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Strategic Vision Clarity and Service Delivery in Nairobi City Water and Sewerage Company, Kenya

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Abstract: **In Kenya, Nairobi City Water and Sewerage Company is grappling with numerous systemic challenges that severely impact its capacity to deliver reliable water services to the city's residents These challenges significantly compromise health outcomes and economic development as the County risks deepening its water access crisis, with lasting consequences for its growing population. While strategic vision clarity has become a key enabler to service delivery that has been shown in existing empirical literature, there are three gaps that have been identified: contextual gap, conceptual gaps and methodological gaps. In effort to fill these gaps, the study assessed effects of s vision clarity on service delivery in Nairobi city water and sewerage company, Kenya. The study was anchored on SERVPERF and, Dynamic Capabilities Theory. The target population are the 459 Senior staff of Nairobi City Water and Sewerage Company. The data for the study was gathered from primary sources utilizing structured questionnaire. The research instrument was tested for validity and reliability using construct validity and internal consistency respectively. To create descriptive statistics, the data was analysed using quantitative analysis. Inferential statistics was used to estimate a model for explaining the dependent variable in terms of the independent variables. The findings of the research exposed a statistically significant effect of strategic vision clarity on service delivery in Nairobi City Water and Sewerage Company, Kenya ($p < 0.001$; $B=0.752$). This study concludes that strategic vision clarity ensures that the employees know the priorities of the organization and align their actions in accordance with the set service delivery objectives. The study suggests that the company have proper communication and accountability structure to relate its vision, departmental objectives and performance objectives of individual employees.**

Keywords: **Articulation and Specificity, Communication Effectiveness, Service Delivery, Shared Understanding, Vision Clarity.**

1. INTRODUCTION

1.1 Background of the Study

The public increasingly perceives state institutions through a business-oriented lens, wherein citizens consider themselves akin to shareholders and therefore expect a justifiable return on their tax contributions in the form of timely and high-quality service delivery (Ferry, Glennon & Murphy, 2019). Consequently, public services delivery is regarded as key mechanisms through which governments can address citizen expectations for service excellence (Amankona et al., 2018). To effectively meet these expectations, public service entities must pay careful attention to the core principles of service delivery, namely, availability, accessibility, acceptability and affordability (Nguyen & Moreira, 2023).

Abdullahi and Osman (2023) emphasize that the essence of service quality lies in the discrepancy between customers' expectations and their perceptions of actual service experiences. Meanwhile Ruwanika and Maramura (2024) defined service delivery the process through which Governments provide benefits, satisfactions, or services to individuals or

communities. Supporting these view, Nguyen and Moreira (2023) identify critical factors that influence customer expectations, noting that perceived service delivery is ultimately shaped by how consumers evaluate the congruence between their anticipations and the services rendered.

Indeed, service delivery processes play an imperative role in the achievement of strategic objectives and maintaining competitive advantage in public sector (Kalogiannidis et al., 2023). However, there are major challenges with the current systems that make it difficult for NCWSC to provide reliable water services to the urban population (Korzenevica et al., 2024). In view of the fast-changing environment, the company needs to gain adaptability to new situations and deliver excellent services that shall meet the rising demands of increasingly affluent and demanding consumers (Wambui & Sije, 2023). For an organization to be successful, it needs to possess the ability to detect change fast, be proactive in dealing with these changes and beat the competitors through adapting effectively to the change (Essien et al., 2026). However, some organizations have had difficulties adapting to changes and achieving their objectives and goals regularly in order to cope with the changing business environment (Seyadi & Elali 2021). These challenges position those companies that are agile, adaptable and flexible to make sure they possess the ability to perceive the environment and the focus on adaptive reactions that cope with uncertainty (Ibrahim et al., 2025).

Such ability emanates from vigilance, flexibility, sensing and speed that help the organization to distribute its resources effectively, adapt quickly to changes in the environment, take advantage of new opportunities and meet the demands of its clients (Abdulwahab et al., 2024). In this regard, vision clarity is linked to the organization's aspiration and future orientation based on thorough analysis of both the internal and external environments (Al-Shanti & Aljaiar, 2021). It is defined as a desirable and motivating image of the future that acts as a goal as well as a force that requires joint effort. According to Al-Rossan and Almomni (2022), the process of forecasting the future should be both realistic and opportunistic, thus ensuring that strategic activities are grounded in realistic foresight. Therefore, from the existing literature on strategic agility, it is clear that there is strategic sensitivity, resource fluidity, leadership cohesiveness and vision clarity in an organization (Odeh & Alkshali, 2024),

1.2 Statement of the Problem

Nairobi City Water and Sewerage Company faces countless systematic problems, which hinder its efficiency in providing the necessary water services to the city's population such as a daily deficiency of 260 million liters of water, old infrastructure and the challenge of maintaining the quality of water in rapidly growing cities (Murigu, 2020). In addition, most people do not have regular water supply with some regions receiving the water only once or twice per week. Other challenges in water service include double billing, inaccurate billing and long time taken in resolving disputes which are clear signs of inefficiency in the provision of services. Wastewater recycling and use of technology have also not been embraced by the organization. Sewage coverage is low with only 50% while Non-Revenue Water (NRW) is at 36%. In spite of having customer satisfaction of 73%, only 40% of Nairobi's population gets 24 hours supply of water, making infrastructure upgrade and efficient service management very vital (Athi Water Works Development Agency, 2025; NCWSC, 2019). These challenges significantly compromise Nairobi's urban resilience, health outcomes and economic development as the County risks deepening its water access crisis, with lasting consequences for its growing population.

Although literature demonstrated that strategic vision clarity is a strong tool for service delivery effectiveness, extant empirical research highlights contextual, methodological gaps and conceptual gaps. Hence, the empirical studies done have illustrated some of the limitations which exist and include; contextual gap, conceptual gap and methodological gap. This study aims at bridging the existing knowledge gaps by examining strategic vision clarity and effects on service delivery in Nairobi City Water and Sewerage Company.

1.3 Objectives of the Study

The objective of the study was to assess effect of strategic vision clarity on service delivery in Nairobi City Water and Sewerage Company, Kenya.

2. LITERATURE REVIEW

2.1 Theoretical Literature Review

In this study, SERVPERF Model, Dynamic Capabilities Theory informed the research variables.

2.1.1 SERVPERF Model

The SERVPERF model, developed by Cronin and Taylor (1992), is a widely adopted tool for assessing service quality, particularly by focusing on customer perceptions of actual service performance. It measures core dimensions: access, reliability, responsiveness, assurance and empathy, with the assumption that these perceptions directly reflect service quality. In water service delivery, SERVPERF helps evaluate provider performance in delivering reliable and safe water, maintaining infrastructure, offering personalized support and responding to customer needs. This model enables organizations to identify strengths and areas for improvement, leading to better customer satisfaction and service alignment.

However, there have been some criticisms of the SERVPERF model, pointing out its major flaws. The exclusive consideration of perceptions without taking into account customers' expectations is viewed as an over-simplification. Scholars believe that expectations are of vital importance when it comes to making evaluations of service quality and thus cannot be overlooked. Also, the SERVPERF model lacks the emotional and cognitive aspects of customers' satisfaction and does not make any direct connection between service quality and the result, such as customer loyalty or intentions.

2.1.2 Dynamic Capabilities Theory

The Dynamic Capabilities Theory (DCT) by Teece, Pisano, and Shuen (1997) describes how firms adjust their resources and capabilities to change their environment and improve their performance. The theory builds on the Resource-Based View but stresses the importance of organizational flexibility, responsiveness, and resource fit for gaining competitive advantage (Efeomo et al., 2022). Strategic vision clarity is aligned with DCT since having a strategic vision helps the organization to gain a sense of direction, allocate its resources, coordinate employees' actions, and make strategic decisions. For Nairobi City Water and Sewerage Company, a clear vision will allow better alignment of organizational activities and resources aimed at enhancing service accessibility, reliability, efficiency, and customer satisfaction.

Although the theory is relevant to the topic, it is subject to criticism as the DCT does not provide any competitive advantage since dynamic capabilities are similar to continuous improvement and do not assure success (Eisenhardt & Martin, 2000; Collis & Anand, 2018).. However, according to Teece (2007), dynamic capabilities are about more than best practices. Rather, they are about opportunity identification, strategic response, and transformation of organizational resources. Consequently, dynamic capability theory underpins this study as it highlights how strategic vision clarity can drive resource alignment, coordination, and strategic adaptation for improving service delivery at Nairobi City Water and Sewerage Company, Kenya**.**

2.2 Empirical Literature Review

Strategic vision clarity has received widespread research attention regarding service delivery and much literature has been documented in connection with its importance in directing the organization’s strategy, synchronizing employee activities and increasing the consistency and quality of service outcomes. Research by Odeh and Alkshali (2024) that there is a moderate level of strategic agility applied in such organizations with high healthcare quality. Furthermore, strategic agility was shown to have a statistically significant effect on healthcare quality. Notably, strategic vision clarity as part of strategic agility has been found to significantly affect all dimensions of healthcare quality. Conceptual gaps involved in considering private hospitals in Jordan alone have limited generalization of the results. In their research, Gahonzire and Mulyungi (2020) revealed that the coefficient for strategic vision and mission practices was 0.099, which is greater than zero. The associated t-statistic was 2.124, with a p-value of 0.034, indicating statistical significance at the 0.05 level. These results suggest that strategic vision and mission practices have a significant positive effect on service delivery at the Rwanda Development Board. Yet, the study had contextual gap being limited to Rwanda Development Board, constraining applicability of the findings.

Gochmann et al. (2022) research findings indicated that leaders were perceived as more effective when their communicated vision closely aligned with their task goals. These results highlight the critical role of consistency between a leader’s vision communication and actual task goals in building trust and improving outcomes. The study had methodological gap of using convenience sampling. The gaps identified in these studies needed to be addressed to enhance understanding on how leadership cohesion facilitates service delivery at NCWSC. These studies acknowledge the positive contribution of clarity of vision to service delivery and leadership effectiveness. However, they exhibit some gaps such as a limited context (specific sectors or organizations), lack of methodological strength (including convenience sampling) and limited generalizability that must be overcome in future studies.

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3. RESEARCH METHODOLOGY

3.1 Research design

In the current research, a descriptive research design was adopted. This is because this research design helps to provide an accurate picture or representation of the phenomena under study. According to Creswell (2014), descriptive research allows the researcher to describe variables and their relationships. Therefore, this type of research design was the most appropriate one for the current research context.

3.2 Target Population

The target population comprised the 459 staff of NCWSC, comprising 10 directors, 12 board members, 9 functional departmental heads and 428 employees, distributed across the nine administrative regions: Central, Kasarani, Langata, Roysambu, Informal settlement, lower Embakasi, Upper Embakasi and Wetlands.

3.3 Sampling and Sample Size

In this study, the method of proportionate sampling was employed to identify the proportionate size of the study sample among the classifications of the population. This was important since it helped to increase the generalization of the study results among all classifications.

Since population of 459 exceeds 100, the sample size was determined using formula Yamane's (1967) for calculating sample size, as shown below.

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

Where e is the precision level, that is, 5% precision at a 95% confidence level; n is the sample size, while N is the target population size.

$$\text{Thus } n = \frac{459}{1+459\,x(0.05)^2} = \frac{459}{1+459\,x(0.025)} = \frac{459}{1+1.1} = \frac{459}{2.1} == 213.737$$

n = 214

Thus, the sample size was 214 respondents,

The sample size for each category was calculated by multiplying with sampling factor (214/459= 0.70588)

3.4 Data Collection Procedure.

In this study, primary data was obtained directly from managerial-level employees of NCWSC. The data was collected through a structured questionnaire. This tool was employed to obtain primary data from the respondents on strategic agility and service delivery in Nairobi City Water and Sewerage Company (NCWSC). This method ensured that the data collected was representative to facilitate the analysis of the relationship between the dimensions of strategic agility and service delivery. The questionnaire wase administered directly to the selected participants by the researcher, who also provided guidance and clarification as needed to ensure that respondents fully understand the questions and respond accurately.

3.5 Reliability of Research Instrument

In this study, internal consistency reliability was assessed on 22 staff of Athi Water Service Board, through the calculation of Cronbach's alpha coefficient, which ranges between 0 and 1 (Kothari, 2012). Cronbach's coefficient (α) was adopted in this study to measure the internal consistency of the questionnaire. Cronbach's alpha coefficient was analysed based on the criteria outlined by George and Mallery (2018). According to their suggestions; excellent construct is implied by $\alpha \geq 0.9$ while good construct has value $0.9 > \alpha \geq 0.8$ as acceptable constructs is denoted by $0.8 > \alpha \geq 0.7$, questionable = $0.7 > \alpha \geq 0.6$. Meanwhile $0.6 > \alpha \geq 0.5$ implies poor reliability of the construct while any measure < 0.5 is unacceptable. Table 4.2 presented results of analysis.

Table 1: Reliability of the Entire Tool

Item	Cronbach's Alpha	N
Strategic vision clarity	0.898	9
Service delivery	0.824	7
The Tool	0.964	5

Source: Research Data (2026)

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The reliability results indicate the internal consistency of each construct as well as the entire scale. The Cronbach alpha values for all the constructs strategic vision clarity (α = 0.898) and service delivery in Nairobi City Water and Sewerage Company, Kenya (α = 0.824) were above the acceptable cut-off point of 0.70. This means that all the constructs have demonstrated adequate to excellent internal consistency.

3.6 Validity of Research Instrument

To ensure the validity of the research instrument, this study assessed construct validity. The construct validity was determined using Exploratory Factor Analysis (EFA) through PCA by investigating whether the measuring items adequately captured the constructs. The sufficiency of the data for factor analysis was evaluated using the Kaiser-Meyer-Olkin (KMO) statistic, where any value of 0.50 or above is acceptable and Bartlett's Test of Sphericity, whose significance was to be established at $p \leq .05$ to show adequate correlations between the items (Kaiser, 1974). The factor analysis was performed in SPSS using principal component extraction to investigate whether the items formed distinct factors that capture the study constructs. The results were shown in Table 2.

Table 2: Kaiser Meyer Olkin (KMO) and Bartlett's Validity Test

Factor	KMO Value	Bartlett Value	Satisfy Criteria
Strategic vision clarity	0.553	<0.01	Yes
Service delivery at NCWSC	0.586	<0.01	Yes

As is evident from Table 2, the KMO statistic for; Service Delivery at NCWSC was 0.586 and that of Strategic vision clarity was 0. 553. This implies that the KMO statistic for all of them exceeded 0.5. Also, Bartlett's Test of Sphericity for all of them was significant ($p<0.001$). This implies that the items were valid.

3.7 Data Analysis and Presentation

This study employed a quantitative research methodology, beginning with descriptive statistical analysis to summarize and characterize the variables under investigation. The descriptive statistics were used in order to bring out trends that were associated with the study, The findings have been represented through the use of tables and explanation.

Subsequently., inferential statistics were carried out in order to find out the relationship between the independent variable (IV) and the dependent variable (DV). The model used was

$$Y = \beta_0 + \beta_1 X_1 + e \quad \text{(i)}$$

Where:

Y = Service delivery in Nairobi City Water and Sewerage Company, Kenya

X_1 = Strategic vision clarity

β_0 is a constant (which is the value of dependent variable when all the independent variables is 0).

β_{1-4} is the regression coefficients or change induced by X_1

e = error term

4. RESEARCH FINDINGS AND DISCUSSIONS

4.1 Response Rate

The questionnaire was used in the study as a tool for gathering the data, and 214 respondents were administered with the questionnaire of which 183(85.51%) responded. From the argument by Mugenda and Mugenda (2008), this response rate was very good and appropriate for getting accurate result. The respondents gave the correct answers to the questions asked. Although the pilot study took one week, the data collection process took two weeks.

4.2 Respondents' Demographics

The analysis took into consideration the highest level of education of the respondents, the period for which they have been serving NCWSC and their position since all these factors add contextual details regarding the ability, experience and exposure of the respondents to the strategic and operational activities. The education level and professional expertise of the

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employees may have an impact on the capability of the employees in processing information and adapting to new challenges in work, which is related to the organizational agility (Lai et al., 2021). From the findings, 95 (51.9%) of the participants held bachelor's degrees, whereas 74 (40.4%) were master's degree holders. Moreover, 11 (6.0%) held college degrees and 3 (1.6%) were PhD holders. Hence, 172 (94.0%) of the participants had at least a bachelor's degree. It emerged from the results that 81 people (44.3%) had been employed by NCWSC for 11-15 years. It was followed by 39 people (21.3%) working for 5-10 years and another 34 people (18.6%) having been employed for less than five years. An additional 25 people (13.7%) had been employed for 16-20 years, while 4 people (2.2%) had been working for over 25 years. Significantly, 149 (81.4%) had been employed by NCWSC for at least five years. The findings indicate that out of the total number of respondents, 173 (94.5%) were employees of the organization, 5 (2.7%) were departmental heads, 3 (1.6%) directors and 2 (1.1%) board members.

The demographic results suggest that the participants of the study were mostly highly educated and experienced workers who were actively engaged in NCWSC activities. The results improve the validity of the respondents' answers in the context of analyzing the connection between strategic agility and service delivery, since the respondents had both sufficient education and experience required to be aware of the strategy and operations of the company. At the same time, the prevalence of staff-level respondents should be noted in case of considering the results related to strategic decisions at higher levels of management.

4.3 Descriptive Statistics

The characteristics of the Independent Variable and Dependent Variable were analysed by the use of 5-Point Likert Scale. It was defined that "Strongly Disagree" equalled to 1, "Disagree" equalled to 2, "Neutral" stood for 3, "Agree" stood for 4, "Strongly Agree" equalled to 5. The Mean (M) and Standard Deviation (SD) for each of the IVs or DV indicators were obtained. The means and standard deviations of all the indicators of each of the IV were utilized to obtain the overall M and SD of the DV and each of the IVs respectively. This was then interpreted to mean that value of 1.0 or higher but less than 1.8 is equal to "Strongly Disagree", value of 1.8 or higher but less than 2.6 is equal to "Disagree", value of 2.6 or higher but less than 3.4 is equal to "Neutral", value of 2.6 or higher but less than 3.4 is equal to "Agree" and value of 4.2 or higher but less than 5.0 is equal to "Strongly Agree".

4.3.1 Service Delivery at NCWSC

Results from service delivery at Nairobi City Water and Sewerage Company in Kenya show mostly positive perception by the customers, implying that strategic agility is demonstrated in water quality, delivery reliability and customer response as measure of service delivery. The results were captured in Table 3

Table 3: Service Delivery at Nairobi City Water and Sewerage Company

Parameter	St D		D		N		A		SA		M	SD
	n	%	n	%	n	%	n	%	n	%		
Customers have adequate and convenient access to water and sewerage services.	0	0.00%	15	8.20%	91	49.70%	49	26.80%	28	15.30%	3.49	0.851
The water supplied meets acceptable quality and safety standards.	0	0.00%	9	4.90%	52	28.40%	92	50.30%	30	16.40%	3.78	0.775
Water supply services are consistent and reliable with minimal interruptions.	0	0.00%	8	4.40%	26	14.20%	62	33.90%	87	47.50%	4.25	0.858
The organization responds promptly to customer complaints and service requests.	0	0.00%	5	2.70%	15	8.20%	35	19.10%	128	69.90%	4.56	0.76
The organization demonstrates genuine	0	0.00%	5	2.70%	15	8.20%	18	9.80%	145	79.20%	4.66	0.746

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concern for customer needs and challenges.												
Employees are knowledgeable and instil confidence in customers regarding service delivery.	0	0.00%	1	0.50%	11	6.00%	25	13.70%	146	79.80%	4.73	0.595
Aggregate service delivery	**0**	**0.00%**	**7**	**3.90%**	**35**	**19.12%**	**47**	**25.60%**	**94**	**51.35%**	**4.25**	**0.764**

It was shown that service delivery at Nairobi City Water and Sewerage Company was perceived as high l with an aggregate mean of (M = 4.25; SD = 0.764). Competence of employees was rated most highly (M = 4.73; SD = 0.595), followed by responsiveness to customer needs (M = 4.66; SD = 0.746) and responsiveness to customer complaints (M = 4.56; SD = 0.760). This implies that employees show competence, customer care and responsiveness when dealing with customer issues. The supply of water was also rated positively (M = 4.25; SD = 0.858). However, the accessibility of water and sewerage services was comparatively low (M = 3.49; SD = 0.851) implying that customers are still faced with problems in accessing the services. Quality of water and its safety were rated moderately positively (M = 3.78; SD = 0.775). In general, the results show that NCWSC does well in competence of employees and customer responsiveness but needs to improve on service accessibility and water quality. The findings are consistent with the SERVPERF framework by Cronin and Taylor (1992), which evaluates service quality based on customers' perceptions of actual service performance. Similarly, Brady et al. (2002) emphasised the importance of service performance dimensions in shaping customers' perceptions of service quality. Therefore, NCWSC should sustain its strengths in employee competence and customer responsiveness while addressing gaps in service accessibility and water quality.

4.3.2 Strategic Vision Clarity on Service Delivery

The fourth objective was to establish the effect of strategic vision clarity on service delivery in Nairobi City Water and Sewerage Company, Kenya.

Table 4: Strategic vision clarity on Service Delivery

Parameter	**Strongly Disagree**		**Disagree**		**Neither**		**Agree**		**Strongly Agree**		**M**	**SD**
	n	**%**	**n**	**%**	**n**	**%**	**n**	**%**	**n**	**%**		
Clearly defined organizational vision improves service delivery.	0	0.00%	26	14.20%	84	45.90%	55	30.10%	18	9.80%	3.36	0.845
Specific strategic direction enhances service delivery performance.	0	0.00%	14	7.70%	80	43.70%	65	35.50%	24	13.10%	3.54	0.817
Understanding organizational goals contributes to improved service delivery.	0	0.00%	7	3.80%	73	39.90%	68	37.20%	35	19.10%	3.72	0.816
Effective communication of the organizational vision improves service delivery.	0	0.00%	6	3.30%	53	29.00%	75	41.00%	49	26.80%	3.91	0.827
Regular communication of strategic goals enhances service delivery performance.	0	0.00%	4	2.20%	37	20.20%	72	39.30%	70	38.30%	4.14	0.811
Clear communication channels contribute to better service delivery outcomes.	0	0.00%	1	0.50%	18	9.80%	77	42.10%	87	47.50%	4.37	0.681

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Parameter	Strongly Disagree		Disagree		Neither		Agree		Strongly Agree		M	SD
	n	%	n	%	n	%	n	%	n	%		
A shared understanding of the organizational vision improves service delivery.	0	0.00%	1	0.50%	9	4.90%	51	27.90%	122	66.70%	4.61	0.61
Alignment of employee activities with the vision enhances service delivery performance.	0	0.00%	1	0.50%	4	2.20%	42	23.00%	136	74.30%	4.71	0.533
Collective commitment to organizational goals contributes to improved service delivery.	0	0.00%	3	1.60%	42	23.00%	93	50.80%	45	24.60%	3.98	0.737
Aggregate strategic vision clarity	**0**	**0.00%**	**7**	**3.81%**	**44**	**24.29%**	**66**	**36.32%**	**#**	**35.58%**	**4.04**	**0.742**

It was established that strategic vision clarity made a positive contribution towards service delivery at NCWSC, which was evident from the aggregated mean (M = 4.04; SD = 0.742). The high ratings associated with the level of alignment of employees' activities with the organizational vision (M = 4.71; SD = 0.533) and the level of shared vision amongst employees (M = 4.61; SD = 0.610) indicated that the employees are aware of the importance of having the same organizational direction and aligning their roles with the strategic vision of the company. This outcome is in accordance with the study conducted by Gahonzire and Mulyungi (2020), where it was found that the practice of strategic vision and mission made a statistically significant positive contribution towards service delivery at the Rwanda Development Board ($\beta = 0.099$, $t = 2.124$, $p = 0.034$).

Also, good communication channels (M = 4.37; SD = 0.681) and communication of strategic goals (M = 4.14; SD = 0.811) were rated highly, showing how critical communication was in translating organizational vision into action. The results are relevant to Gochmann et al. (2022), where they found out that leaders were viewed as being effective when their vision communication had high alignment with the task goal. This shows the significance of consistency between the strategic communication, leader's vision and tasks of employees in ensuring coordination of organizational performance.

Nevertheless, the relatively lower ratings of clarity of organizational vision statement (M = 3.36; SD = 0.845), strategic direction (M = 3.54; SD = 0.817) and understanding of organizational goals (M = 3.72; SD = 0.816) indicate the fact that some of the employees did not completely understand the organization's vision and its implementation in the service delivery priority areas. It is critical to note that the findings are important as they are similar to Odeh and Alkshali (2024), who found out that strategic agility had significant influence on the quality of healthcare and the clarity of strategic vision had positive effect on its dimensions.

Generally, it was perceived that the results show that vision clarity makes a difference in terms of service delivery due to the presence of common understanding in the organisation, efficient communication, and alignment of employees towards common goals. Nevertheless, the comparatively low score in terms of vision clarity and strategic orientation implies that NCWSC should improve in terms of vision and strategic priorities' articulation and communication. While there have been previous studies by Odeh and Alkshali (2024), Gahonzire and Mulyungi (2020), and Gochmann et al. (2022) on the role of strategic vision in organisational performance, their consideration of private hospitals in Jordan, the Rwanda Development Board and leadership effectiveness does not make their findings applicable to public water and sewerage utilities in Kenya. This study fills this gap in the current literature.

The descriptive findings show the perception of the respondents but do not prove statistically that there is significant effect of strategic vision clarity on service delivery. Therefore, inferential analysis (correlation and regression analysis) is necessary

4.4 Inferential Analysis

The study conducted the inferential analysis, including regression analysis and correlation analysis using 5% significance level.

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4.4.1 Correlation Analysis

The study employed the Pearson Product Moment (PPM) correlation at 5% (0.05 level) significance. The correlation results are presented in Table 5.

Table 5: Correlation Analysis Results

		Service Delivery in NCWSC	Strategic vision clarity
Service Delivery in NCWSC	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	183	
Strategic vision clarity	Pearson Correlation	.717**	1
	Sig. (2-tailed)	.000	
	N	183	183

These correlation results, show that; at 0.05 level of significance; strategic vision clarity (r=0.717, p<0.01) had a strongly positively significant association with , service delivery at NCWSC in Kenya. This was because the probability value (p-value) less than 0.005 and coefficient of correlation (r) was greater than 0.6

4.4.2 Regression Analysis

Given that the IVs were found to be correlated to DV regression analysis was used to find out whether the IV, strategic vision clarity would be good estimator of the DV service delivery at NCWSC in Kenya. OLS (Ordinary Least Square) method was used in the analysis

The results on the model summary are in table 6.

Table 6: Model Summary for Service delivery at NCWSC in Kenya

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717[a]	.514	.511	.5170556

a. Predictors: (Constant), Strategic vision clarity, Leadership Cohesion, Strategic Sensitivity, Resource fluidity

According to the model summary results, the strategic vision clarity, has a high positive relationship with service delivery in Nairobi City Water and Sewerage Company (NCWSC), Kenya, as denoted by the correlation coefficient (R = 0.717). The coefficient of determination is 0.514. This means that 51.40% of changes in service delivery at NCWSC in Kenya is explained by strategic vision clarity.. In inference, it was shown that the service delivery at NCWSC in Kenya was significantly and positively explained by strategic vision clarity. The remaining 36.1% of the variation can be explained by other variables not included in the model and randomness. The adjusted R^2 of 0.511 means that the model explains about 51.1% of the variation in service delivery after adjustment for the number of predictors in the model. Moreover, the standard error of the estimate (0.517) denotes the average size of the prediction error in the units of the dependent variable.

ANOVA test was conducted where e results obtained were presented in Table 7. The study was thus testing for the goodness of fit of the model explaining service delivery at NCWSC in Kenya in terms of strategic sensitivity, resource fluidity, leadership cohesion and strategic vision clarity.

Table 7: Fitness of the Model

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.100	1	51.100	191.136	.000[b]
	Residual	48.390	181	.267		
	Total	99.489	182			

a. Dependent Variable: Service Delivery in NCWSC

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The results, ($p<0.01$), show that at 5% significance level ($\alpha = 0.05$) then vision clarity is useful in predicting the service delivery at NCWSC in Kenya. Thus, the model is useful in explaining to service delivery at NCWSC in Kenya in terms of strategic vision clarity.

Since strategic vision clarity predicted service delivery in NCWSC in Kenya, it was regressed against service delivery in NCWSC in Kenya to get the findings shown in Table 8.

Table 8: Regression Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.741	.209		3.540	.001
	Strategic vision clarity	.752	.054	.717	13.825	.000

a. Dependent Variable: Service Delivery in NCWSC

Considering the result ($t=13.825$; $p<0.001$), where the p-value is less than 0.05, it shows that at the 5% ($\alpha = 0.05$) level of significance, there is evidence that strategic vision clarity is not equal to zero. It implies that strategic vision clarity is effective in predicting service delivery at NCWSC in Kenya. This implies that strategic vision clarity has a statistically significant effect on service delivery at NCWSC in Kenya

The estimated model fitted

$Y = 0.741 + 0.752X_1$ ……. (4.1)

Thus, service delivery at NCWSC =0.741 + 0.752 (strategic vision clarity) ……. (4.2).

Thus, the constant levels of service delivery at NCWSC in Kenya prior to the introduction of strategic agility is 0.741.

As evident from the findings of the regression, strategic vision clarity had a positive effect on service delivery at NCWSC, having a regression coefficient of 0.752. This is indicative that for a unit rise in the strategic vision clarity there will be a rise in the value of service delivery by a factor of 0.752 units. In addition, this positive coefficient has a direct relationship. This is an indication that improvements in the clarity, communication, and alignment of the organisational vision are likely to improve service delivery. These findings agree with those of Gahonzire and Mulyungi (2020), who found out that strategic vision and mission practices had a significant positive effect on service delivery at the Rwanda Development Board ($\beta = 0.099$, $t = 2.124$, $p = 0.034$).

Similarly, the results concur with those of Odeh and Alkshali (2024), which revealed that strategic agility had a major impact on the quality of healthcare, where strategic vision clarity had a positive impact on the aspects of the quality of healthcare. This implies that having a clear organisational vision helps the organisation to make sure that its strategic objectives are in line with what is being done, thus improving the service outcomes. Moreover, Gochmann et al. (2022) found out that leaders were considered to be more effective where their organisational vision was in line with the task goals.

In general, the results show that strategic vision clarity is a key factor for the delivery of services at NCWSC. The coefficient of 0.752 underscores the significance of making sure that employees have a clear organisational vision and strategic objectives. As such, effective vision communication, understanding by the employees and linking departmental operations with organizational goals might lead to enhanced service reliability, efficiency and customer satisfaction.

Dynamic Capabilities Theory, developed by Teece, et al. (1997), describes how firms adapt to changes in the environment through the development, integration and reconfiguration of their resources and capabilities. This theory is the basis of explaining the effect of strategic vision clarity on service delivery at NCWSC. It was found that strategic vision clarity ((t=13.825; p<0.001),) results are in line with the theory of dynamic capabilities and thus the ability of an organization to recognize new service challenges, reallocation of resources and communication of strategic priorities is relevant to the service delivery at NCWSC. These results suggest that NCWSC needs to improve its strategic alignment to effectively deal with changes in customer needs and operational difficulties.

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5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

In conclusion, strategic vision clarity plays a vital role in the service delivery at NCWSC because it provides a common strategic vision in terms of which organizational activities, departmental duties and employee performance can be aligned. With the help of the vision that is clear and well communicated, it is possible for the employees to understand how their duties fit into the larger organizational goals. Yet, it should be noted that the strategic vision clarity and communication of strategic vision should be improved since the results obtained show that. It means that it is not enough for an organization to have a vision; it should communicate it to its members, make sure that it is well understood and translated into departmental goals and priorities. In other words, strategic vision clarity serves as an integrator between the strategic vision and organizational activities.

5.2 Managerial Practices

According to the results, the study makes the following recommendations for managers:

- Enhance strategic vision clarity. Management should convey the organizational vision, strategy and performance targets regularly through staff meetings, departmental briefings and internal communication channels. The goals of the departments and employees should be consistent with the overall service delivery goals.
- Focus on service accessibility and reliability. As access to water and sewerage services has been rated relatively low compared to other service delivery measures, NCWSC should improve infrastructure maintenance, monitor water supply interruptions, find out under-served areas and develop interventions to improve service delivery.
- Service delivery performance monitoring. The company should monitor regularly customer satisfaction, response times, water quality, supply reliability and complaints resolution. Management should analyze the findings and see if there are any gaps in service delivery and if the strategic agility measures have brought about desired results.

5.3 Policy Recommendations

These recommendations would help the NCWSC build and improve on policies that will enable it to be strategically agile and deliver services effectively.

- It is important for NCWSC to put in place a proper communication and accountability structure to relate its vision, departmental objectives and performance objectives of individual employees. The performance review should evaluate the achievement of service delivery objectives and the areas that need correction.
- The company needs to improve customer service policies and measures in terms of water quality, service reliability, accessibility and complaints handling. This should be in line with the regulations of the water industry and public service.

5.4 Theoretical Contribution

The study also expands the use of the SERVPERF model through investigation of service delivery using service delivery accessibility, water quality, reliability, responsiveness, customer care and employee competence perceptions of the respondents. It is evident from the results that service delivery must be assessed based on operational performance and customer-oriented service delivery.

Dynamic Capabilities Theory gives an account of how clarity of vision facilitates an organization's response to changes in the operating environment. The statistically significant results obtained from the study on the four dimensions give proof of the need to investigate strategic agility as a capability of the organization.

5.5 Limitations of the Study

Several constraints were associated with the study.

- The study concentrated on NCWSC which makes it difficult to generalize the results to other water and sewerage corporations.
- The cross-sectional research methodology made it difficult to determine how strategic agility affects service delivery over time.
- the limitation of the study to a public water utility limited its applicability to other sectors of public service.

These limitations offer future studies a chance to explore the issue further through different approaches.

5.6 Suggestions for Further Studies

The above recommendations for future research arise from the results and limitations of the study as follows:

- Comparative studies: Further research should conduct comparative studies on strategic agility and service delivery in other water and sewerage companies in Kenya to establish whether the results will be similar.
- Longitudinal studies: Future research should conduct longitudinal studies on the effects of strategic sensitivity, resource fluidity, leadership cohesiveness and strategic vision clarity on service delivery.
- Qualitative researches: There is a need for further research that will be based on interviews and focus group discussions involving managers, workers and consumers to get better understanding of the issues related to strategic agility and service delivery in water utility companies

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