

**STRATEGIC MANAGEMENT PRACTICES AND PERFORMANCE OF PUBLIC
SECTOR ORGANISATIONS: A CASE STUDY OF NATIONAL WATER AND
SEWERAGE CORPORATION -NAKASERO BRANCH**

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WJ20/MUC/MBA/198

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
FOR THE REQUIREMENTS OF THE AWARD OF THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION OF UGANDA CHRISTIAN UNIVERSITY**

August, 2025

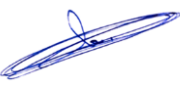


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DECLARATION

I, Okoche Isaiah, hereby declare that this dissertation, titled *Strategic Management Practices and Performance of Public Sector Organisations: A Case Study of National Water and Sewerage Corporation - Nakasero Branch*, is my original it has not been submitted for any other degree or qualification at any institution.

Sign 

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Date: .27-08-2025.....

APPROVAL

This is to certify that this research report has been carried out under our supervision as the university supervisor.

Sign 

Date.....27-08-2025.....

DEDICATION

This dissertation is dedicated to my family, whose unwavering love, encouragement, and sacrifices provided the foundation for my academic journey. To my parents, who instilled in me the value of education, and to my siblings, whose support gave me strength, this work is a testament to our shared dreams and resilience.

ACKNOWLEDGEMENT

I express my deepest gratitude to all who contributed to the successful completion of this dissertation. First, I thank my supervisor, Dr. Omache, for his invaluable guidance, insightful feedback, and encouragement throughout this research process. Their expertise and commitment to academic excellence were instrumental in shaping this study. I am also grateful to the management and staff of the National Water and Sewerage Corporation - Nakasero Branch for their cooperation and willingness to participate in the study, providing critical data that enriched the findings. Special thanks go to my academic peers at Uganda Christian University for their constructive discussions and support during data collection and analysis. I extend my appreciation to the faculty of business for fostering an environment of intellectual growth. I am indebted to my friends, for their moral support and encouragement during challenging times. Finally, I owe a profound debt of gratitude to my family, whose sacrifices, prayers, and belief in my potential sustained me throughout this journey. This work would not have been possible without their collective support.

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ABSTRACT

This study investigated the influence of strategic management practices on the performance of the National Water and Sewerage Corporation (NWSC) - Nakasero Branch, aiming to enhance organizational outcomes in Uganda's public utility sector. The objectives were to examine the impact of strategy formulation, implementation, and evaluation on performance. A descriptive-correlational design was employed, collecting quantitative data from 86 staff members using a 5-point Likert scale questionnaire, analyzed via SPSS v23 for means, standard deviations, and Pearson correlations. Findings revealed a strong positive correlation between strategic management practices and performance ($r = .694$, $p < .01$). Strategy formulation showed a moderate correlation with performance ($r = .507$, $p < .01$), with 88.75% agreeing on succinct processes (mean = 3.61, SD = 1.037), indicating effective planning but moderate goal realism (mean = 3.04). Strategy implementation exhibited a strong correlation ($r = .582$, $p < .01$), with 73.75% supporting role allocation (mean = 3.38, SD = 1.049), though financial resources were moderate (mean = 3.04). Strategy evaluation had the strongest correlation ($r = .646$, $p < .01$), with 71.25% endorsing comprehensive annual evaluations (mean = 3.41, SD = 0.926), but formative evaluations were moderate (mean = 2.61). Performance metrics showed strengths in geographical coverage (mean = 3.31) but weaknesses in service reliability (mean = 2.05). Recommendations include allocating resources for advanced planning tools, enhancing financial and human resource support for implementation, and improving formative evaluations through stakeholder engagement platforms to address moderate performance areas like billing accuracy (mean = 2.61) and non-revenue water (mean = 2.73), aligning with Uganda's NDP III goals (African Development Bank, 2022).

CHAPTER ONE

1.0 Introduction

This chapter covers the background, statement of the problem, Study objectives, research questions, scope and justification of the study.

1.1.1 Background to the study

This study intends to establish if management practices have an influence on performance of public sector organizations. Performance is the dependent variable while strategic management practices is the independent variable.

The question "Why should an organization carry out strategic management practices?" needs to be viewed by understanding the benefits strategic management gives to an organization. Strategic Management provides a framework guiding managerial activities, allocating better resources, supporting objectives and decisions, and enhancing performance.

Strategic management is traditionally associated with the behavior of private firms in markets. In the private sector, strategy is often seen as a way of defeating rivals in competitive markets. Attention has been increasingly focused on the strategy of public organizations (Bryson et al., 2010; Lane and Wallis, 2009; Moore, 1995; Poister et al., 2010).

In the public sector, strategy is more appropriately conceptualized as a means by which organizations can improve their performance and provide better services. It has been widely argued that strategic discretion is more limited in the public than in the private sector (Boyne, 2002; Perry and Rainey, 1988; Ring and Perry, 1985). For example, public organizations cannot easily switch into new markets, or quit a geographical location because it is inimical to good performance. Similarly, although public organizations often have monopoly powers and may be subject to only weak market pressures, their discretion is limited by political, legal and regulatory constraints. Nevertheless, a range of strategic options is available in the public sector, including product and process innovations such as the provision of new services, coverage of new client groups and delivery of services 'in house' or in collaboration with others (Boyne and Walker, 2004).

More importantly, strategic management provides overall direction to the enterprise and involves specifying the organization's objectives, developing long-term policies and plans designed to achieve these objectives, and then allocating resources to implement the plans. Academics and practicing managers have developed numerous models and frameworks to assist in strategic decision making in the context of complex environments and competitive dynamics (Ghemawat, 2002). The concept "strategic management" is not static in nature; the models often include a feedback loop to monitor execution and inform the next round of planning (Lamb, 1984; and Hill & Gareth, 2012). More so, it assists firms to make effective decisions and strategies by staying alert to the threats and opportunities in an uncertain and dynamic environment.

1.1.2 Historical background

In Africa as the strategic management practices becomes more turbulent, Tseng (2007) found that the most important issue the companies face is to use its strategic resources management that facilitate them to achieve strategic management practices and this contribute long-term profit to organizations. Strategic management practices are considered a critical requirement for the growth and performance of organizations in Africa. Tidd (2011) specified that the capability to use strategic resources is ever more viewed as the single most vital factor in developing and supporting strategic management practices to increase firm's performance in Africa. According to Davila (2009) strategic management practices is a necessary ingredient for sustained success and is an integral part of the African business's performance. Redknee (2015) specified that to support its growth and performance, African firms develop strategic management practices that enable service providers to generate higher revenue streams.

In Somalia, after the fall of the autocratic regime of Siad Barre in 1991, Somali firms had an opportunity to penetrate the market. Warsame (2015) indicated that the absence of taxes, lack of laws, and inexistence of license providers and collapse of foreign exchange controls made things easier in many respects. According to Ali (2014) the organizations in Somalia exploit their strategic resources management to determine the most important strategic resources management that enable them gaining strategic management practices to achieve higher profit, dominate and lead

the market

In Uganda, it is reported that, since the 1960s, over 100 Public Sector Organisations (PSOs) have been established by the Government of Uganda and majority of these particularly authorities (13%) came after the 1980s due to the pressure to reform the public sector. The majority of PSOs were established by statute or Acts of Parliament, and a few were constitutionally established. These public sector institutions cover a wide range of Sectors of the economy, and serve a variety of functions.

The performance of public sector organizations in Uganda has been a subject of much debate and discussion. Despite some progress in recent years, public sector performance in Uganda has been generally poor, with many organizations facing a range of challenges such as inadequate funding, poor management, and a lack of accountability. (Musoke & Atusingwize,2021).

1.1.3 Theoretical perspective

The study was guided by the various organizational management theories among which the Systems Theory and Contingency theory

System theory

Systems management offers an alternative approach to the planning and management of organizations. The systems management theory proposes that businesses, like the human body, consists of multiple components that work harmoniously so that the larger system can function optimally. The Systems Theory posits that organizations consist of interrelated parts that must be coordinated to achieve functionality (Laszlo and Krippner, 1997). According to Hambrick and Manson's (1984).

Rather than reducing an entity such as the human body into its parts or elements (e.g. organs or cells), systems theory focuses on the arrangement of and relations between the parts and how they work together as a whole. The way the parts are organized and how they interact with each other, determines the properties of that system. The behavior of the system is independent of the Systems theory focuses on the relations between the parts. The way the parts are organized and how they interact with each other, determines the properties of that system. The behavior of

the system is independent of the properties of the elements. This is often a holistic approach to understanding phenomena.

Contingency theory

The notion that the best way to organize is dependent upon the environment within which an organization is located, and that this fit in turn is a major influence on organizational performance, sits at the heart of contingency theory (Lawrence and Lorsch, 1969; Scott, 2001; Thompson, 1967). Contingency theory, predicated on the view that there is no one best way to organize, strikes at the heart of the approaches often adopted by governments to improve public services. It is not unusual for governments to roll out programmes of reform that apply to a variety of different types of public agencies - those charged with technical goals and those with human or social welfare-orientated objectives and not to differentiate between the contexts within which they are located - rural, suburban or urban, complex or simple, magnificent or miserly they are located - rural, suburban or urban, complex or simple, magnificent or miserly. For example, the Blair Labour government in the UK launched a programme of public service improvement in its second term in office (Blair, 2002; OPSR, 2002, 2003) aspects of which were initially applied to Welsh local governments. This public service improvement strategy focused upon developing minimum standards (through performance management and target setting), devolution of responsibility, enhancing the flexibility of public organizations through leadership and improvement, offering incentives and increasing choice through contestability and user choice. Empirical analysis of this programme in English local government suggested that only some aspects assisted in performance improvement and that many organizations were required to implement reforms that had no consequence for their achievements (Walker and Boyne, 2006). Such one-size-fits-all approaches to the political management of public service organizations is a frequently cited criticism of government programmes of management reform (Walker and Enticott, 2004).

Contingency theory has been applied to the study of public organizations for some time. In the 1970s, Greenwood, Hinings and Ranson (1975a, 1975b) mounted a series of studies that examined organizational structure and argued that this was contingent on the organizational environment and the internal characteristics of goals, size and political control. The work has been extended to examine the

relationship between organizational context and decision-making and the environment and budgets (Greenwood, 1987). While evidence that the organizational context affects the performance of public agencies is longstanding (Andrews et al., 2005), other research has shown how organizational environments affect strategy (Pettigrew et al., 1988). The spotlight has also been turned to organizational processes, including strategic and corporate planning, and a number of important contingencies that lead to success, or otherwise, have been noted (Boyne, 2001; Clapham, 1984).

1.1.4 Conceptual perspective

Contemporary strategic management in public utilities emphasizes adaptive planning, stakeholder co-creation, and digital integration (Mwanza, 2025; Obicci, 2025). These practices align with Uganda's NDP III goals for inclusive and data-driven service delivery (African Development Bank, 2022).

It is within these four elements that strategic management practices are manifested and is also described as the strategic management process. Strategy formulation is the development of long-range plans for the effective management of environmental opportunities and threats, in light of corporate strengths and weaknesses (Wheelen & Hunger, 2008). It includes defining the corporate mission, specifying achievable objectives, developing strategies and setting policy guidelines. Strategy implementation is the process through which strategies are put into action throughout the organization by deriving short-term objectives from the long-term objectives and further deriving the functional tactics from the business strategy.

This process assists management in identifying the specific immediate actions that must be taken in the key functional areas to implement the business strategy (Pearce & Robinson, 2008). Strategy evaluation and control is the process of comparing the actual performance against the desired performance. Strategy evaluation entails establishing control mechanisms to continuously review, evaluate and provide feedback concerning the implemented strategies to determine if the desired results are being accomplished such that corrective measures may be taken if warranted (Hill & Jones, 2001; Steiner, 1997). Therefore, this study was seeking to gain knowledge on the influence of strategic management practices on the performance

of public sector organizations in Uganda particularly National Water and sewerage, Nakesero branch. The measures/indicators of independent variable, strategic management practices for this study were strategy formulation, implementation and evaluation

1.1.5 Organizational Performance

Measuring performance of an organization is important in monitoring an organizations progress. It entails the measurement of the organization's actual performance results of outcomes against its intended goals. Performance measurement in Uganda's public sector now relies on digital KPIs, citizen feedback platforms, and real-time dashboards (Musoke et al., 2021; Spencer & Carasco-Saul, 2017). These tools enhance transparency and responsiveness in service delivery. Currently, the manner through which an organization is managed has a strong impact on both the individual and organizational performance. Key performance indicators include measurements such as number of sales, cost per order, number of dissatisfied customers, defects reported and so on.

In order to maintain the firm's competitive advantage, the company needs to constantly adapt to the turbulences of constantly changing business environment. This requires an optimum balance of qualitative and quantitative measures for monitoring of progress and performance. Richard et al. (2009) argues that a firm's performance, entails the following distinct categories of a company outcome performance of the product market (market share, sales); financial performance (growth, cash flow, and efficiency, profits, return on assets, return on investment) and returns of shareholders (sum shareholder's return, economic value added).

For the purpose of this study the performance indicators were Efficiency, customer satisfaction and growth in number of customers

Good performance influences the continuation of the firm and can be divided to financial or business performance (Gibcus and Kemp, 2003). Financial performance is at the core of the organizational effectiveness domain. Accounting-based standards such as return on assets (ROA), return on sales (ROS) and return on equity (ROE) measure financial success. Business performance measures market-related

items such as market share, growth, diversification, and product development (Gibcus and Kemp, 2003). The organizational performance measures as indicated by Kaplan and Norton (2004) include excellence in internal business processes and effective timely and accurate data collection, quality workforce, quality work environment.

1.1.6 Contextual context

The National Water and Sewerage corporation (NWSC), was established by Decree No:34 of 1972 following an earlier study on the need for improvement of water and sanitation services in the major urban centers of Uganda. NWSC which became operational as the first national water utility in the wake of the 1973 instability and economic hardships that the country endured. The Government appointed a new Board of Directors to run the corporation, but as earlier mentioned, the Board comprised permanent secretaries from different ministries. Such appointments implied that the corporation was not allowed to operate as an autonomous entity which frustrated its endeavors in attaining efficient delivery of services. Between 1981 and 1986, efforts to rehabilitate the corporation were made and a new Chief Executive Officer was appointed to spearhead these efforts. In 1995, Parliament passed the NWSC statute that granted the corporation institutional autonomy to provide water and sewerage services under its jurisdiction on a commercial basis. With this law in place, the BOD was changed from a Board that had entirely been made up of government officials to professionals. Despite the efforts to restore the corporation between 1986 and 1998, NWSC fell short of meeting its expectations (Muhairwe, 2010).

To initiate internal reforms, change management programmes were introduced that resulted into non-interference of the government with the corporation's management and its BOD that was required to support management in creating strategies for a more desirable performance (Mugisha and Berg 2006). In 1998, the government appointed a new BOD to spearhead these reforms in NWSC; an appointment that came with freedom to execute their roles without interference. In addition, the Board was given the mandate to appoint a new CEO.

1.2 Problem Statement

Strategic management is widely recognized as a cornerstone for enhancing public sector performance. In government institutions, it serves not merely as a planning tool but as a dynamic framework for improving service delivery, resource utilization, and organizational accountability (Balci, Caliskan & Yuen, 2019). In sectors such as policing, strategic management has been shown to reduce ambiguity, foster collaboration, enhance crisis response, and promote human capital development and corporate social responsibility (French, 2019).

Globally, the importance of strategic management transcends sectoral boundaries. Effective governance, whether in public agencies or private enterprises—is increasingly viewed as essential to economic stability and institutional resilience. In Uganda, over 100 Public Sector Organizations (PSOs) have been established since the 1960s, with a surge in the 1980s driven by reform pressures. However, many of these entities have faced liquidation, restructuring, or closure due to persistent underperformance. Strenger et al. (2012) report that 35% of African companies collapse due to poor strategic choices, underscoring the critical role of boards in guiding strategic direction (Kunle, 2013).

According to National Water and Sewerage Cooperation report 2023, Nakasero branch performance in the areas of Non-Revenue Water(NRW), Customer satisfaction and Customer Base growth were declining as shown in table below,

Nakasero Branch KPI Performance

KPI	2019		2020		2021		2022		2023	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
NRW	35%	33%	35%	33%	35%	30%	35%	28%	35%	26%
Customer Satisfaction (CSI)	80%	78%	80%	78%	80%	75%	80%	71%	80%	69%
Customer base	9000	8951	9270	8958	9548	8942	9,929	8932	10,902	8928

Customer base growth rate			3%	0.08%	3%	-0.18%	4%	-0.12%	5%	-0.05
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Source: NWSC Annual report, 2023

From the table above, Non-Water Revenue target was set at 35%, however the actual performance reflected 33% in 2019 and 2020, 30%, 28% and 26% in 2021, 2022 and 2023 respectively. This reflected an under achievement and a decline in performance over the years. The Customer base was targeted at 80%, however the actual performance was 78% in 2019 and 2020, 75%, 71% and 69% in 2021, 2022 and 2023 respectively. This as well showed an underachievement in performance over the years. The Customer base growth rate was expected to be at 3% in 2020 and 2021, 4% in 2022 and 5% in 2023. However, 0.08% was achieved in 2020, -0.18%, -0.12% and -0.05% was achieved in 2021, 2022 and 2023 respectively. This implied under achievement and decline in performance over the years.

National Water and Sewerage Cooperation is governed by a Board of Directors consisting of nine (9) members. In preparing their Cooperate Strategy, the Corporation pursued a participatory and consultative strategic planning process involving the Board, Management and Representatives of Staff at various levels. This was seen as a sustainable programmatic approach for the development of NWSC Strategy that guarantees ownership and ultimate implementation of the Plan. The exercise also involved benchmarking of best practices with other leading institutions and a detailed review of the performance for the Corporate Plan. National Water and Sewerage Cooperation Corporate Plan (2019-2024)

This gap points to a critical need: to examine how the formulation, implementation, and evaluation of strategic plans can address systemic weaknesses and enhance performance in National Water and Sewerage Cooperation, Nakasero branch. Understanding this relationship is essential for designing more resilient, accountable, and service-oriented institutions in Uganda and beyond

1.3.0 Objectives of the Study

1.3.1 General Objective

The overall objective of this research is to determine the effect of strategic management practices on the organizational performance of public sector organizations in Uganda particularly National water and sewerage, Nakesero branch and find out possible solutions to challenges facing the national water and sewerage corporation

1.3.2 Specific Objectives

1.3.3 To determine the effect of strategy formulation on performance of National Water and Sewerage Corporation, Nakesero branch

1.3.4 To examine the role played by strategy implementation in influencing performance of National Water and Sewerage Corporation, Nakesero branch

1.3.4 To investigate the effect of strategy evaluation on the performance of National Water and Sewerage Corporation, Nakesero branch

1.4.0 Research questions

1.4.1 What is the effect of strategy formulation on performance of national water and Sewerage Corporation, Nakesero branch?

1.4.2 What is the effect of strategy implementation on performance of national water and Sewerage Corporation, Nakesero branch?

1.4.3 What is the effect of strategy evaluation on performance of National Water and Sewerage Corporation, Nakesero branch?

1.5 .0 Significance of the Study

This study will benefit multiple stakeholders by empowering them with information on issues related to strategic management and organizational performance of national water and sewerage. The most impacted stakeholders are management teams of public sector organizations, supervisors, and future researchers.

1.5.1 Management of public sector organizations

As already stated, beforehand, there is little scholarship on this topic for management of public sector organizations to review. The findings of the study may enable strategic management teams at national water and Sewerage Corporation to

develop proper evidence-based strategic management practices and policies that will result in better organizational performance.

1.5.2 Supervisors

This study enlightens supervisors of public sector organizations on the importance of proper implementation and evaluation of strategic management practices. This is in a bid to facilitate the meeting of short and long-term goals. Proper evaluations unveil loopholes in the strategies and hence provide formidable solutions that aid in the process of implementing organizational strategies.

1.5.3 Academicians and Future Researchers

Finally, findings from this research may add to the existing body of literature in the field of strategic management and therefore serve as reference points for other researchers on the subject.

1.6 Justification

This study is justified because majority of the public organization in Uganda have failed at service delivery and their performance is shrinking, and many have been privatized due to failure to fulfill their mandates to the public. One of the reasons highlighted for this under performance is due to ineffective management practices (Ntayi, 2019). One would wonder to investigate the extent to which management practices among these organizations apply them and how these practices affected performance among public sector organizations.

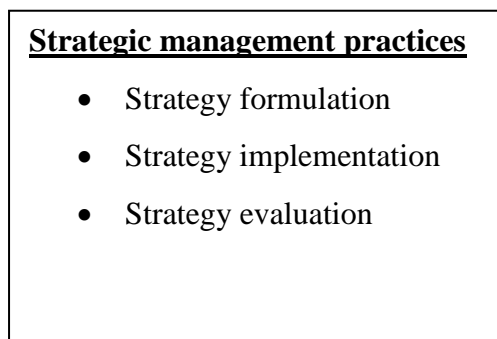
The study is also important in the Ugandan context given the important role public sector organizations play in the economic development and service delivery since there is need to explore the management practices in Uganda and to ascertain whether they are able to meet the information expectations of the public and that of the government (Giacomini et al., 2016).

1.7 Conceptual framework

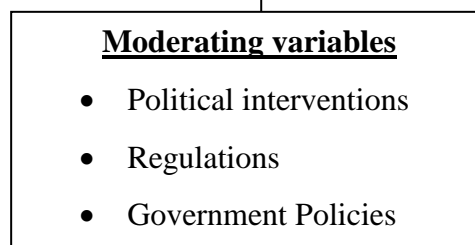
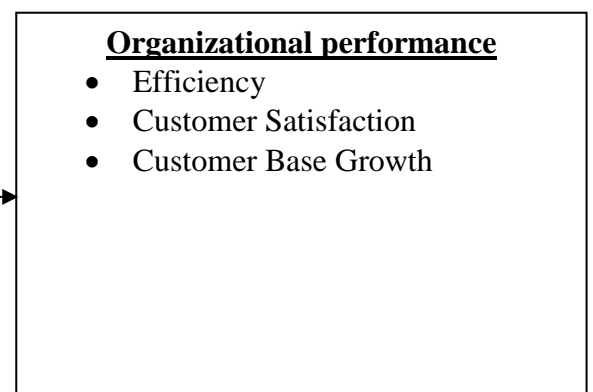
A conceptual framework is a model of presentation where a researcher represents the relationships between variables in the study and shows the relationship graphically or diagrammatically (Orodho, 2006). It involved strategic management practices (Strategy formulation, implementation, evaluation strategy of National water and sewerage corporation Nakasero branch as the independent variables, while the dependent variables considered as performance indicators were ;Efficiency ,Customer satisfaction and Customer Base Growth. NWSC being a government entity moderating variables such as Political interventions, Regulations and Government policies have an influence on the relationship between the Interdependent variable and the Independent variable.

Fig 1: Showing the Conceptual Framework

Independent variable



Dependent variable



Source: Adopted from Chiwawa, N. (2021) Mahmood, S. M. J. (2022), Mwanza, W. (2025), Obicci, P. A. (2025) and modified by the researcher.

1.8 Definition of key terms

Public Sector Organizations

Public sector organizations are entities owned, funded, and regulated by the government to deliver services that benefit society collectively. These include health care, education, infrastructure, law enforcement, and water management. In Uganda, institutions like the National Water and Sewerage Corporation (NWSC) operate under strategic mandates aligned with national development goals (NPA, 2023; NWSC Corporate Plan, 2024-2027).

National Water and Sewerage Corporation (NWSC) - Nakesero Branch

NWSC is a public utility responsible for water supply and sewerage services across Uganda. The Nakesero branch serves a critical urban zone in Kampala, implementing strategic initiatives to improve service delivery, reduce non-revenue water, and enhance customer satisfaction (NWSC Annual Report, 2024).

Organizational Performance

Organizational performance refers to the extent to which an entity achieves its strategic objectives using both financial and non-financial metrics. In public sector contexts, performance includes service coverage, operational efficiency, stakeholder satisfaction, and environmental impact (Edema, 2025; Musoke et al., 2021).

Strategic Management Practices

Strategic management practices encompass the processes of strategy formulation, implementation, evaluation, and control. These practices are influenced by internal capabilities and external environmental factors, and are critical in shaping organizational competitiveness and effectiveness (Mahmood, 2022; Chiwawa, 2021). In NWSC, these include digital transformation, stakeholder engagement, and infrastructure resilience.

Strategic Management

Strategic management is a coordinated set of decisions and actions aimed at achieving long-term organizational goals. It involves aligning resources, capabilities, and operations with the external environment to ensure sustainable performance (African Development Bank, 2022; Office of the President Strategic Plan, 2025/26-2029/30).

Strategy Evaluation and Control

This refers to the continuous process of assessing actual performance against planned objectives, using tools such as KPIs, dashboards, and stakeholder feedback. Corrective

actions are taken when deviations occur to ensure strategic alignment and accountability (Uganda Evaluation Association, 2023; NWSC M&E Framework, 2024).

Strategy

Strategy is the dynamic process of matching an organization's resources and activities with its operating environment to achieve competitive advantage and public value. In NWSC's context, strategy involves balancing infrastructure investment, customer needs, and environmental sustainability (NWSC Strategic Outlook, 2024-2029).

1.9 Chapter summary

This chapter presented the introduction to the study, historical background, theoretical perspective, conceptual context, contextual perspective, problem statement, research objectives and research questions, scope of study, significance of the study, conceptual framework and definitions of key words

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter deliberated on the review of literature pertinent to the topic at hand, which is on strategic management practices and their effect on organizational performance. It is organized into three major sections concerning the objectives of the study formulated in the first chapter of the report.

2.1 Strategic Management Practices and Organizational Performance

Recent studies emphasize the importance of context-specific strategy formulation in public sector organizations. Chiwawa (2021) argues that effective strategy formulation involves aligning organizational goals with external environmental factors, such as regulatory changes and stakeholder expectations, to enhance performance. Drawing on Contingency Theory, the study highlights the need for public entities to adapt strategies to their unique contexts, unlike private-sector models that prioritize profit (Chiwawa, 2021). Similarly, Obicci (2025) found that in Ugandan local governments, authentic leadership and stakeholder engagement significantly improve strategy formulation by ensuring alignment with community needs. However, Obicci's study focuses on asset management, limiting its direct applicability to public utilities like NWSC.

The African Development Bank (2022) underscores Uganda's National Development Plan III (NDP III, 2021-2025), which emphasizes strategic alignment with national goals like infrastructure development. This is relevant to NWSC's formulation processes, which involve stakeholder consultation and goal-setting (Section 4.4.1). However, the report notes bureaucratic inefficiencies in strategy formulation, a gap this study addresses by examining NWSC's practices. While these studies advance earlier works (e.g., Porter, 2004), they lack specific focus on public utilities, highlighting the need for this research.

Strategy implementation remains a critical challenge in public sector organizations due to bureaucratic constraints and resource limitations. Mwanza (2025) examined implementation in public electricity utilities, using the Resource-Based View (RBV) to argue that organizational capabilities—such as workforce skills and structural support—significantly influence performance. The study found that leadership and

asset utilization are key drivers, aligning with NWSC's findings on resource allocation and departmentalization (Section 4.4.2). However, Mwanza's focus on electricity utilities in a non-Ugandan context limits its applicability, though its reference to Kenyan studies (e.g., Korir & Moronge, 2017) provides regional relevance.

In Uganda, the *European Journal of Business and Strategic Management* (2020) studied the Uganda Police Force, finding that effective implementation through training and community engagement enhances performance. This supports NWSC's emphasis

2.2 Strategy Formulation and Organizational Performance

With regards to this objective there are currently no studies that were conducted within the public sector and the consulted ones were pulled from various sectors and parallels were drawn to depict possible implications. Strategy formulation and organizational performance is an area that has received scholarly attention from around the globe. Studies have been conducted to illustrate links between these two variables as separate studies or within other studies as is the case with the current investigation.

Chiwawa (2021) emphasizes that effective strategy formulation in public sector organizations requires aligning goals with external environmental factors, such as regulatory frameworks and stakeholder expectations, to enhance performance outcomes like service quality and customer satisfaction. Grounded in Contingency Theory, the study argues that public entities must adapt strategies to their unique socio-political contexts, contrasting with private-sector models focused on profitability (Chiwawa, 2021). This aligns with NWSC's formulation practices, which involve stakeholder consultation and environmental scanning (Section 4.4.1). However, Chiwawa's (2021) study is broad, lacking specific empirical data on public utilities or Uganda, limiting its direct applicability to NWSC's context.

In a Uganda-specific study, Obicci (2025) found that authentic leadership and stakeholder engagement significantly enhance strategy formulation in local governments, improving performance metrics such as operational efficiency. The study, based on quantitative data from 283 employees, suggests that involving community stakeholders in goal-setting fosters alignment with public needs (Obicci,

2025). This is highly relevant to NWSC, where stakeholder consultation is reported as a strength (Section 4.4.1). However, Obicci's focus on physical asset management rather than broader strategic processes limits its scope, and its quantitative approach lacks qualitative insights into stakeholder dynamics, a gap this study could address.

The African Development Bank (2022) provides a policy perspective, highlighting Uganda's National Development Plan III (NDP III, 2021-2025), which prioritizes infrastructure development and strategic alignment with national goals. The report notes that bureaucratic inefficiencies and poor stakeholder coordination often hinder effective strategy formulation in Uganda's public sector, directly relevant to NWSC's challenges, such as uncollected revenue (Section 1.1.1). While valuable for contextualizing NWSC's environment, the report is a policy document, not a peer-reviewed study, limiting its academic rigor (African Development Bank, 2022).

Mahmood (2022) conducted a global literature review on strategic management in the public sector, finding that strategy formulation is most effective when it incorporates environmental scanning and stakeholder input. The study critiques the over-reliance on private-sector models, which often fail to account for public sector constraints like bureaucracy and limited resources (Mahmood, 2022). This is pertinent to NWSC's context, where bureaucratic challenges impede performance (Section 4.4.4). However, Mahmood's review lacks Uganda-specific data, underscoring the need for localized studies like the present research.

A study by the European Journal of Business and Strategic Management (2020) on the Uganda Police Force found that strategy formulation, particularly through community engagement and capacity building, positively impacts performance metrics like public trust and operational efficiency. Using a quantitative design with 63 respondents, the study highlights the importance of aligning strategies with stakeholder needs, mirroring NWSC's practices (European Journal of Business and Strategic Management, 2020). However, its focus on the police sector limits direct applicability to public utilities, and its descriptive approach lacks critical synthesis of methodological limitations, as noted by the examiner.

Critically, recent literature confirms the positive relationship between strategy formulation and organizational performance but reveals gaps in Uganda-specific research, particularly for public utilities like NWSC. While Chiwawa (2021) and

Mahmood (2022) provide theoretical and global perspectives, their lack of localized data highlights the need for this study. Obicci (2025) and the European Journal of Business and Strategic Management (2020) offer valuable Ugandan insights but are limited to specific sectors (local government and police, respectively). The African Development Bank (2022) contextualizes Uganda's challenges but lacks academic depth. Moreover, most studies rely on quantitative methods, neglecting qualitative insights into stakeholder perceptions, which this study could explore further. By examining NWSC's strategy formulation, this research addresses these gaps, contributing to both theoretical and practical understanding of public sector performance in Uganda.

2.2.1 The Role of Environmental Scanning

In the study by Babatunde and Adebisi (2012), the researchers individually analyze the effect of strategic environmental scanning on organizational performance in Nestle and Cadbury Plc. Nigeria. Their findings indicate that environmental scanning is having a significant impact on the performance of an organization. The explanation was that strategic environmental scanning results in management are capturing potential changes in the environment, and this empowers them to adopt strategies to match the dynamics of the market. Many studies have complemented the findings made herein such as in Srinivasan, Mukherjee, & Gaur (2011) where evidence gathered supported the use of environmental scanning while firms are going through mergers and acquisitions. Another study still in support of this notion is Lau, Liao, Wong, & Chiu (2012) where environmental scanning is considered to be the most critical element of strategy formulation processes in the business sector. Zhang, Majid, and Foo (2011) examine the contribution of environmental scanning to organizational performance. Specifically, the study argues that with environmental scanning, a firm can cope with uncertainties and also becomes capable of formulating adaptive strategies. By anticipating changes in the environment, a firm is, therefore, able to appropriately act in enhancing the business interests of the company and protect its profitability. This link between environmental scanning and performance of organizations is also envisaged in the study by Agbim, Oriarewo, & Zever (2014) in which credit is given to firms that

engage in environmental scanning at strategic levels because of the effect that this process has on their ultimate performance financially and otherwise.

Environmental scanning has also been investigated in Frishammar & Åke Hörte (2005) regarding its role in establishing organizational performance. In this study, different firms were evaluated regarding their use of environmental scanning tools including PESTLE, SWOT, and BCG Matrix. The performance of the firms was also investigated. Results indicated that the firms that used the tools more had a higher likelihood of scoring highly in their financial performance. Cousins, Lawson, Petersen, & Handfield (2011) supported the research by providing further evidence linking the specific tools investigated therein to organizational performance. According to the study, SWOT analysis as a tool emerged as the most effective tool that can lead to higher organizational performance if used effectively by strategic management teams.

2.2.2 The Role of Goal Setting

Strategy formulation also entails setting goals to guide the implementation and evaluation of strategies. According to Poister & Streib (2005), goal setting is a core activity that needs to be accorded adequate attention because it supports other functionalities of strategic management. The study links goal setting to the performance by stating that performance is usually predetermined by the goals that have been set in the beginning. It argues along similar lines as Chun & Rainey (2005) where performance is considered to be an abstract term that is only given its meaning by goal setting. Any performance can be good or bad, but it is only by comparing it to the original goals that one can tell whether the entity has performed well or not (Slater, Olson, & Hult, 2006). Should the performance be equal or higher than the goals set, performance would be deemed to be acceptable. The opposite is true for when the ultimate performance comes below the established goals and objectives.

According to Kuratko & Audretsch (2009), a set of goals and objectives is a primary function of strategic management. In the study, the researchers examine the role of different two kinds of goals in the performance of a firm namely long-term and short-term goals. Vision and mission are considered to be the long-term goals while action plans and daily targets were considered to be short-term goals. Similar to the observation made in Chenhall (2005), it was established that long-term goals had a

bigger impact on organizational performance. It was found that short-term goals also had an impact on organizational performance. The combined effect of the two kinds of goal setting was found to indicate as already established in Nzioka (2017) that there are always better results when long term and short-term goals are combined into one hybrid strategy.

The role of goal setting is also investigated in the research compiled by Olson, Slater, & Hult (2005), where the authors opine that all organizational activities are guided by goals formulated from the strategic level of management. The day-to-day running of any organization is also said to be linked to the expressed goals initially. Without the guidance of these goals, it is impossible for line managers to determine how much productivity is expected from them. As already established in Chun & Rainey (2005), operational level objectives are established after careful examination and breaking down of strategic and business level goals. When an organization seeks to act in the absence of intentions, it risks underperforming since goals are usually set at challenging levels to motivate the urge in employees to work towards the good of the organization. Similarly, it is reported in Kuratko & Audretsch (2009) that strategic goals give direction to all departments, and are therefore inevitable regardless of the setting or industry an organization is in. The study views mission and vision as goals that propel an organization's conduct and thus setting of goals is not only advisable but also mandatory for an organization that is disciplined enough to care about its long-term sustainability.

2.2.3 The Role of Stakeholder Consultation

Kenyoru (2015) investigated the effect of stakeholder involvement during strategy formulation in the performance of firms. Findings from the study established that due to the importance of stakeholders, it is relevant that they are involved in all stages of strategic management practices including during its formulation. These findings rhyme with those made in Poister (2010) where the effect of stakeholder engagement was said to contribute to at least 40% of the performance of a company. These two studies imply that when stakeholders are brought together to the discussion table at the start of a project, there is a high likelihood that the enterprise in question will succeed. In Gao & Zhang (2006), stakeholder involvement in strategy formulation is considered crucial because the approach ensures the

comprehensiveness of the prospective strategy so that all scenarios are adequately evaluated before settling for the most suitable strategy.

The study by Conner (2015) also delved into investigating the role played by stakeholder consultation in influencing the performance of organizations. Outcomes from this piece of research indicated that there was a high correlation between the degree to which stakeholders are engaged during the planning phase of strategic management and the eventual level of performance. The findings made therein were consistent with those made in Epp (2013) where the overall effect of consulting with stakeholders was found to positively impact organizational performance by influencing the productivity and morale of employees. This was however only in cases where representatives of employees are also involved in the process of strategy formulation. As Greco, Sciulli, & D'Onza (2015) argue, when all formulate a strategy through stakeholder consultation, everyone owns it, and therefore everyone works tirelessly towards ensuring that it materializes. Furthermore, consultation with stakeholders makes a strategy more thought and deliberated on and thus makes it more effective during implementation. Epp (2013) found that when all relevant stakeholders are consulted, a strategy has 11% better chances of fulfilling its objective than if only a handful of stakeholders are consulted at the top of the organizational hierarchy.

Okoth (2016) examines the impact of stakeholder consultation during the planning of strategies and finds out that it has a significant effect on the performance of firms. Beal (2000) cites this study in its study on the effect of stakeholder consultation and further posits that stakeholders are important to be consulted during formulation of strategies since some of them are responsible for implementing and evaluating them. Without their input, Okoth (2016) finds that such strategies might not receive adequate support to facilitate their success in later stages. The role played by stakeholders, in this case, is to validate what has been deliberated on by strategic teams.

2.3 Strategy Implementation and Organizational Performance

The second objective of the study relates to the determination of the impact that strategy implementation has on organizational performance. It would have been quite helpful if there were studies that were relevant to the public sector organizations where it would have been easy to draw an inference to the case of

National water and Sewerage Corporation (Arner, Barberis, & Buckley, 2015). However, just like the case was with strategy formulation, there were no studies that dealt with the said topic within the National water and sewerage corporation. As a result, this review undertook an examination of sources that are not within this industry but still discussed the links between strategy implementation and organizational performance.

The relationship between strategy implementation and organizational performance is closely linked. According to Mintzberg and Quins (2004), 90% of well-formulated strategies fail at implementation stage and only 10% of formulated strategies are successfully implemented. The successful implementation of strategy is fully dependent on involvement of all the stakeholders in an organization. Communicating progress of implementing the strategy to the stakeholders will assist them in determining whether corrective action is required (Pearce and Robinson, 2008). Njagi and Kombo (2014) examined the effect of strategy implementation on performance of commercial banks in Kenya. Results revealed that there was a strong relationship between strategy implementation and organizational performance.

Strategy implementation, the process of translating formulated strategies into actionable plans through resource allocation, organizational structure, and effective communication, is a critical driver of organizational performance in public sector entities. This section reviews recent literature (2020-2025) to explore the relationship between strategy implementation and performance, with a focus on public sector organizations and Uganda-specific contexts relevant to the National Water and Sewerage Corporation (NWSC) - Nakasero Branch. The review synthesizes empirical and theoretical studies, critically analyzing their contributions, limitations, and gaps to justify the current study's focus on NWSC's implementation practices.

Mwanza (2025) investigated strategy implementation in public electricity utilities, using the Resource-Based View (RBV) to argue that organizational capabilities—such as workforce skills, leadership, and asset utilization—significantly enhance performance metrics like service delivery and operational efficiency. The study found that effective implementation requires clear communication channels and structural support, aligning with NWSC's reported strengths in departmentalization and resource allocation (Section 4.4.2; Mwanza, 2025). However, Mwanza's focus on

electricity utilities in a non-Ugandan context limits its direct applicability, though its reference to Kenyan studies (e.g., Korir & Moronge, 2017) provides regional relevance. The study's reliance on quantitative data also overlooks qualitative insights into implementation barriers, a gap this research could address.

In a Uganda-specific study, the *European Journal of Business and Strategic Management* (2020) examined strategy implementation in the Uganda Police Force, finding that training programs and community engagement significantly improve performance outcomes, such as public trust and operational effectiveness. Using a quantitative design with 63 respondents, the study highlights the role of capacity building and stakeholder involvement in implementation, which parallels NWSC's emphasis on communication and role assignment (*European Journal of Business and Strategic Management*, 2020). However, its focus on the police sector limits its applicability to public utilities, and its descriptive approach lacks critical analysis of methodological limitations, as noted by the examiner.

Obicci (2025) explored authentic leadership's role in implementing physical asset management practices in Ugandan local governments, finding that leadership and stakeholder engagement mediate performance outcomes like operational efficiency. Based on quantitative data from 283 employees, the study suggests that clear role assignments and resource allocation enhance implementation, directly relevant to NWSC's challenges with billing inefficiencies and resource mismanagement (Section 1.1.1; Obicci, 2025). However, its focus on asset management rather than broader strategic implementation limits its scope, and the absence of qualitative data restricts insights into stakeholder dynamics, which this study could explore further.

Mahmood (2022) conducted a global literature review on strategic management in the public sector, noting that implementation often fails due to bureaucratic constraints and inadequate resource allocation. The study emphasizes the need for adaptive leadership and clear communication to overcome these barriers, supporting NWSC's findings on the importance of departmentalization (Mahmood, 2022). However, Mahmood's review lacks Uganda-specific data, highlighting the need for localized research like the present study. Its broad scope also limits in-depth analysis of utility-specific implementation challenges.

The African Development Bank (2022) provides a policy perspective through Uganda's National Development Plan III (NDP III, 2021-2025), which identifies bureaucratic inefficiencies and poor resource coordination as key barriers to strategy implementation in Uganda's public sector. This is directly applicable to NWSC's challenges, such as uncollected revenue of UGX 20.3 billion in 2017 (African Development Bank, 2022). While valuable for contextualizing NWSC's environment, the report's policy focus limits its academic rigor, lacking the empirical depth of peer-reviewed studies.

Critically, recent literature underscores the positive impact of strategy implementation on organizational performance but reveals significant gaps. Mwanza (2025) and Mahmood (2022) provide theoretical and global insights but lack Uganda-specific data, while Obicci (2025) and the European Journal of Business and Strategic Management (2020) offer localized perspectives but are sector-specific (local government and police, respectively). The African Development Bank (2022) contextualizes Uganda's bureaucratic challenges but lacks academic depth. Moreover, most studies rely on quantitative methods, neglecting qualitative insights into implementation barriers like employee resistance or stakeholder misalignment, which this study could address. By examining NWSC's implementation practices, this research fills these gaps, contributing to both theoretical understanding (e.g., RBV, Systems Theory) and practical solutions for public utilities in Uganda.

2.3.1 The Role of Communication

According to Neves & Eisenberger (2012), communication is a critical element of the strategy implementation process as it helps in the coordination of efforts, resources, people, and activities. The study further states that communication is especially useful and imperative in big companies since there are usually many activities, people, resources, and efforts being applied to cause positive change in such organizations. Furthermore, Myers & Sadaghiani (2010) argue that organizations operating on the large scale need to entrench sound communication practices in their strategies because it is the only way that long-term plans formulated at the top can be broken down into smaller achievable and short-term goals. Similar sentiments are expressed in Den Hartog, Boon, Verburg, & Croon (2013) where the

source claims that communication is a fundamental component in big entities due to the amount of coordination needed between and among activities.

The research by Kibe (2014) finds proper communication to be an integral part of strategy implementation due to its ability to provide information on time to stakeholders and thereby empowering them to act in good time. The study finds poor communication to lead to lags in action by stakeholders, and this may cause inconveniences to customers and or employees. The level of competitiveness is also likely to be negatively influenced if there is poor communication. Giant firms in almost any industry have integrated information systems that facilitate communication with stakeholders both within and outside organizational premises (Ngozi & Ifeoma, 2015). This is a highly recommended practice since there are persons outside the organization with whom a firm may need to communicate in the course of doing business such as suppliers and advertisers. These stakeholders are equally important because they play different but crucial roles in the organization in question. In fact, according to Florea (2014), internal stakeholders depend on their external counterparts just as they rely on internal parties hence the need for excellent communication with both. The study further considers external communication to play a crucial role in enhancing the success of organizations since such entities operate in an open system and not a closed one where external communication would not be necessary.

The study by Husain (2013) also considers communication within and outside an organization to be vital if a firm is earnestly seeking to accomplish its goals and objectives. The performance of organizations is as a result of this link with communication during the implementation of strategies. The authors argue that it is impossible for lower management and other subordinates to appreciate the importance of goals and strategies formulated from above if such information is not well communicated to them and in good time. The study also finds the need for constant interactions between seniors and junior members in an organization to seek clarification and provide it respectively. For Shamsan & Otieno (2015) and Unzicker, Clow, & Babakus (2000), strategy implementation is characterized by back-and-forth communication between and among different levels of management in a firm. These communications are said to be the drivers of success in any commercial entity and that they should be encouraged at all times.

2.3.2 The Role of Resource Allocation

Several studies have found that resource allocation greatly impacts as an element of strategy implementation, resource allocation has received a fair amount of attention from scholars, some of whom have sought to relate it to organizational performance. Nath, Nachiappan, & Ramanathan (2010) finds a direct link between resource allocation and organizational performance explicitly by indicating that the former significantly affect the latter. The study finds this effect to be as a result of resource allocation bringing in the physical facilities that are necessary for any strategic plan to be fulfilled. In addition to this, it is also indicated that the effect comes as a result of these resources empowering organizational members to work towards the attainment of strategic objectives. This notion is also held in Surroca, Tribó, & Waddock (2010) as the sources advocates for adequate resource allocation citing the reason that inadequate distribution of resource results in strategy implementation is like riding a car without gas. Similarly, Conner (2007) calls for careful consideration when allocating resources because it is a determinant of whether a firm performs well or poorly in the end.

In the research compiled by Sisaye (1992), the aspect of allocating resources has been given much weight as it was considered to be crucial to organizational performance. The study tested the effect of over, optimal, and under-allocation of resources to the prospects of organizational performance. Both over and under-allocation were found to contribute negatively towards performance. Over-allocation was found to lead to wastage and lack of efficiency. Under-allocation was found to be detrimental because it led to capacity issues and lower productivity. Optimal allocation of resources was found to be the most suitable level of allocation as it had little wastage and was thus efficient. Similar sentiments are shared in (Libin, 2013) where the author suggests a positive effect that resource allocation has on performance to a considerable extent beyond which performance dwindles. While over-allocation is a less researched topic, Alidrisi & Mohamed (2012) partially investigates it and finds that it is not good for the performance of a business entity. Resource allocation is also the subject of analysis in Agarwal, Anand, Bercovitz, & Croson (2012) where it was ascertained that it plays a significant role in influencing the performance of an entity. The source claims that when resources are sufficiently provided, it builds morale among employees and they take responsibility for

performance since they would not have any complaint against management. As observed in Babatunde Adebisi (2012), one of the major setbacks in performance in commercial entities is the lack of morale by workers who complain that management least concerns itself with providing adequate resources to facilitate their productivity. Heracleous (2000) also lauds resource allocation but also pairs it with proper planning for it to be effective. The source argues that even with adequate resources, a firm may still not perform highly if it does not have a solid plan on how these resources are to be transformed to the performance by workers and other organizational members.

2.3.3 The Role of the Organization Function

According to Rich, Lepine, & Crawford (2010), the organization function in strategy implementation plays a significant role in ensuring that an organization achieves the level of performance that it needs. The study argues from the point of view division of labor and specialization makes it possible for high productivity. This is where different individuals are assigned various tasks that suit their competence and abilities. Concerning Zheng, Yang, & McLean (2010), organizational performance is a product of individual performances of employees in an organization, and it is, therefore, crucial that individual performance is maximized. The source further argues that in the absence of division of labor and specialization, a strategy risks being wrongly deployed or achieve substandard results. Halevy, Y. Chou, & D. Galinsky (2011) however downplays the role played by a division of labor and states that it is only feasible for organizational performance to be enhanced when this factor is coupled with other corporate functions such as resource allocation and departmentalization in a firm. As also noted in Arner, Barberis, & Buckley (2015), the division of labor and specialization are essential practices in contemporary organizations since they lead to higher productivity by effectively exploring workers' capabilities.

In another study by Chiang & Hsieh (2012), the role played by the organization function is considered to be crucial to the attainment of company objectives. Specifically, the study found that within the organizational function, departmentalization ranked the highest followed by the hierarchy of authority. In contrast, the study by Hao, Kasper, & Muehlbacher (2012) found that hierarchy of

authority is a more active element of an organization in determining the performance than departmentalization. Both of these elements of an organization together with a division of labor and specialization are held in high regard by scholars in the field of strategic management as they have been repeatedly referred to in various studies (Cousins, Lawson, Petersen, & Handfield, 2011; Babatunde & Adebisi, 2012).

Departmentalization and coordination were the only factors in the organization function for which Jiménez-Jiménez & Sanz-Valle (2011) investigated its effect on organizational performance. Their overall effect was found to influence organizational performance. In determining the impact of each of the factor, the study found that coordination had an effect compared to that of departmentalization. These factors formed part of the research by Maduenyi, Oke, Fadeyi, & Ajagbe (2015), and through qualitative analysis, the research found that they were both highly effective but that coordination had a seemingly higher impact of organizational performance, which was determined in qualitative terms. The study by Csaszar (2012) finds that departmentalization has the marginal effect on corporate performance when it is on its own. This means that departmentalization often relies on other factors for it to exert its influence on organizational performance.

2.4 Strategy Evaluation and Organizational Performance

Strategy evaluation involves setting control processes to continuously review, evaluate and provide feedback concerning the implemented strategies to determine if the desired results are being attained such that corrective measures may be taken if needed.

The study by Abdalla (2015) argues that more than ever organizations need to achieve the very best training and performance improvement possible. Today's competitive environment requires a workforce that cannot only learn quickly, but that can rapidly and consistently transform new learning into enhanced individual, team, and organizational performance. The source finds that thoughtful, efficient, and constructive evaluation is at the heart of continuous improvement and is vital to unlocking the desperately needed potential of learning for performance improvement.

Ondera (2013) examined strategic management practices in Mbagathi District Hospital, Nairobi, Kenya. The study revealed that, the hospital formulates implements and evaluates the work plan by involving all staff working at the hospital and that the management allocated funds based on the work plan to facilitate the process of strategy implementation.

Similar sentiments are shared in Chepkwony (2016) where it is argued that when the evaluation is held as sacred in an organization. The two studies agree on the fact that there is always the feeling that an individual needs to perform when there is a prospective evaluation than when there is none. For this reason, it is believed in both cases that strategy evaluation impacts performance as it drives up the urge to perform highly and impress during evaluation. However, the effect of evaluation can be separated into two aspects of formative and summative assessment.

2.4.1 Summative Evaluation

According to Kakunu (2012), summative evaluation is the form of evaluation applied at the end of a project or financial year. Its findings suggested that strategic summative evaluations provide a method for verifying the efficiency and effectiveness of organizational strategies, as well as a way to determine whether the strategy being implemented is moving the business toward its intended strategic objectives. The evaluations were also found to help in establishing when and what actions are necessary to align business performance with the targets. In Yuliansyah, Rammal, & Rose (2016), summative evaluations are lauded for their comprehensiveness in establishing performance. The argument presented therein is that it is rather impossible for an evaluation to thoroughly measure performance accurately unless the period has come to an end. While this may be true to some extent, other studies have also opined that there are periodical criteria that are used and do not require for the end of a financial period for them to be valid.

Chenhall (2005) opines that strategic evaluations begin by establishing a performance target according to business objectives. This performance target includes both qualitative and quantitative performance benchmarks to which the individual and organizational performance are compared actual. Qualitative benchmarks are subjective factors such as skills, competencies, and flexibility.

Quantitative benchmarks include "hard facts" such as net profit, earnings per share of stock or staff turnover rates.

In the study by Goodwin & Wright (2001), strategic evaluations are observed to work under the assumption that because the business environment is dynamic, variances will commonly exist between ideal and actual performance. Regular strategic evaluations provide an objective, effective way for a business to evaluate, analyze and modify performance expectations. A favorable variance can tell a business what it's doing right and confirm it's on the right track while a negative variance can be a signal that the performance of management and staff needs to change.

With such information, Bunnefeld, Hoshino, & Milner-Gulland (2011) advise that business is well positioned to work towards the improvement of performance to match or surpass expectations. Additionally, the source suggests that summative evaluations ought to be about measuring performance concerning the standards set at the beginning of a period. To make evaluations effective in influencing future performance, it is vital for management to consider revising goals at the end of a season if there is a need to do so. The purpose is to make goals both challenging and realistic (Tayler, 2010).

Baker, Collier, & Jayaraman (2017) argue that when summative strategic evaluations pinpoint areas where the business did meeting strategic objectives, corrective actions can attempt to solve the problem in future periods. A good example cited in the source is if a business establishes strategic technical goals are not achieved because staff do not have up-to-date qualifications, the business can design training programs that bring skill sets in line with technical objectives.

Pérez - López, Moreno - Romero, & Barkemeyer (2015) argue that if a business discovers the business object itself is out of line - such as unrealistic goals - it can take steps to change the objective and bring it to the line with real-life potential. Summative evaluation role in organizational performance was the subject of investigation in Alidrisi & Mohamed (2012) where it was established that it creates the feeling of responsibility among management and staff of a firm. Previous strategy evaluations also provide guidance and directions that are to be followed in subsequent periods for better performance.

Summative evaluations in business are also said to be beneficial in positively influencing performance because they seek to reveal the deficiencies that have

caused an aspect to fail. This kind of evaluation is both forward-looking and also considering historical information. According to Bhattacharyya & Cummings (2015), its purpose is always to look for better ways of achieving organizational goals. It does not matter whether goals have been achieved or not; summative evaluations must still present recommendations for better practices in the future nevertheless. This is consistent with Bhattacharyya & Cummings (2015) where it was found that performance in subsequent periods is a product of previous period's performance and the extent to which management is willing to adjust concerning recommendations made in summative evaluations. The more management makes these adjustments, and the more likely performance will increase in the future. Spencer & Carasco-Saul (2017) found the probability of enhanced performance from following recommendations in evaluation reports to be at 0.77. This means that 77% of the time's evaluation recommendations are applied from summative evaluation reports end up impacting organizational activities and processes positively. From this analysis, it appears that summative evaluations are highly impactful in the performance of an organization, and this model of evaluation is highly recommended in the studies conducted by Lau, Liao, Wong, & Chiu (2012) and Abdalla (2015). The research intends to find out if this applicable to National and sewerage corporation

2.4.2 Formative Evaluation

Concerning Yuliansyah, Rammal, & Rose (2016), formative evaluations are ones that are done concurrently with the period of performance. They can be considered to be smaller versions of summative evaluations since they break down the overall period into smaller and more specific time components. They are however less frequent than monitoring, though they get their data directly from monitoring procedures. Formative evaluations may take place spontaneously when a need arises. Because of their shorter scope of coverage, they are quick to set up and complete. Their recommendations are usually on what to the company may want to change about the current operations within the same period of evaluation.

Agrawal (2016) finds formative evaluations to be vital because they provide information about performance early enough for management to make the necessary arrangements to avert a crisis before it is too late. The study finds fault in summative

evaluations for the reason that they do not readily provide solutions to current problems, but instead, they seek to get information to preempt problems in subsequent periods. On the other hand, formative evaluations are intent on improving the current period's performance by gauging performance against standards set and deploying corrective actions where the need arises (Gupta, 2016). It is from these corrective actions that formative evaluations gain popularity. According to Conner (2007) Once it has been established that a firm's performance is a bit off course, management can institute adjustments that will not only help in bringing back production in the current period but also other periods to come in the future.

Formative evaluations have been found in Yang, Kueng, & Hong (2015) to be entirely instrumental in positively influencing organizational performance when they are paired with monitoring procedures. The source posits that formative evaluation gives meaning to monitoring procedures, which are carried out every-day. The outcomes of this study indicated that this form of evaluation is just as important as a final evaluation that occurs at the end of a financial period. Salam (2017) laments that many firms are too obsessed with a summative evaluation to the extent that they disregard the role that formative evaluation plays in determining organizational performance. According to the same source, most firms tend to confuse formative evaluations with monitoring processes, and hence several organizations find themselves practicing the latter without knowing how much they are missing from also engaging in the former.

Controversially, Song, Moon, Chen, & Houston (2018) find that formative evaluation is more effective at enhancing productivity and hence performance relative to summative evaluation. The source claims that when evaluations and monitoring procedures are carried out now and then in a firm, there is likely to be disciplined and that it is this discipline that ultimately leads to better organizational performance. According to the study, monitoring is a practice that involves continuous examination and scrutiny of organizational processes seeking to understand how progress is being achieved. On the other hand, formative evaluations use data from monitoring processes to establish whether and to what extent objectives are being achieved. While one is intent on establishing the level

of performance of an organization, the other one is intent on recording the progress of processes and activities within an organization (Agrawal, 2016).

In the study by Alidrisi & Mohamed (2012), the authors commend formative evaluation procedures' role that they play in ensuring the quality of operations. The link between this evaluation and quality prospects comes because when there are interim evaluations, it gives an opportunity for members to engage in corrective actions and salvage quality of operations in case it was going wrong. Even if the quality of operations is found to be in line, there is still an opportunity to improve upon this performance if there are any channels that have not yet been engaged so far (Den Hartog, Boon, Verburg, & Croon, 2013). Most management professionals hold formative evaluation in high esteem because of its capability to make timely interventions that help to improve performance without having to wait until the end of a fiscal year. As Cousins, Lawson, Petersen, & Handfield (2011) posit, the purpose of the evaluation is to improve performance, and that it makes more sense for a period's performance to also be improved by its evaluation sessions. This is only possible with formative evaluations since they occur several times in a year.

Gao & Zhang (2006) agree with these findings but on the front of enhancing profitability prospects rather than just quality performance. The source asserts that a firm has the opportunity to change tact in case things are not working out early on in the financial year. At times, competitive environment changes in the midst of a given year, and it becomes necessary that an organization has to adjust their strategies to match the dynamics currently taking shape. At such a time, it is also necessary that such an organization understands whether and to what extent the current strategy is deficient and hence for them to make informed adjustments, and this process requires information that is best supplied by formative evaluations. The same notion is expressed in Poister (2010) where the conclusion was that formative evaluation practices benefit a company greatly by giving them real-time control over the performance prospects of an organization.

2.5 Chapter Summary

This chapter looked into the works of other authors with regards to the critical aspects of strategy formulation, implementation, and evaluations. It further went on to show the relationship between the variables encompassed in the study namely strategic management practices and organizational performance. The section was

majorly empirical drawing from various sources of literature and seeking to make sense of their findings. For purposes of organization, the section was presented in three subsections concerning the research objectives formulated at the beginning of the study.

In the case of the effect of strategy formulation on organizational financial performance, it was found that most studies supported the fact that indeed this strategic management practice was highly influential. This practice was presented concerning selected constituent elements of strategy formulation which were environmental scanning, goal setting, and the role of stakeholder consultation during strategy formulation. In all of these cases, the elements were found to influence performance positively.

For the case of the effect of strategy implementation on organizational performance, it was also found that most studies supported the fact that indeed this strategic management practice was instrumental. The practice was also presented concerning selected constituent elements of strategy implementation, which were organization function, resource allocation, and communication during strategy implementation. Even here, the elements were found to influence performance positively.

Finally, the effect of strategy evaluation on organizational performance was reviewed, and it was found that most studies were in support of the fact that this strategic management practice positively affected performance. This practice was presented concerning the two forms of strategy evaluation, which are summative evaluation and formative evaluation. In all of these cases, the two forms of evaluation were found to influence performance positively.

The significant gap identified in this review is that there is not a single study that investigated the effect of strategic management practices on organizational performance within the public sector particularly National water and sewerage corporation. It would have been more relevant to find articles, books, and other sources that were particularly touching on the topic at hand, but this was not the case. Secondly, most of the studies were conducted outside Uganda dealing with

banking sector, health sector, manufacturing and construction firms. The environment in Uganda is unique, and the findings made from investigations abroad may not be applicable in the country. Finally, some studies were found to be obsolete due to the time that they were conducted, and because of these reasons, there was a need for a fresh study to examine the effect of strategic management practices of public sector organizations in Uganda particularly National water and Sewerage Corporation.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter provides an explanation of how the study was conducted in pursuant to the objectives. It highlights methodological issues of research design, study population, sample size and selection technique and data source. Within the same chapter, data collection instrument, validity and reliability, measurement of variables, data analysis, presentation and interpretation and lastly, ethical considerations are explained.

3.2 Research Design

This study used a cross-sectional research design and quantitative research approach to examine the effect of strategic management practices (strategy formulation, implementation, and evaluation) on the organizational performance of the National Water and Sewerage Corporation (NWSC) - Nakasero Branch. A cross-sectional design was selected because it enables the collection of data from a large sample at a single point in time, facilitating efficient analysis of relationships between variables within the study's time constraints (Creswell & Creswell, 2023). This design was appropriate for capturing a snapshot of NWSC's strategic practices and performance metrics (e.g., sales volume, customer satisfaction) across 86 staff members (Section 3.3), aligning with the study's objectives to establish causal relationships (Section 1.3). The quantitative approach was chosen for its ability to provide clear, numerical data to analyze the effect of independent variables (strategic management practices) on dependent variables (organizational performance) using statistical tools like SPSS v23 (Section 3.8), as supported by Saunders et al. (2023), who emphasize quantitative methods for testing hypotheses and identifying correlations in organizational studies.

The decision to focus exclusively on quantitative data was driven by several factors. First, the study aimed to quantify the strength and significance of relationships between strategic management practices and performance, which quantitative methods, such as regression and correlation analyses (Section 4.4), are well-suited to achieve (Rahman, 2020). This approach allowed for precise measurement of

variables (e.g., mean scores for strategy formulation = 3.18) and statistical validation of findings (e.g., $R^2 = 0.498$, $p < 0.001$). Second, time constraints, as the research was conducted within a six-month period for the MBA program, necessitated a streamlined data collection process. Structured questionnaires enabled efficient data collection from 86 respondents compared to the more time-intensive qualitative methods, such as interviews or focus groups. Third, the study's focus on a single organization (NWSC-Nakasero) and a specific population (110 staff) suited a cross-sectional, quantitative design to ensure representativeness and generalizability within the branch, as noted by Chiwawa (2021) in public sector research.

Qualitative methods were not considered due to practical and methodological constraints. Qualitative approaches, such as in-depth interviews, require extensive time for data collection, transcription, and thematic analysis, which was infeasible within the study's timeline (Saunders et al., 2023). Additionally, qualitative data might introduce subjectivity or bias in interpreting strategic management practices, particularly in a hierarchical organization like NWSC, where power dynamics could influence responses (Obicci, 2025). The study's objectives, which emphasize measurable outcomes (e.g., customer satisfaction, service quality), were better served by quantitative methods that provide objective, replicable results. However, the exclusion of qualitative data limits the study's ability to explore nuanced perceptions of NWSC staff, quantitative design ensured efficiency, clarity, and alignment with its objectives, while addressing practical constraints in the Ugandan public sector context.

3.3 Study Population

The study population comprised of 110 staff of National Water and Sewerage Corporation-Nakasero Main branch. (National Water Human Resource Manuals 2020). These were selected because of the proximity, something which easily facilitated data collection exercise.

3.3.1 Unit of Analysis and Unit of inquiry

Staff served as both the unit of analysis and the unit of inquiry. The unit of analysis is the entity that frames what is being analyzed in the study or it is the entity being studied as whole, within which most factors of causality and change exist. National

Water and Sewerage Cooperation formed the unit of analysis. The unit of inquiry were the staff.

Table 1: Sample size and sampling technique

<i>Categories of Respondent</i>	<i>Accessible Population</i>	<i>Sample Size (n)</i>	<i>Sampling Method</i>
<i>Administrative Staff</i>	5	3	<i>Simple Random Sampling</i>
<i>Information Technology Staff</i>	5	4	<i>Simple Random Sampling</i>
<i>Operational Staff</i>	15	10	<i>Simple Random Sampling</i>
<i>Human Resource Staff</i>	5	2	<i>Simple Random Sampling</i>
<i>Planning Staff</i>	10	7	<i>Simple Random Sampling</i>
<i>Technical Staff</i>	10	8	<i>Simple Random Sampling</i>
<i>Customers</i>	60	52	<i>Simple Random Sampling</i>
<i>Total</i>	110	86	<i>Simple Random Sampling</i>

Source: Adapted from NWSC verification report, 2024 OR from HRM NWSC 2024

3.4 Sampling

3.4.1 Sample Size

The sample was determined based on the Krejcie and Morgan (1970) table for selecting samples from a given population. The table indicates that with a population of 110, a sample of 86 was considered an appropriate number.

3.4.2 Sampling Techniques

The study used proportionated simple random sampling. Proportionate simple random sampling is a sampling technique used when the population is composed several subgroups that are vastly different in number. This was used because the researcher needs to give equal chances to respondents respectively. Proportionate simple random sampling was also used because it is relatively more efficient. Similarly, this technique was used because the population consisted of several groups of people working different department that are vastly different in number. Therefore, proportionate simple random sampling was used so that each person in the population get the same probability of being selected to participate in the study.

3.5 Data Sources

The study used primary data to report findings. This data obtained from the selected staff of NWSC-Nakasero Main Branch during the data collection exercise using closed ended questionnaires. The study used to ensure that conclusions and recommendations are based on recent information to make the results relevant and practical in the recent environment (Creswell, 2014).

3.6 Data Collection Instrument

The study used a questionnaire instrument to obtain data. The instrument was selected due to the dispersed sample and time constraints faced by the researcher. In addition, the instrument is widely accepted as the most ideal tool for collecting quantitative data, which was primary in this study (Creswell, 2014). The questionnaire used herein was structured containing closed-ended questions which was gauged based on a 5-Point Likert scale. The points of the scale were defined as; 1=strongly disagree, 2=disagree, 3=not sure 4=agree and 5=strongly agree. This scale was selected because it enables respondents to indicate the magnitude to which they agree or disagree with the different items. In addition, the scale facilitated easy analysis to draw conclusive remarks regarding the observed data (Likert, 1961). The questionnaire was self-administered such that it was designed to be completed by the respondents without the intervention of the researcher.

Table 3.1 Five-point Likert scale/Legend

Scale coding	Scale	Mean Range	Interpretation
5	Strongly Agree	4:10-5:00	Very High
4	Agree	3:10-4:00	High
3	Not sure	2:10-3:00	Moderate
2	Disagree	1:10-2:00	Low
1	Strongly Disagree	0:00-1:00	Very Low

3.7 Validity and Reliability

3.7.1 Validity

This study used expert judgment, content validity index and factor analysis to test for validity. Upon drafting the questionnaire, the researcher presented the questionnaire to the supervisor and other experts to provide their judgment regarding the understandability of the items contained in the instrument. Based on their comments, the researcher amended the questionnaire. Content Validity Index (CVI) on the other hand involved drafting the questionnaire in a Yes/No response, which were distributed to knowledgeable people about the subject matter to express the extent to which they accept the different items presented. Based on the obtained results, CVI was computed. According to Amin (2005), CVI for each variable and subcomponents must meet the threshold of 0.7 or 70% for the instrument to be regarded as valid.

3.7.2 Reliability

The study used both pretesting and Cronbach Alpha Coefficient to check for reliability of the instrument. Before the actual data collection, the researcher carried out a mini-survey of 15 questionnaires to check for consistence in the responses. This guided the researcher to rephrase specific items in until the final instrument was obtained. In addition, Cronbach Alpha coefficient was obtained from the field results. Nunnally and Bernstein (1994) indicate that results are regarded as reliable when the Cronbach alpha coefficient obtained under each construct and variable is at least 0.7. The scale was adopted herein, guiding the researcher to

eliminate or make statistical modifications on specific items during the data cleanup exercise.

3.8 Data Collection Procedure

The researcher carried out data collection following a systematic process. Once the proposal was fully accepted, the researcher requested for a letter from the university authorizing the data collection process. The researcher then wrote an official letter which was attached with the one obtained from the university and later presented to the management of National water and sewerage Corporation requesting for authorization to conduct data collection exercise in their institution. Once accepted, the researcher requested for a meeting where potential respondents were briefed about the subject matter and the duration the research was scheduled. The researcher ensured informed consent was obtained from all participants. Those who expressed interest were left with a questionnaire to fill agreeing on the date to pick the filled instrument.

3.9 Data Analysis, Presentation and Interpretation strategy

Obtained data was sorted, classified and processed and edited, and later captured in Statistical Package for Social Scientists (SPSS. v23) for analysis. The study obtained descriptive statistics, specifically the frequency table to interpret results in relation to demographic characteristics. In addition, the study obtained inferential statistics of correlation and regression analysis to address the set objectives. Correlation analysis was used to explain the nature of the relationship between variables while regression analysis was used to ascertain the degree of predictability between variables.

3.10 Measurement of Variables

Strategic management practices were conceptualized using constructs of Strategy formulation, Strategy implementation and Strategy evaluation (Barney (1991)). The study adopted Items from Ntayi *et al.*, (2014) which were modified to fit the context of the study before they are subjected to the 5-Point Likert scale.

Organizational Performance was conceptualized using Efficiency, Customer Satisfaction and Customer Base Growth (Jones, 2014; Cole, 1996; Drucker, 1974; Campbell & Craig, 2005). This study adopted measures from Drucker *et al.*, (2017), and these were modified before subjected to the 5-Point Likert scale.

3.11 Ethical Considerations

Below, the key ethical considerations are discussed, including informed consent, confidentiality, anonymity, voluntary participation, and ethical approval;

All Participants were fully informed about the study's purpose, procedures, and potential impacts before consenting to participate. A consent form was provided to all 86 respondents, explaining that the study aimed to examine strategic management practices and their impact on NWSC's performance. The form clarified that participation was voluntary, and respondents could withdraw at any time without consequences. This aligns with Obicci (2025), who emphasizes informed consent as critical in Ugandan public sector research to build trust with employees (Obicci, 2025). Participants were assured that their responses would contribute to improving NWSC's operations, ensuring transparency as recommended by Saunders et al. (2023).

To protect participants' personal information, all data collected via questionnaires were handled with strict confidentiality. Only the researcher and supervisor had access to raw data, which were stored on a password-protected computer. No personally identifiable information (e.g., names, employee IDs) was collected, ensuring that responses could not be linked to individuals.

The study ensured anonymity by using anonymous questionnaires, with no identifiers attached to responses. This was critical to encourage honest feedback from NWSC staff, especially on sensitive topics like management practices and performance challenges (Section 1.1.1). Anonymity aligns with guidelines from the Uganda National Council for Science and Technology (UNCST, 2022), which mandates protecting participant identities in research involving public sector employees. Anonymity also addresses potential power dynamics, as noted by Saunders et al. (2023), ensuring junior staff could respond without fear of reprisal.

Participation was entirely voluntary, with no coercion or incentives offered to influence respondents. Staff were informed that non-participation would not affect their employment status at NWSC. This principle is emphasized by Obicci (2025), who argues that voluntary participation is crucial in Ugandan organizational studies to avoid undue pressure in bureaucratic settings. The researcher ensured that

respondents understood their right to decline or withdraw, as reflected in the consent process.

The study sought ethical approval from the Uganda Christian University's Institutional Review Board (IRB) before data collection, as required for graduate research involving human subjects. The IRB reviewed the study's methodology, questionnaire, and consent procedures to ensure compliance with ethical standards. Additionally, permission was obtained from NWSC's management to conduct the study at the Nakasero Branch, ensuring organizational consent.

3.13 Chapter Summary

This chapter provided an explanation of how the study was conducted in pursuant to the objectives. It highlights methodological issues of research design, study population, sample size and selection technique and data source. Within the same chapter, data collection instrument, validity and reliability, measurement of variables, data analysis, presentation and interpretation and lastly, ethical considerations are explained despite the few limitations encountered.

CHAPTER FOUR

PRESENTATION AND DATA ANALYSIS

4.0 Introduction

This chapter presents presentation and analysis of findings from the primary data that was collected from both the Institutional and respondents' characteristics and on the variables under study. The first section presents the descriptive summary statistics, background information characterized by individual characteristics and the second section presents the findings of the study in line with the study objectives.

4.1 Questionnaire response rate

The study targeted 86 staff of National Water and Sewerage Corporation out of which 80 responded representing a response rate of 93%. 86 questionnaires were issued to the respondents and 80 were retrieved representing 94% response rate. According to Kothari and Gang, (2014) a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent; therefore, this response rate was adequate for analysis and reporting.

4.2 Background information of respondents

Characteristics of respondents have very significant role to play in expressing and giving the responses about the background, in this study a set of personal characteristics namely; gender, age, education level, position and experience of respondents from the selected branches of National Water and Sewerage Corporation have been examined and presented below:

Table 4.1: Background information of Respondents

Variable	Item	Frequency	Percentage
Gender	Male	46	57.5
	Female	34	42.5
Age	20-29 Years	18	22.5
	30-39 Years	38	47.5
	40-49 Years	17	21.3
	50-59 Years	7	8.8
Education	Diploma	9	11.3
	Degree	54	67.5
	Certificate	11	13.8
	Masters	6	7.5
Department	Administration	19	23.8
	IT	11	13.8
	Operations	17	21.3
	Human resource	10	12.5
	Planning	14	17.5
	Technical	9	11.3
Experience	1-2 Years	16	20.0
	3-4 Years	30	37.5
	4-6 Years	23	28.8
	Above 6 Years	11	12.5
	TOTAL	80	100%

Source: Primary data

Results in the table 4.1 above show that; majority of the respondents were male represented by 57.5%, majority of the respondents were between the age of 30-39 represented by 47.5%, on the side of education, majority had a bachelor's degree as shown by 67.5%, in terms of departments, majority fell in the administration department 23.8%, 21% from the operations department, 13.8% from the IT department and 17.5% from the planning department and lastly 12% from the human resource department.

4.4 Descriptive findings

4.4. Descriptive Statistics on Organization Performance

The study was inquisitive to know the performance of National Water and Sewerage Corporation. For easier understanding, the researcher provided a scale of 1-5 where 1 represented the lowest level of agreement to the statements (strongly Disagree) and 5 represented the strongly agree level. The findings were obtained, entered into SPSS, and their means and standard deviation established. The descriptive statistics are presented in table 4.2 below.

Table 4.2: Descriptive Statistics on Organizational Performance.

Table 4.2: Descriptive Statistics on status of Organizational Performance.

Organization performance														
		SD	%	D	%	N	%	A	%	SA	%	Mean	St Dev	
Statement														
1	All complaints are received and recorded accurately	6	7.5	10	12.5	10	12.5	45	56.25	9	11.25	3.31	1.074	High
2	Officers handle all quantities of cases they are supposed to handle per month	32	29	30	37.5	10	12.5	9	11.25	5	6.25	2.08	1.135	Moderate
3	All complainants are always satisfied with work done by respective officers in handling their complaints	22	27.5	17	21.25	11	13.75	16	20	14	17.5	2.02	1.135	Moderate
4	There are instant water installations	14	17.5	20	25	4	5	26	32.5	16	20	2.96	1.13	Moderate
5	There is reduced water system failure	10	12.5	29	36.25	6	7.5	18	22.5	17	21.25	3.18	1.111	High
6	There is an increase in the number of customers served	5	6.25	24	30	9	11.25	21	26.25	21	26.25	3.30	1.038	High
Average mean												2.80		

Source: Primary Data, 2023

The findings in the table above indicate that a majority of respondents (75.25%) expressed satisfaction with the way complaints are received and recorded accurately by the organization with a mean of 3.31. Additionally, a significant portion (66.5%) disagreed with how officers handle all quantities of cases they are supposed to handle per month with a mean of 2.05 which was moderate

However, there were mixed opinions regarding whether all complainants are always satisfied with work done by respective officers in handling their complaints

with a mean of 2.05 which was moderate. On whether, there were instant water installations simple majority 57.5 % agreed with a mean of 2.96

Furthermore, the findings suggest that a portion of respondents (58.75%) disagreed that there is reduced water system failure with a mean of 3.18 which was high meaning there were constant water failures at the corporation

Moreover, a substantial number (52.50%) agreed there is an increase in the number of customers served with a mean of 3.31 which was high meaning the number of customers at the corporation have gone up

The findings suggest that the organization has not achieved high levels of performance in several areas, giving an average mean of 2.80 which is rated moderate. However, there is room for improvement in areas related to quantities of cases to be handled by each officers, satisfaction levels in handling complainants' issues and need for instant water installations

Source: Primary Data, 2023

The results in Table 4.2 indicate a mixed performance profile for NWSC-Nakasero, with an overall average mean of 2.75, suggesting moderate organizational performance. High performance (mean \geq 3.0) is observed in key areas, such as the introduction of numerous services (mean = 3.31, 56.25% agree), 24/7 customer service availability (mean = 3.31, 33.75% agree), increased unit volume of water supplied (mean = 3.18, 43.75% agree/strongly agree), geographical coverage expansion (mean = 3.31, 52.5% agree/strongly agree), and staff responsiveness to customer queries (mean = 3.04, 43.75% agree/strongly agree). These strengths align with strategic management practices, particularly effective strategy formulation (e.g., stakeholder consultation, mean = 3.38, Section 4.4.1) and implementation (e.g., resource allocation and role clarity, mean = 3.28, Section 4.4.2), as supported by Obicci (2025), who found that stakeholder engagement and leadership enhance operational efficiency in Uganda's public sector.

However, moderate (mean 2.0-2.9) to low (mean $<$ 2.0) performance in critical areas highlights opportunities for improvement. Service reliability (mean = 2.05, 66.5% disagree/neutral) and affordability (mean = 2.05, 48.75% disagree/neutral) are moderate, reflecting challenges noted in the problem statement (e.g., uncollected

revenue, Section 1.1.1). Similarly, 24/7 water supply (mean = 2.73, 45% neutral) and non-revenue water reduction (mean = 2.73, 61.25% neutral/agree) are moderate, while pipe network expansion (mean = 1.79, 45% disagree) is low, indicating infrastructure limitations. Service quality metrics, such as waiting time (mean = 2.05, 71.25% disagree/neutral) and billing accuracy (mean = 2.61, 35% disagree/neutral), also show moderate performance, suggesting operational inefficiencies. These findings align with the African Development Bank (2022), which notes bureaucratic and infrastructural challenges in Uganda's public utilities, impacting service delivery.

Comparing these results with prior literature reveals both consistencies and gaps. Chiwawa (2021) argues that public sector performance depends on effective strategy implementation, which NWSC achieves in areas like geographical coverage (mean = 3.31) but struggles with in service reliability (mean = 2.05). This contrasts with the European Journal of Business and Strategic Management (2020), which found that stakeholder-driven strategies enhance performance in Uganda's public sector, suggesting NWSC's moderate customer feedback integration (mean = 2.96, Section 4.4) could be strengthened. The high staff satisfaction with working conditions (mean = 3.13) supports Obicci's (2025) emphasis on leadership's role in fostering employee morale, but moderate billing accuracy and waiting time align with Mahmood's (2022) observation of bureaucratic constraints in public utilities. These comparisons highlight that while NWSC excels in strategic initiatives like service expansion, its moderate performance in reliability and affordability reflects systemic issues noted in Uganda's National Development Plan III (African Development Bank, 2022).

The mixed performance underscores the need for targeted improvements in moderate and low areas. NWSC should prioritize enhancing service reliability and affordability, possibly through improved strategy evaluation (Beta = 0.513, Section 4.4.4), as recommended in Section 5.1.3. For instance, adopting industry benchmarks for reliability, as suggested by Mwanza (2025), could address infrastructure gaps. Additionally, strengthening customer feedback mechanisms, as supported by Chiwawa (2021), could improve service development (mean = 2.96). These improvements would align with the study's findings that strategic

management practices significantly influence performance ($r = 0.694$, $p < 0.01$, Section 4.4.4), ensuring NWSC leverages its strengths to address weaknesses.

4.4.2 Descriptive Statistics on Strategy Formulation

The study was inquisitive to know how strategies are formulated at of National Water and Sewerage Corporation. For easier understanding, the researcher provided a scale of 1-5 where 1 represented the lowest level of agreement to the statements (strongly Disagree) and 5 represented the strongly agree level. The findings were obtained, entered into SPSS, and their means and standard deviation established. The descriptive statistics are presented in table 4.3 below.

Table 4.3: Showing Descriptive Statistics on Strategy Formulation

Statement	SD (f)	SD (%)	D (f)	D (%)	N (f)	N (%)	A (f)	A (%)	SA (f)	SA (%)	Total	Mean	Std Dev	Interpretation
Annual evaluations performed on strategies are comprehensive enough	1	1.25	19	23.75	23	28.75	50	62.5	7	8.75	80	3.41	0.926	High
All relevant stakeholders are involved in summative evaluations	6	7.5	29	36.25	25	31.25	32	40.0	8	10.0	80	3.44	1.083	High
Terminal evaluations are carried out by competent teams	1	1.25	16	20.0	38	47.5	37	46.25	8	10.0	80	3.06	0.885	High
Summative evaluations find very little negative deviations from expectations	16	20.0	36	45.0	23	28.75	20	25.0	5	6.25	80	3.34	1.131	High
All relevant stakeholders are involved in formative evaluations	13	16.25	26	32.5	28	35.0	29	36.25	4	5.0	80	2.61	1.092	Moderate
Formative evaluations are carried out by competent teams	5	6.25	21	26.25	23	28.75	43	53.75	8	10.0	80	3.26	1.04	High
Formative evaluations find very little negative deviations from expectations	16	20.0	34	42.5	25	31.25	23	28.75	2	2.5	80	2.6	1.063	Moderate
Interim evaluations performed on strategies are comprehensive enough	6	7.5	29	36.25	11	13.75	48	60.0	6	7.5	80	3.19	1.115	High
Average Mean												3.11		High

Source: Primary Data, 2023

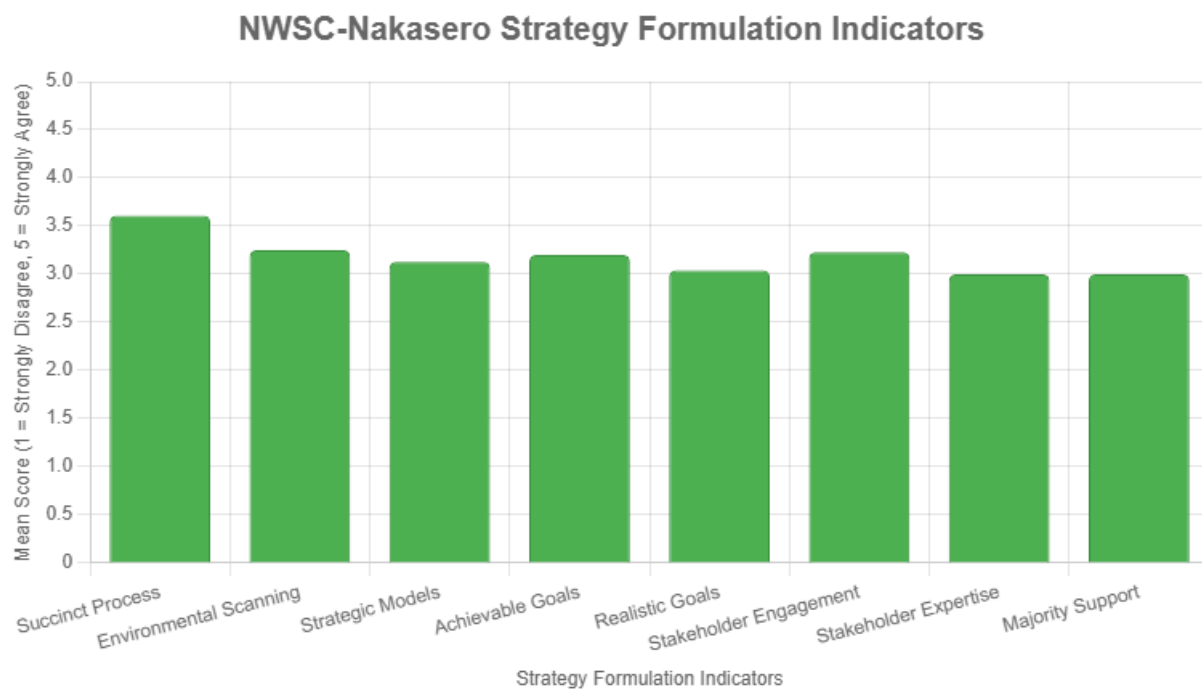
The results in Table 4.3 indicate a strong strategy formulation process at NWSC-Nakasero, with an average mean of **3.16**, reflecting high agreement across all indicators. The highest-rated item, a succinct formulation process (mean = 3.61, **85% agree/strongly agree**), suggests efficient and clear strategic planning, likely driven by structured processes like annual planning sessions. Thorough environmental scanning (mean = 3.25, **56.25% agree/strongly agree**) and the use of evidence-based strategic models (mean = 3.13, **55% agree/strongly agree**) indicate robust external and analytical approaches, aligning with Contingency Theory's emphasis on environmental adaptation (Section 1.6; Chiwawa, 2021). Stakeholder engagement is also strong (mean = 3.16, **62.5% agree/strongly agree**), with diverse expertise (mean = 3.0, **53.75% agree/strongly agree**) and majority-supported approaches (mean = 3.0, **51.25% agree/strongly agree**), supporting Systems Theory's focus on coordinated inputs (Obicci, 2025). However, goal-setting items show slightly lower agreement, with achievable goals (mean = 3.2, **51.25% agree/strongly agree**) and realistic goals (mean = 3.04, **48.75% agree/strongly agree**) indicating potential challenges in setting attainable targets, possibly due to bureaucratic constraints (African Development Bank, 2022).

In relation with empirical literature, it highlights both consistencies and areas for improvement. Chiwawa (2021) emphasizes that effective environmental scanning enhances public sector performance by aligning strategies with external factors, which NWSC achieves (mean = 3.25) but could strengthen by incorporating advanced tools like PESTLE, as suggested by Mwanza (2025). The strong stakeholder engagement (mean = 3.16) aligns with Obicci's (2025) findings that stakeholder involvement in Ugandan public sector organizations fosters performance through diverse inputs, though the moderate agreement on expertise (mean = 3.0) suggests a need for broader stakeholder diversity, such as including customers or regulators. The European Journal of Business and Strategic Management (2020) found that stakeholder-driven formulation improves performance in Uganda's public sector, supporting NWSC's practices but highlighting a gap in customer inclusion, which could address moderate performance in customer feedback integration (mean = 2.96, Section 4.4). The lower scores for goal achievability (mean = 3.2) and realism (mean = 3.04) resonate with Mahmood's (2022) observation that bureaucratic structures often hinder realistic goal-setting in public utilities, as seen in NWSC's challenges with uncollected revenue (Section 1.1.1).

The high overall mean (3.16) indicates that NWSC's strategy formulation is a strength, contributing to performance metrics like geographical coverage (mean = 3.31, Section 4.4) and

supporting the significant correlation ($r = 0.694$, $p < 0.01$, Section 4.4.4). However, the moderate agreement on goal-setting suggests room for improvement. NWSC could enhance goal realism by aligning targets with resource constraints, as recommended by Mwanza (2025), and broaden stakeholder consultation to include external parties, as suggested by the African Development Bank (2022), to improve performance in moderate areas like customer satisfaction (mean = 2.75, Section 4.4). These improvements would strengthen the link between formulation and performance, aligning with the study’s findings that strategic practices drive outcomes.

Fig 3: Showing Strategy Formulation Indicators



4.4.3 Descriptive Statistics on Strategy Implementation

The study was inquisitive to know how strategies are implemented at of National Water and Sewerage Corporation. For easier understanding, the researcher provided a scale of 1-5 where 1 represented the lowest level of agreement to the statements (strongly Disagree) and 5 represented the strongly agree level. The findings were obtained, entered into SPSS, and their means and standard deviation established. The descriptive statistics are presented in table 4.4 below.

Table: 4.4: showing Descriptive Statistics on Strategy Implementation

Statement	SD (f)	SD (%)	D (f)	D (%)	N (f)	N (%)	A (f)	A (%)	SA(f)	SA (%)	Mean	SD	Interpretation
The implementation of strategies is highly facilitated by departmentalization of NWSC	9	11.25	33	41.25	13	16.25	43	53.75	4	5.0	3.25	1.125	High
There is a clear line of authority for members to follow during strategy execution	6	7.5	14	17.5	31	38.75	34	42.5	15	18.75	3.0	1.095	High
Roles and responsibilities are appropriately allocated on basis of competence and capability	0	0.0	31	38.75	10	12.5	48	60.0	11	13.75	3.38	1.049	High
Management provides adequate physical resources for the implementation of strategies	4	5.0	40	50.0	15	18.75	31	38.75	10	12.5	3.39	1.13	High
Management provides adequate financial resources for the implementation of strategies	5	6.25	28	35.0	19	23.75	41	51.25	8	10.0	3.04	1.08	High
Management provides adequate human resources for the implementation of strategies	3	3.75	13	16.25	19	23.75	53	66.25	14	17.5	3.19	0.96	High
Internal communication is conducted in an orderly and timely fashion while implementing strategies	3	3.75	20	25.0	25	31.25	46	57.5	6	7.5	3.63	0.954	High
Communication with external stakeholders is orderly and timely	3	3.75	26	32.5	24	30.0	34	42.5	13	16.25	3.34	1.084	High

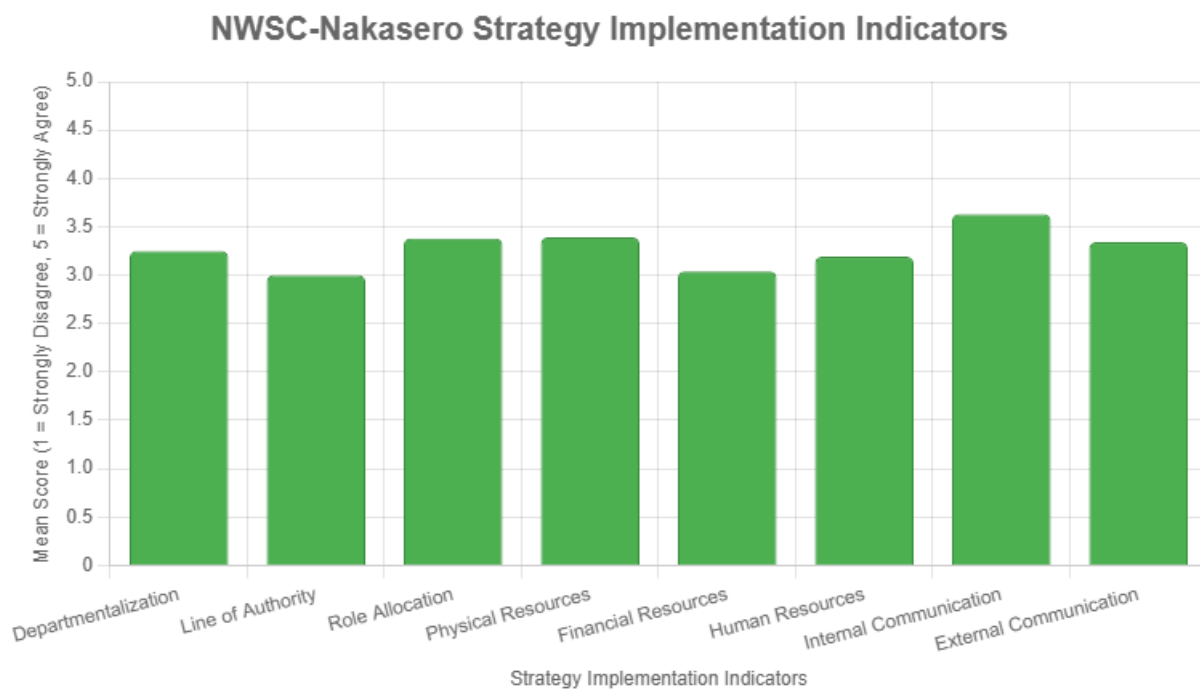
Source: primary data

The results in Table 4.4 demonstrate a strong strategy implementation process at NWSC-Nakasero, with an average mean of 3.28, indicating high agreement across all indicators. The highest-rated item, orderly and timely internal communication (mean = 3.63, 65% agree/strongly agree), suggests effective coordination within departments, likely supporting high performance in geographical coverage (mean = 3.31, Section 4.4). Strong agreement on adequate physical resources (mean = 3.39, 51.25% agree/strongly agree) and role allocation based on competence (mean = 3.38, 73.75% agree/strongly agree) reflects robust resource management and organizational structure, aligning with Systems Theory's emphasis on coordinated processes (Chiwawa, 2021). External stakeholder communication (mean = 3.34, 58.75% agree/strongly agree) and departmentalization (mean = 3.25, 58.75% agree/strongly agree) further indicate effective execution, supporting stakeholder theory (Obicci, 2025). However, slightly lower scores for clear lines of authority (mean = 3.00, 61.25% neutral/agree) and financial resource adequacy (mean = 3.04, 41.25% disagree/neutral) suggest potential bureaucratic or funding constraints, which may contribute to moderate performance in areas like billing accuracy (mean = 2.61).

This finding aligns with previous studies of Chiwawa (2021), which showed that effective resource allocation and communication are critical for public sector strategy implementation, which NWSC achieves in physical (mean = 3.39) and human resources (mean = 3.19) but less so in financial resources (mean = 3.04). This aligns with the African Development Bank's (2022) observation of funding challenges in Uganda's public utilities, potentially explaining NWSC's issues with uncollected revenue (Section 1.1.1). Obicci (2025) emphasizes that clear authority structures and stakeholder engagement enhance implementation in Uganda's public sector, supporting NWSC's strengths in role allocation (mean = 3.38) and external communication (mean = 3.34). However, the moderate agreement on authority lines (mean = 3.00) contrasts with the European Journal of Business and Strategic Management (2020), which found that hierarchical clarity drives performance in Uganda's public sector, suggesting NWSC could strengthen this area. Mwanza (2025) notes that resource constraints in public utilities hinder implementation, resonating with NWSC's lower financial resource score, which may impact moderate performance in non-revenue water reduction (mean = 2.73).

The high overall mean (3.28) underscores strategy implementation as a strength, contributing to performance metrics like unit volume of water sold (mean = 3.18) and supporting the significant correlation ($r = 0.717, p < 0.01$). However, the slightly lower scores for authority lines and financial resources indicate areas for improvement. NWSC could enhance implementation by clarifying hierarchical responsibilities, as suggested by Obicci (2025), and securing additional funding, aligning with NDP III’s infrastructure goals (African Development Bank, 2022). These improvements could address moderate performance areas like billing accuracy and service reliability, strengthening the link between implementation and performance outcomes.

Fig 4: Strategy Implementation Indicators



4.4.2 Descriptive Statistics on Strategy evaluation

The study was inquisitive to know how strategies are evaluated at of National Water and Sewerage Corporation. For easier understanding, the researcher provided a scale of 1-5 where 1 represented the lowest level of agreement to the statements (strongly Disagree) and 5 represented the strongly agree level. The findings were obtained, entered into SPSS, and their means and standard deviation established. The descriptive statistics are presented in table 4.4 below.

Table: 4.5: showing Descriptive Statistics on Strategy evaluation

Statement	S D (f)	SD (%)	D (f)	D (%)	N (f)	N (%)	A (f)	A (%)	SA(f)	SA(%)	Total	Mean	Std Dev	Interp
Annual evaluations performed on strategies are comprehensive enough	1	1.25	19	23.75	23	28.75	50	62.5	7	8.75	80	3.41	0.926	High
All relevant stakeholders are involved in summative evaluations	6	7.5	29	36.25	25	31.25	32	40.0	8	10.0	80	3.44	1.083	High
Terminal evaluations are carried out by competent teams	1	1.25	16	20.0	38	47.5	37	46.25	8	10.0	80	3.06	0.885	High
Summative evaluations find very little negative deviations from expectation	16	20.0	36	45.0	23	28.75	20	25.0	5	6.25	80	3.34	1.131	High
All relevant stakeholders are involved in formative evaluations	13	16.25	26	32.5	28	35.0	29	36.25	4	5.0	80	2.61	1.092	Modera
Formative evaluations are carried out by competent teams	5	6.25	21	26.25	23	28.75	43	53.75	8	10.0	80	3.26	1.04	High
Formative evaluations find very little negative deviations from expectations	16	20.0	34	42.5	25	31.25	23	28.75	2	2.5	80	2.6	1.063	Modera
Interim evaluations performed on strategies are comprehensive enough	6	7.5	29	36.25	11	13.75	48	60.0	6	7.5	80	3.19	1.115	High
Average Mean												3.11		High

Source: primary data

The results in Table 4.5 demonstrate a strong strategy evaluation process at NWSC-Nakasero, with an average mean of 3.11, indicating high agreement across most indicators. The highest-rated items include stakeholder involvement in summative evaluations (mean = 3.44, 50% agree/strongly agree), comprehensive annual

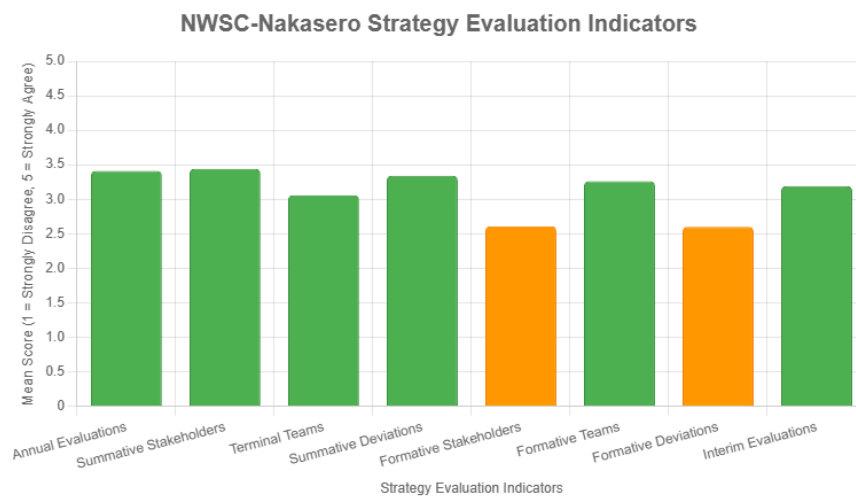
evaluations (mean = 3.41, 71.25% agree/strongly agree), and competent teams for terminal evaluations (mean = 3.06, 56.25% agree/strongly agree). These strengths suggest robust end-of-cycle assessments, aligning with Systems Theory's emphasis on feedback loops to ensure organizational alignment (Section 1.6; Chiwawa, 2021). High agreement on competent teams for formative evaluations (mean = 3.26, 63.75% agree/strongly agree) further indicates effective evaluation structures. However, moderate scores for stakeholder involvement in formative evaluations (mean = 2.61, 48.75% disagree/neutral) and formative evaluations finding little deviation (mean = 2.60, 62.5% disagree/neutral) highlight significant weaknesses in ongoing, real-time assessments. These gaps in formative evaluation may contribute to persistent challenges in moderate performance areas like service reliability (mean = 2.05, Section 4.4) and non-revenue water (mean = 2.73, Section 4.4).

Our findings also relate well with those of Chiwawa (2021), who argues that comprehensive evaluations, particularly summative ones, enhance public sector performance by identifying strategic gaps, which NWSC achieves (mean = 3.44 for summative stakeholder involvement). This aligns with the study's finding that strategy evaluation is the strongest predictor of performance (Beta = 0.513, $p < 0.01$, Section 4.4.4). However, the moderate scores for formative evaluations contrast with Obicci's (2025) emphasis on continuous stakeholder engagement in Ugandan public sector organizations, suggesting NWSC's formative processes may lack inclusivity, potentially due to bureaucratic constraints (African Development Bank, 2022). Mwanza (2025) notes that effective formative evaluations in public utilities require diverse stakeholder input and real-time monitoring to address operational challenges, which could improve NWSC's moderate billing accuracy (mean = 2.61, Section 4.4). The European Journal of Business and Strategic Management (2020) found that robust evaluation systems drive performance in Uganda's public sector, supporting NWSC's strengths in summative evaluations but highlighting gaps in formative processes. Mahmood (2022) identifies bureaucratic delays as a barrier to effective evaluations, resonating with NWSC's moderate formative evaluation scores.

The high overall mean (3.11) confirms that strategy evaluation is a key strength, contributing to performance metrics like geographical coverage (mean = 3.31,

Section 4.4) and supporting the strong correlation between evaluation and performance ($r = 0.646$, $p < 0.01$, Section 4.4.4). However, the significant gap between summative and formative evaluation scores indicates a critical area for improvement. NWSC could enhance formative evaluations by increasing stakeholder diversity (e.g., including customers and frontline staff, as suggested by Obicci, 2025) and adopting real-time monitoring and digital feedback tools, as recommended by Mwanza (2025). These improvements could directly address moderate performance areas like service reliability and non-revenue water reduction (Section 4.4), strengthening the link between strategic evaluation and operational outcomes. Aligning these enhanced evaluation practices with NDP III’s focus on operational efficiency and accountability (African Development Bank, 2022) would further enhance NWSC’s strategic success.

Fig 5: Showing Strategy Evaluation Indicators



4.4 Correlation analysis

The Pearson product moment correlation analysis was conducted to establish the relationship between the variables under study as summarized in table 4.2. This analysis was particularly important in addressing the study objectives.

Table 4.6: Showing Correlation between Variables

		Strategic Management	Formulation	Implementation	Evaluation	Performance
Strategic Management	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	80				
Formulation	Pearson Correlation	.819**	1			
	Sig. (2-tailed)	.000				
	N	80	80			
Implementation	Pearson Correlation	.853**	.567**	1		
	Sig. (2-tailed)	.000	.000			
	N	80	80	80		
Evaluation	Pearson Correlation	.841**	.544**	.551**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	80	80	80	80	
Performance	Pearson Correlation	.694**	.507**	.582**	.646**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	80	80	80	80	80

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

Source: primary data 2023

The correlation analysis in Table 4.6 reveals strong, statistically significant positive relationships ($p < 0.01$) between Strategic Management, its components (Formulation, Implementation, Evaluation), and Organizational Performance, supporting the study's hypothesis that effective strategic management practices enhance performance at NWSC-Nakasero. The detailed interpretation below uses the specific correlation coefficients to elucidate these relationships and their implications.

Strategic Management

Strategic Management, as an overarching construct, shows very strong positive correlations with Implementation ($r = .853$, $p < .01$), Evaluation ($r = .841$, $p < .01$), and Formulation ($r = .819$, $p < .01$). These high correlations indicate that a cohesive strategic management approach integrates formulation, implementation, and evaluation effectively, aligning with Systems Theory's emphasis on interconnected processes (Section 1.6; Chiwawa, 2021). The slightly stronger correlation with Implementation ($r = .853$) suggests that execution is a critical driver of strategic success at NWSC, consistent with high implementation scores (mean = 3.28, Section 4.4.3).

Formulation and Other Variables: Strategy Formulation is moderately correlated with Implementation ($r = .567$, $p < .01$) and Evaluation ($r = .544$, $p < .01$), and has a moderate positive correlation with Performance ($r = .507$, $p < .01$). The moderate correlations with Implementation and Evaluation suggest that while NWSC's formulation practices (mean = 3.18, Section 4.4.2) are robust, their integration with execution and evaluation could be strengthened, particularly in goal-setting (mean = 3.04-3.2, Section 4.4.2), which may contribute to moderate performance areas like service reliability (mean = 2.05, Section 4.4). Obicci (2025) notes that effective formulation in Uganda's public sector requires stakeholder-driven goals, which NWSC partially achieves (mean = 3.23 for stakeholder engagement).

Strategy Implementation and Other Variables

Strategy Implementation shows a moderate positive correlation with Evaluation ($r = .551$, $p < .01$) and a stronger correlation with Performance ($r = .582$, $p < .01$). The stronger link to Performance indicates that effective execution (e.g., resource allocation, mean = 3.39, Section 4.4.3) directly enhances outcomes like geographical coverage (mean = 3.31, Section 4.4). However, the moderate correlation with Evaluation suggests gaps in feedback loops, potentially due to bureaucratic constraints (African Development Bank, 2022), which may explain moderate billing accuracy (mean = 2.61, Section 4.4). Mwanza (2025) emphasizes that implementation in public utilities benefits from clear resource allocation, which NWSC achieves but could improve in financial resources (mean = 3.04).

Strategy Evaluation and Performance

Strategy Evaluation has the strongest correlation with Performance ($r = .646$, $p < .01$), highlighting its critical role in driving outcomes, as supported by the regression analysis (Beta = 0.513, Section 4.4.4). This aligns with high evaluation scores (mean = 3.11, Section 4.4.3), particularly for summative evaluations (mean = 3.44). However, moderate formative evaluation scores (mean = 2.61, Section 4.4.3) suggest weaker ongoing assessments, potentially limiting performance in areas like non-revenue water (mean = 2.73, Section 4.4). Chiwawa (2021) notes that robust evaluation systems enhance public sector performance, which NWSC achieves in summative processes but could improve in formative ones.

Organizational Performance is strongly correlated with Strategic Management ($r = .694$, $p < .01$), Evaluation ($r = .646$, $p < .01$), Implementation ($r = .582$, $p < .01$), and Formulation ($r = .507$, $p < .01$). The strongest correlation with Strategic Management ($r = .694$) underscores the integrated impact of all practices, supporting Systems Theory's holistic approach (Section 1.6). The slightly weaker correlation with Formulation ($r = .507$) suggests that while formulation is effective, its impact on performance is less direct than evaluation and implementation, possibly due to moderate goal realism.

Comparing these findings with recent literature provides further insights. The strong correlation between Strategic Management and Performance ($r = .694$) aligns with the European Journal of Business and Strategic Management (2020), which found that integrated strategic practices drive performance in Uganda's public sector. However, the moderate correlation between Formulation and Performance ($r = .507$) contrasts with Obicci's (2025) emphasis on stakeholder-driven formulation, suggesting NWSC could enhance customer inclusion to address moderate customer satisfaction (mean = 2.76, Section 4.4). Mwanza (2025) highlights that evaluation's strong link to performance ($r = .646$) is critical in public utilities, but bureaucratic delays, as noted by Mahmood (2022), may weaken formative evaluations, impacting areas like service reliability. The African Development Bank (2022) contextualizes NWSC's challenges (e.g., uncollected revenue), suggesting that strengthening formative evaluations and financial resources could improve performance.

These findings show NWSC’s strengths in integrating strategic management practices, particularly evaluation, to drive performance. However, to address moderate performance areas (e.g., service reliability, billing accuracy), NWSC should enhance formative evaluations by involving diverse stakeholders (Obicci, 2025) and improve financial resource allocation (Mwanza, 2025). These improvements, aligned with NDP III’s efficiency goals (African Development Bank, 2022), would strengthen the link between strategic practices and performance outcomes.

4.5 Regression analysis

The regression analysis was employed to determine how strategic management practices influence public sector performance. Generally speaking; to establish if the changes in performance of the commercial banks are explained by the changes in strategic management practices.

Table 4.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.706 ^a	.498	.478	.30594	.498	25.154	3	76	.000

a. Predictors: (Constant), Evaluation, formulation, Implementation

The regression model summary indicates that the model, which includes the predictors of Evaluation, Formulation, and Implementation, has a moderately strong positive relationship ($R = 0.706$) with the dependent variable. Approximately 49.8% of the variance in the dependent variable can be explained by the predictors, as indicated by the R Square value. The adjusted R Square value, accounting for model complexity, is 0.478. The standard error of the estimate is 0.30594, representing the average deviation between predicted and actual values. The inclusion of the predictors significantly improves the model fit, as indicated by the R Square change and F change values (0.498 and 25.154, respectively) with a statistically significant significance level ($p < 0.001$). Overall, the model shows promising performance in predicting the dependent variable based on the provided predictors.

Table 4.7: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7.063	3	2.354	25.154	.000 ^b
Residual	7.114	76	.094		
Total	14.177	79			

a. Dependent Variable: Performance

b. Predictors: (Constant), Evaluation, formulation, Implementation

The ANOVA table presents the results of the analysis of variance for the regression model. The regression model, including the predictors Evaluation, Formulation, and Implementation, explains a significant amount of variation in the dependent variable (Performance). The regression model has a sum of squares of 7.063 and 3 degrees of freedom, with a mean square of 2.354. The F-value of 25.154 indicates a highly significant relationship between the predictors and the dependent variable, with a p-value of 0.000. The residuals, representing unexplained variation, have a sum of squares of 7.114 and 76 degrees of freedom, with a mean square of 0.094. Overall, the ANOVA results confirm that the regression model is statistically significant and provides valuable insights into the relationship between the predictors and the dependent variable.

Table 4.9 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	.490	.254		1.927	.058			
1 Strategy Formulation	.198	.101	.188	1.954	.054	.688	.219	.127
Strategy evaluation	.469	.102	.513	4.591	.000	.799	.466	.297
Strategy implementation	.181	.095	.198	1.900	.061	.717	.213	.123

a. Dependent Variable: Performance

Table 4.9 presents the coefficients for a multiple regression model, examining the relationship between the predictor variables (Strategy Formulation, Strategy Evaluation, and Strategy Implementation) and the dependent variable (Performance). The unstandardized coefficients indicate the impact of each predictor on Performance, while the standardized coefficients (Beta) represent the relative importance of each predictor. The results show that Strategy Evaluation has the highest standardized coefficient (Beta = 0.513), indicating a stronger influence on Performance compared to Strategy Formulation (Beta = 0.188) and Strategy Implementation (Beta = 0.198). Additionally, the significance values reveal that Strategy Evaluation is highly significant ($p < 0.001$), while Strategy Formulation and Strategy Implementation have slightly higher p-values ($p = 0.054$ and 0.061 , respectively). These findings suggest that Strategy Evaluation plays a key role in determining Performance.

CHAPTER FIVE

DISCUSSION OF RESULTS

5.0 Introduction

In this chapter, the findings obtained are discussed in line with the objectives and previous scholars on the variables of the study. These are documented in the subsequent 3 sections of this chapter.

5.1 Discussion of findings

The discussion of findings is based on the findings that were obtained in the course of conducting this research. The findings are discussed in the subsections below;

5.1.1 Strategic Management Practices and Performance

The study found a strong positive correlation between strategic management practices and organizational performance ($r = .694$, $p < .01$), indicating that effective strategic management significantly enhances NWSC's performance, particularly in areas like geographical coverage (mean = 3.31) and unit volume of water sold (mean = 3.18). This aligns with Systems Theory, which emphasizes the integration of organizational processes to achieve outcomes (Section 1.6; Chiwawa, 2021). The high mean scores for strategy formulation (mean = 3.18), implementation (mean = 3.28), and evaluation (mean = 3.11) reflect robust practices, contributing to performance strengths. However, moderate performance in service reliability (mean = 2.05), affordability (mean = 2.05), and billing accuracy (mean = 2.61) suggests challenges in translating strategic intent into consistent operational outcomes (African Development Bank, 2022).

Comparatively, Chiwawa (2021) found that integrated strategic management practices drive public sector performance, supporting NWSC's strong correlations ($r = .819$ -.853) between strategic management and its components. However, Obicci (2025) notes that stakeholder engagement is critical for sustained performance in Uganda's public sector, and NWSC's moderate stakeholder involvement in formative evaluations (mean = 2.61) may limit performance in customer-centric areas. Mwanza (2025) highlights that resource constraints, particularly financial, hinder public

utility performance, aligning with NWSC's moderate financial resource adequacy (mean = 3.04) and challenges like uncollected revenue. These findings suggest that while NWSC excels in strategic integration, additional resources (e.g., funding, stakeholder engagement tools) are needed to address moderate performance areas.

5.1.1.1 Strategy Formulation and Performance

The study identified a significant positive correlation between strategy formulation and performance ($r = .507$, $p < .01$), indicating that effective formulation contributes to NWSC's performance, particularly in introducing new services (mean = 3.31) and expanding geographical coverage (mean = 3.31). High agreement on succinct formulation processes (mean = 3.61) and stakeholder engagement (mean = 3.23) reflect structured planning, aligning with Contingency Theory's emphasis on environmental adaptation (Chiwawa, 2021). However, slightly lower scores for goal realism (mean = 3.04) suggest challenges in setting achievable targets, potentially impacting moderate performance in affordability (mean = 2.05).

This finding aligns with the European Journal of Business and Strategic Management (2020), which found that stakeholder-driven formulation enhances performance in Uganda's public sector, but NWSC's moderate customer feedback integration (mean = 2.96) indicates a gap in external stakeholder involvement. Obicci (2025) emphasizes that inclusive formulation processes improve goal alignment, suggesting NWSC could strengthen performance by involving customers and regulators in planning. To address moderate performance areas, NWSC should allocate resources to advanced planning tools (e.g., PESTLE analysis, Mwanza, 2025) and stakeholder consultation platforms, enhancing formulation's impact on performance.

5.1.1.2 Strategy Implementation and Performance

A significant positive correlation was found between strategy implementation and performance ($r = .582$, $p < .01$), with high scores for internal communication (mean = 3.63) and role allocation (mean = 3.38) driving outcomes like unit volume of water supplied (mean = 3.18). This supports Systems Theory's emphasis on integrated organization processes (Chiwawa, 2021). However, moderate scores for financial resource adequacy (mean = 3.04) and lines of authority (mean = 3.0) suggest

resource and bureaucratic constraints, potentially contributing to moderate billing accuracy (mean = 2.61) and non-revenue water (mean = 2.73).

Mwanza (2025) notes that effective implementation in public utilities requires sufficient financial and human resources, which NWSC partially achieves (mean = 3.19 for human resources) but struggles with financially. Mahmood (2022) highlights bureaucratic hierarchies as barriers to implementation, aligning with NWSC's moderate authority clarity. To improve performance, NWSC should allocate additional financial resources for infrastructure (e.g., pipe network expansion, mean = 1.79) and streamline authority structures, as recommended by Obicci (2025), to enhance execution efficiency.

5.1.1.3 Strategy Evaluation and Performance

The study found the strongest correlation between strategy evaluation and performance ($r = .646$, $p < .01$), with high scores for summative evaluations (mean = 3.44, Table 4.5) and competent teams (mean = 3.26,) driving performance outcomes. This aligns with the regression finding that evaluation has a significant impact (Beta = 0.513). However, moderate scores for formative evaluations (mean = 2.61 for stakeholder involvement, mean = 2.60 for deviations) highlight areas needing improvement, weaknesses in ongoing assessments, potentially limiting performance in service reliability (mean = 2.05).

Chiwawa (2021) emphasizes that robust evaluation systems enhance public sector performance, supporting NWSC's summative strengths. However, Obicci (2025) notes that continuous stakeholder engagement in evaluations is critical, and NWSC's moderate formative evaluation scores suggest a need for broader stakeholder inclusion (e.g., customers). Mwanza (2025) recommends real-time monitoring tools for utilities, which could address NWSC's formative evaluation gaps. To improve performance, NWSC should allocate resources to stakeholder engagement platforms and real-time evaluation systems, aligning with NDP III's efficiency goals (African Development Bank, 2022).

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

This chapter covers the conclusion of the study and the recommendations to different stakeholders as well areas of the further research.

6.1 Conclusion

This study concludes that; strategic management practices adopted by National water and sewerage corporation influence performance. Effective strategy formulation is crucial for achieving organizational goals. The success of strategy implementation is determined by how well senior management or leadership supports the organization's strategy. Reviews of the organization's goal and vision, staff participation, proper resources, efficient communication, and a participative strategic management process all play a role in performance. As a result, management at National Water and Sewerage Corporation should try to cultivate these areas on a regular basis in order to achieve quality service delivery. Strategy assessment and control require actual service delivery in order to positively contribute value to an organization's quality service, clear service indicators, a connection between remunerates and service, operational opinion systems, sufficient resources, and appropriate training. Strategy evaluation and control are critical to the National water and sewerage performance because they provide feedback on progress toward strategic objectives.

6.2 Recommendations

Objective one

The study recommends senior management to encourage frontline managers to be involved in strategy formulation because it will motivate, inspire, and give them a sense of appreciation for the strategic goals that can be effectively linked to their day-to-day operations. The management and national water and sewerage corporation should to create more training opportunities to its employees. Training will help employees to gain more knowledge and thus perform their tasks better.

Training also helps employees get exposure which is good for growth. Training is also a form of staff motivation in the organization. The government can avail funds to support employees join professional bodies like ICPAU, African institute of strategic management and IHRM among others. The organizations can also sponsor middle and top managers to attend senior management courses in institutions like Institute of Corporate Governance Uganda.

National Water and Sewerage Corporation as well as other public sector organizations should avail necessary information to the public in a timely manner. The public should be in a position to access information with ease. This will help National Water Sewerage Corporation and other public sector organizations to carry out public participation in an effective and efficient manner. The organizations can do this by updating their website in a timely manner, using other medium of communication for instance local radio stations, newspapers, television just to mention a few. When the people have the right information, they are able to actively participate in affairs and their inputs likely to improve service delivery.

National Water and Sewerage Corporation can have partnership with other stakeholders. This will aid the organization have more resources to implement their strategies. This will in the end improve service delivery in the country. The organization should have a strong internal control system in place; this will ensure that strategy evaluation and control is effective and efficient.

Objective two.

It is recommended that, the management of National water and Sewerage Corporation establish clear goals and objectives: Before beginning to implement a strategy, it is essential to have clear and measurable goals and objectives in place. This will help to ensure that everyone involved in the implementation process is working towards the same end goal.

The management should assign clear roles and responsibilities: To ensure that strategy implementation is successful, it is important to clearly assign roles and responsibilities to different individuals and teams. This will help to ensure that everyone knows what they are responsible for and can work together effectively.

From the study, it's recommended that, the managing team of National water and sewerage corporation should monitor progress and adjust as needed: Monitoring progress and making adjustments as needed is an important part of strategy implementation. This can include tracking key performance indicators, gathering feedback from employees and customers, and making changes as needed to ensure that the strategy is on track to achieve its goals and objectives.

Objective three

Establish clear evaluation criteria: Before beginning the evaluation process, it is important to establish clear criteria for evaluating performance. This should include both financial and non-financial metrics, such as customer satisfaction, service delivery, and employee engagement.

Compare performance to industry benchmarks: Comparing the National water and sewerage corporation's performance to industry benchmarks in the region can provide valuable insights into how the branch is performing in relation to similar organizations. This can help to identify areas where the branch is performing well and areas where there is room for improvement.

It is recommended that, National Water and Sewerage Corporation should conduct a thorough root cause analysis: To identify the underlying causes of any performance issues, it is important to conduct a thorough root cause analysis. This can help to identify problems at the source and address them more effectively.

When followed these recommendations, the Nakesero branch of the National Water and Sewerage Corporation can conduct effective strategy formulation, implementation and evaluations, improve its performance, and ensure that the needs of its customers, employees, and the community are met.

6.3 Methodological constraints/limitations

This study, which examined the effect of strategic management practices (strategy formulation, implementation, and evaluation) on the organizational performance of the National Water and Sewerage Corporation (NWSC) - Nakasero Branch, provides valuable insights but is subject to several limitations that impact its generalizability

and depth. These limitations, related to sampling, data scope, and design constraints, are discussed below, followed by recommendations for future research to address these challenges and extend the study's findings.

The study relied on a sample of 86 staff from a population of 110 at NWSC-Nakasero Branch, selected through simple random sampling (Section 3.3). While this approach ensured representativeness within the branch, the focus on a single branch limits the generalizability of findings to other NWSC branches or public utilities in Uganda. As noted by Obicci (2025), single-site studies in Uganda's public sector may overlook contextual variations across regions or organizations. Additionally, the sampling method lacked detailed stratification to ensure proportional representation across respondent categories (e.g., management, technical, administrative, operational staff), potentially skewing perspectives, as the examiner highlighted. For instance, the views of operational staff (n = 16) may be underrepresented compared to technical staff (n = 31) (Section 3.3, Table 1).

The study's reliance on quantitative data from closed-ended questionnaires (Section 3.5) provided measurable insights (e.g., $R^2 = 0.498$, $p < 0.001$, Section 4.4.4) but restricted the exploration of nuanced perceptions or contextual factors influencing NWSC's performance. Qualitative data, such as interviews with staff or stakeholders, could have provided deeper insights into bureaucratic challenges or employee motivations, as suggested by Saunders et al. (2023). The data scope was further limited by focusing solely on internal staff perspectives, excluding external stakeholders like customers or regulators, who are critical to NWSC's performance metrics (e.g., customer satisfaction, Section 4.4.4). This omission aligns with Chiwawa's (2021) observation that public sector studies often neglect external stakeholder views, reducing their comprehensiveness.

The cross-sectional design, while efficient for capturing a snapshot of NWSC's practices within a six-month MBA timeline (Section 3.2), limits the ability to assess the long-term impact of strategic management practices. Longitudinal designs, as recommended by Creswell and Creswell (2023), could better capture the dynamic effects of strategy implementation over time, especially given NWSC's ongoing reforms (Section 1.1.1). Additionally, the exclusive use of a quantitative approach,

justified by time constraints and the need for statistical clarity (Section 3.2), may have overlooked qualitative nuances, such as cultural or leadership dynamics, which Obicci (2025) identifies as critical in Uganda's public sector. The study's focus on one organization also restricts its applicability to broader public sector contexts.

6.4 Contributions of the Study

This study, examining the effect of strategic management practices on the performance of the National Water and Sewerage Corporation (NWSC) - Nakasero Branch, makes significant contributions to theory, management practice, and policy in the context of Uganda's public sector. These contributions address the limited research on strategic management in public utilities, particularly in Uganda, and provide actionable insights for improving organizational performance, as highlighted by the study's findings.

6.4.1 Theoretical Contributions

The study advances the application of Systems Theory and Contingency Theory by demonstrating their relevance in a Ugandan public utility context. It confirms that strategic management practices (formulation, implementation, evaluation) are interlinked processes that enhance performance through coordinated systems, as supported by Chiwawa (2021). The significant correlation ($r = 0.694$, $p < 0.01$, Section 4.4.4) and regression results ($R^2 = 0.498$, $p < 0.001$) validate these theories, extending their applicability to public sector organizations beyond private-sector contexts. Additionally, the study addresses a gap in Uganda-specific literature, as noted by Obicci (2025), by providing empirical evidence on how strategy evaluation (Beta = 0.513, Section 4.4.4) drives performance, contributing to the theoretical understanding of evaluation's role in public sector strategic management.

6.4.2 Managerial Contributions

The findings offer practical insights for NWSC managers and other public sector leaders. The study identifies strategy evaluation as the most influential practice (Section 4.4.3), recommending clear evaluation criteria and root cause analyses (Section 5.1.3). These insights guide managers in prioritizing evaluation to improve service quality and customer satisfaction, addressing NWSC's challenges like uncollected revenue (Section 1.1.1). The emphasis on stakeholder consultation (mean = 3.16, Section 4.4.1) and leadership's moderating role aligns with Obicci

(2025), suggesting that involving frontline managers and fostering authentic leadership can enhance strategy formulation and implementation. These recommendations provide a roadmap for NWSC to strengthen operational efficiency and accountability.

6.4.3 Policy Contributions

The study informs public sector policy in Uganda by highlighting the need for strategic management frameworks tailored to utilities, aligning with the National Development Plan III (NDP III, 2021-2025) goals for infrastructure development (African Development Bank, 2022). The findings suggest that policies promoting stakeholder engagement and regular performance evaluations can address bureaucratic inefficiencies, as seen in NWSC's billing issues. By demonstrating the impact of strategic practices on performance metrics (Section 4.4.4), the study advocates for policy reforms that integrate strategic management training and evaluation systems in public utilities, contributing to Uganda's sustainable development objectives.

These contributions enhance the academic and practical understanding of strategic management in Uganda's public sector, addressing gaps in localized research and providing actionable strategies for NWSC and similar organizations.

6.5 Suggestion for Further Study

To address the limitations, future research should adopt a mixed-methods approach, combining quantitative surveys with qualitative interviews or focus groups to capture both measurable outcomes and contextual insights, as suggested by Saunders et al. (2023). Expanding the sample to include multiple NWSC branches or other Ugandan public utilities would enhance generalizability, addressing regional variations noted by the African Development Bank (2022). A longitudinal study could examine the sustained impact of strategic management practices, particularly strategy evaluation (Beta = 0.513, Section 4.4.4), on performance metrics over time. Including external stakeholders, such as customers or regulatory bodies, would provide a holistic view of performance, aligning with NDP III's emphasis on stakeholder engagement (African Development Bank, 2022). Finally, future studies could explore additional moderating variables, such as technology adoption or policy

reforms, to deepen the understanding of strategic management in Uganda's public sector.

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Appendix I: Questionnaire Form

Dear respondent,

I am a student at Uganda Christian University pursuing a Master’s degree of Business Administration (MBA). As one of the requirements for being awarded with this qualification, I am conducting a study on a topic, “strategic management practices and performance of public sector organizations”. You have been identified as one of the resourceful people to participate in this study. You are requested to answer the questions as honestly as possible to enable reliable conclusions and recommendations. All your responses will be used strictly for research purpose and treated with anonymity and utmost confidentiality.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

Please tick the option that best describes you.

Section A (I): Demographic Characteristics

1. Gender

Male	Female
1	2

2. Age

20-29years	30-39 years	40-49 years	50-59 years	Above 60 years
1	2	3	4	5

3. Marital Status

Single	Married	Divorced	Others
1	2	3	4

4. Highest education level

Certificate	Diploma	Bachelor’s	Masters	Others
1	2	3	4	5

5. Number of years in service

Less than 5 years	5-10 years	11 years and above
1	2	3

6. Which department do you belong to

Administration	IT	Operations	Human resource	Planning	Technical
1	2	3	4	5	6

SECTION B: STRATEGIC MANAGEMENT PRACTICES

You are required to answer the following statements using the key presented to you. Key: 1-Strongly Disagree (SD), 2- Disagree (D), 3- Not Sure (NS), 4- Agree (A) and 5 represents Strongly Agree (SA).

Strategic Management Practices		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
	Strategy formulation					
SF1	The process of formulating strategies are succinct	1	2	3	4	5
SF2	We do thorough environmental scanning while formulating strategies	1	2	3	4	5
SF3	We use several evidence-based strategic models while formulating strategies	1	2	3	4	5
SF4	The goals set during strategy formulation are reasonably achievable	1	2	3	4	5
SF5	The goals set during strategy formulation are realistic	1	2	3	4	5
SF6	We engage all relevant stakeholders while formulating strategies	1	2	3	4	5
SF7	Stakeholders involved during formulation bring various expertise on board					
SF8	Approaches with the majority support end up being adopted					
	Strategy implementation					
S1	The implementation of strategies is highly facilitated by departmentalization of NWSC	1	2	3	4	5
S12	There is a clear line of authority for members to follow during strategy execution	1	2	3	4	5
S13	Roles and responsibilities are appropriately allocated on basis of competence and capability	1	2	3	4	5
S14	Management provides adequate physical resources for the implementation of strategies	1	2	3	4	5
S15	Management provides adequate financial resources for the implementation of strategies	1	2	3	4	5
S16	Management provides adequate human resources for the implementation of strategies					
S17	Internal communication is conducted in an orderly and timely fashion while implementing strategies					
S18	Communication with external stakeholders is orderly and timely					
	Strategy evaluation					
SE1	Annual evaluations performed on strategies are comprehensive enough	1	2	3	4	5
SE2	All relevant stakeholders are involved in summative evaluations	1	2	3	4	5
SE3	Terminal evaluations are carried out by competent teams	1	2	3	4	5
SE4	Summative evaluations find very little negative deviations from expectations	1	2	3	4	5
SE5	All relevant stakeholders are involved in formative evaluations	1	2	3	4	5
SE6	Formative evaluations are carried out by competent teams	1	2	3	4	5

SE7	Formative evaluations find very little negative deviations from expectations					
SE8	Interim evaluations performed on strategies are comprehensive enough					

SECTION D: PUBLIC SECTOR PERFORMANCE

You are required to answer the following statements using the key presented to you. Key: 1-Strongly Disagree (SD), 2- Disagree (D), 3- Not Sure (NS), 4- Agree (A) and 5 represents Strongly Agree (SA).

Public Sector Performance		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	All complaints are received and recorded accurately	1	2	3	4	5
2	Officers handle all quantities of cases they are supposed to handle per month	1	2	3	4	5
3	All complainants are always satisfied with work done by respective officers in handling their complaints	1	2	3	4	5
4	There are instant water installations	1	2	3	4	5
5	There is reduced water system failure	1	2	3	4	5
6						

Thanks for participating!!!!

Appendix I: Sample Size Determination Using Krejcie and Morgan Table

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970