness and refers to the march between a construct or the way a study conceptualizes the idea in a conceptual definition and the data.

To establish the validity of the research instrument the study will seek opinions of experts in the area of organizational. This will facilitate the necessary revision and modification of the research instrument thereby enhancing its validity.

Mugenda and Mugenda (2003) noted that the usual procedure in assessing content validity of a measure is to use a professional or expert in a particular field. In this study, the research project supervisors and WASREB managers were used to perform validity test of the questionnaires as they are the ones who are familiar with the performance measure.

**3.7 Data analysis**

Quantitative methods was used to analyze the data collected. Quantitative methods permit specification of dependent and independent variables and allows for longitudinal measures of

subsequent performance of the research subject Meyer *et al.*, (1995). The data will be cleaned and analyzed using SPSS and Microsoft Excel. Descriptive and inferential statistics will be used in interpretation. Descriptive statistics such as the mean and standard deviation as well as frequencies and percentages were used. Inferential statistics such as correlation and regression analysis was used.

Pearson product moment correlation analysis was used to establish the nature of association between variables. Multiple regression analysis was used to determine the statistical significance of the independent variables. The regression equation estimate will be in the form;

$$y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \varepsilon$$

y = Performance

$X_1$ = Stewardship

$X_2$ = Teamwork

$X_3$ = Organization structure

ε = Degree of error

Where β1 measures change in Y with respect to $X_1$, holding other factors constant, $\beta_2$ measures the change in Y with respect to $X_2$ holding other factors constant and $\beta_3$ measures the change in Y with respect to $X_3$ holding other factors constant and so on and where in the context of this study $X_1$ will represent stewardship, $X_2$ represent teamwork, $X_3$ represent financial organizational structure.

### 3.8 Ethical considerations

This study followed the required research procedures and a notification of all sources of information was done. Before the questionnaire is administered, consent will be sought and given by the respondents. The respondents were informed of their rights. Full confidentiality will be maintained especially when dealing with questionnaires and the identity of the respondents will be kept secret. Personal information was used only for the purpose of the study and the respondents were not to be revealed to any other source. Participants were informed of any potential limitations to the confidentiality of any information supplied. Procedures were put in place to protect the confidentiality of information and the anonymity of the participants in all research materials. The participants were offered access to the results of the study.

# CHAPTER FOUR

## PRESENTATION, DISCUSSION AND INTERPRETATION OF FINDINGS

### Introduction

The aim of this study was to investigate the factors affecting performance in Kenyan public organizations. This chapter presents the findings of the study, and discusses and interprets these findings. Frequency tables, charts and graphs were used to aid in the presentation and discussion. Multiple regression was also used to determine if the model was a good fit. The study was conducted at the Water Services Regulatory Board in Nairobi County. The primary data for this study was collected from respondents using a questionnaire copy of which is attached in the appendices.

### 4.1 Response Rate

Table 4 shows the response rate that was obtained in this study. As can be seen from the table the study achieved a 94.52 per cent response rate.

***Table 4: Response Rate***

| **Category** | **Expected Responses** | **Actual Responses** | **Percentage (%)** |
|---|---|---|---|
| Executive directors | 2 | 0 | 0 |
| Top management | 2 | 1 | 0.85 |
| Middle level management | 3 | 3 | 2.54 |
| General Staff level 1 | 68 | 68 | 57.63 |
| General staff level 2 | 40 | 40 | 33.90 |
| **Total** | **118** | **112** | **94.52** |

Source: Survey Data, (2017) n=112

From table 4 it can be seen that the response rate for the executive directors was 0 per cent, for the top management 0.85 per cent, for the middle level management 2.54 per cent, for the general staff level 1 57.63 per cent, and for the general staff level 2 33.90 per cent. Thus the total

response rate achieved in this study was 94.52 per cent. The next figure shows this in a chart format.

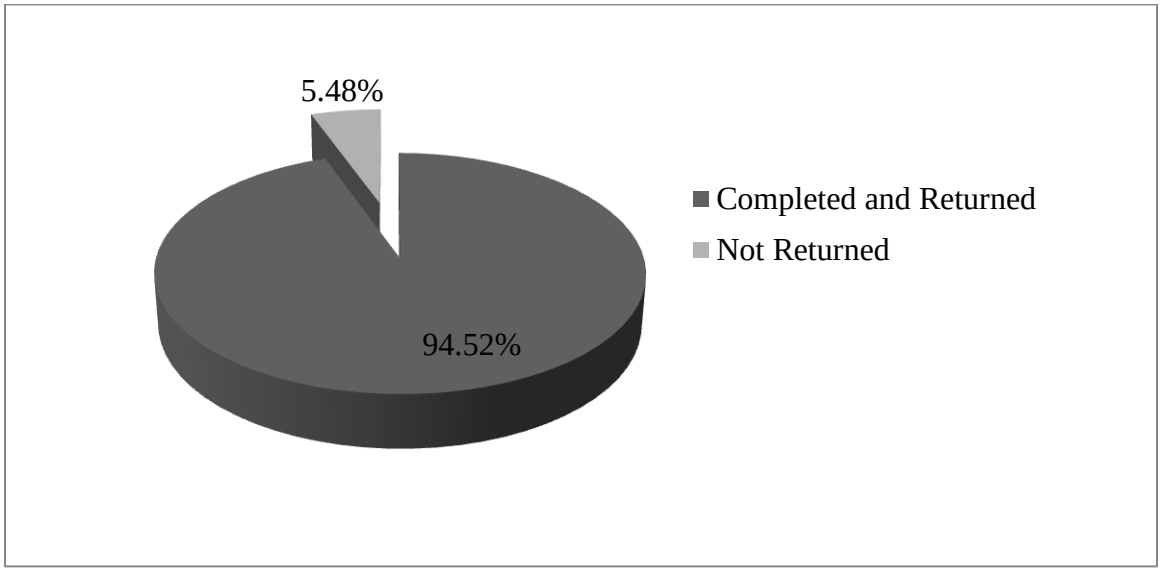



***Figure 2: Analysis of Response Rate***

Source: Survey Data, (2017)

**4.2 Background Information**

The first section of the questionnaire gathered information about the background of the respondents. The respondents were asked to indicate their age, marital status, duration of work, and level of education. Their responses are shown in this sub section. The first question in this section asked the respondents to indicate their age group. Figure 3 shows the respondent's age group. It can be seen that majority of the respondents were between the ages of 30 to 39 years (40.18%), followed by those who were between the ages of 40 to 49 years (25.89%), then by those who were between the ages of 20 to 29 years (17.86%), then by those who were 50 years or older (13.39%), and lastly by those who were below 20 years (2.68%). This is an indication that most of the employees working in WASREB are aged between 30 to 39 years.

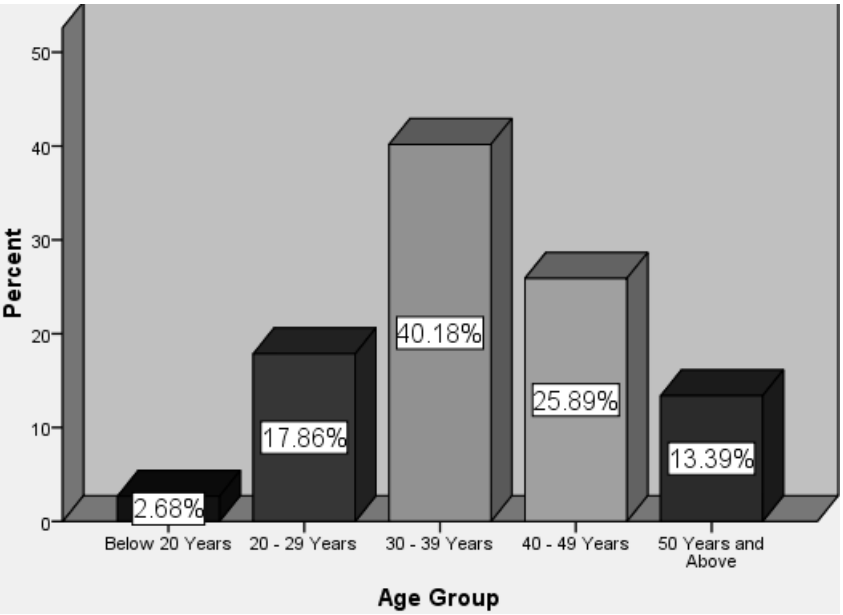



***Figure 3: Age Group of the Respondents***

Source: Survey Data, (2017)

The second question asked the respondents to indicate their marital status. Their responses are shown in figure 4. As can be seen from the table, majority of the respondents were married (59.09%), followed by those who were single (20.00%), then equally by those who were divorced (8.18%) and those who were separated (8.18%), and lastly by those who were widowed (4.55%). This shows that most of the employees working at the Water Services Regulatory Board are married.

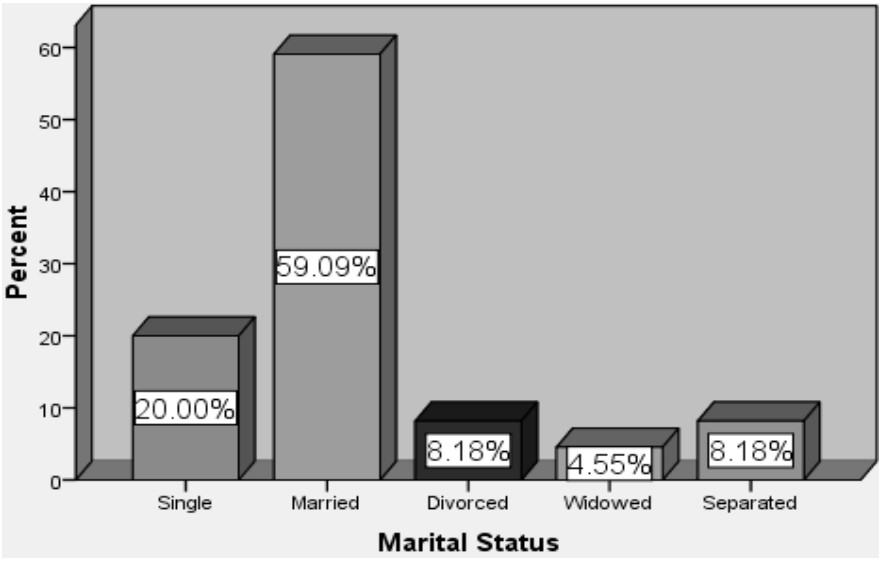



***Figure 4: Marital Status of the Respondents***

Source: Survey Data, (2017)

The third question asked the respondents to indicate their duration of work at the water services regulatory board. Their responses are shown in figure 5. As is evident from the figure, majority of the respondents had been working at WASREB for between 1 to 4 years (49.11%), followed by those who had been working for between 5 to 9 years (24.11%), then by those who had been working for 10 years or above (16.96%), and lastly by those who had been working for less than 1 year (9.82%). This indicates that most of the employees working at the water services regulatory board have been there for less than four years.

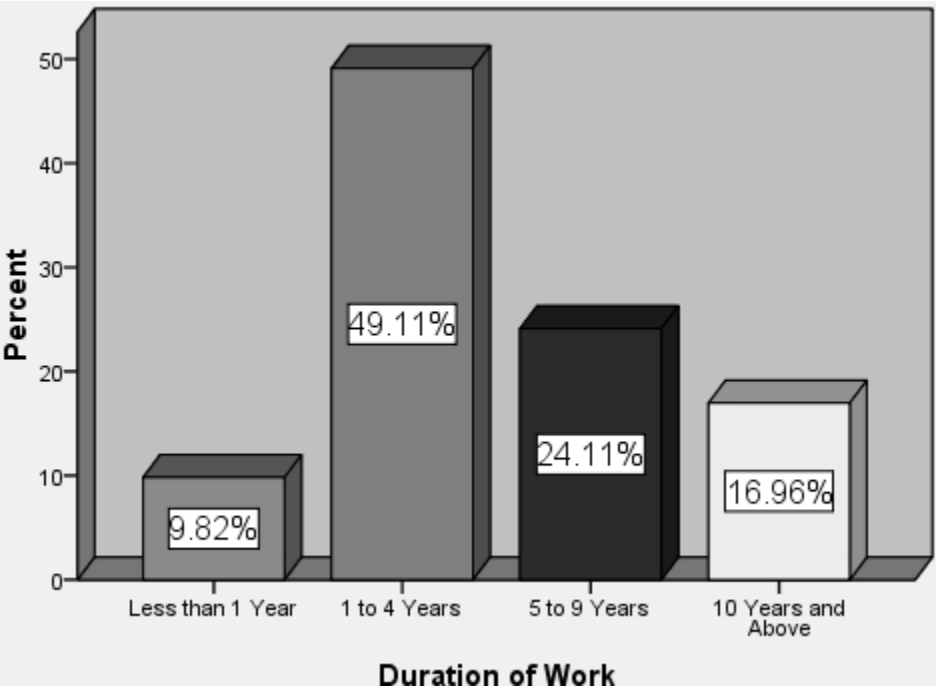



***Figure 5: Respondent's Duration of Work***

Source: Survey Data, (2017)

The fourth question asked the respondents to indicate their level of education. Their responses are shown in figure 6. From the figure, it can be seen that majority of the respondents had an undergraduate level of education (52.34%), followed by those who had a postgraduate level of education (21.50%), then by those who had a college level of education (14.95%), and lastly by those who had a secondary level of education (11.21%). This shows that most of the employees working at the water services regulatory board have an undergraduate level of education.

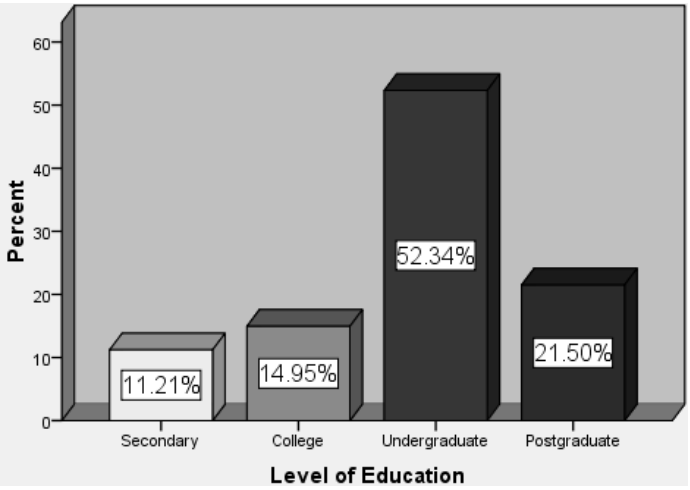



***Figure 6: Respondent's Level of Education***

Source: Survey Data, (2017)

### 4.3 Descriptive Statistics

This section presents the descriptive statistics that were obtained after analyzing the data using SPSS. These included the tables and charts that were produced from the analysis.

#### 4.3.1 Stewardship

The second section of the questionnaire obtained information concerning the effect of stewardship on performance. The respondents were asked to indicate their degree of agreement with various statements that measured the effect of stewardship on performance. Their responses are presented in table 5 below.

***Table 5: Stewardship***

| | n | Mean | Std. Deviation | Min | Max |
|---|---|---|---|---|---|
| I find our objectives to conform to our mandate. | 112 | 3.77 | .794 | 1 | 5 |
| I find many of our employees to be highly productive. | 112 | 3.98 | .747 | 1 | 5 |
| I find many of our employees to positively identify with the board as an organization. | 112 | 3.87 | .844 | 2 | 5 |
| I find the utilization of available resources to be prudent. | 112 | 3.89 | .798 | 2 | 5 |
| I find the services provided by the board to be reliable. | 112 | 4.02 | .735 | 2 | 5 |
| I find the board's core strategies to be flexible. | 111 | 3.93 | .783 | 2 | 5 |
| I find the board's core strategies to be adaptable to our mandate. | 111 | 4.12 | .817 | 2 | 5 |
| I find the board's core strategies to be well aligned with our mission. | 112 | 4.12 | .871 | 1 | 5 |
| I find many of our employees to be highly committed to the attainment of the board's objectives. | 112 | 3.85 | .738 | 2 | 5 |
| I am generally satisfied as an employee with what the board offers me such as salary, work environment etc. | 112 | 3.97 | .799 | 1 | 5 |
| I find the relationship between the junior and senior employees to be good. | 112 | 4.03 | .788 | 1 | 5 |
| **Average Score** | | **3.96** | **0.79** | | |

Source: Survey Data, (2017) n=112

Table 5 shows that the combined mean score for items on stewardship is 3.96 and the aggregate standard deviation is 0.79. This overall mean score implies that there was agreement amongst the respondents that stewardship influences performance at the water services regulatory board. In addition, the individual responses are clustered around the mean response as illustrated by the low combined standard deviation. The low variability of responses reveals that the mean response is a reliable estimator of the population mean.This narrow variability from the overall mean response confirms that stewardship is a factor that affects performance at the water services regulatory board.

The respondents were then asked to indicate their degree of agreement with various statements that covered board activities of the water service regulatory board. Their responses are shown in table 6 below.

***Table 6: Executive Board of Directors***

| | n | Mean | Std. Deviation | Min | Max |
|---|---|---|---|---|---|
| I find the board to exercise duty of care on its resources. | 112 | 3.68 | .738 | 1 | 5 |
| I find the board taking care of its resources through nurturing and thrifty management of their use. | 112 | 3.91 | .730 | 2 | 5 |
| I find the board able to utilize the full potential of one's abilities and helping one to realize their full potential. | 112 | 3.91 | .742 | 2 | 5 |
| I find the board actions to be of benefit to the current and future generations. | 111 | 3.88 | .892 | 1 | 5 |
| I find the board actions to lead to sustainable change in behaviour through shift of values and mind-set. | 112 | 3.98 | .782 | 1 | 5 |
| I find the board actions to be ethical and altruistic. | 112 | 4.19 | .789 | 1 | 5 |
| I find the board actions to be of long-term good to the larger society. | 111 | 3.83 | .699 | 2 | 5 |
| I find the board's decisions to protect and maximise shareholder's interests. | 112 | 3.93 | .707 | 2 | 5 |
| I find the board's action to mean financial wellbeing to the organization as a whole. | 112 | 4.04 | .747 | 2 | 5 |
| I find the board actions to be of help to the organization in attainment of desired outcome. | 112 | 4.04 | .832 | 1 | 5 |
| **Average Score** | | **3.58** | **0.69** | | |

Source: Survey Data, (2017) n=112

Table 6 shows that the combined mean score for items on board activities is 3.58 and the aggregate standard deviation is 0.69. This overall mean score implies that there was agreement amongst the respondents that board activities influence performance at the water services regulatory board. In addition, the individual responses are clustered around the mean response as illustrated by the low combined standard deviation. The low variability of responses reveals that the mean response is a reliable estimator of the population mean. This narrow variability from the overall mean response confirms that board activities are another factor affecting performance at the water services regulatory board.

### 4.3.2 Team Work

The third section of the questionnaire obtained information concerning with the effect of team work on performance. The respondents were asked to indicate their degree of agreement with various statements that measured the effects of team work on performance. Their responses are shown in table 7 below.

***Table 7: Team Work***

| | n | Mean | Std. Deviation | Min | Max |
|---|---|---|---|---|---|
| I find my work environment encouraging improved focus and clarity to goal attainment. | 112 | 3.79 | .753 | 1 | 5 |
| I find my work environment encouraging openness in problem solving. | 112 | 3.90 | .722 | 1 | 5 |
| I find my work environment encouraging improved skills development. | 112 | 3.90 | .794 | 2 | 5 |
| I find my work environment encouraging cooperation among employees. | 112 | 4.07 | .768 | 2 | 5 |
| I find my work environment encouraging sharing of responsibility among colleagues. | 112 | 3.96 | .884 | 2 | 5 |
| I find my work environment encouraging reduced conflict between individuals. | 112 | 3.90 | .722 | 2 | 5 |
| I find my work environment encouraging smooth functioning of teams. | 112 | 3.99 | .741 | 2 | 5 |
| I find my work environment encouraging flexibility to adapt to cooperating work environment. | 112 | 4.10 | .838 | 1 | 5 |
| I find my work environment encouraging willingness to contribute towards meeting set objectives. | 112 | 4.17 | .804 | 1 | 5 |
| I find my work environment encouraging constructive feedback. | 112 | 4.10 | .827 | 2 | 5 |
| **Average Score** | **3.63** | **0.71** | | | |

Source: Survey Data, (2017) n=112

Table 7 shows that the combined mean score for items on team work is 3.63 and the aggregate standard deviation is 0.71. This overall mean score implies that there was agreement amongst the respondents that team work affects performance at the water services regulatory board. In addition, the individual responses are clustered around the mean response as illustrated by the low combined standard deviation. The low variability of responses reveals that the mean response is a reliable estimator of the population mean.This narrow variability from the overall mean response confirms that team work is another factor affecting performance at the water services regulatory board.

### 4.3.3 Organizational Structure

The fourth section of the questionnaire obtained information concerning with the effect of organizational structure on performance. The respondents were asked to indicate their degree of agreement with various statements that measured the effects of organizational structure on performance. Their responses are shown in table 8 below.

***Table 8: Organizational Structure***

| | n | Mean | Std. Deviation | Min | Max |
|---|---|---|---|---|---|
| I find the existing formal systems providing appropriate channels of communication. | 112 | 3.81 | .757 | 1 | 5 |
| I find the existing formal systems providing appropriate coordination of activities. | 112 | 3.89 | .743 | 1 | 5 |
| I find the existing formal systems providing appropriate internal controls. | 112 | 3.91 | .769 | 2 | 5 |
| I find the existing formal systems providing appropriate division of labour. | 112 | 3.95 | .770 | 2 | 5 |
| I find the existing formal systems providing appropriate delegation of responsibility. | 112 | 4.09 | .783 | 2 | 5 |
| I find the existing formal systems providing for appropriate assignment of tasks. | 112 | 4.03 | .895 | 1 | 5 |
| I find the existing formal systems providing appropriate resource allocation. | 112 | 4.02 | .777 | 2 | 5 |
| I find the existing formal systems providing appropriate assurance of task completion. | 112 | 4.20 | .706 | 2 | 5 |
| I find the existing formal systems providing for appropriate transparency and accountability. | 112 | 4.15 | .775 | 2 | 5 |
| I find the existing formal systems sound, fair, equal, competitive and effective. | 112 | 4.19 | .814 | 2 | 5 |
| **Average Score** | | **3.66** | **0.70** | | |

Source: Survey Data, (2017) n=112

Table 8 shows that the combined mean score for items on organizational structure is 3.66 and the aggregate standard deviation is 0.70. This overall mean score implies that there was agreement amongst the respondents that organizational structure affects performance at the water services regulatory board. In addition, the individual responses are clustered around the mean response as illustrated by the low combined standard deviation. The low variability of responses reveals that the mean response is a reliable estimator of the population mean.

This narrow variability from the overall mean response confirms that organizational structure is another factor affecting performance at the water services regulatory board.

### 4.3.4 Performance of the Water Service Regulatory Board

The final part of the questionnaire obtained information concerning performance of the water services regulatory board. The respondents were asked to indicate their degree of agreement with various measures of performance. They were asked to indicate their opinion on whether these measures have been met or achieved by the water service regulatory board in Kenya. Their responses are shown in table 9 below.

***Table 9: Performance***

| | n | Mean | Std. Deviation | Min | Max |
|---|---|---|---|---|---|
| Customer Service | 112 | 3.98 | 0.654 | 2 | 5 |
| Achievement of Goals and Objectives | 112 | 4.12 | 0.659 | 2 | 5 |
| Management and Leadership | 112 | 4.20 | 0.717 | 2 | 5 |
| **Average Score** | | **4.10** | **0.67** | | |

Source: Survey Data, (2017) n=112

Table 9 shows that the combined mean score for items on performance is 4.10 and the aggregate standard deviation is 0.67. This overall mean score implies that there was agreement amongst the respondents that the water services regulatory board have met these indicators of an organizations performance.

### 4.4 Inferential Statistics

Multiple regression was done so as to determine if the performance model adopted for the study fits the data obtained. Multiple regression allowed the researcher to determine the overall fit of the model and the relative contribution of each of the independent variables to the total variance explained. The researcher used the mathematical model shown below as earlier detailed in chapter three:

$$Y = \beta 1X1 + \beta 2X2 + \beta 3X3 + \varepsilon$$

Y = Performance

$X_1$ = Stewardship

$X_2$ = Teamwork

$X_3$ = Organization Structure

ε = Degree of Error

The multiple regression results are presented here. Table 10 provides the values for the multiple correlation coefficients (R), the coefficient of determination ($R^2$), the adjusted coefficient of determination (Adjusted $R^2$), and the standard error of the estimate, which were used to determine how well the regression model fits the data.

The coefficient of correlation (R) was 0.851 which indicates a very strong direct/positive correlation between the independent variables and the dependent variable. The coefficient of determination ($R^2$) was 0.724 indicating that the independent variables explain 72.4 per cent of the variability of our dependent variable, which is performance.

***Table 10: Model Summary***

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | 0.851 | 0.724 | 0.523 | 0.454 |
| a. Predictors: (Constant), Stewardship, Team Work, Organizational Structure | | | | |

Source: Survey Data, (2017) n=112

The next table, table 11, presents the Analysis of Variance (ANOVA) results. The F-test ratio in the table tests whether the overall regression model is a good fit for the data. This was achieved by comparing the ratio of the two variances. The F-test value in our study was 3.601. It was seen that the independent variables significantly represent the dependent variable which is performance as the significance value of F-test (0.000) as indicated in the column labeled "sig" is less than 0. 001.

***Table 11: ANOVA***

| **Model** | | **Sum of Squares** | **df** | **Mean Square** | **F-Test** | **Sig.** |
|---|---|---|---|---|---|---|
| 1 | Regression | 29.640 | 40 | 0.741 | 3.601 | 0.000[a] |
| | Residual | 11.318 | 55 | 0.206 | | |
| | Total | 41 | 95 | | | |
| a. Predictors: (Constant), Stewardship, Team Work, Organizational Structure | | | | | | |
| b. Dependent Variable: Performance | | | | | | |

Source: Survey Data, (2017) n=112

The next table, table 12, presents details of the model parameters. Our model was $Y=\beta 1X1+ \beta 2X2+ \beta 3X3+ \varepsilon$. These parameters are provided as the beta values (B). These values provided the required figures that determined our equation model $Y=\beta 1X1+ \beta 2X2+ \beta 3X3+ \varepsilon$.

***Table 12: Coefficients***

| **Model** | | **Unstandardized Coefficients** | | **Standardized Coefficients** | **T** | **Sig.** |
|---|---|---|---|---|---|---|
| | | **B** | **Std. Error** | **Beta** | | |
| 1 | (Constant) | 1.537 | 0.486 | 1.429 | 3.160 | .002 |
| | Stewardship | 0.84 | 0.64 | 0.92 | 1.947 | .034 |
| | Team Work | 0.64 | 0.15 | 0.43 | 2.822 | .006 |
| | Organizational Structure | 0.73 | .063 | 5.43 | 1.988 | .041 |
| a. Dependent Variable: Performance of the Water Service Regulatory Board | | | | | | |

Source: Survey Data, (2017) n=112

# CHAPTER FIVE

## SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### Introduction

The chapter summarizes the findings of the study, gives the conclusions based on the findings and provides recommendations based on the conclusions. It also provides suggestions for further research. The general objective of the study was to analyze the factors affecting performance in water services regulatory board in Kenya. The specific objectives of the study were: to determine the effects of stewardship on performance of the water services regulatory board, to assess the effects of teamwork on performance at the water services regulatory board, to determine the effects of organizational structure in performance of water services regulatory board.

### 5.1Summary

The objective of the study was to investigate the factors affecting performance in public organizations. A case study of the water services regulatory board in Nairobi County was carried out. The specific objectives included: determine the effects of stewardship on performance, assessing the effects of teamwork on performance and determine the effects of organizational structure on performance. The study employed descriptive survey design. A structured questionnaire was used to collect data. Responses in the questionnaire were be tabulated, coded and processed by use of the Statistical Package for Social Sciences, which was be used to generate the statistical outputs. Descriptive statistics and inferential statistics will be used to draw conclusions. In addition, multiple regression analysis will be conducted to establish the relationship between the variables and performance. The findings were then presented in tables and charts.

### 5.1.1. Stewardship

From the findings we saw that employees of the water services are generally in agreement with the queried aspects of stewardship. This indicated that stewardship is among the factors that affect performance of organizations. This is in agreement with views from various authors as detailed in the literature review in chapter two such as Donaldson et al. (2008) who stated that stewardship contributes towards motivation of employees of organization thus leading to improved performance.

### 5.1.2 Team Work

The findings of this study showed that team work is another factor that affects performance of an organization. Teams can expand the outputs of individuals through collaboration. This agrees with studies which show that an employee working within a team can produce more output as compared to an individual Jones *et al* (2007). Also, according to Cohen & Bailey (1999) team's enables people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals. These findings also agree with LePine *et al* (2002) who found, teamwork is an important factor for smooth functioning and increased performance of an organization. Organizations face dynamic environments which are characterized as dramatically changing, uncertain, and high-risk. In such a dynamic environment, many organizations find the use of teams efficient and productive.

### 5.1.3 Organizational Structure

Organizational structure refers to the process of assessing and selecting the structure of an organization, which includes formal systems of communication, coordination, control, division of labor, authority and responsibility, with the intention to facilitate the achievement of organizational goals Trent, (2004).

The findings of this study indicate that to some extent organizational structure does affect performance of an organization. Researchers such as Hartmann, and Bales (2009) have studied patterns in the organization, identified contextual factors that influence its structure or analyzed the contribution of the structure to organizational performance or the performance of the entire organization.

## 5.2. Conclusion

### 5.2.1Stewardship

In conclusion, we found that stewardship, does affect the performance of an organization. Stewardship contributes towards motivation of employees of the organization thus leading to improved performance.

### 5.2.2 Team Work

We also found that team work does affect the performance of an organization. Team work can expand the outputs of individuals through collaboration. In the dynamic business environment, many organizations find the use of teams efficient and productive.

### 5.2.3 Organizational Structure

We also found that organizational structure does affect the performance of an organization. Researchers such as Hartmann, and Bales (2009) have studied patterns in the organization, identified contextual factors that influence its structure or analyzed the contribution of the structure to organizational performance or the performance of the entire organization.

## 5.3Recommendations for Policy and Practice

From the findings of the study and the conclusions the following are the recommendations:

The board and top management of public organizations, who are the stewards of the organization, should be engaged to ensure that public involvement is enhanced in the organization. They should improve communication of information and create a conducive communication environment so as to enhance performance. One of proactive measure that companies they can take is an evaluation of their corporate governance structure and practices and then a shoring-up of any weaknesses.

In public organizations, government policies which support team efforts inside the organization should be formulated and adopted. In this way overall organizational productivity and effectiveness can be enhanced and this will lead to improved performance. It is important to develop such an atmosphere where employees are well satisfied with their jobs and cooperative with each other. This will enable the employees to be in a position to utilize their full potential in their jobs. This research study strongly recommends that the teamwork activities must exist in the organizational environment so that performance can be enhanced.

The board and the managers of public organizations should critically analyze the effectiveness and efficiency of their organization and ensure that proper structures are put in place and implemented with the aim of achieving set goals. The organizations should also endeavor to have proper and well-structured mechanisms in order to achieve laid down goals.

## 5.4 Suggestions for Further Research

The suggestion for further research is that more research and in a much larger scale should be done so as to get a better and more representable idea of the extent to which various factors affect performance in public organizations and also to understand some other factors contributing towards the organizational performance that were not included in this study.

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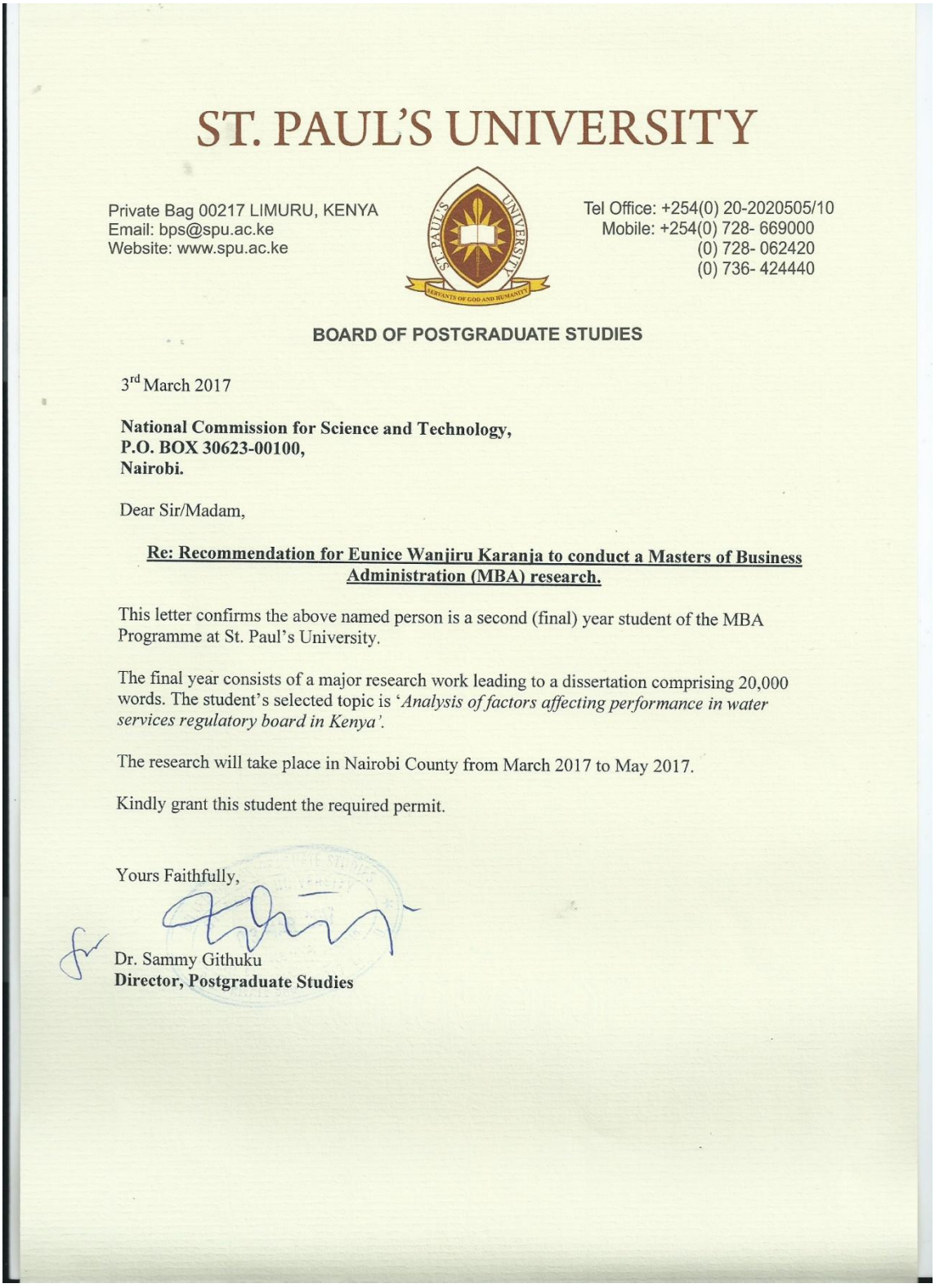
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# APPENDICES

## Appendix one: University Letter of Approval



ST. PAUL'S UNIVERSITY

Private Bag 00217 LIMURU, KENYA
Email: bps@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254(0) 20-2020505/10
Mobile: +254(0) 728- 669000
(0) 728- 062420
(0) 736- 424440

**BOARD OF POSTGRADUATE STUDIES**

3rd March 2017

**National Commission for Science and Technology,**
**P.O. BOX 30623-00100,**
**Nairobi.**

Dear Sir/Madam,

**Re: Recommendation for Eunice Wanjiru Karanja to conduct a Masters of Business Administration (MBA) research.**

This letter confirms the above named person is a second (final) year student of the MBA Programme at St. Paul's University.

The final year consists of a major research work leading to a dissertation comprising 20,000 words. The student's selected topic is '*Analysis of factors affecting performance in water services regulatory board in Kenya'*.

The research will take place in Nairobi County from March 2017 to May 2017.

Kindly grant this student the required permit.

Yours Faithfully,

Dr. Sammy Githuku
**Director, Postgraduate Studies**

## Appendix Two: NACOSTI Research Authorization Letter




**NATIONAL COMMISSION FORSCIENCE, TECHNOLOGY ANDINNOVATION**

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/17/28767/17197** Date: **24th May, 2017**

Eunice Wanjiru Karanja
St. Pauls University
P.O. Private Bag - 00217
**LIMURU.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on ***"Analysis of factors affecting performance in Water Services Regulatory Board in Kenya-Nairobi County,"*** I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **23rd May, 2018.**

You are advised to report to **the Chief Executive Officer, Water Services Regulatory Board, the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

**GODFREY P. KALERWA MSc., MBA, MKIM**
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The Chief Executive Officer
Water Services Regulatory Board.

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified

## Appendix Three: Research Conduct Permit

**THIS IS TO CERTIFY THAT:**
***MS. EUNICE WANJIRU KARANJA***
**of ST. PAULS UNIVERISTY, 1266-30200 KITALE,has been permitted to conduct research in *Nairobi County***
**on the topic: *ANALYSIS OF FACTORS AFFECTING PERFORMANCE IN WATER SERVICES REGULATORY BOARD IN KENYA- NAIROBI COUNTY***
**for the period ending:**
***23rd May,2018***

**Permit No : NACOSTI/P/17/28767/17197**
**Date Of Issue : 24th May,2017**
**Fee Recieved :Ksh 1000**



.....
***Applicant's Signature***

.....
***Director General***
***National Commission for Science, Technology & Innovation***

**Appendix Four: Questionnaire**

**Serial No……..**

This questionnaire is meant to collect information on the factors affecting performance of the water service regulatory board in Nairobi, Kenya. Kindly answer the questions by writing a brief statement or ticking in the boxes provided as will be applicable. The information provided will be treated as strictly confidential and at no instance will your name be mentioned in this research. This research is intended for an academic purpose only.

**SECTION ONE: BACKGROUND INFORMATION**

1. Name of department (optional)…….

2. Age: Below 20 years ❑ 20-29 years ❑ 30-39years ❑ 40-49 years❑ Above 50 years❑

3. What is your marital status? Single ❑ Married ❑ Divorced❑ Widowed ❑ Separated ❑

4. For how long have you worked with Board of Directors?
   i. Less than one year ☐ ii. Between 1-4 years ☐
   iii. Between 5-9 years ☐ iv. Over 10 years ☐

5. What is your highest level of education? (Please tick one)
   i. Secondary school ☐ iii. Undergraduate ☐
   ii. Tertiary college ☐ iv. Post graduate ☐
   Other (specify) ……..

**Section Two: Stewardship**

5. Comment on the influence of stewardship on effectiveness of the water service regulatory board in Kenya. Guide: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly

Agree (5)

| No | Description | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|---|
| i | I find our objectives to conform with our mandate | | | | | |
| ii | I find many of our employees to be highly productive | | | | | |
| iii | I find many of our employees to positively identify with the board as an organization | | | | | |
| iv | I find the utilization of available resources to be prudent | | | | | |
| v | I find the services provided by the board to be reliable | | | | | |
| vi | I find the board's core strategies to be flexible | | | | | |
| vii | I find the board's core strategies to be adaptable to our mandate | | | | | |
| viii | I find the board's core strategies to be well aligned with our mission | | | | | |
| ix | I find many of our employees to be highly committed to the attainment of the board's objectives | | | | | |
| x | I am generally satisfied as an employee with what the board offers me such as salary or work environment. | | | | | |
| xi | I find the relationship between the junior and senior employees to be good | | | | | |

6. The following are statements about effectiveness of the water service regulatory board in Kenya. To what extent do you agree with these statements? Guide: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5).

| No | Description | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|---|---|---|---|---|---|
| i | I find the board to exercise duty of care on its resources | | | | | |
| ii | I find the board taking care of its resources through nurturing and thrifty management of their use | | | | | |
| iii | I find the board able to utilize the full potential of one's abilities and helping one to realize their full potential | | | | | |
| iv | I find the board actions to be of benefit to the current and future generations | | | | | |
| v | I find the board actions to lead to sustainable change in behavior through shift of values and mindset | | | | | |
| vi | I find the board actions to be ethical and altruistic | | | | | |
| vii | I find the board actions to be of long-term good to the larger society | | | | | |
| viii | I find the board's decisions to protect and maximize stakeholders' interests | | | | | |
| ix | I find the board actions to mean financial wellbeing to the | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | organization as a whole | | | | | |
| x | I find the board actions to be of help to the organization in attainment of desired outcome | | | | | |

**Section Three: Teamwork**

7. Comment on the influence of teamwork on effectiveness of the water service regulatory board in Kenya. Guide: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5)

| **No** | **Description** | **Strongly disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly agree** |
|---|---|---|---|---|---|---|
| i | I find my work environment encouraging improved focus and clarity to goal attainment | | | | | |
| ii | I find my work environment encouraging openness in problem solving | | | | | |
| iii | I find my work environment encouraging improved skills development | | | | | |
| iv | I find my work environment encouraging cooperation among employees | | | | | |
| v | I find my work environment encouraging sharing of responsibility among colleagues | | | | | |
| vi | I find my work environment encouraging reduced conflict between individuals | | | | | |
| vii | I find my work environment encouraging smooth functioning of teams | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| viii | I find my work environment encouraging flexibility to adapt to cooperating work environment | | | | | |
| ix | I find my work environment encouraging willingness to contribute towards meeting set objectives | | | | | |
| x | I find my work environment encouraging constructive feedback | | | | | |

**Section Four: Organizational Structure**

8. Comment on the influence of organizational structure on effectiveness of the water service regulatory board in Kenya. Guide: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5)

| **No** | **Description** | **Strongly disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly agree** |
|---|---|---|---|---|---|---|
| I | I find the existing formal systems providing appropriate channels of communication | | | | | |
| Ii | I find the existing formal systems providing appropriate coordination of activities | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| Iii | I find the existing formal systems providing appropriate internal controls | | | | | |
| Iv | I find the existing formal systems providing appropriate division of labour | | | | | |
| V | I find the existing formal systems providing appropriate delegation of responsibility | | | | | |
| Vi | I find the existing formal systems providing for appropriate assignment of tasks | | | | | |
| Vii | I find the existing formal systems providing appropriate in allocating resources | | | | | |
| Viii | I find the existing formal systems providing appropriate in ensuring task completion | | | | | |
| Ix | I find the existing formal systems providing for appropriate transparency and accountability | | | | | |
| X | I find the existing formal systems sound, fair, equal, competitive and effective | | | | | |

**Section Five: WASREB Performance**

9. Comment on the following measures of performance. In your opinion, have they been met / achieved by the water service regulatory board? Tick (✓) on the space provided
   Guide: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5)

| No | Description | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|---|---|---|---|---|---|
| i | Customer service | | | | | |
| ii | Achievement of goals and Objectives | | | | | |
| iii | Efficient management and Leadership | | | | | |

**THANK YOU FOR YOUR RESPONSE**