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## Strategy Implementation Practices on Performance of Solid Waste Disposal Management in Informal Settlements in Nairobi, Kenya

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### ABSTRACT

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*Solid Waste Management is a real and constant concern, which has led to the Nairobi County to develop a strategic plan to help improve the performance of solid waste management within the county. This study sought to investigate the effect of strategic implementation practices on solid waste disposal management in informal settlements in Nairobi, Kenya. The specific objectives included to investigate the effects of organizational culture on performance of solid waste disposal management in informal settlements in Nairobi, Kenya; to determine the extent to which organizational structure influence performance of solid waste disposal management in informal settlements in Nairobi, Kenya; to establish the effect of organization resources on performance of solid waste disposal management in informal settlements in Nairobi, Kenya and to assess the effect of leadership on the performance of solid waste disposal management in informal settlements in Nairobi, Kenya. The study adopted a descriptive survey research design. Primary data was collected using questionnaires that were pilot tested to ensure it collected valid and reliable data. The questionnaires were self-administered and the respondents were required to fill them and then they were collected to avoid contaminating responses. The study concludes that shared values made the staffs to work as a team realizing high performance on cleaning the environment, culture aimed at pulling resources to boost their operational effectiveness in managing of solid waste and adoption of organizational culture was a sign of commitment to the firm and its agenda. The structure emphasized the division in labor per specialization which had improved performance and coordination at the workplace enhanced the results of solid waste disposal. Leadership steered all staff towards improved performance and leaders had a clear communication channel that ensured high performance. The study recommends that consistent culture needs to greatly influence employee performance in the firm. Culture needs to be supportive of individual efforts leading to high performance in solid waste management and employees need to align their culture to the organizational strategies in order to improve their performance in management of solid waste. Organizational structure ought to aim at creating synergy between teams at the firm and employees' opinions ought to be included in the decision-making process at firm level, which ought to boost morale. A team of experienced personnel ought to be present leading to high performance in solid waste management. Availability of machines and equipment ought to lead to improvement in management of solid waste disposal. Leaders need to ensure a conducive workplace to improve performance and leaders need to be competent in running solid waste disposal operations.*

**Key Words:** *Strategy Implementation Practices, Solid Waste Disposal Management, Informal Settlements*

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## 1. INTRODUCTION

One of the unfortunate but inescapable consequences of population and economic growth has been the unabated proliferation of trash (Nkansah, Dafor & Essel-Gaisey, 2015). Every day, the world generates over 3.5 million tons of solid waste – a tenfold increase over the past century. That figure would likely double again by 2025. On the current path, it could balloon to over 11 million tons per day by 2100, a tripling of today's rate, with sub-Saharan Africa fueling most of the growth. While the United States of America and other developed countries still account for a sizable proportion of global waste production as stated by Jacquot (2013), East Asia currently represents the locus of growth. China's output alone, which now exceeds half a million tons per day, could mushroom to around 1.4 million tons per day by 2025. Between 2025 and 2050, South Asia, led by India, is expected to take the lead. After 2050, sub-Saharan Africa surges ahead and, by 2100, would be responsible for the production of about 3.2 million tons of waste per day – almost a third of the global total. Many organizations and institutions across the globe set aside a team or use experts to formulate strategies, which are meant to direct the organizational actions and operations (Awadh & Saad, 2013). Many organizations can easily formulate strategies but challenges start at the point of implementation. According to Ahoy (2016) nine out of ten strategies fail due to the implementation process, as either it is too complicated or it was not properly communicated to all stakeholders. In addition, Rajasekar (2014) mentioned that more than half of the strategies that have been devised by organizations are never implemented. These formulated strategies are meant to push the organization towards achieving its set goals and gain competitiveness in the market place as well as sustainability.

Effective strategy implementation practices often involve having an accommodative organizational culture that draws all employees to work as a team so as to reach the set goals. Other practices include having an open organizational structure which allows free flow of communication, as shared information leads to increased performance and the implementation would only be successful with visionary leaders. To improve performance in an organization, it is important to align the strategies to the organizational one. Such that changes in the course of strategy implementation are recognized and included in the final plans. Rajasekar (2014) categorizes factors affecting strategy implementation as the adopted leadership style, information availability and its accuracy, organizational structure, organizational culture, human resources and technology. Mwangi, Sira and Kaluli (2017) further noted that for effective strategy implementation, the organization must invest in skilled personnel, availing latest technological applications and systems, using clear communication channels that pull every person to work towards implementing the strategies and establishing a structure and culture of implementing set strategies.

Effective solid waste management is only possible after adopting the practices of the set strategy implementation within these organizations. There must be a set plan and targets with specific timelines. And to develop and implement effective strategies to meet these targets requires reliable information on the composition of all parts of household waste stream. It is therefore necessary to examine the nature and quality of waste generated in order to contribute to

improvement actions at the informal settlements in Nairobi (Saeid, Roudbari & Yaghmaeian, 2014).

Strategy implementation as postulated by Olsen (2017) is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. Critical actions move a strategic plan from a document that sits on the shelf to actions that drive business growth. Implementing strategy has always been a challenge for organizations across the industry. Ability to implement strategy is the deciding factor between success and failure of a company's strategy. Implementation manifests the strategic intent of a company through various tactical and competitive actions to achieve the desired results, which otherwise may remain as distant dreams. Contrary to general belief, strategy formulation and strategy implementation are not two discrete processes but are intertwined together. Great strategies are not discovered over a couple of strategic sessions. In fact, great strategies evolve over time as a result of rigorous monitoring of progress towards strategic goals, when emerging realities are discussed thread bare, the learning of which helps in revising the strategies. In effect, it can be said that meticulous implementation has strategy development embedded in it. Organizations operate in a very competitive environment. To develop and sustain competitive advantage, firms practice strategic management. Strategic management consists of the analysis, decisions, and actions an organization undertakes in order to create and sustain competitive advantage (Saeid, et al., 2014). It involves decision-making about an organization's objectives. According to Debout (2012) creating a brilliant strategy is nothing compared to executing it successfully. Execution is critical to success, without a carefully and well-planned approach to execution, strategic goals cannot be attained. Therefore, in striving to achieve intended results, good strategies should be properly implemented. Strategy implementation entails converting the strategic plan into action and then into results. This strategic process is geared towards improving a firm's performance. Organizational performance involves the recurring activities to establish organizational goals, monitor progress toward the goals, and adjust achieve those goals more effectively and efficiently. In order for an organization to remain viable over time, it must be both financially viable and relevant to its stakeholders and their changing needs.

According to Speculand (2014) to effectively and efficiently implement an organization-wide strategy, it requires many factors to come into alignment before successful implementation can occur. First, an accountability model must be clearly defined and embraced for each element of the strategy: who owns each objective in the plan; who is responsible for each of the organization's strategic initiatives and who is responsible for defining, collecting and reporting on the organization's key performance indicators. Second, the organization-wide strategy must be effectively cascaded down into the business units, support functions, teams and individuals down through the organization. Third, adequate resources (time, budget, skills and capacities) must be available. Fourth, managing change on a consistent and professional basis is vital. Change management is the primary responsibility of the executive leadership team and involves the understanding and managing of internal and external change and understanding the influencers of change (Speculand, 2014). As postulated by Rajasekar (2014), while many people believe that formulating an innovative and unique strategy is critical and by itself sufficient to lead a firm to success in today's business world, ensuring that such a strategy works is equally as important. Reviewed literature on strategic planning revealed that between 50% and 80% of strategy implementation efforts fail (Jonk and Ungerath, 2006 and Atkinson, 2006). As stipulated in a Fortune cover story in 1999, nine out of ten organizations fail to implement their strategic

plan for many reasons: 60% of organizations do not link strategy to budgeting; 75% of organizations do not link employee incentives to strategy; 86% of business owners and managers spend less than one hour per month discussing strategy; and 95% of a typical workforce does not understand their organization's strategy (Agwu, 2014).

Implementing a strategy, according to Agwu (2014), is the process through which a set of agreed work philosophies is translated into functional and operational targets. One of the key strategies that improves performance of a project is having a future-oriented organizational culture which comprises of five dimensions power distance, individualism, uncertainty avoidance, masculinity and orientation, both long and short term. Power distance refers to degree in which employees and management have distant relationship which can either be formal or informal relationship. Individualism is degree with which employees may form differences between organizational interests and individual interests. Uncertainty avoidance refers to the level in which employees are willing to mitigate the uncertainty and tolerate with ambiguities within an organization. Masculinity is a level that defines the success of an organization as being ambitious and challenging. And orientation involves incorporating staff ideas into the project with the aim of making it successful (Awadh & Saad, 2013).

Performance in an organization and any of its projects involves an open-system organizational structure. It is basically defined as the hierarchical arrangement of lines of communications, authority, right and duties of an organization (Hao, Kasper & Muehlbacher, 2012). It establishes how the power, roles and responsibilities are allocated, managed and coordinated and how information follows between different levels of management. Teece (2016) defined organizational structure as the coordination of individual and team work within an organization to accomplish the goals and objective of the organization. It is met to support the function and process of the organization flows smoothly and as intended (Hislop, 2013). Another key component that can yield high performance for an organization and its varied projects is the resources, its availability on time and in the right quantities. Human capital is the main resource in the new age and indeed, efficiency and productivity of any organization is dependent on the behavior and performance of its staffs (Tan & Nasurdin, 2016). Other resources include, finances, knowledge base of stakeholders, allocated time and involvement of the local communities. It could also include support by the local and national governments or from the local communities and beneficiaries of the project (Beske, Land & Seuring, 2014). And for any growth, expansion and development of any organization; leadership is a key attribute to direct all the actions of the organization

For the growth and development of any organization, its top leaders must portray certain skills. And in view of Atta and Khan (2015), leadership is putting authority and decisions into actions. The author further notes that leadership influences activities of the subjects to achieve certain goals and objectives. Leadership itself is a unit of managers and executives that work as a team to run the daily operations of an organization. Strong leaders are efficient and result-oriented using the available organizational resources to achieve high returns. And according to Asuga, Eacott and Scevak (2015) are the ones who can integrate all the organizational components such as resources, human capital, culture and structure to having a smoothly operating system that yields high results. While Goleman (2017) characterizes leaders as people who resolves problems, are calm in crisis, handle crises and conflicts and they are born and not necessarily trained, though mentoring and coaching can enhance their abilities. The leadership of an

organization must demonstrate visible ownership of the firm's strategy, communicating clearly with partners about the details, value and importance of the strategy to the firm. Members of management should also seek input and support from key opinion leaders and rainmakers early-on and request their help in championing the strategy to other partners within the firm (Goleman, 2017)

According to Sage (2014), the five key components necessary to support implementation are: people, resources, structure, systems, and culture. All components must be in place in order to move from creating the plan to activating the plan. Organizations should ensure they have the right people on board. The right people include those with required competencies and skills that are needed to support the plan. This should then be followed by allocation of sufficient funds and enough time to support implementation. Often, true costs are underestimated or not identified. Additionally, employees must have enough time to implement what may be additional activities that they aren't currently performing. Set a structure of management and appropriate lines of authority, and have clear, open lines of communication with the employees. Meetings to review the progress should be scheduled monthly or quarterly, depending on the level of activity and time frame of the plan. Both management and technology systems should be identified to help track the progress of the plan and make it faster to adapt to changes. As part of the system, build milestones into the plan that must be achieved within a specific time frame. A scorecard is one tool used by many organizations that incorporates progress tracking and milestones (Sage, 2014). Create an environment that connects employees to the organization's mission and that makes them feel comfortable. To reinforce the importance of focusing on strategy and vision, reward success. Develop some creative positive and negative consequences for achieving or not achieving the strategy. Determine your plan of attack by modifying it to make it fit the employees' own timeline and fit the organization's culture and structure. Mbaka and Mugambi (2014) see the real challenge in strategy implementation rests on turning tactic into a strategy for the company and doing this requires effective implementation. By developing an awareness of these hurdles and traps which lead to failure in implementation, organizations can learn how to adapt their approach and develop tools to assist them in more successfully executing on their strategy.

In many regions and countries, national and international targets have been set for municipal solid waste recycling, recovery and diversion from landfill (Thirumarpan & Dilsath, 2016). To develop and implement effective strategies to meet these targets requires reliable information on the composition of all parts of household waste stream. The overall goal of urban solid waste management (Monyoncho, 2013) is to collect, treat and dispose of solid waste generated by all urban population groups in an environmentally and socially satisfactory manner using the most economical means available. Local governments are usually authorized to take responsibility for providing solid waste management services and most local government laws give them exclusive ownership over waste once it has been placed outside a home or establishment for collection. The rapid growth of population in the urban areas means that more and more people cannot be guaranteed of shelter, plus the low-income generation group may not be able to afford the rising cost of housing and payment of monthly rent. This led to the establishment of informal settlement housing units made of iron-sheets, carton boxes and clothes, and also roughly constructed mud housing. Informal settlement schemes have led to dilapidated environments as the housing units take care of the habitation for people and there is no space provision for human and household waste disposal. The crowded housing units also do not leave any space for



infrastructure like water supply, road network, sewerage lines and drainage pipes for disposal of waste as well as garbage collection. The environment and physical layout of the location does not promote successful ways in garbage collection and cleaning the environment for human habitation (Njoroge, (2014).

Nairobi is an urban agglomeration with a population of about 3.4 million people (Brinkhoff, 2010). Informal settlements in Nairobi include: Mathare, Soweto, Kibera, Korogocho and Mukuru slums. According to an article by Wachira in the Daily Nation (2015), garbage piles up in several back streets in Nairobi after strategies by County Government of Nairobi had come up with, to streamline waste disposal management, failed to work. The presence of the stinking waste in the city center is now causing untold suffering to residents particularly owners of eateries who are warning of a health crisis if the county government does not address the problem urgently. A survey by the Nation established that some of the licensed companies are not collecting the solid waste and disposing it at Dandora dumpsite as required. Waste and Environment Management Association of Kenya (WEMAK), an umbrella organization of companies involved in waste management business is also quoted as saying City Hall should be blamed for the mess. UNEP/NEMA (2003) noted that domestic waste contributes 68% of the total waste generated in Nairobi; while non-domestic waste from industrial, markets, roads and other activities contributed a combined total of about 32% of the total waste generated, broken down as follows; Industrial: 14 %; roads: 8 %; hospitals: 2 %; markets: 1 %; and 7 % from other sources. The total waste collection levels in Nairobi are estimated at 50% (UNEP/CCN, 2009) at best, in general agreement with previous studies that found that over half of Nairobi's residents do not receive any waste collection service (Karanja, 2005). Performance in the concept of waste management involves regular and proper collecting of solid waste from the homes and industries. Most homes in the county, have pick-up points where the waste from their homes are collected on a weekly basis. High performance means the waste is collected promptly as per the agreed schedule Njoroge, (2014). It also means that waste collected from homes, market places and industries is properly disposed, especially for hazardous waste products like medical kits. Performance is also measured in the ability of waste disposal companies to recycle and re-use wastes. For instance, waste paper can be used to make tissue paper, or using old clothes to fill up mattresses and pillows. Recycling and re-using waste is highly encouraged especially by environmentalists who advocate for green technologies (Munala & Moirongo, 2017).

## 2. PROBLEM STATEMENT

Nairobi and other cities in Kenya have been unable to keep up with the pace of planning and developing its infrastructure to meet the demands of a growing population especially in utility services that are extremely sensitive to the plight and health of her residents. In Kenya, the challenge of Solid Waste Management is a real and constant concern as noted by Mwangi, Sira and Kaluli (2017). Collection systems are inefficient and disposal systems are not environmentally friendly as 30 to 40 per cent of all solid waste generated in urban areas is uncollected and less than 50 percent of the population is served (Munyaga, 2016). In addition, up to 80 per cent of collection transport is out of service or in need of repair and if the issue of sustainable solid waste management in Kenya is not considered urgently, all the towns in Kenya would be engulfed in waste. Successful strategy implementation is a key for any organization's survival. Many organizations fail to sustain their competitive advantages, despite having a robust strategy formulation process, because they fail in the implementing stage of the strategic plan.

Considering the higher failure rates in implementation of strategies, more attention should be given by researchers, executives and other stakeholders to implementing the strategy (Kawai & Tasaki, 2016). The Nairobi County has developed a strategic plan that was envisaged to help improve the performance of solid waste management within the county. Effectiveness of the strategies has been a daunting task, especially in the informal settlements. The interventions put in place and especially in informal settlements have been less coherent and its strategic focus has been piecemeal in its approach.

Several studies have been conducted on strategy implementation practices. For instance, Mathore (2016) investigated the effect of strategy implementation on organization performance in the banking sector. The results indicated that members from various levels of the bank have unique understanding of the implementation procedure. This study was conducted in the banking sector which is different from the sector that the current study is been conducted in, therefore, the findings might not be applicable to the current study. Vasanji (2015) examined the effect of strategy implementation on competitive advantage for SME'S in South Africa. The study found out that strategy implementation facilitates the achievement of the strategic and organizational objectives and sustains the competitive advantage for the Small and Medium Enterprises. This study was conducted on South Africa, a different contextual framework from the Kenya setting therefore, the findings might not be applicable to the current study. This leads to knowledge gap this study intend to bridge. Therefore, this study sought to investigate the effect of strategic implementation practices on performance of solid waste disposal management in informal settlements in Nairobi, Kenya.

### **3. GENERAL OBJECTIVE**

The study general objective was to establish the effect of strategy implementation practices on performance of solid waste disposal management in informal settlements in Nairobi

This study was guided by the following objectives:

- i. To investigate the effects of organizational culture on performance of solid waste disposal management in informal settlements in Nairobi, Kenya.
- ii. To determine the extent to which organizational structure influence performance of solid waste disposal management in informal settlements in Nairobi, Kenya.
- iii. To establish the effect of organization resources on performance of solid waste disposal management in informal settlements in Nairobi, Kenya.
- iv. To assess the effect of leadership on the performance of solid waste disposal management in informal settlements in Nairobi, Kenya.

### **4. THEORETICAL REVIEW**

Under the theoretical review, the researcher has identified four theories which are relevant to this study. They include the Resource Based Theory, the Institutional Theory of Organization, the Upper Echelon Theory and the Path-Goal Theory.

#### **4.1 Resource Based Theory**

Competitive advantage of an organization is largely influenced by the distinctiveness of its capabilities as noted by this theory developed by Penrose (1959). The theory was further

advanced Wernerfelt (1977) and suggests that the resources possessed by a firm are the primary determinants of its performance, and these may contribute to a sustainable competitive advantage of the firm. In the resource-based theory, strategic planning uses organizational resources to generate a viable strategy. This means that in order to develop a strategy an organization should check on the resources available for the implementation of a specific strategy like Change strategy. The theory provides theoretical underpinnings for understanding how resources can be managed strategically and efficiently. According to Wernerfelt (1977) firms possessing valuable, rare resources and capabilities would attain competitive advantage, which would in turn improve their performance. In the theoretical outstanding works of RBV theory Kearns and Lederer (2003) attempted to conceptualize a comprehensive framework of relationships among resources, organizational capabilities and competitive advantage. He suggested that the basic and primary inputs into organizational processes are the individual resources of the firm such as tangible resources (financial capital, physical equipment), intangible resources (intellectual property, reputation, firm culture and organizational structure), and human resource.

Resource based theory sees the firm as a collection of assets, or capabilities. In the modern economy, most of these assets and capabilities are intangible. The success of corporations is based on those of their capabilities that are distinctive. Companies with distinctive capabilities have attributes which others cannot replicate, even after they realize the benefit they offer to the company which originally possesses them. According to Lau & Hurley (2007), the decision to outsource is a decision to replace a resource that the firm possesses with a resource in the external environment. The resource acquired should therefore be of greater value and rareness and of lesser imitability and substitutability than the resource previously possessed by the organization. Hence, a comparison of the resources of the firm with the resources of vendor firms is more crucial in deciding which resources to outsource than comparing the firms' resources to each other. And according to Zingier (2002), the concept of resources includes all assets, capabilities, organizational processes, firm attributes, information and knowledge controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness. As emphasized by RBV, resources may help to increase efficiency by decreasing costs and increasing customers' willingness to pay for the firm's product. If the firm transfers some of the efficiency gain to its customers, it would improve its competitive position with respect to the other firms in the product market. And from a purely resource-based perspective, any resource that provides a greater competitive advantage than a substitute resource that can potentially be acquired through outsourcing should be internalized, while other resources should be outsourced. The theory is relevant to this study in that it sought to establish relationship between organizational resources and its impact on performance of the solid waste disposal management.

#### **4.2 Institutional Theory of Organization**

This theory was developed by Zucker (1987) and the theory explains the role of structures in an organization. It implies that once adaptive strategies and structures move through organizational myth to become rigid requirements of organization. This theory is different from the resource-based view theory; institutional theory is playing a major role in helping to explain the forces that shape organizational success apart from organizational resources, (Peng, 2009). This theory is traditionally concerned with how various groups and organisms better secure their positions and legitimacy by conforming to the rules and norms of the institutional environment (Scott,



2005). The theory recognizes the challenges experienced in the current operating environment that is becoming increasingly complex and integrated global economy posing a significant challenge for organizations in navigating institutionally diverse contexts (Peng, Wang & Jiang, 2008). This theory inquires into how schemas, rules, norms, and routines are created, diffused, adopted and adapted over space and time; and how they fall into decline and disuse (Peng, 2003). Institutions define therefore, what is appropriate in an objective sense, and thus render other actions unacceptable or even beyond consideration (DiMaggio & Powell, 1991). The theory is based on three major theoretical arguments, the organizations history, the organizations sociology, and the organizations politics, which further explains the organizational structure and culture and how these two elements affect the performance in solid waste management practices in the informal settlements in Nairobi. This theory was relevant to the study as it showed various institutional factors, related to the organizational environment, size, type and complexity which determine the organizational strategy implementation methodology. Factors related to the organizational structure were significant to the implementation process and as the competitive environment changes, adjustments follow in the organizational structure.

### **4.3 Upper Echelon Theory**

In the upper echelon's theory was forwarded by Hambrick and Mason (1984), it is believed that organizational outcomes both strategies and effectiveness are reflections of the values and cognitive bases of powerful actors in the organization and that organizations are what their leaders think, feel, perceive, and believe (Carpenter, Geletkanycz & Sanders, 2004). The theory states that top managers' perception of their corporate environment influences the strategic choices they make which eventually affects the performance of the organization. It further states that their fields of vision and for that matter the perceptions of the environment that result are restricted by their cognitive base and values (Hambrick & Mason, 1984). This is because the attention process is constrained by the limited capacity of humans for information processing at any given time and as a result, our decision to attend to certain elements in the environment is determined by our dispositions and personal tendencies. In other words, personal characteristics of top managers determine the aspects of the environment that they can see and what they see inform the decisions they make regarding strategic choices which ultimately affects the bottom-line of the organization (Opong, 2014). The revision of the theory by Carpenter et al. (2004) adds mediators and moderators of top management team effects such as power, team processes, integration, incentives, and discretion to the model. According to A W Muchemi (2014), a distinct feature of upper echelons theory is the sole focus on the upper echelons of the organizations. Such focus brings along the team level of analysis where individuals are regarded as team members and the theoretical and empirical unit of analysis is the team rather than the individual. This theory anchors the study by explaining the impact that organizational structure has on performance in organizations. It expounds on centralised and decentralised structures and its effect on performance in the solid waste disposal management. This theory was relevant to study as it showed how leaders as a unit shared collective responsibility to determine organizational outcomes. It also outlined the responsibilities of the leaders include making corporate level strategic decisions which emerge from complex interactions between individual manager's characteristics with different interests and perceptions.

### **4.4 The Path-Goal Theory**

This study was also guided by the path-goal theory of leadership which was developed by Robert House in 1971 and advanced by Okumbe (1998). The theory emphasizes on how leaders can facilitate task performance by showing subordinates how performance can be instrumental in achieving desired rewards. It points out hard if they believe that their work lead to things that are highly valued. The theory identifies four leader behaviors thus achievement oriented, directive, participative and supportive, that are contingent to the environmental factors and followers' characteristics. The path-goal theory maintains that effective leadership is the primary link of the relationship among the leaders' behavior, their followers, and the situational factors. In an organization or institution setting, it is clear that op should facilitate task performance to the staff. It also encourages leaders as instructional supervisors to be actively engaged in clinical supervision, which improve supervisor and subordinates' motivation and performance of the organization, Kano, (2012). The path goal theory is suitable for institutions of learning since teaching plays a major role in transforming society. Non-governmental organizations are also involved in multiple programs of community sensitization and need educative structures to provide effective empowerment. It is therefore, crucial for managers to use oriented leadership behavior by setting performance targets and exhibits the confidence that the subordinate staff would achieve high standards as they are endowed with the requisite potentials. Since the theory highlights communication and the relationship between top level management and staff for desired achievement, it was used to explain the effect of leadership and how it affects the performance of the solid waste disposal management in the informal settlements. It showed the importance of coordination in leadership and therefore appropriate for the assessing the role of leadership in performance of the solid waste management practices in the informal settlements. This theory was relevant to the study since it highlighted how good leader provides clear direction, sets high goals, gets involved in goal achievement and supports to the employees.

## **5. CONCEPTUAL FRAMEWORK**

A conceptual framework is a diagrammatical representation of the relationship that exists between the independent and dependent variables in a study. In this study, the conceptual framework is based on the following independent variables: Organizational Culture, Organizational Structure, Organizational Resources and Leadership and the dependent variable is Performance. The relationship between the variables is shown in Figure 1.

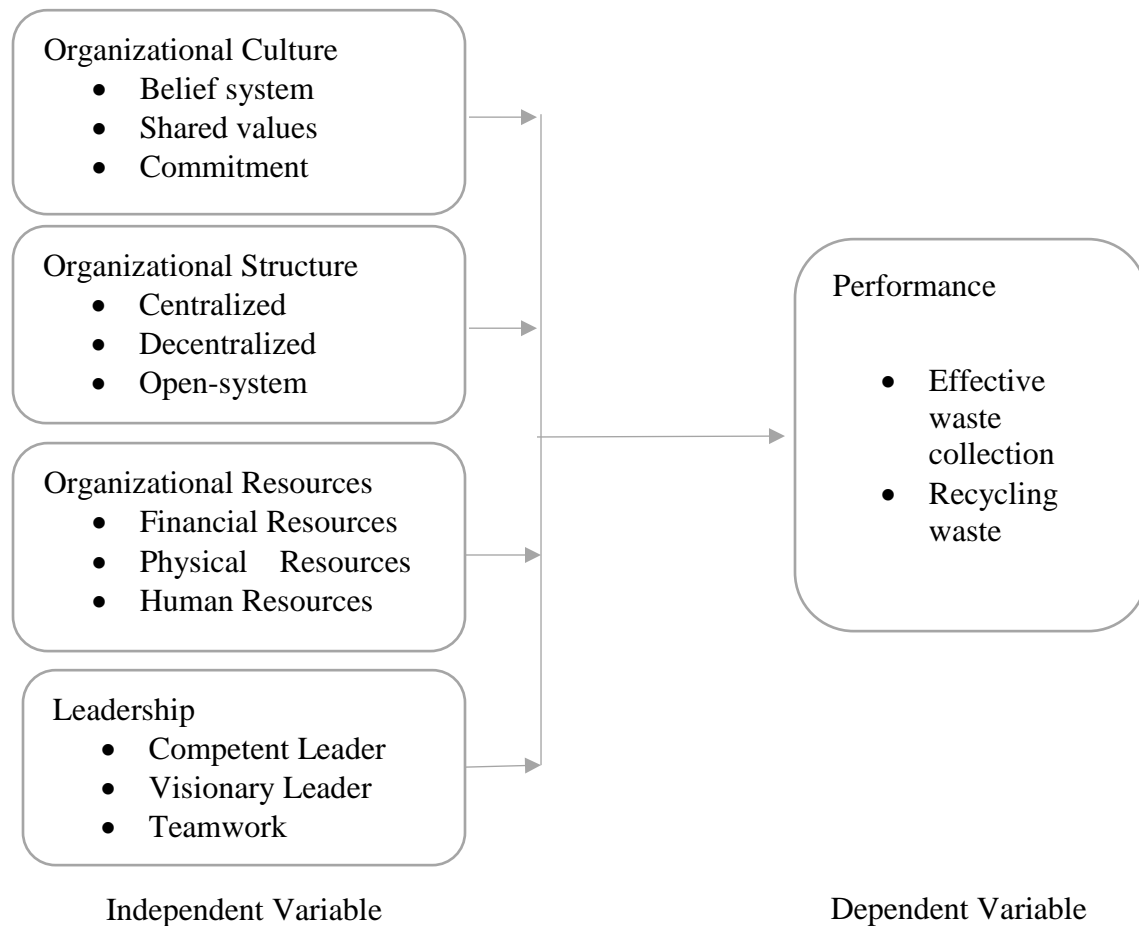


Figure 1: Conceptual Framework

## 6. METHODOLOGY

The study used a descriptive survey research design. The study sought views from respondents who included officers at the County Government of Nairobi in the Department of waste Disposal Management at the County head office and those stationed in Mukuru and Kibera informal settlements, officers at National Environmental Management Authority (NEMA) and NGOs involved in solid waste management within Nairobi. The targeted number of officers at the County Government of Nairobi in the department of waste disposal management at the management level is 16 while the officers seconded to the two informal settlements of Mukuru and Kibera is 46, 14 officers in NEMA who are directly involved in the SWM and 4 programme officers from the four NGOs involved in SWM in the two informal settlements. A total of 80 respondents were targeted in the study.

The filled questionnaires were checked for completion. The data collected was be coded and entered in a computer software program (Statistical Package for Social Sciences SPSS) to enable the researcher to analyze them. On completion of data entry, it was rechecked to get rid of any errors through a run frequency analysis on variables and random cross tabulation. Raw data was categorized into information that answered the researcher’s objectives. Qualitative data was

analyzed and presented in narrative form while quantitative data was analyzed using descriptive statistics such as frequencies and percentages. Inferential statistics such as correlation and regression were used to test the relationship between variables. The analyzed data was presented using frequency tables, percentages, and graphs. The Multiple Regression was conducted to test the effect of the relationship of the independent variables (Organizational Culture, Organizational Structure, Organizational Resources and Leadership) on the dependent variable (Performance).

## 7. STUDY FINDINGS

The researcher conducted inferential statistics to test the effect of the relationship of the independent variables on the dependent variable. The findings of correlation and inferential statistics are as established in subsequent section. The researcher conducted regression analysis to find out the relationship of the independent variables (organizational culture, organizational structure, organizational resources and leadership) on the dependent variable (performance). The findings are as shown in Table 4.11.

**Table 1: Correlation Analysis**

		Performance	Culture	Structure	Resources	Leadership
Performance	Pearson	1				
	Correlation					
	Sig. (2-Tailed)					
	N	62				
Organizational Culture	Pearson	.851**	1			
	Correlation					
	Sig. (2-Tailed)	.000				
	N	62	62			
Organizational Structure	Pearson	.544**	.514**	1		
	Correlation					
	Sig. (2-Tailed)	.000	.000			
	N	62	62	62		
Organizational Resources	Pearson	.714**	.726**	.368**	1	
	Correlation					
	Sig. (2-Tailed)	.000	.000	.003		
	N	62	62	62	62	
Leadership	Pearson	.755**	.653**	.362**	.613**	1
	Correlation					
	Sig. (2-Tailed)	.000	.000	.004	.000	
	N	62	62	62	62	62

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

The outcome of correlation analysis is indicated in Table 1. Huber (2004) held that in the interpretation of results for the linear relationships in the study, for a weak correlation, “r” ranges from  $\pm 0.10$  to  $\pm 0.29$ ; in a moderate correlation, “r” ranges between  $\pm 0.30$  and  $\pm 0.49$ ; while in a strong correlation, “r” ranges from  $\pm 0.5$  and  $\pm 0.9$ . The findings established that organizational culture reflected a Pearson correlation of 0.851, indicating a strong positive correlation between the variables. Organizational culture had a p value of  $0.00 < 0.05$  indicating that the variable greatly influenced the performance. Odhiambo, Kibera and Musyoka (2015) side with this

outcome through their establishment that organizational culture positively and significantly influences performance of an organization.

The study established that organizational structure reflected a Pearson correlation of 0.544, showing a strong positive correlation between the variables. Organizational structure had a p values of  $0.00 < 0.05$ , an indication that the variable significantly influenced the performance. This is supported by Omani (2013) who states that structural deficiencies may affect employee's behavior and performance negatively which adversely impacts organizational performance. Similarly, Mowday, Porter and Steers (2013) state that the structure of an organization affects or models the behavior of its employees who become products of organizational structures either positively or negatively. The study found out that organization resources had a Pearson correlation of 0.714, indicating a strong positive correlation between the variable of the study. Organizational resources reflected a p value of  $0.00 < 0.05$ , indicating that the variable significantly influenced the performance. Naqvi, Bokhari, and Aziz (2012) support this assertion by indicating that there is a strong correlation between performance monitoring of human resource and the project result.

The study further shows that leadership reflected a Pearson correlation of 0.755, showing a strong positive correlation between the variables. Leadership reflected a p value of  $0.00 < 0.05$ , which indicated that the variable adequately influenced performance. Porath, Gerbasi and Schorch (2015) support this by noting that for a given organization to achieve high performance, leaders must be strategic planners, highly skilled and competent in different fields. The study carried out a regression analysis to ascertain the effect of strategy implementation practices on performance of solid waste disposal management in informal settlements in Nairobi. The outcome of Model Summary, ANOVA and Regression Coefficients are shown below.

The results of coefficient of correlation R and coefficient of adjusted  $R^2$  is as shown in Table 2.

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901 <sup>a</sup>	.812	.799	1.89266

a. Predictors: (Constant), Leadership, Organizational Structure, Organizational Resources, Organizational Culture

The study found out that the coefficient of correlation R was 0.901, indicating a strong positive correlation between the variables. Coefficient of adjusted  $R^2$  was 0.799 which translates to 79.9% meaning that variations in dependent variable (performance) can be explained by the four independent variables (organizational culture, organizational structure, organizational resources and leadership). The residual of 20.1% may be explained by other factors that are not within the scope of this study.

An ANOVA was conducted at 95% significance level. The findings of  $F_{\text{Calculated}}$  and  $F_{\text{Critical}}$  are as shown in Table 3.



**Table 3: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	880.735	4	220.184	61.466	.000 <sup>b</sup>
Residual	204.184	57	3.582		
Total	1084.919	61			

a. Dependent Variable: Performance

b. Predictors: (Constant), Leadership, Organizational Structure, Organizational Resources, Organizational Culture

The findings in Table 3 indicate that  $F_{\text{Calculated}}$  was 61.466 while  $F_{\text{Critical}}$  was 2.533 therefore,  $F_{\text{Calculated}} > F_{\text{Critical}}$  an indication that the overall regression was significant for the study. The p value was  $0.00 < 0.05$ , showing that one of variables adequately influenced the study.

Regression coefficient was computed to ascertain the individual influence of the independent variables on dependent variable. Results are shown in Table 4.

**Table 4: Regression Coefficient**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	14.086	2.044		6.892	.000
Organizational Culture	.434	.085	.496	5.140	.000
Organizational Structure	.385	.077	.134	4.998	.037
Organizational Resources	.543	.086	.113	6.314	.006
Leadership	.409	.103	.313	3.969	.000

a. Dependent Variable: Performance

The regression model followed this format:

$$Y = 14.086 + 0.434X_1 + 0.385X_2 + 0.543X_3 + 0.409X_4$$

Where: Y = revenue collection

$X_1$  = Organizational Culture

$X_2$  = Organizational Structure

$X_3$  = Organizational Resources

$X_4$  = Leadership

The study found out that performance was at 14.086 while holding all other factors constant. A unit increase in organizational culture while holding other factors constant, performance would be at 0.434. A unit increase in organizational structure while holding other factors constant, performance would be at 0.434. A unit increase in organizational resources while holding other factors constant, organizational performance would be at 0.543. A unit increase in leadership values while holding other factors constant, performance would be at 0.409.

## 8. CONCLUSION

On organizational culture, the study concludes that shared values made the staffs to work as a team realizing high performance on cleaning the environment, culture aimed at pulling resources to boost their operational effectiveness in managing of solid waste and adoption of organizational culture was a sign of commitment to the firm and its agenda. Organizational guiding principles enhanced staff's performance in solid waste disposal, consistent culture greatly influenced staff's performance in firm and culture was supportive of individual efforts leading to high performance in solid waste management. The study further concludes that staffs had aligned their culture to the organizational strategies as a way to improve their performance in managing of solid waste. In view to organizational structure, the study concludes that decision making was done by the leaders at the helm of the organization on the management of solid waste, control of activities was spread-out in the firm and increased performance in management of solid waste and there was independence at departmental level, which had enhanced performance in solid waste disposal. Organizational structure was aimed at creating synergy between teams at the firm, staffs' opinions were included in the decision-making process at firm level, which boosted morale, the structure emphasized the division in labor per specialization which had improved performance and coordination at the workplace enhanced the results of solid waste disposal.

On organizational resources, the study concludes that finances were sufficient to manage solid waste disposal in the informal settlements, staffs were well skilled in handling management of solid waste, there was a team of experienced personnel leading to high performance in solid waste management and the organizations had embraced adoption of technological appliances and had therefore led to improved solid waste disposal and management. The study further concludes that availability of machines and equipment led to improvement of staffs' performance in solid waste disposal, involving the local community had boosted organizations efforts in solid waste management and organizations had sufficient support from the government (national and local) in managing solid waste. In regard to leadership, the study concludes that leaders were well skilled in solid waste disposal management in informal settlements, leadership were tasked with formulating strategies that improve on solid waste, leaders ensured a conducive workplace to improve our performance and leaders were competent in running solid waste disposal operations. The study further concludes that leadership steered all staff towards improved performance and leaders had a clear communication channel that ensured high performance.

## 9. RECOMMENDATIONS

On organizational culture, the study recommends that shared values ought to make the staffs to work as a team realizing high performance on cleaning the environment, culture ought to aim at pulling resources to boost their operational effectiveness in managing of solid waste and adoption of organizational culture ought to be a sign of commitment to the firm and its agenda. Consistent culture needs to greatly influence staff's performance in firm and culture need to be supportive of individual efforts leading to high performance in solid waste management and staffs need to align their culture to the organizational strategies as a way to improve their performance in managing of solid waste. Organizational guiding principles ought to enhance staff's performance in solid waste disposal. In view to organizational structure, the study recommends that decision making ought to be done by the leaders at the helm of the organization on the management of solid waste. There need to be independence at departmental level, which

leads to enhance performance in solid waste disposal. Control of activities ought to be spread-out in the firm to influence increased performance in management of solid waste. There is need structure to emphasize the division in labor per specialization which ought to improve performance and coordination at the workplace, hence enhance the results of solid waste disposal. Organizational structure ought to aim at creating synergy between teams at the firm and employees' opinions ought to be included in the decision-making process at firm level, hence boost morale.

On organizational resources, the study recommends that finances ought to be sufficient to manage solid waste disposal in the informal settlements. Employees need to be well skilled in handling management of solid waste. Organizations are required to involve the local community to boost organizations efforts in solid waste management, and organizations need to have sufficient support from the Government (national and local) in managing solid waste. A team of experienced personnel are crucial at all times in order to attain high performance in solid waste management. Availability of machines and equipment are vital in improvement of employees' performance in solid waste disposal. Organizations ought to embrace adoption of technological appliances, which lead to improved and effective solid waste disposal and management. In regard to leadership, the study recommends that leaders should to be well skilled in solid waste disposal management in informal settlements; leaders need to be tasked with continuous formulation and review of strategies that improve solid waste management and disposal. Leadership needs to steer all staff towards improved performance by formulating a clear communication channel that ensures high performance achieved through provision of clear performance guidelines and ensure that the workplace is conducive to improve performance in solid waste disposal and management.

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