

**CORPORATE LEADERSHIP, ORGANIZATIONAL FACTORS AND
PERFORMANCE OF WATER SERVICE COMPANIES IN WESTERN
REGION, KENYA**

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**A Thesis submitted in Partial Fulfilment of the Requirements for the Award of
Degree of Doctor of Philosophy in Business Administration (Strategic
Management Option) Masinde Muliro University of Science and Technology**

NOVEMBER 2025

DECLARATION

I hereby declare that this research thesis is my original work prepared with no other than the indicated sources and support and has not been presented elsewhere for a degree or any other award in any other university.

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CERTIFICATION

We, the undersigned supervisors certify that we have read and hereby recommend for acceptance of Masinde Muliro University of Science and Technology a thesis entitled “Corporate Leadership, Organizational Factors and Performance of Water service companies in Western Region, Kenya”.

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DEDICATION

This thesis is devoted to my family members, my wife and sons, Hillary, Steven, Jacktone, Levis Lewis and Kuka Jamin. Thank you for your support and patience. To my son Hillary Wando, thanks for the supporting hand to ensure that I complete this thesis timely. I dedicate this work also to my lovely daughter Grace Waruguru Wando for the moral support to complete this work. May God bless you all.

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ABSTRACT

The study examined influence of corporate leadership and organizational factors on performance of water service companies in Western Region, Kenya. Specific objectives were to evaluate the influence of four components of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration on performance. The study anchored on transformational leadership theory, contingency organizational theory, and institutional theory for direction. The study was guided by positivist and interpretivism research philosophies. A descriptive and correlational design was adopted. A sample of 245 subjects was drawn from a population of 638, from four water service companies. The sample included senior managers, technical and subordinate staff where both stratified and simple random sampling were used. Primary data was collected using structured questionnaires. A pilot study was conducted at Siaya-Bondo Water and Sanitation Company Limited. Reliability was tested using Cronbach alpha test while validity was checked using content, construct and face validity. For data analysis, both descriptive and inferential statistics were used, with results presented in tables. Findings revealed that idealized influence had a positive and significant influence on performance ($b=0.222$, $p=0.007$) of water service companies in Western Region Kenya. Inspirational motivation was not significantly influencing performance ($b=0.146$, $p=0.150$), while intellectual stimulation also was not significantly influencing performance ($b= 0.146$, $p= 0.116$) and individualized consideration had a positive and significant influence on performance ($b= 0.224$, $p= 0.002$). Results showed that organizational factors had a positive moderating influence on the relationship between corporate leadership and performance, but this effect was statistically insignificant ($b=0.210$, $p=0.006$). The study concluded that corporate leadership was found to have positive and significant effect on performance of water service companies in Western Region, Kenya. Organizational factors had positive but insignificant moderating effect on relationship between corporate leadership and performance of water service companies. These findings support the theoretical expectation of Transformational Leadership Theory that leaders who inspire, intellectually stimulate, and individually consider their followers can enhance organizational performance. The study recommends that the government formulate and implement operational guidelines and policies to improve the management of these organizations.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
AWWDA	Athi Water Works Development Agency
APA	American Psychological Association
BOD	Board of Director
BSC	Balance Score Card
CAP	State Corporation Act
CRVWWDA	Central Rift valley Water Works Development Agency
CEO	Chief Executive Officer
COVID	Corona Virus Disease
CWWDA	Coast Water Works Development Agency
FAC	Francophone and Anglophone Countries
GTL	Green Transformational Leadership
IMF	International Monetary Fund
IT	Information Technology/Information Theory
KACWASCO	Kakamega County Water and Sanitation Company Limited
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KPC	Kenya Pipeline Company
LVNWWDA	Lake Victoria North Water Works Development Agency
LVSWWDA	Lake Victoria South Water Works Development Agency
MIA	A company in Pakistan associated with production and import of air conditioning systems.
MLQ	Multi-Factor Leadership Questionnaire
MOEF	Ministry of Environment and Forestry
MoWSI	Ministry of Water, Sanitation and Irrigation

MTRH	Moi Teaching and Referral Hospital
NACOSTI	National Council of Science, Technology and Innovation
NRVWDA	North Rift Valley Water Works Development Agency
NPM	New Public Management
NSP	Next Steps Agency
NZOWASCO	Nzoia Water Services Company
OCB	Organizational Citizenship Behaviour
OCBE	Organizational Citizenship Behaviour for the Environment
PFM	Public Finance Management
PHWs	Public Health Workers
UK	United Kingdom
UNICEF	United Nations Children’s Fund
US	United States
WSB	Water Service Board
WSC	Water service companies
WSPs	Water Service Providers
WASREB	Water Service Regulatory Board, Kenya
WHO	World Health Organization
WWDAs	Water Works Development Agencies
SIBOWASCO	Siaya Bondo Water and Sanitation Company Limited
SDGs	Sustainable Development Goals
SPSS	Statistical Package for Social Sciences
TAWWDA	Tana Water Works Development Agency

VIF	Variance Inflation Factor
4I	Idealized influence, inspirational motivation, intellectual stimulation and individualized consideration

OPERATIONAL AND DEFINITION OF KEY TERMS

- Corporate: Leadership** This is a process where a leader guides an organization to achieve its goals through strategic decision making that involves the application of idealized influence, inspiration motivation, intellectual stimulation, and individualized consideration, thereby transcending immediate self-interests.
- Idealized: Influence** The leader's capacity to foster collaboration and team cohesion by motivating followers to work towards common goals, exemplified by their charismatic leadership style, ethical conduct, and ability to embody strong values that distinguish them from others and cultivate positive perceptions among their followers.
- Individualized: Consideration** The degree to which a leader exhibits vigilance regarding the needs of each disciple and serves as an instructor, mentor, or guide for the follower. A leader exhibits attentiveness to the concerns and needs of every disciple, provides support, and displays empathy towards their unique situations and personal histories.
- Inspirational: Motivation** Refers to a leader's capacity to effectively communicate a persuasive vision of an improved future for an organization, moving adherents away from their personal interests and towards the collective interests of the organization. An individual in a leadership position who inspires others to work toward common goals
- Intellectual: Stimulation** A leader's endeavour to inspire and motivate his subordinates to be more adaptable and to adopt novel technical methodologies in response to changing circumstances.

Organizational Factors: A critical determinant of an organization's overall performance are human resources practices, including recruitment, training, and compensation, as well as organizational structures, culture, and practices.

Organizational Performance: Performance is an end result of an activity and it is the sum of all activities and process of organization that should be evaluated and measured by the administration so that the firm means and assets can be utilized in a superior process.

Water Service Companies: These are Water Service Providers who were formed through the Water Act 2016 to replace Water Service Boards.

Water Works Development Agency: These are established Water Agencies under WASREB and Water Act 2016 as part of the reforms in the water sector through a Gazette Notice No.28 dated 26th April, 2019.

Water Service Regulatory Board: This is a body entrusted with the regulation of Water Service Providers as per Water Act 2016.

Sustainable Development Goals 6: These are goals enshrined in Vision 2030 that relates to water use and scarcity

Vision 2030: This is a strategic plan for Kenya as a country that contains political, economic, social, technological, environmental milestones that are intended to be realized by 2030.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The prevailing global business environment is fast changing, complex and characterised by enormous challenges for leadership which has become the centre of attention for organizations across the world. Unfortunately, there are some organizations who have continued to remain uncompetitive and unstable in adapting to constantly changing environmental circumstances around them (Butera 2020). On the contrary, this research study posits as the sole way in which effective leadership can be perceived as a formidable catalyst for management growth if it is to be a well consistent competitor in order to enhance the performance of an organization (Kiawa, Ngari & Kamara, 2019).

Subrahmanyam (2020) posits that corporate leadership is characterized by its effectiveness in delivering products and services of superior quality and efficiency, while also fostering a sense of unity, individual growth, and increased job satisfaction among employees. Corporate leadership, according to him, provides an environment-aligned framework, a strong mechanism for innovation and creativity, a resource for revitalizing the corporate culture, and an overarching sense of purpose and vision. It is argued here that corporate leadership has a broad recognition and it's deemed to be a cornerstone for the organizational success in the advent of business performance. It could also be argued that a corporate leader is a person who inspires others for the fulfilment of the body, nature, mind, and activities of the surroundings to any specific purpose in the career, life, and business (Jones & Shideh, 2020).

Hence, corporate leadership is characterized by the utilization of idealized influence (charisma), inspiration, intellectual stimulation, and individualized consideration to advance followers beyond their immediate self-interests (Avolio & Bass, 1999). According to a recent study by Barasa & Kariuki (2020), leaders are individuals who motivate their adherents to work in the short-term and long-term for the benefit of the organization. Within the current business landscape, inspiration is generated via the exertion of influence and consciousness regarding the results associated with the actualization of the organization's overarching vision. As emphasized by Awino (2020), the global business environment is in a constant state of flux, and organizations are pursuing competitive advantage strategies that cross economic, operational, and managerial factors.

Subsequently, Mbijiwe (2021) asserts that the operational performance of organizations is influenced by both internal business factors and external market factors. He further argues that organizational performance can be broadly classified into two distinct categories: financial performance and non-financial performance. Historically, inadequate performance indicators; such as sluggish financial performance are measured by costs, revenue growth, and profitability, as well as a lack of consumer focus have been the primary cause of business failure. The assessment of an organization's internal business processes is frequently included in non-financial performance (Cruz-Ros, Cruz & Perez-Cabanero, 2010).

The American Management Association defined Corporate leadership as a process where a leader guides an organization to achieve its goals through strategic decision making that involves the application of idealized influence (charisma), inspiration, intellectual stimulation, and individualized consideration, thereby transcending

immediate self-interests. This leader has the ability to direct action (implement business goals), ability to build trust and demonstrate personal accountability (fulfilling promises and commitments, accepting responsibility), ability to build teams (encourage cooperation and coordination within the work unit), capacity for flexibility and agility (modifying the individual's behaviour to changing circumstances, and responding to change). Ability to influence (using techniques that appeal to reason, values, or emotion to generate enthusiasm or commitment); ability to communicate (effectively convey ideas), and finally, ability to have self-confidence (having an accurate sense of one's abilities without being arrogant), (Addin, 2020).

Wen, Theresa, Kelana, Othman & Syed, (2019) argue that the business environment of companies has become more competitive. They emphasize the significance of a manager's leadership style in driving employee efficiencies and productivity. Leaders employ traits such as idealizing, influencing, inspiring, and facilitating change to effectively manage organizational performance. It could be argued that these are traits that show change is not incidental in nature but all change initiative must be planned in consultation with employees.

In past years, there has been a growing recognition of the importance of leadership, including its structure and practices, during the 1990s (Butera, 2020). This has led to the emergence of a sustainable leadership model that holds value for contemporary organizations seeking to adopt sustainable approaches to conducting business at local, regional, and global levels (Jones & Shideh, 2020).

It could be argued that many organizations are closed down due to absence of corporate leadership whereas another important factor is that there is intense competition among industries due to which the organizations need to be upgraded about leadership (Lewis University, 2020).

There have been organizational failures experienced worldwide amongst them Oyster (US, 2023), FTX, (Bahamas, 2022), Wirecard (German, 2020), WeWork (US, 2019), and Theranos (US, 2018) despite worthy leadership practices (Tiwari, Zhou, Ferril & Smith 2025; Vasal 2024, Jo & Harjoto, 2021). In Britain, it was established that corporate leadership is one of the key traits for a successful leader and in steering an organization into a competitive advantage. The foremost concern for every strategic manager is to enable organization's exceptional performance through effective planning and efficient implementation of strategies in order to attain competitive advantage on its rivals (Mubarak & Yusoff, 2019). A study by Bass and Stogdill on the structure of US forces right from 1965, established that three factors identified as the changing economic forces, technological innovation and increasing complexity of organizational manpower was affected by leadership practices (Bass & Stogdill, 1990).

Arif (2018) studied in Asia and Pakistan and found that transformational leadership which he defined as inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence had an influence on organizational performance. Organizational innovation acted as a mediating factor in this relationship. The research was carried out at the MIA group, an organization

associated with the production and import of air conditioning systems in Pakistan. In the Islamabad branch of the MIA group, data were collected using non-probability convenience sampling methods.

The study's findings revealed a notable association between transformational leadership, as assessed through motivational inspiration, intellectual stimulation, personalized attention, idealized influence, and organizational success. A quantitative study by Almahasneh, Rahman, Omar & Zulkiffli, (2022) on idealized influence, organizational culture and organizational performance of information technology firm managers in Jordan, found that idealized influence had a positive influence on organizational culture and also on organizational performance.

Similarly, a study conducted in Indonesia by Sunaengsih, Komarh, *et al.* (2021) investigated a survey on transformational leadership in order to ascertain the attributes of a transformational leader based on the 4I model, which encompasses idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. It was applied to higher education for lecturers employed at Indonesian higher education institutions and determined that greater emphasis must be placed on reducing penalties for errors made by subordinates and focusing on individuals. Consequently, the implementation of a comprehensive integration of all dimensions and indicators of transformational leadership is required.

Khajeh (2018) conducted research in the United Arab Emirates to determine the effect of leadership styles on organizational performance. Transformational,

transactional, autocratic, charismatic (corporate), bureaucratic, and democratic leadership were the focal points of the study. Organizational performance was found to be negatively correlated with the charismatic (corporate), bureaucratic, and transactional leadership styles, according to the study's findings.

Recent research on leadership in Kenya has linked the poor performance of certain organizations to inadequate leadership (Barasa & Kariuki, 2020). In their research study, examining the influence of corporate leadership on the execution of strategic plans in the county government of Kenya, Omesa, Gachunga, Okibo & Ogutu, (2019) discovered that the manner of corporate leadership effectively predicted the success of strategic plan implementation. The research was conducted based on adaptive, holistic, and sequential thinking theories. Ten county governments were the focus of their descriptive survey research, six of which were located in the former Nyanza Province and four in the former Western Province.

Furthermore, Omboto (2017) conducted research that examined the influence of corporate leadership on the execution of strategies within the commercial banking sector of Kenya. Combining qualitative and quantitative methodologies, the study design utilized focus groups comprised of middle-level and senior-level managers of commercial banks in Kenya. According to the findings, a statistically insignificant correlation was found between corporate leadership and strategy implementation.

Additionally, research conducted by Kiawa, Ngari & Kamaara, (2019) examined the influence of leadership on collective bargaining agreement performance in forty-seven state-owned enterprises in Kenya. The results of this study revealed that the

leadership styles adopted had a detrimental effect on the performance of these businesses. Mbai, Kinyua & Muhoho (2018) conducted research on the relationship between corporate leadership and the performance of Machakos Water and Sewerage Company in Kenya. The research variables were constructed with the stewardship theory that postulated as their foundation. A descriptive research design was implemented as a means of logically and coherently integrating the various components of the study. The results of the study demonstrated that corporate leadership significantly influenced the company's overall performance.

Gitu & Awuor (2020) investigated the influence of intellectual stimulation and charismatic leadership on the performance of Kenya Pipeline Company Limited, a company operating in the energy sector of Kenya. The study utilized a descriptive research methodology, focusing on a target sample of 103 management-level personnel from KPC Limited. The researcher employed stratified random sampling to select a sample of 87 respondents. The data analysis showed that intellectual stimulation has a significant and positive influence on the organizational performance of KPC Limited, as evidenced by the use of descriptive and inferential statistics.

It is therefore possible to contend that corporate leadership pertains to a leader who actively participates in vision formation by setting explicit goals and enabling subordinates to attain those goals through the application of elements such as inspirational motivation, intellectual stimulation, personalized attention, and idealized influence (Omesa *et al.*, 2019). An idealized influence refers to a leader's

capacity to foster collaboration and unity among followers in pursuit of common goals, thereby encouraging cooperation and team spirit (Butera, 2020).

Conversely, inspirational motivation pertains to a leader's capacity to effectively communicate a persuasive vision of an improved future for the organization, thereby causing followers to prioritize the collective interests of the organization over their own personal interests (Edirisooriya, 2020).

According to Khan (2020), the notion of intellectual stimulation refers to the efforts made by a leader to inspire and motivate their subordinates to embrace innovative technical approaches in light of evolving circumstances. Individualized consideration, on the other hand, refers to the degree to which a leader serves as a mentor, counsellor, or guide to each follower, attending to their specific needs (Towler, 2019). Hence, this research work posits that a growing esteem for corporate leadership inherently accompanies a fusion of attributes linked to charisma, emotional investment, propensity for instigating change, willingness to assume risks, serving as a model, and ethical conduct (Kariuki, 2021).

1.1.1 Organizational Factors

Expanding technological advancements and heightened globalization have compelled the majority of organizations to reevaluate their business strategies to remain competitive (Koehorst *et al.*, 2021). Organizational factors consist primarily of operational characteristics, processes, or circumstances that contribute to the organization's success. Hlaing & Zin, (2020) states that organizational factors are characteristics that include organizational structure, culture, climate, processes and policies needed to be considered as the important issues because they determine the

smoothness of workflows, the exercise of certain powers, the availability of the skilled staff, support, supervisions, leadership and governance. However, as organization expands, it develops policies of compensation and benefits, promotion and career development, job satisfaction, job security, working environment and conditions, relationships with supervisor, leadership style and technology (Moraru & Popa, 2019).

1.1.2 Organizational Performance

Organizational performance refers to the tangible outcomes or results achieved by an entity in comparison to the intended outputs, which are its goals and objectives (Akinniyi, Adebakin & Ideraola, 2021). Additionally, the scholars assert that it is the result of labour, as it establishes the most robust connection to the organization's strategic objectives, consumer contentment, and economic contributions. Clear direction, setting intelligent objectives, identifying what is essential to measure, implementing changes and measuring outcomes, and ensuring that all metrics contribute to the achievement of organizational objectives are some of the factors that influence organizational performance.

Organizational performance can also be defined as the extent to which the company effectively positions itself in the business market by utilizing its financial, informational, and human resources (Contu, 2020). Amidst the existence of varying degrees of research on organizational performance, Gichinga & Maina, (2019) provided a definition of performance that entails the anticipated output of a specific group or an individual within a specified timeframe. The anticipated deliverables

may be delineated in terms of outcomes or exertion, duties and excellence, accompanied by explicit conditions for their completion.

Addin, (2020) while reviewing the relationship between the leadership and organizational performance of Malaysia business organizations found that organizational performance is measured using performance appraisal. That is defined as a formal and productive procedure for measuring the employee's work and results based on the responsibilities of his job. It is used to measure the amount of value added by the employee in terms of increasing business revenue, compared to work standards and the total return for employees on achieving goals.

Studies done by Chen, Wu & Min, (2020) indicated that the organizational performance can be measured by the financial indicators which mainly reflect the production and operation status of the enterprise through the financial data provided by the financial management activities of the enterprise, such as the efficiency of capital use, the solvency of the enterprise, the efficiency of enterprise asset management, and the profitability of the enterprise. Whereas the non-financial measures indicators are those that can't be analysed and described simply by the financial data of the company, such as the company's sustainable development ability, the company's green production capacity, the company's social responsibility capacity, and customer satisfaction.

Kenya is no exception as it still exhibits a continuous struggle to achieve organization success (Nyaberi, 2020). The study done by Ashiono, Egessa & Tsuma, (2019) on the legal and regulatory compliance and service delivery in Semi-Autonomous County Government entities of Kakamega County found out that performance is measured by corporate governance which is a system of rules,

practices and process by which a company is directed and controlled. Given the fact, companies that corporate governance system is in place also exhibit good performance which is actualized by the quality of service provided and following legal and regulatory practices.

Muiruri & Bet, (2020) identified several key factors that influence the success of Othaya-Mukurweini Water Service Company Limited, namely planning, stakeholder involvement, monitoring, and evaluation. Organizations operating in the water sector in Kenya should synchronize their yearly goals with their primary change initiatives or quality programs, and incorporate them into their efforts to engage stakeholders, in order to successfully accomplish their objectives. The purpose of this research is to apply the Balance Scorecard, a tool created by Kaplan & Norton (1992), to gauge the company's success by looking at both financial and non-financial metrics. Monitoring and assessing organizational performance, the research employed the four facets of the Balanced Scorecard (BSC): financial; customer-centric; internal business process; and learning and development (Oliveira, Martins, Camilleri & Jayantila, 2021).

1.1.3 Water service companies (WSC)

Starting with the reforms in water sector in 2002, Kenya has laid the foundation for the transformation of piped water service delivery to her citizen, including improved governance and coordination, particularly considering the relative importance and development of this sector (Kenya Markets Trust, 2021). These include decisions which some countries only arrived at years or decades later and partly still struggle to implement. According to Water Service Regulatory Board, Kenya WASREB (2022)

the water sector has undergone several reforms, the latest being enactment of the Water Act 2016 which was operationalized in April 2017. The new law aligned national water management and water service provision with the requirements of the Constitution of Kenya 2010. Particularly on clauses of devolving water and sanitation service to the county governments (Matara, 2022). Responsibilities for the management and regulation of water resources remained at the national level, and the Ministry of Water, Sanitation and Irrigation (MoWSI) remained the sector lead with respect to legislation, policy and strategy (Musonge, Matere, Dierken & Delaire, 2022).

These Water Works Development Agencies are mandated to develop and maintain sustainable water and sanitation infrastructure within the counties with key functions being; to undertake the development, maintenance, and management of the national public water works within the area of jurisdiction. Operate waterworks and provide water service as a piped water service provider until when the responsibility for the operation and management of the waterworks is handed over to a county government. Joint committee were formed with authority of county governments or piped water service providers within the area of jurisdiction that could lastly provide reserve capacity for purposes of providing water service (Matara, 2022).

Lake Victoria North Water Works Development Agency (LVNWWDA) is one of the nine (9) water works development Agency established under WASREB, Kenya and the water Act 2016. As part of the reforms in the water sector through a gazette notice No. 28 dated 26th April, 2019 the Act was amended with variations and modification through legal notice No.5 of 4th February 2020. The agency is mandated by the Act to carry out water and sanitation works in the counties of

Vihiga, Kakamega, Nandi, Bungoma, Trans-nzoia and Busia as well as improve governance and service provision in the water sector (WWDA, 2022).

According to Ouko, (2020) recommendations, he noted that the water service companies are faced with myriad challenges that include: lack of enforcement of proper governance standards which is crucial to the stability of companies, underperforming in revenue collection by water companies and lack of adherence to the tariff condition on the remission of levy provided in the government approved tariffs. Half of the counties (24) have no sewer service and rely on onsite solutions. Decline in non-revenue water loss for more than Ksh.8.9 billion as at 30th June 2020 and inadequate policies on water storage and flood control mechanisms were highlighted in the report. This raised big research questions which the researcher addressed as gaps. It is this research gaps that this study was built upon various insights by examining Corporate Leadership, Organizational Factors and Performance of water service companies in Western Region, Kenya.

1.2 Statement of the Problem

Water service companies in Kenya have consistently recorded poor performance manifesting in form of decline in revenue collections, rising operational costs, low public trust, lack of good governance that embrace good stewardship, ethical conduct; transparency of resources; and accountability of financial resources (Ouko,2021). Over the past decade, the Republic of Kenya has made significant political and economic reforms that have contributed to sustained economic growth, social development, and political stability gains. Despite this progress, access to piped water remains low, reaching only 33% of the population (60% in urban, 22% in rural areas and 18% not accessible to water) (WHO/UNICEF, 2020). As a water-

scarce country, with one of the lowest freshwater replenishment rates in the world (647 m³ per capita, which is below the global benchmark of 1,000 m³ per capita) and approximately 80% of land mass classified as arid and semi-arid, Kenya has uneven availability of water in different parts of the country (Marigi 2019; KIPPRA 2021). Ouko (2021) noted that key strategic issues that the water service companies have failed to realize include governance, weak financial controls, and untruthful employees.

Studies have been done on corporate leadership, however, the studies were done in different sectors, county government (Omesa, Gachunga, Okibo & Ogutu, 2019) and KCB (Omboto, 2017). Further the studies focused on implementation as the dependent variable thus providing a conceptual gap. Moreover, there are conflicting findings regarding the aspect of idealized influence for instance, Ngaithe, K'Aol, Lewa & Ndwiga, (2016), Mathende & Karim, (2022) and Almeen, Alshamsi, Isaac & Gazem, (2021) established that idealized influence impacted on organizational performance whereas Afshari (2021) and Abu-Orabi & G, (2019) found that idealized influence does not impact organizational commitment and performance respectively. On the same vein Agoi (2019) found that idealized influence had a positive and insignificant effect on job satisfaction. This showed the greatest concern in theoretical literature is the absence of extensive empirical evidence that corporate leadership has on organizational performance (Archwell & Mason 2021). This study intended to fill the highlighted sectoral, contextual and conceptual gaps by examining the influence corporate leadership has on organizational factors and performance of Water service companies in Western Region, Kenya.

1.3 Research Objectives

1.3.1 General Objective

The general objective of the study was to establish the influence of Corporate Leadership, on the Performance of water service companies Moderated by Organizational Factors. The objectives were arrived at by identifying the research problem.

1.3.2 Specific Objectives of the Study

- i. To determine the effect of idealized influence on performance of water service companies in Western Region, Kenya
- ii. To analyse the influence of inspirational motivation on performance of water service companies in Western Region, Kenya
- iii. To ascertain the influence of intellectual stimulation on performance of water service companies in Western Region, Kenya
- iv. To assess the influence of individualized consideration on performance of water service companies in Western Region, Kenya
- v. To examine the moderating effect of organizational factors on the relationship between corporate leadership and performance of water service companies in Western Region, Kenya

1.4 Hypotheses of the study

H₀₁: Idealized influence has no significant influence on performance of water service companies in Western Region, Kenya

H₀₂: Inspirational motivation has no significant influence on performance of water service companies in Western Region, Kenya

- H₀₃: Intellectual stimulation has no significant influence on performance of water service companies in Western Region, Kenya
- H₀₄: Individualized consideration has no significant influence on performance of water service companies in Western Region, Kenya
- H₀₅: Organizational factors have no significant moderating influence on the relationship between corporate leadership and organizational performance of water service companies in Western Region, Kenya

1.5 Significance of the study

The attainment of the study objectives outlined will make significant contributions to various stakeholders specifically; African Agenda 2063 which is Africa's blue print and master plan for transforming Africa into global power house of the future (African Union, 2021). The research study will assist to identify leaders who can steer the continents strategic framework that aims to deliver on Sustainable Development Goal 6 which is effective supply and demand management policies as well as an increase in water-use efficiency in the country. Secondly, the Kenya Vision 2030 recognizes transformative leadership as critical in achieving the transformation agenda (Wang'ombe, Kivui, Musili & Ngugi, 2019). Kenya vision 2030 is significant because it is Kenya's national long term development blueprint to transform the country into prosperous, middle – income nation by 2030 (KIPPRA, 2022). Its significance lies in providing a unified strategy with three pillars of economic, social and political that will drive development, improve citizen's quality of life that includes clean sources of water and achieve sustainable and equitable growth.

The research study findings will be of great assistance in strengthening and formulating policies that will help to improve the performance of water service companies in service delivery and in attainment of its goal and vision. The research

findings and recommendations will also contribute to knowledge management as a source of reference to future academicians and scholars who will focus their studies in this area and be able to explore more on this aspect in future. The findings will also contribute to new corporate leadership theories as well as play a great role in research and the scholarly world that should be explored greatly.

1.6 Scope of the study

The research study focused on the relationship between organizational factors, corporate leadership, and the performance of water service companies in Kenya's Western Region. Individualized consideration, inspirational motivation, idealized influence, and intellectual stimulation constituted the independent variables. Financial performance, customer acquisition, and the development and expansion of the balanced scorecard constituted the dependent variables. The target population was 638 with a sample size of 245 employees who comprised 97 senior managers, 149 technical staff and 392 subordinates from four purposefully selected water service companies of Lake Victoria North Water Works Development Agency, Nzoia Water Services Company (NZOWASCO) serving the towns of Kitale, Webuye, Kimilili and Bungoma, Kakamega County Water and Sanitation Company Limited (KACWASCO) Company serving the towns of Kakamega, Busia, Mumias, Butere and Nambale, and Amatsi Water Services Company Limited serving the towns of Luanda, Majengo, Chavakali, Kaimosi, Maseno University and Mbale and its environs with an estimated population of about 6.5 million people. These water service companies were identified under the Lake Victoria North Water Works Development Agency (LVNWWDA) in the former Western Region as per (WWDA, 2022) and (WASREB, 2022) reports because of existence of multiple water

companies operating within same regional water and sanitation sector considered as key stakeholders due to their proximity that allowed for comparative analysis of their differing structures and operations. The research was conducted between the months of June to September 2023.

1.7 Limitations of the study

According to Roberts (2010) limitations are factors that are likely to affect the study in an important way but is not under the control of the researcher. Thus, limitations are situations which occurred in the research study that are considered as being beyond the researcher's control. The researcher therefore expected several limitations. First, there were some respondents who were reluctant in answering questions that touch on their company. The researcher assured them that the results would be used strictly for academic purposes and that their identity and internal operational process of the organization would not be interfered with. Secondly, some senior managers failed to fill the questionnaires within the anticipated time. This was resolved by following the respondents physically through several visits and through the use of phone calls.

Thirdly, the target population consisted of only water service company employees. This was limiting especially in terms of the study generalization to other institutions or organizations who are not in the provision of water services and other scholars should pursue studies in that area. Fourthly, the study targeted respondents only in Western, Region Kenya. This may be limiting in terms of generalization of results. The study recommends for further studies to be done in other regions in Kenya.

Performance was elucidated through the lens of corporate leadership, which incorporated the following: individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence. These variables may not be the

only ones explaining performance of water service companies in entirety. As shown from the empirical studies, other independent variable such as transactional, participative, and democratic leadership styles could be used. The study therefore recommended for further studies to be carried out using other variables in future.

The study used descriptive and correlational research design but further studies using longitudinal research design need to be used for a longer period. The study therefore recommends for a comparable study to be conducted using longitudinal research design. Lastly, the sample size from Western Region, Kenya also represents a study limitation. Further studies should be replicated with findings of the study to other countries of Africa, Europe, Asia and United Kingdom (Britain). This is because, there are certain governmental regulations, policies, economic and socio-cultural factors that is in Kenya but different in other countries of the world.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This Chapter presents review of the existing literature on corporate leadership, which is a process where a leader guides an organization to achieve its goals through strategic decision making that involves the application of idealized influence (charisma), inspiration, intellectual stimulation, and individualized consideration. Thereby transcending immediate self-interests. The chapter describes organizational factors and performance of water service companies in Western Region, Kenya. It also comprise of theoretical review, review of variables, empirical review, summary of the research gaps and the conceptual framework.

2.2 Theoretical Review

A theory stipulates a properly argued idea that is planned to describe a phenomenon (Creswell & Clark, 2020). Theories are scientific predictions or explanation of what the researchers expected to find. The theoretical review in the study assessed the theories linked to the problems from which the theoretical framework was constructed.

2.2.1 Transformational Leadership Theory

Transformational leadership theory was the main theory for the study and relevant to performance. This term derives from the fact that the most fundamental effect of leadership is to transform followers into individuals who are loyal, trustworthy, admiratory, and respectful of the leader. The influence of leaders on organizational performance and fundamental business processes is now frequently assessed using transformational leadership. Furthermore, studies from scholars have emphasized a

strong correlation that transformational leadership has established with the factors that influence organizational performance (Al-shibami, Alateibi, Nusari & Ameen, 2021), Downtone (1973) formulated the theory of transformational leadership. Initially, he introduced the term and later, Burns (1978) supplemented this, with key aspects of his contributions concentrating on morality and ethics where he insisted that true leadership is a moral undertaking, appealing to the shared values and higher order needs of followers to achieve mutual elevation which is relevant to the current study. He also focused on relationship of mutual stimulation where he defined transformational leadership as a process where leaders and followers help each other to advance to higher level of morale and motivation.

Bernard Bass subsequently elaborated on the theory in 1990 (Gonfa 2019). Where his contributions were similar with those of McGregor on Transformational leadership and closely linked to by placing significant emphasis on inspiring, intellectual, and motivating individuals (Hui Li *et al.*, 2019). Leaders are regarded as more reliable, pragmatic, and practical, qualities that may facilitate task completion and potentially foster innovative work conduct. Hosna, Islam & Hamid, (2021) have identified and categorized transformational leadership into four discrete components: inspirational motivation, intellectual stimulation, idealized influence, and individualized consideration. Each of these four components is valuable to the leadership style and helps to transform its followers into better, more productive people. When these factors are combined, they help transformational leaders to radically change the course of their following (Ugochukwu, 2021).

Well known proponents of transformational leadership theory include House (1977); Burns (1978), and later expounded by Bernard Bass (1990), Avolio & Bass (1999)

and Diaz-Saenz (2011). The theory defines specific roles, provide a vision which is twofold; motivation in achieving a particular goal and helping followers to accomplish the organizational goals and mission by working with them and through them and encouraging and influencing their beliefs, values, attitudes and behavior (Barasa, & Kariuki 2020).

According to Davis, (2022) the theory of transformational leadership has undergone criticism in that; under the style of leadership, individuals have the ability to influence their counterparts and superiors in the same way that they influence their subordinates and this could not be sustainable for a long-term period for the organization. Secondly, the process of transformational leadership is rooted in the leader's principles and personal views. However, no products are traded between leaders and subordinates throughout the procedure. OZ (2019) indicated that idealized influence is one of the most criticized components of transformational leadership theory because some of transformational leaders with high charisma may misuse their power and privilege and they may start to neglect supporting their followers.

Additionally, Yukl, (2013) stated that, there may be some negative consequences of charismatic leaders like reduction in good suggestions and criticisms by followers, increase in excessive confidence and optimism by leader, step-down in development of competent successors, denial of problems and failures by leader, decrease in capacity to foresee possible dangers and future expectations. Therefore, this transformational theory is pertinent to the present study and offers a suitable foundation for comprehending the degree to which corporate leadership, encompassing the dimensions of idealized influence, inspirational motivation,

intellectual stimulation, and individualized consideration, can establish a connection with organizational factors and the performance of water service companies.

However, transformational leadership has some biases, according to Wenjuan, Cui, & O'Brien (2024) the leader can abuse it for destructive purposes and self-interests at which point it could be deemed pseudo-transformational leadership. This could easily lead to harmful outcomes such as employee stress, unethical behaviour and irrational decision making as the leader's motives are self-serving rather than other directed. On the shortfalls on transformational leadership, according to Agazu, Kero & Lemi (2025), leaders need to address the potential for unethical pro-group behaviour if employees fear exclusion under a transformational leader. Furthermore, leaders should be aware of the risk in transformational leadership and implement strategies to foster a sense of belonging for all team members. An individual who is a leader must find out what kind of leadership styles and situation he or she best thrives in, which in return affects performance of an organization.

2.2.2 Contingency Organizational Theory

The contingency organizational theory was developed in the 1960s by Austrian psychologist Fred Fielder. The theory proposes that there is no better way to manage an organization; that a leader should be able to identify which management style will help achieve the goals of the organization in a particular situation and that there are many internal and external factors that can affect the optimal organizational structure. These factors include the size of the organization, the technology that is in use, the leadership style, and how the organization can adapt to changes in strategy (Shala, *et al* 2021).

According to Hinings (2019), well-known proponents of contingency organizational theory include various scholars and research groups with divergent orientations and sensitivities. Some focused primarily on structure while others were also interested in social relations; many were concerned about the link between organization structure and demands from the environment, whereas others have a more discreet focus on the work process and its fit with internal conditions and included; Battilana & Casciaro, (2012), Grandori & Furnari (2008), Donaldson, (2001), Lawrence & Lorsch (1967).

Today's organizations are confronted with numerous challenges arising from its external and internal environments; as such, making optimal decisions under these conditions is a big concern to managers (Constance & Justin, 2020). Due to these constant challenges, organizations are made to regularly adjust it-self and attempt to adapt on a regular basis in order to meet the needs of the environment, survive and prosper.

Contingency theorists disputed the assumption at the time that a single form of organization is best for all firms and in all circumstances. They posited instead that the most appropriate organizational form is the one that is best suited to the kinds of actions a firm undertakes (Mendy, 2020). In brief, scholars suggested that organizational effectiveness results from the fit between characteristics of the organization, such as its structure, and contingencies that reflect the particular situation of the organization. Contingencies can for instance include the size of an organization, its strategy, and its environment. Organizations strive to achieve fit and prevent mismatch when faced with changes in contingencies, as it is the alignment between organizational traits and circumstances that results in excellent

performance. Organizations achieve this by embracing novel organizational attributes that align with the evolving levels of contingencies (Shala, Prebreza & Ramosaj, 2021).

According to Koster (2021), the contingency approach occupies an ambiguous position in today's organizational scholarship. While some people see it as out-dated and surpassed, some of its key insights still underpin contemporary organizational research. Arguably, we all operate under the central contingency assumption that there is no 'one best way' (Donaldson, 2001); that structures and processes depend on certain conditions (Van de Ven, *et al* 2013); and that organizing is about adjusting to circumstances and balancing competing demands (Lawrence & Lorch, 1967) and lastly the fundamental assumption of the contingency that employees are replaceable (and therefore dispensable assets) as opposed to the employee as a human or change agent are all false. The contingency organizational theory can be applied to any group of people who are assigned to carry out any task in any organizational situation (Mendy, 2020).

The theory of contingency organizational was therefore used to underpin the moderating variable as the research study assesses the different ways of the relationship between corporate leadership, organizational factors and optimal organizational performance.

2.2.3 Institutional Theory (IT)

DiMaggio & Powell (1983) formulated the theory of institutional theory. The theory posits that contemporary organizations are highly influenced by their environments, which in turn significantly influence the formation of formal organizational structures. The theory places emphasis on the influence of economic and social

forces on the systems and structures of an organization (Franco, 2020). Institutional theory posits that the performance and conduct of employees are intrinsically linked to the organization's innovation and its structures during a specified time period.

Innovation refers to the application of novel insights in order to develop previously untried products, services, or processes that fulfil the present and future needs of organizations, industries, or individuals (Franco, 2020). Previous scholars of institutional theory (Berry, 2010) were intrigued by the analysis of organizational structures and processes that improved the performance of the organization but served no economic or technological function. While academicians may differ in the extent to which they emphasize organizational components and the complexity of their analyses, all knowledge that governs social behaviour and the resources associated with it, as outlined in policies, rules, and regulations, is shared (Aksom & Tymchenko, 2022).

Prominent scholars who have offered critiques of institutional theory contend that scholars have neglected the challenge of measuring the institution accurately (Greenwood *et al.*, 2008), Suddaby *et al.* (2010), Berry (2010), Spicer, Alvesson & Hallet (2019), Alvesson (2019), Munir (2020), Spicer (2019). Aksom & Tymchenko, (2022) assert that institutional research has evolved from regarding organizations as sedentary to considering them as highly active. Irrespective of its scale, every change is considered institutional, and the individual initiating the change is considered an institutional entrepreneur.

According to Franco (2020), institutional research ought to prioritize instances of significant, profound, field-level deviations rather than merely incremental

variations. The innovation of how organizations become institutionalized should be the greater emphasis of institutional theory than the effects of institutionalization. This method is described in the work of DiMaggio & Powell (1983). The phenomenon of variations leading to similarities can be elucidated using isomorphic change theory. This theory identifies three distinct forms of institutional pressures: coercive isomorphism, which stems from the influence of politics and legality and is frequently communicated through policies, rules, procedures, principles, and the endorsement process; normatic isomorphism, which pertains to professional standards; and mimetic isomorphism, which involves imitation or replication of behaviours that originate from the endorsement process. Institutionalization can only compel organizational compliance via technological transformation, which alters the economy, so as to secure legitimacy, stability, resources, and survival.

It has been postulated that institutional factors may significantly influence organizational performance. As Nodland & Bergsgard, (2020) elucidate, elements including structure, culture, technological capability, rules, procedures, and strategy are crucial determinants of organizational performance. While an effort was put forth to examine these institutional factors, Aksom & Tymchenko, (2020) contend that the focus should be on the institutional system as a whole, as the origins of institutionalized rules, standards, and norms are not centralized but rather originate from various environments influenced by distinct actors.

This transition is accompanied by additional changes, including cultural components and the abundance and variety of organizational resources. Based on the aforementioned, institutional theory furnished a practical framework for examining inquiries pertaining to the interplay between organizational factors and the

environment, as well as their application in the evaluation of organizational performance. This theory was implemented and utilized to inform the study's initial specific objective.

2.3 Conceptual Review

The conceptualized review of the study involved corporate leadership, organizational factors and performance of water service companies in Western Region, Kenya.

2.3.1 Corporate Leadership

Leadership is denoted as the procedure of operations and actions, imagination and reaction of body, mind, and soul. It can be said that a leader is a person who inspires others for the fulfilment of the body, nature, mind, and activities of the surroundings to any specific purpose in the career, life, and business.

Within the organization, leadership is said to be the capability of the manager for inducing the subordinates for working with motivation and confidence (Jones & Shideh, 2020). It is very much important for leaders to develop future visions and for motivating the members of the organization to achieve their visions. Thus, leadership is said to be the inter-personal procedure where the manager has the purpose to influence and guide the employees for the attainments of an objective.

Corporate leadership therefore refers to a process where a leader guides an organization to achieve its goals through strategic decision making that involves the application of idealized influence (charisma), inspiration, intellectual stimulation, and individualized consideration, thereby transcending immediate self-interests. A leader who is involved in creating a vision through establishing clear objectives and empowering followers to achieve those objectives. He denotes some qualities that lie

within an individual that includes personality, maturity and intelligence (Omesa, *et al* 2019). The corporate leadership aspects include; idealized influence, inspirational motivation, intellectual stimulation and individual consideration. Archwell (2021), states that corporate leaders, especially in business, are effective at leading workers to achieve a common goal.

In the successful implementation of change, the role of corporate leadership highly becomes significant and foremost, supported by the corporate values and communication channel. Corporate Leadership view, is about showing the way: using personal power to win the hearts and minds of people to work together towards a common goal (Junnaid, *et al* 2020). The major challenges for the corporate leaders in the change process are in form of creating a successful and sustainable work environment for sustainable organizational growth.

In the continuation, the multiple dimensions of transformational leaders help to understand the requirement of change and face the challenges of change emotionally and intellectually (Archwell & Mason, 2021). Whereas the leader's most difficult task in the change process is to align all organizational members to adopt the change, develop the future vision, strategy formulation, and synergies that directs towards the organizational goal. This study measured corporate leadership in the lenses of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.

2.3.1.1 Idealized Influence

An idealized influence refers to a leader's capacity to foster collaboration and team spirit among subordinates through the promotion of shared goals and cooperation (Butera, 2020). A resolve on the part of a leader to confront specific forms of

aggression while adhering to a core set of values, beliefs, and principles. Furthermore, idealized influence has the potential to enhance employee performance through the dissemination of collective objectives and values, the exhibition of self-assurance and resolve, and the provision of charismatic role models (Hosna *et al* 2021).

Moreover, he asserts that idealized influence cultivates managers into role models for their staff by establishing a crystal-clear vision that motivates workers to exert their utmost effort in pursuit of organizational objectives. It is noteworthy that idealized influence has been correlated with leaders who possess qualities such as charisma, ethical conduct, and the ability to embody robust personal values that distinguish them from others and cultivate favourable perceptions among their followers (Lashari & Rana, 2021). The efficacy of an organization is influenced by idealized influence when it is implemented (Kariuki, 2021).

According to Hosna, Islam & Hamid, (2021), employee performance can be enhanced through the consolidation of idealized influence, which is achieved through the communication of collective goals and values, the display of confidence and resolve, and the implementation of charismatic role modelling. Idealized influence, according to Sheehan, Thomas & Michael, (2020), positions administrators as role models for their staff. It discusses situations in which managers establish a benchmark for employees to strive for and shape their performance in accordance with that benchmark. Managers convey to employees a crystal-clear vision that motivates them to exert maximum effort in pursuit of the organization's objective.

According to Okoli, Nnabuife, Adain & Ugbo, (2021), the charismatic component of transformational leadership is idealized influence, which entails articulating a forward-thinking vision while exhibiting conduct that garners regard for the leader. A leader who possesses the ability to effectively communicate a persuasive vision while also fostering a sense of admiration, confidence, and regard among their subordinates (Le & Phong, 2021). Moreover, leaders who possess a strong idealized influence exhibit greater consistency in their ethical and moral conduct as opposed to acting impulsively (Okoli *et al.*, 2021). Such leaders are exemplary role models for their adherents due to these qualities (Kitur *et al.*, 2020). Consequently, the influence exerted by these leaders is contingent upon both their own conduct and the conduct that their adherents perceive of them (Kariuki, 2021). It is crucial to underscore that a leader earns the trust and respect of his or her followers by exemplifying elevated ethical standards and inspiring confidence in them through the idealization of influence (Butera, 2020).

This aspect of leadership is frequently associated with a reputation for upholding elevated personal standards of moral and ethical behaviour, inspiring loyalty in followers through personal sacrifices, role modelling, and emotional connection (Njau, 2020). The components of idealized influence utilized in this study were charisma, emotional attachment, and role model. Charisma was defined as the capacity of a leader to confront specific forms of antagonism while adhering to an essential framework of values, beliefs, and principles. Emotional attachment demonstrated a personable demeanour that motivates employees to feel almost as though they are in the presence of a leader by instilling confidence in them; as a result, followers develop a connection with and trust in their leader. A "role model"

was a leader who embodied elevated principles of moral and ethical behaviour, was held in high personal esteem, and inspired followers' loyalty through unwavering dedication.

2.3.1.2 Inspirational Motivation

Inspirational motivation is defined as the capacity of a leader to effectively communicate a persuasive vision of an improved future for an organization, thereby causing adherents to prioritize the collective interests of the organization over their own personal interests (Edirisooriya 2020). This motivates adherents to wholeheartedly reject the existing state of affairs and actively pursue the imagined improved future (Kariuki 2021). Furthermore, in order for the adherents to concentrate on collective interests, the leader fosters a sense of community (Okoli *et al.*, 2021).

Motivational leaders inspire subordinates to venture outside their comfort zones and dedicate themselves not only to fulfilling their job responsibilities but also to developing supplementary strategies that enable them to contribute more to their work (Hasija, Hyde & Kushwaha, 2020). Milelu (2019) defines inspiration motivation as the leader's approach to motivating his team to accomplish personal and organizational objectives. In this manner, the leader demonstrates assurance and positively reacts to the suggestions of his subordinates, thereby inspiring them. In this situation, leaders attempt to motivate followers to accomplish both personal and organizational objectives. By means of transparent communication and an attainable and acceptable vision, the leader accomplishes this. Afterwards, he demonstrates it to the followers in a manner that enables them to embrace it. Organizations are in a perpetual state of development and transformation, as they are dynamic entities.

Therefore, inspirational leadership that is capable of directing transformations is necessary for these entities (Alessa, 2021). This pertains to the internal dynamics and principles by which a leader exerts influence over others and modifies their conduct in response to obstacles, ultimately facilitating their involvement in the organizational change process. The leader endeavours to fulfil the present organizational requirements of followers by emphasizing exchanges and elevates their concerns by advocating for significant transformations of both individuals and the organization via a distinct vision, demanding assignments, and challenging circumstances.

The present study assessed inspirational motivation through the utilization of challenging tasks, a well-defined vision, and team cohesion. The term "clear vision" denotes a leader effectively conveying to employees the envisioned improved future of the organization. The term "challenging tasks" denotes leaders assigning employees specific objectives and inspiring them to accomplish the stated goals. Team spirit will signify a shift in focus from individual concerns to those of the group (Almeen *et al.*, 2021).

2.3.1.3 Intellectual Stimulation

According to Khan *et al.* (2020), the notion of intellectual stimulation refers to the efforts made by a leader to inspire and motivate their subordinates to embrace innovative technical approaches in light of evolving circumstances. Overcoming the challenges and signals that arise at different times might be advantageous. The empowerment of followers to recognize issues and potential resolutions is enhanced through intellectual stimulation (Abu Orabi & G, 2019).

Hosna *et al.* (2021) defines intellectual stimulation as a constituent element of the transformational leadership style, wherein leaders motivate employees to achieve their maximum potential in the work environment. Leaders employ this strategy to cultivate employees' aptitude for identifying and seizing opportunities to enhance performance. It provides employees with a fresh perspective from which to consider and resolve any issue, whether it be old or new (Afsar *et al.* 2019). Within the realm of intellectual stimulation, a leader fosters individuals' endeavours to be inventive and creative by challenging presumptions, redefining challenges, adopting novel approaches to situations, and devising novel and inventive resolutions to pre-existing issues (Habtoosh & Al-Qusenior 2019). The leader fosters an environment that promotes innovation and tolerance for errors; this is known as intellectual stimulation (Bass & Avolio, 1994).

Intellectual stimulation motivates individuals to reconsider previously unquestioned notions, and it enables leaders to approach problem-solving from diverse perspectives, thus facilitating a more comprehensive analysis of the issues at hand. In addition, by stimulating the intellect, leaders have the ability to propose novel approaches for accomplishing tasks. One of the critical elements of transformational leadership that has a significant influence on the performance of an institution is intellectual stimulation (Habtoosh & Al-Qusenior 2019).

This study assessed intellectual stimulation by evaluating the decision-making abilities, creativity, and capabilities of employees. The term "employee capabilities" pertains to actions that motivate workers by reorienting problems, fostering the

development of creative and original ideas, and subsequently approaching enduring situations from fresh perspectives. While emphasizing the importance of problem-solving abilities and the application of logic, decision making referred to novel modes of thought that challenged conventional beliefs, assumptions, and practices. Rational thought and conventional intelligence were definitions of creativity (Okoli *et al.*, 2021).

2.3.1.4 Individualized Consideration

Individualized consideration refers to the degree to which a leader serves as a mentor, coach, or guide to each follower, attending to their specific requirements. A leader empathizes with and provides support for each follower's situation and background, as well as attentively considering their concerns and needs (Towler, 2019). Additionally, according to Towler (2019), leaders who demonstrate individualized consideration recognize the distinctive abilities each disciple brings to the job and assist them in cultivating and exhibiting the essential competencies and conduct. This motivates the adherents intrinsically to perform their duties and inspires them to continue growing. As a result, every member of the team will genuinely attend to their personal emotional states, as well as their own requirements and concerns (Ray, 2022). As stated by Njau (2020), individualized consideration pertains to the acknowledgment of the distinct progress and developmental requirements of subordinates through the provision of guidance, coaching, and mentoring during their work experience.

Leaders allocate consistent coaching and training opportunities to employees, taking into account their unique characteristics, thereby facilitating the growth and

development of their personalities (Khan *et al.*, 2020). According to O'Donnell (2021), individualized consideration signifies the leader's ongoing commitment to treating every individual as a unique being and serving as a mentor who strives to foster their growth and progress. Furthermore, this refers to the degree to which a leader serves as a mentor, coach, or guide for each follower and attends to their individual requirements. Furthermore, in order to enhance the innovative work behaviour of employees, organizational leaders should endeavour to effectively engage them in their tasks through the establishment of trust, as this may facilitate their involvement in creative endeavours.

Aondo, Ngui & Okeyo, (2020) contend that leaders who serve as coaches and advisors to their subordinates exhibit individual consideration. A new leadership profession associated with the discipline of management is that of a coach. Such leaders are competent individuals who possess strong interpersonal abilities, creative and analytical thinking, and the capacity to feel pride in the accomplishments of others (Gildingersh, Martnora & Sirotkin, 2020).

Leaders who demonstrate individual concern motivate staff members to achieve objectives that benefit the organization as a whole. A leader demonstrates attentiveness to the concerns and requirements of every follower and subsequently delivers. Leaders address the unique intercultural differences of each employee, as diverse work environments necessitate diverse leadership approaches (Chen *et al* 2020). In this study, mentoring and coaching, as well as interests and requirements, were utilized to assess individualized consideration. Interests and needs demonstrated a genuine concern for the health of others, an interest in the employees' personal wellbeing, empathy, and direction. Mentoring denoted an accomplished

leader dedicating additional time to a specialized domain alongside a mentor in an effort to enhance the protégé's abilities. Coaching entailed the application of executive problem-solving tools, which entail the rectification of improperly executed actions.

2.3.2 Organizational Factors

According to Koehorst *et al.* (2021), organizational factors can be broadly classified into three categories: those associated with leaders (such as culture and behaviour), those associated with jobs (including task characteristics and information management), and those associated with the organization as a whole (including structure, social norms, and policies). Organizational factors are crucial determinants of an organization's overall performance, comprising structures, culture, and human resource practices such as recruitment, training, and compensation determination (Mbijiwe, 2021). While numerous factors can influence an organization's decision, structure, culture, strategy, and technology are the most prevalent (Igwe, Orga, Nwankwew & Ann, 2020). Although there are certainly many others that could influence an organization, these are the most prevalent.

The establishment of objectives and policies, as well as the allocation of resources, are primarily determined by the structure. Organizational structure, culture, and technology are elements of organizational factors in Kenya, according to numerous studies (Mwangi & Nzulwa 2019, Kariuki & Nguyo 2020, Mwai 2021). Numerous academics have argued that structure influences not only the performance of the organization but also the perceptions, actions, and individual performance of its members (Child, 1972; Hall, 1977; Dalton, 1980; O'Toole & Meier, 2001).

The formal system of reporting and task relationships that motivates, directs, and coordinates employees in order to achieve organizational objectives is referred to as the organizational structure (Kariuki, 2020). Structure is a critical factor in the successful attainment of an organization's predetermined objectives, as well as in the realization of its strategic goals and overall trajectory. Organizational culture comprises the fundamental values, beliefs, and principles that underpin the management system of an organization.

It also encompasses the collection of management practices and behaviours that both embody and strengthen those foundational principles (Kariuki, 2020). Moreover, organizational culture comprises the standards that constituents of a given organization encounter and characterize as their respective work environments (Pathirange, 2019). These norms influence the manner in which members conduct themselves and adjust in order to achieve objectives within the organization.

A study by Ahn *et al.* (2022) indicates that technological skill is the basis for building a long-term competitive advantage that lets a business take in and use technical knowledge from outside sources or come up with its own. Moreover, technological capabilities that are tacitly inherent to an organization or exist in the form of patents, legal and institutional guarantees, or intangible assets are difficult for competitors to replicate or replace. This study examined organizational factor as variables that created a relationship by measuring structure and culture of the water service companies in Western Region, Kenya.

2.3.3 Organizational Performance

Hayat (2019) defines performance as the culmination of all organizational processes and activities; it is the outcome of an endeavour and the organization's activities that ought to be assessed and quantified by management in order to optimize the utilization of the company's resources and assets. Supervisors monitor and assess performance due to the fact that it signifies the delivery of exceptional value to customers. Additionally, the following can be used to assess performance: financials, customer focus, internal business processes, learning and development (Oliveira *et al.*, 2021).

Addin (2020) defines organizational performance as the capacity to accomplish and finalize the duties outlined in the employee's job description or the human resources components that demonstrate how the employee or human force executes its duties and attains results that align with the tasks. In this way, the individual fulfils the job requirements and organizational performance is quantifiable based on the outcomes attained. A performance appraisal, which defines a formal and fruitful procedure for evaluating an employee's work and results in accordance with the duties of the position, is one of the methods of measurement. It is utilized to quantify the employee's contribution to the organization's revenue growth in relation to work standards and the overall return on investment for personnel in accomplishing objectives.

Performance was evaluated in this study using both financial and non-financial metrics. The research utilized the balanced scorecard framework, which comprises the following four facets: financial, consumer, internal business process, learning, and growth (Oliveira *et al.*, 2021). The financial perspective centred on evaluating

the organization's financial and economic condition through the utilization of metrics that comprised costs, revenue, and profitability.

The financial performance of water service companies is typically assessed using historical accounts obtained from secondary sources. The assessment of client satisfaction was conducted utilizing the customer focus metrics. The metrics utilized by the organization comprised customer loyalty and quality of customer satisfaction with the agreed-upon service delivery. The internal business process perspective was concerned with the examination of operational processes designed to generate value over the short and long term. It was linked to the productivity, efficiency, communication channels effectiveness, and technology utilized in value chain management to help organizations accomplish their corporate objectives. In order to achieve organizational objectives, the organizational learning and growth perspective centred on acquiring, developing, and retaining competent and innovative human capital along the value chain (Kori *et al.*, 2020).

Significant improvements in organizational performance were observed from these four perspectives (Bratianu, 2019). These perspectives were utilized to identify the performance of water service companies in the Western Region of Kenya.

2.4 Empirical Review of Literature

The empirical literature review investigated matters that the study intended to focus on, with each subsection being specifically derived from the study objectives. A comprehensive examination and assessment of numerous pertinent studies was conducted in order to identify research gaps and concerns that were significant to the variables under investigation.

2.4.1 Idealized Influence and Organizational Performance

Hosna *et al.* (2021) argue that idealized influence has the potential to improve organizational performance by means of several mechanisms: the communication of shared goals and values, the demonstration of determination and self-assurance, and the provision of charismatic role models. This suggests that the leader predominantly utilizes charismatic tactics, which consequently have an influence on the employees' behaviour (Yue *et al.* 2019). Leaders possess the ability to foster employee confidence in their own abilities, exert influence by imbuing work with significance and worth, and inspire workers to the degree that they develop a vested interest in their responsibilities.

Mi (2019) looked at how transformational leadership, or more specifically idealized influence, affected workers' environmental citizenship behaviour (OCBE) in China. He did this by looking at the relationship between the leader and the members. The objective of the research was to construct a model that would elucidate this correlation. The data obtained from a questionnaire survey of state-owned, private, foreign, and sino-foreign joint venture enterprises, with employee counts of 770, 790, 610, and 550, respectively, were subjected to descriptive statistics and correlation analyses. According to the findings, transformational leadership under idealized influence can effectively promote organizational citizenship behaviour among employees. Furthermore, the study addressed a gap in its findings by providing evidence that it was carried out solely in China, a nation where business organizations strictly adhere to the "high power distance" cultural principle.

Afshari (2021) investigated the correlation between idealized influence and commitment within the context of Iranian and Australian manufacturing organizations. This research employed a granular approach to gain a deeper understanding of leadership in two distinct cultural environments. The data collection and analysis process involved the distribution of questionnaires to all levels of two organizations, one in Australia and the other in Iran. Idealized influence did not lead to preferable organizational commitment in the Australian sample; nevertheless, it exerted a significant influence in the Iranian sample by serving as a personal example for followers.

Additionally, Abu-Orabi & G, (2019) looked at data from Jordan about how transformational leadership style affects the performance of organizations. Two hundred and thirteen (213) of the 249 surveys that were distributed were received and determined to be suitable for implementation. Based on the findings of a multiple regression analysis conducted on the data, it was determined that inspirational motivation, intellectual stimulation, and individual consideration were all statistically significant in their influence on the final result among the four components examined. It was not possible to identify idealized influence as a significant factor.

Mathende & Karim (2022) examined the influence of transformational leadership on work performance within beverage manufacturing companies in Zimbabwe during the COVID-19 pandemic. In order to conduct this quantitative study, a self-administered survey questionnaire was distributed to the 369 employees who comprised the sample that was selected using probability sampling. A Work performance was predicted by each transformational leadership dimension, although

not to the same extent, according to the findings. Idealized influence emerged as the most significant facet of transformational leadership that exerted a discernible influence on the work performance of beverage manufacturing companies operating in Zimbabwe amidst the pandemic

Using correlation research design Langat, Linge & Sikalie (2021) conducted a study in the insurance sector and indicated that employee job performance was significantly predicted by idealized influence. Similarly, Njau (2020) did a study in Thika town, Kenya, to look into how transformational leadership affects the operations of family-owned businesses run by women. A descriptive research design was implemented to examine a target population of 231 family-owned enterprises that have been under the leadership of women for a minimum of two years. For data collection, interview guides and questionnaires were utilized. Qualitative data underwent thematic analysis to classify insights into overarching themes and subthemes, which were subsequently represented quantitatively. According to the study's results, idealized influence had a significant and positive effect on firm performance, particularly when respondents acknowledged that women in leadership positions inspired dedication and perseverance.

Ngaithe, K'Aol, Lewa & Ndwiga, (2016) established that Idealized Influence influenced on State Owned Enterprises staff performance in Kenya. The study utilized descriptive research design sampling 163 senior managers. Data was collected using structured questionnaires. On the contrary Datche & Mukulu, (2015) and Orabi (2016) established that idealized influence had a negative link to employee engagement in Kenya's civil service. From the foregoing empirical review, the study identified sectoral, contextual and conceptual gaps which it intends to fill in.

The study was hypothesized as:

H₀₁: Idealized influence has no significant influence on performance of Water service companies in Kenya.

2.4.2 Inspirational Motivation and Performance of Organization

Almeen, Alshamsi, Isaac & Gazem, (2021) examined the influence of inspirational motivation on organizational innovation within the public sector of the United Arab Emirates (UAE). The results of the study indicated a positive correlation between inspiring motivation and process innovation among personnel of the Abu Dhabi Executive Council Authority. This phenomenon can be ascribed to the observation that leaders who exhibited a heightened degree of optimism demonstrated a strong desire to attain objectives, articulated a well-defined vision for the future, and possessed a sense of assurance in the attainability of the goals. Consequently, enterprises were driven to integrate emerging technology into their operational procedures in order to adapt to evolving circumstances and create innovative services and processes.

Komakech, Obici & Mwesigwa, (2021) investigated the influence of inspiring motivation on the job performance of public health workers (PHWs) at the intermediate level within the Lira District Local Government, situated in the mid-north region of Uganda. A cross-sectional survey approach was utilized in the research, incorporating both qualitative and quantitative methodologies. A research study was undertaken with a sample size of 164 participants in order to investigate the potential influence of inspirational motivation on the performance of middle-

level public health staff. While the study focused solely on a specific aspect of the transformational leadership style, it is crucial to acknowledge the existence of various other constructs that could potentially influence the performance of middle-level public health workers in Lira, Uganda. These constructs encompass intellectual stimulation, individual consideration, and idealized influence. Furthermore, it is important to acknowledge that the research was carried out in Uganda, thereby introducing a contextual disparity to the forthcoming study, which is slated to take place in Kenya.

Chebon, Aruasa, & Chirchir, (2019) did a research study in Kenya to investigate the effects of idealized influence and inspirational motivation on staff performance at Moi Teaching and Referral Hospital, Eldoret. A descriptive design was utilized in this study, which specifically targeted a population of 3739 personnel from Moi Teaching and Referral Hospital (MTRH). Out of the total, 18 personnel were categorized as senior management staff, 110 as middle level management staff, and 3611 as operational level staff. A total sample size of 463 individuals was acquired, with 17 individuals categorized as middle management personnel, 86 individuals classed as operational staff, and 18 individuals classified as senior management staff. The findings indicate that inspirational motivation has a significant influence on staff performance. Leaders have been found to promote high levels of productivity by fostering innovation and creativity, as well as successfully communicating messages throughout the firm. The primary focus of the research was on staff performance, resulting in a conceptual distinction from the current study that investigated the performance of water service firms.

In contrast, the study conducted by Okoth (2021) examined the influence of inspiring motivation on the execution of Human Resource Management Policies (HRMP) by the Kakamega County Government of Kenya. The study utilized a descriptive research design and deployed a sample survey methodology, wherein questionnaires were employed as the primary tools for data gathering. Pilot research conducted in Bungoma County yielded a sample size of 154 respondents, which was gathered using a simple random sampling technique. The outcomes of the study indicate a noteworthy and favourable association between inspirational motivation and the adoption of human resource management strategies by the Kakamega County Government. A notable constraint of the prior investigation was the absence of a moderator, a factor that has subsequently been rectified in the current study.

Moreover, Datche & Mukulu, (2015) assessed the effect of transformational leadership had on employee engagement in Kenya's civil service. The study had inspirational motivation as one of its indicators and established that the leader's inspirational motivation had a weak and insignificant effect on employee engagement. It has been suggested by other scholars that inspirational motivation is not exempt from limitations. This assertion contradicts the fundamental tenet of the transformational leader's inspirational motivating aspect, which requires the leader to uphold a distinct vision of the organization's objectives, as well as the needs and concerns of its members (Magasi, 2021).

Consequently, it may be inferred that the leader strives to satisfy the aspirations of the followers with the aim of enabling them to achieve enhanced collective advantages inside the company. Nevertheless, Eva, Isabel & Jorge, (2019)

considered this to be unethical, as it involves a leader manipulating followers for personal gain. From this perspective, the leader may face criticism for exhibiting egocentric tendencies rather than demonstrating altruistic behaviour. Therefore, the study intended to fill the highlighted sectoral, contextual and conceptual gaps with the current study by exploring this aspect of inspirational motivation in the context of corporate leadership's ability to effectively communicate a clear vision and promote team unity.

2.4.3 Intellectual Stimulation and Performance of Organization

According to Alsayyed, Suifan & Sweis, (2020), a leader inspires his followers to think innovatively and creatively by utilizing intellectual stimulation and prioritizing problem-solving based on logical reasoning before taking action. Furthermore, intellectual stimulation entails presenting the participants with the challenge of developing original and unique problem-solving strategies. This relates to the ability of the leader to support employees in developing autonomous assessments and reassessing established approaches in an innovative manner.

Haseeb, Suppramaniam, & Subramaniam, (2021) looked at how brain stimulation affected the service industry in Karachi, Pakistan. To determine the reliability of the questionnaires, a quantitative approach was utilized to select participants from the service sector workforce in Karachi, Pakistan, employing snowball sampling. The evaluation of the employed hypotheses was conducted using Smart-PLS. Intellectual stimulation was found to have no significant influence on employee performance. The findings suggest that intellectual stimulation encourages employees to engage in independent thought and solve problems with precision. This process entails utilizing

the cognitive capacities of personnel to empower them to assess their work obligations via autonomous reasoning. Further investigation was undertaken by Habtoosh & Al-Quseinior (2019) regarding the moderating effect of transformational leadership on the association between organizational effectiveness and culture. The empirical inquiry was centred on food corporations that were listed on the Amman Stock Exchange in the Kingdom of Jordan. The study utilized descriptive analytic techniques in order to analyse the data.

Statistical analysis revealed that transformational leadership significantly moderated the relationship between organizational efficacy and the aforementioned variables among Jordanian food companies listed on the Amman Stock Exchange. An empirical investigation was undertaken by Butera (2020) to assess the influence of transformational leadership on the operational outcomes of ministries designated by the Rwandan government. A descriptive research design was employed in this study to investigate a specific population of 118 personnel who were affiliated with the Ministries of Gender and Family Promotion, Sports, and Youth and Culture. The results of the study suggest that leaders who fostered intellectual stimulation by encouraging creative and innovative thinking, positive relationships, critical thinking, problem-solving, and participatory decision making saw a marginal improvement in organizational performance.

Magasi (2021) looked at the relationship between performance and intellectual stimulation in Mwanza, Tanzania, and Dar es Salaam's banking industry. More precisely, tailored attention was identified as a moderating element in this correlation by the research. The research design employed in this study was descriptive in nature. A survey questionnaire was administered to a sample of 325 participants

affiliated with academic institutions situated in Dar es Salaam and Mwanza in order to gather the necessary data. The findings of the research demonstrate that within the banking industry, the presence of personalized attention played a major and deep role in moderating the association between intellectual stimulation and performance.

The research had a limited reach in terms of examining the moderating influence of individual consideration. Change (2019) conducted a study in Kenya to examine the influence of intellectual stimulation on employee engagement in parastatals running in the energy industry. A correlational research methodology was employed to assess the degree of correlation between intellectual stimulation characteristics and employee engagement. The sample consisted of 315 middle level managers.

Employee engagement was discovered to be statistically significantly correlated with intellectual stimulation. The focus of the investigation was exclusively on one aspect of intellectual stimulation. Therefore, it is imperative that this study investigate intellectual stimulation within the framework of how corporate leadership can enhance the capabilities of employees, foster creativity, and facilitate decision-making. One potential disadvantage of intellectual stimulation is that it could lead to the formation of excessively specialized staff who lack the adaptability to explore cross-functional prospects within the organization, thereby compromising the effectiveness of the systems. This phenomenon can be explained by the fact that specific leaders may utilize antiquated and inappropriate methods to address contemporary issues (Chebon *et al* 2019). The objective of this research was to assess the influence of four key components, namely idealized influence, inspiring motivation, intellectual stimulation, and individualized consideration, on the operational outcomes of water service organizations located in the Western Region

of Kenya. The study therefore, used a positivist research method to investigate how intellectual stimulation and corporate leadership affect the performance of water service companies in Western Region, Kenya.

The research examined the correlations between intellectual stimulation and employee engagement, identifying gaps in the existing knowledge by looking at the influence of corporate leadership on organizational performance. The study found a positive and significant link between intellectual stimulation and organizational performance concluding that intellectual stimulation leads to improved performance of these companies.

2.4.4 Individualized Consideration and Performance of Organization

Hui Li *et al.* (2019) investigated how 281 Chinese workers for multinational corporations operating in sustainable companies responded creatively to leadership that was transformational. The data was collected from individuals who were employed on a full-time basis by multinational firms operating in the automobile, pharmaceutical, and electronics manufacturing sectors across different areas of China. The initial questionnaire was initially developed in English and thereafter translated into Chinese and English. Four hundred (400) questionnaires were issued in total. The findings of the study indicate that there is a significant and favourable influence of transformational leadership on the level of work engagement among employees in multinational firms in China, as well as their level of trust in the leader. The research study primarily examined employees of multinational firms in China, a nation characterized by its unique culture, language, behaviour, and set of norms. Consequently, the conclusions and findings derived from this study cannot be

generalized to the researcher's own study. Lai *et al.* (2020) aimed to investigate the correlation between transformational leadership and job performance, while also considering work engagement as a mediating variable.

The research was carried out at two hospitals located in Taiwan. In order to address the potential influence of common technique variance, the researchers employed a research design that incorporated many sources and time periods. A sample of 507 nurses from 44 teams was used to assess hypotheses. The results of the hierarchical linear regression analysis indicate that the positive association between transformational leaders and various participants remains influenced by multiple participants, even when accounting for several significant variables such as Leader Member Exchange (LMX), role-based self-efficacy, and transactional leadership. The current investigation was carried out in Kenya, hence establishing a contextual and sectorial gap due to its focus on water service companies in Western Region, Kenya. Hassan (2019) undertook further investigation into the concept of transformative leadership, providing a comprehensive examination of leadership behaviour within a global context. A comprehensive examination was undertaken on data acquired from the Fortune Global 500, a renowned ranking that identifies the senior ten most prosperous firms globally within the transformer industry. The data indicate that there is a positive correlation between individualized consideration and leadership effectiveness inside businesses. The research study centred on a comprehensive evaluation of the components of transformational leadership theory and practice, drawing upon a thorough review and analysis of the current literature. The study done by Hassan (2019) did not adequately address the deficiencies in sectoral, contextual, and conceptual framework, as well as the presence of gaps in the

moderator and findings. The current study aimed at filling in the above mentioned knowledge gap by examining the correlation between corporate leadership, organizational characteristics, and the performance of water service firms in the Western Region of Kenya. In their study, Karmy *et al.* (2020) conducted an investigation to examine the influence of Green Transformational Leadership (GTL) on the Organizational Citizenship Behaviour (OCB) of information technology (IT) professionals in Egypt. The study examined a fundamental random sample of 378 IT personnel who were employed by enterprises owned by Egyptian companies. To evaluate the research hypotheses, the researchers employed Spearman's rank correlation coefficient and multilinear regression analysis. Each GTL parameter had a major influence on all dimensions of OCB. Njau (2020) studied the effects of transformational leadership on company performance in the context of family businesses run by women in Thika, Kenya. This study investigated the leadership strategies employed by women in family-owned enterprises, employing the theoretical framework of transformational leadership theory. The study employed a descriptive research design, incorporating a hybrid methodology. The findings of an empirical study revealed a strong and statistically significant association between personalized attention and organizational effectiveness. The generalizability of the conclusions and findings obtained from this research to other scholarly investigations is limited. Leadership figures who exhibit personalized regard have the ability to inspire and encourage their followers towards the attainment of an environmental ideal through the provision of support and care. Moreover, the study revealed that leaders, including those who exhibit lower levels of engagement, foster robust social connections among their followers through the provision of personalized attention.

When all employees actively engage in organizational activities, they foster social cohesiveness and cultivate interpersonal relationships.

2.4.5 Moderating Effect of Organizational Factors on the Relationship between Corporate Leadership and Organizational Performance

Nguyen, Nguyen & Tran, (2021) investigation focused on the influence of organizational level elements on middle level managers' motivation and work performance in Vietnam's small and medium-sized businesses. The research employed a survey design to collect data, and a multivariate data analysis was conducted utilizing a structural questionnaire comprised of 36 observation variables and a 5-point Likert scale. The evaluation encompassed several facets of the business, such as its policies, work environment, opportunities for career progression, and guiding principles. The results of the study revealed that work motivation was positively influenced by a range of philosophies and policies, whereas the effects of growth opportunities and work environment were determined to be statistically negligible.

In contrast, the study done by Claude (2018) examined the correlation between organizational characteristics and competitiveness within medium and large-scale manufacturing enterprises in Rwanda. The research utilized both correlation and regression analytic methodologies. The study employed a survey research design. The study's sample comprised 123 middle managers who were employed in manufacturing enterprises of medium and large size. A total of 91 respondents were selected in industrial enterprises using the Solvin formula. To ensure the validity and reliability of the study tools, a pre-test and test of the questionnaire were conducted. SPSS was used to analyse the collected data. Based on the findings, 65.9% of the

assessed manufacturing enterprises exhibited a lack of competitiveness, and organizational characteristics having a modestly beneficial influence on competitiveness.

Kariuki & Nguyo (2020) investigated the correlation between characteristics at the firm level and the performance of organizations, specifically examining how the industrial environment influences manufacturing enterprises in Kenya. A substantial manufacturing business in Kenya served as the research site, where 94 out of the 102 Chief Executive Officers surveyed successfully filled out the questionnaires. The study was carried out within the framework of the positivist paradigm. The study employed a cross-sectional survey design, wherein data were gathered at a singular moment rather than over a prolonged duration. The research employed both primary and secondary data collection methods. The analysis of the data was conducted using the Statistical Package for Social Sciences (SPSS), employing both descriptive and inferential statistics. The F test was employed to assess the statistical significance of the factors in predicting the dependent variable. When assessing performance, various factors were taken into account, including return on assets, internal business procedures, and customer perspective. The results suggest that the industry environment has a statistically significant influence on the connection between organizational resources, structure, culture, and well-performing enterprises in Kenya.

Malongo *et al.* (2019) examined how organizational variables may affect the relationship between public hospital performance and information technology. A cross-sectional, explanatory research design was adopted in the investigation, utilizing the Technological Organization Environment (TOE) framework. A total of

98 public hospitals situated in Kenya were included in the senior group. In order to achieve a representative sample of 294 respondents, a multistage sampling approach was employed. Semi-structured questionnaires were employed as a means of collecting primary data. The data was subjected to descriptive statistics and multiple regression analysis. The results of the study revealed that the relationship between the performance of public hospitals in Kenya and the integration of information technology was influenced by organizational characteristics.

Mwebia *et al.* (2019) assessed the performance of the Dairy Cooperative Society in Kiambu County with respect to organizational factors. The authors identified the following as organizational factors: company performance, the managerial-member relationship, marketing of dairy products, and staff training. Training and management were considerably associated with the performance of dairy cooperative societies, according to the findings of 58 respondents ($p < 0.05$). The correlation between milk marketing and performance, on the other hand, was not statistically significant at $p < 0.05$ but became significant at $p < 0.1$. Furthermore, the study revealed that although management style significantly hindered performance ($t = -4.1874, p < 0.005$), both marketing and training positively influenced performance ($t = 1.732, p = 0.089$; $t = 8.512, p < 0.001$, respectively).

Mwangi & Nzulwa (2019) conducted a case study on employee retention at Mount Kenya University to examine the influence of internal organizational factors. The researchers identified elements within an organization that impede its capacity to effectively implement different approaches to its operations, which are under its control. Both correlation and regression analysis methods were employed in the study. Several aspects of the organization were assessed, including conformity,

efficiency, culture, structure, and technology. The findings indicated that organizational factors positively influenced organizational competitiveness to a moderate degree. Additionally, the study determined that employee retention was strongly correlated with culture, leadership, strategy, and structure. Scholarly research study as indicated have explained inconsistent findings in the studies carried out producing mixed or contradictory results regarding the relationship between the two variables. Secondly the scholarly studies have not defined boundary conditions by specifying when and where a theoretical relationship is most likely to hold true, making the findings more precise. Thirdly, the scholarly studies have failed to build on and refine existing theories by adding a moderation that add depths to existing theoretical model. The current research study that examined the moderating effect of organizational factors on the relationship between corporate leadership and performance of water service companies in Western Region, Kenya, chose a moderator because of the following; first, the study was supported with theories which were a compelling justification built on a strong theoretical framework that explained why the organizational factors were expected to alter the focal relationship.

This added rigor and helped to avoid spurious findings. Secondly, according to Wamalwa, Egessa & Kwendo (2025), the moderator helps to specify the conditions under which a particular effect holds true, providing more precise and practically relevant findings. Lastly the current study had targeted interventions where the organizational factors that included structure and culture were more effective interventions in the research study.

2.5 Summary of Literature Review and Synthesis of Research Gap

Table 2.1 represents a summary of empirical literature review, synthesis of research gap and focus of the study based on population, analysis, methodology, theory, methods, concepts, perspective and implication (Kumar, 2020).

Table 2.1: Summary of Synthesis of Research Gap

Author and Year	Title	Methodology	Findings	Gaps and Focus of Current Study
Abu -Orabi, (2019)	The Influence of Transformational Leadership Style on Organizational Performance: Evidence from Jordan	A total of 249 surveys were distributed with 213 returned and 171 eligible for use. The data was analysed using multiple regression analysis with a significance level of $p < 0.05$.	The results indicated that among the four components: inspirational motivation, intellectual stimulation, and individual consideration idealized influence was not a significant factor contributing to the outcome.	The research data was analysed using multiple regression while the current data used descriptive and correlation design representing a methodological gap. The research focused specifically on the banking sector in Jordan with only three banks and 171 employees surveyed. The current study concentrated on 638 targeted population with a sample size of 245 respondents in water service companies showing a sectorial gap.
Afsar, Shahjehan, Shah and Wajid (2019)	The mediating role of transformational leadership in the relationship between cultural intelligence and employee voice behaviour: A case of hotel employees in Thailand	Data was collected from 316 non-national employees from various hotels in Thailand. Structural equation modelling was used to analyse the data.	The results showed that non-national employees with a higher level of cultural intelligence are more likely to display voice behaviours, and relationship partially mediated by transformational leadership	Even though the study added value to the literature, it is limited in certain ways. It represented population gap due to lack of study on specific groups. The study also was cross-sectional, causing evidence gaps. The current study will examine the relationships using descriptive and correlational design. Therefore addressing the identified gaps
Afshari, (2021)	Idealized influence and commitment: a granular approach in understanding leadership	Research settings were selected from the industrial machinery and equipment manufacturing sector; one in Australia and one in Iran and data collected. Questionnaires were distributed to all levels of those two organizations.	The influence of idealized influence attributed on desirable organizational commitment was found to be different in two sample settings of this research. Organizational commitment in the Australia was not desirable, whereas desirable organizational commitment in the Iranian sample.	Despite this importance of idealized influence in the study highlighted, the relational aspect of leadership has been widely overshadowed and other aspects of leadership style not taken into consideration. The current study will focus on all the aspect of 4I dimensions under Corporate Leadership

Source: Literature Review

Author and Year	Title	Methodology	Findings	Gaps and Focus of Current Study
Alessa (2021)	Dimensions of Transformational Leadership and its Organizational effects in Public Universities in Saudi Arabia; A Systematic Review	Documentary research approach was used. The study was to test the behavioral intentions in the public universities in Saudi Arabia by reviewing major databases with a sample size of 22 samples.	The results demonstrated that in the public universities in Saudi, transformational leadership is practiced across four dimensions: ideal effect, inspirational motivation, intellectual stimulation, and individual consideration.	The study showed methodological gap as there was lack of certain types of data such as qualitative insights. This study will use statistical methods to examine Corporate Leadership, Organizational Factors and Performance of water service companies in Western Region, Kenya
Almahasneh, Rahman, Omar and Zulkifli (2022)	Idealized influence, inspirational motivation, organizational culture and organizational performances	Data were gathered from information technology firm managers in Jordan, utilizing a quantitative approach. Structural equation modelling with partial least squares (PLS-SEM) was used for data analysis	The results showed positive influences of idealized influence and inspirational motivation on organizational culture	The study examined three levels of managers of information technology firms in Jordan. while this current study will concentrate on corporate leadership, organizational factors and performance of Water service companies in Western Region, Kenya
Almeen, Alshamsi, Isaac and Gazem (2021)	Transformational Leadership on Organizational Innovation among Government Employees in the United Arab Emirates	The researchers used the SEM-PLS technique and analysed the 389 valid questionnaires for assessing the proposed model which was based on the different Transformational Leadership characteristics.	The results showed that the independent variables could help in predicting innovation. And that the Transformational leadership factors of inspirational motivation, idealised influence, and intellectual stimulation plays a vital role.	The study showed conceptual gap as it lacked theoretical clarity. The current study will address the gap by examining the influence of corporate leadership on the performance of water service companies in Western Region, Kenya.
Aondo, Ngui and Okeyo (2020)	The Relationship between Transformational Leadership Style and Performance of Chartered Universities in Kenya	Positivistic philosophy approach was adopted with a cross-sectional survey research design. The target populations for the study were 49 chartered universities with respondents being university teaching staff, and non-teaching staff. The study sample size was 362 staff.	The results showed a positive significant relationship between leadership style and performance of chartered Universities in Kenya and a unit increase in leadership style index lead to an increase in performance index	Study focus was delimited on relationship between Transformational Leadership Style and Performance of Chartered Universities in Kenya while this current study will concentrate on corporate leadership, organizational factors and performance of Water service companies in Western Region, Kenya

Source Literature Review

Author and Year	Title	Methodology	Findings	Gaps and Focus of Current Study
Alsayed, Suifan and Sweis (2020)	The influence of transformational leadership on organisational performance case study: the University of Jordan	Quantitative approach was used to measure the influence of transformational leadership on organisational performance. Data were analysed using descriptive statistics and multiple regression.	The findings revealed that the transformational leadership had a significant influence on organisational performance along with idealised influence and intellectual stimulation. However, individualised consideration and inspirational motivation did not have a significant influence on organisational performance according to the respondents' ratings.	The study focused on transformational leadership and performance of University of Jordan with no moderating factors while the current study will concentrate on corporate leadership, organizational factors and performance of Water service companies in Western Region, Kenya
Al-Shibami, Alateibi, Nusari and Almeen Ali (2021)	Influence of Organizational Culture on Transformational Leadership and Organizational Performance in the government sector in the United Arab Emirates	Descriptive analysis was used where data were collected by delivering a self-administered questionnaire in person. A target population was used with a sample size of 423 government employees being respondents.	The findings indicated that independent variable significantly predicted performance, in addition to power distance having a significant moderating role between transformational leadership and internal process, but not between learning and growth.	The study utilized a cross-sectional design with questionnaires. The current study will therefore involve descriptive and correlation design in which the flow of knowledge and performance can be followed over time.
Change, (2019)	Influence of intellectual stimulation on employee engagement in parastatal in the energy sector in Kenya	The study adopted a positivist research philosophy to examine the influence on intellectual stimulation on employee engagement and data were collected using structured questionnaires. A correlation research design was conducted with the purpose of determining the strength of the relationship between parameters of intellectual stimulation and employee engagement.	The findings showed that employee engagement has a statistically significant relationship with creativity and innovation and that creativity, innovation, job design, employee involvement, and employee motivation positively enhance employee engagement.	The study focused on one dimension of intellectual stimulation while this current study will focus on 4I of leadership dimensions

Source: Literature Review

Author and Year	Title	Methodology	Findings	Gaps and Focus of Current Study
Chebon, Aruasa, and Chirchir (2019)	Effect of Inspirational Motivation and Idealized Influence on employee performance at Moi Teaching and Referral Hospital, Eldoret, Kenya.	The study was conducted from Moi Teaching and Referral Hospital (MTRH) in Kenya. Data were collected from 463 employees who comprised of 17 senior management; 86 middle management and 360 operational staff	Supervisors in the MTRH hospital spent time teaching and coaching employees and focused on developing their strengths. It was also observed that coaching has been used by most organizations to assist newly-appointed employees to make a successful transition into their role.	The study population focused on employee performance with emphasis on Moi Teaching and Referral Hospital (MTRH), Eldoret, Kenya. The current study will focus on corporate leadership, organizational factors and performance of Water service companies in Western Region, Kenya
Chen, Tso Jen Wu and Chi Min (2020)	Examining the roles of transformational leadership, supervisor-triggered positive effect, and perceived supervisor support	Data were collected from 234 hotel newcomers with their supervisors from 63 tourist hotels rated above four-star in Taiwan.	The study noted that hotel newcomers displayed higher supervisor-triggered positive affect due to the transformational leadership of their supervisors. In turn, this led to newcomers' high performance and motivation to continue working.	The study analysis concentrated in the tourism sector specifically hotels in Taiwan with newcomers' staff, while the current study analysis will focus on Water service companies in Western Region, Kenya
Edirisooriya, (2020)	The Influence of Transformational Leadership on Talent Retention reference to Information Communication Technology Industry in Sri Lanka	A survey strategy was used to administrate cross sectional questionnaires to collect data from executive level employees who work in the ICT industry in Sri Lanka.	The results indicated that idealized influence behaviour, inspirational motivation behaviour, intellectual stimulation behaviour and individual consideration behaviour of the supervisor have a strong positive influence on the retention of talented employees in the ICT industry in Sri Lanka	Even though the study focused on transformational leadership and its effect on talent retention of ICT employees in Sri Lanka, it's implication can also be applied to assess the influence in different industries as well as in different countries like Kenya"
Gitu and Awuor (2022)	Influence of Charismatic Leadership and Intellectual Stimulation on Organizational Performance in the energy sector in Kenya. A case study of Kenya Pipeline	Target population of 103 management level employees were used.	Management employee of KPC do not encourage organizational learning disregarding the fact that organizational learning is key in enhancing the performance of an organization and had not given adequate attention to staff training and development.	The study's perspective emphasized on charismatic leadership and intellectual stimulation influencing organizational performance. The current study will consider corporate leadership with lenses of 4I: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.

Source: Literature Review

Author and Year	Title	Methodology	Findings	Gaps and Focus of Current Study
Gyansah, Ogola and Guantai (2020)	Effect of School Heads' Inspirational Motivation Leadership Practices on Students Academic Achievement in Public High Schools in Kumasi Metropolitan, Ghana	The convergent parallel design belonging to the mixed methods research approach was used for this study. The target population was 17370, and consisted of 19 heads of schools, 2122 teachers, and 15229 students. The study was on the basis of Slovin's sample calculation formula, sampled 424 teachers and 552 students from the 19 schools selected.	Inspirational motivation leadership behaviours of school heads had significant positive effect on students' academic achievement	The study theory focused on one dimension of leadership style and addressed it to school heads with respect to the performance of students in Public High Schools in Kumasi Metropolitan, Ghana while the current study theory will concentrate on the 4I (Idealized influence, Inspirational Motivation, Intellectual stimulation and Individual consideration) of leadership style with respect to Corporate Leadership in Kenya
Habtoosh, and Al-Qusenior (2019)	The Moderating Effect of Transformational Leadership on the Relationship between Organizational Culture and Organizational Effectiveness: An Empirical Study in Food Companies Listed at the Amman Stock Exchange-Jordan	Descriptive analytical approaches were used to analyse the data for the study using Statistical Package for Social Sciences program V.21. The data were gathered through a questionnaire that was designed and distributed to convenient sample units that represented the Food Companies. A total of 236 respondents.	There was a significant statistical moderating effect of Transformational Leadership on the relationship between Organizational Culture and Organizational Effectiveness in Food Companies listed at Amman Stock Exchange.	The study's concepts focused on transformational leadership on the relationship between organizational culture and organizational effectiveness in Food companies listed at the Amman Stock Exchange-Jordan while the current study concepts will concentrate on Corporate Leadership Organizational Factors and performance of Water service companies in Western Region, Kenya.
Haseeb, and Suppramaniam (2021)	Effect of Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration on Service Sector Employees' Performance in Karachi, Pakistan	A quantitative approach was used to test the questionnaires towards attaining reliable results with snowball sampling being utilised and participants selected among the service sector employees in Karachi, Pakistan	The findings revealed that individualized consideration and idealized influence contributes towards enhanced performance of employees. While Intellectual stimulation and individual consideration had a negative effect on employees' performance.	The methods of the study were to investigate the relationship between 4I performance among the service sector employees in Karachi, Pakistan while this current study methods will focus on Corporate Leadership Organizational Factors and performance of Water service companies in Western Region, Kenya.

Sources: Literature Review

Author and Year	Title	Methodology	Findings	Gaps and Focus of Current Study
Hasija, Hyde and Kushwaha (2020)	A Study of Inspirational Motivation by Leader on Employee Engagement Management Institutes of M.P in Spain	Research study assessing correlation amid two variables namely Inspirational Motivation of Leader and Employee Engagement in B Schools of M.P in Spain where a survey study was done on 168 Spanish quoted organization	The study revealed, Inspirational Motivation and Employee Engagement is positively correlated with value of $r = 0.468$ which signifies a degree of correlation between Inspirational Motivation and Employee Engagement	The study's analysis centred on inspiration motivation by leader on employee engagement in Spain and therefore generalization to other countries like Kenya is a challenge
Hosna, Islam and Hamid (2021)	A Review of the Relationship of Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration with sustainable employees' performance.	An empirical study done to identify how the individual component of transformational leadership is able to sustain employees' performance.	Individual Consideration is among the components of Transformational Leadership that has a direct and significant influence on sustainable employee's performance.	Analysis presented in the study emphasized on transformational leadership as opposed to Corporate Leadership in this study
Karmy, Kheir-EL-Din and Samir (2020)	The Effect of Green Transformational Leadership on Organizational Citizenship Behaviour of Information Technology (IT) employees in Egypt	A simple random sample consisting of 378 IT employees working for Egyptian owned organizations was studied. Spearman's rank correlation coefficient and Multiple Linear Regression Analysis were used to test the research hypotheses	The research results showed that all Green Transformational Leadership (GTL) dimensions had a significant influence on all Organizational Citizenship Behavior (OCB) dimensions	The study's population focussed on GTL on Organizational Citizenship Behaviour. The findings and conclusions drawn from this study cannot be generalized to Corporate Leadership, Organizational factors and performance of Water service companies in Western Region, Kenya
Kariuki (2021)	Idealized Influence and Inspirational Motivation in a Microfinance Context in Kenya.	Integration of the desk senior and critical analysis of 56 journal articles with key database being JSTOR, Emerald, Google Scholar, DOAJ and Wiley Inter-science	The emerging gaps in the theorization and conceptualization of idealized influence and inspirational motivational were identified	The study's methodology does not show the dimension influence on organizations.
Kitur, Choge, and Tanui (2020)	The Relationship between Idealized influence of Principals' Transformational Leadership Style and Secondary School Students' Academic Performance in Kenya Certificate of Secondary Education in Bomet County, Kenya	Descriptive survey design was used with a target population comprising of 130 secondary. Schools in Bomet County. Slovin's formula was used to get a sample of 118 respondents.	The principals' idealized influence had a strong and significant relationship with students' academic performance in KCSE.	The study used Slovin's formula to calculate the sample size while the current study used Yamane's hence showing a methodological gap.

Sources: Literature Review

Author and Year	Title	Methodology	Findings	Gaps and Focus of Current Study
Komakech, Obici and Mwesigwa (2021)	Efficacy of inspirational motivation on the performance of middle – level public health workers in Lira District Local Government mid-North of Uganda	The study adopted a cross-sectional survey design while incorporating both quantitative and qualitative methods. A total of 164 respondents were selected.	The study found that inspirational motivation had a significant influence on the performance of middle – level public health workers.	The study adopted a cross-sectional survey while the current study used close-end structured questionnaire showing a methodological gap in data collection
Khan, Rehmat and Asim (2020)	Influence of transformational leadership on work performance, burnout and social loafing: a mediation model	The data were collected through survey via emails, online surveys and printed questionnaires through convenience sampling from individuals working in the telecommunication sector in Pakistan	The results showed that transformational leadership has a significant positive relationship with mediator intrinsic motivation.	The study's indicated methodological gaps as limitation to research method by using emails, online etc. This is ambiguous way of data collection which can affect the findings. The current research study adopted a descriptive and correlational design. Primary data was collected using structured questionnaires where both stratified and simple random techniques were used.
Langat, Lunge, and Sikalieh (2019)	Influence of idealized influence on employee job performance in the insurance industry in Kenya	The study adopted the positivism philosophy and correlation design with target population of 676 lower-level managers from 52 insurance companies operating in Kenya as of 2017. A sample size of 245 was drawn using a stratified random sampling technique and systematic sampling.	The study found that idealized influence significantly predicted employee job performance	The implication concentrated only on one leadership dimension of idealized influence and not other three Is. And also, on employee job performance in the insurance industry while the current study will focus on the 4Is and Corporate Leadership, Organizational factors and performance of Water service companies in Western Region, Kenya
Lashari and Rana (2021)	The Influence of Transformational Leadership and Social Interaction on Organizational Performance in the Viewpoint of Knowledge Management: An Empirical Study in Banking Sector of Pakistan	The study used simple random technique; 350 questionnaires were distributed in different bank's branches. The questionnaires were filled by two officer's rank totalling to 270 questionnaires.	The results indicated that there is a positive relationship among transformational leadership, social interaction, knowledge management, and organizational performance	The target population of the study focused on only banks of Lahore in Pakistan. Whereas the other sectors such as textile sector, education sector and telecommunication sector remained unexplored.

Sources: Literature Review

Author and Year	Title	Methodology	Findings	Gaps and Focus of Current Study
Le and Le (2021)	Improving the Innovation Performance for Vietnamese Firm Based on Practices of Idealized Influence and Individualized Consideration: The Mediating Role of Knowledge Sharing	The study used survey data gathered from 235 participants of 60 medium and small-sized firms in Vietnam.	The findings revealed that knowledge sharing activities of employees play a crucial role in improving firm's innovation performance, and serve as a mediating role in the effects of transformational leadership on innovation performance.	The study lacked theoretical clarity as the conceptual gap was evident. The current study addressed this conceptual gap by examining the influence of corporate leadership on the performance of water service companies moderated by organizational factors
Li Hui, Sajjad, Wang Qun, Ali, Khaqan and Amunai (2019)	Influence of Transformational Leadership on employee's innovative work behaviour in sustainable organizations. Test of Mediation and Moderation Processes.	Data were collected from full-time employees engaged in multinational organizations operating in the pharmaceutical, electronics, and automobile manufacturing industry in different regions of China. The original questionnaire was developed in English and later translated into Chinese and then back into English by two bilingual experts to check the accuracy. A total of 400 questionnaires were distributed.	There was significant influence of transformational leadership on trust in a leader, and its subsequent positive influence on the work engagement of the employees of multinational organization in China.	The study population concentrated on the multinational organization employees of the country of origin, China and transformational leadership as its core dimension on employee's innovative work behaviour. This showed population gap as no specific groups were identified. The findings and conclusions drawn from the study cannot be generalized to Water service companies in Western Region, Kenya
Magasi (2021)	Moderating Effect of Individualized Consideration on the Relationship between Intellectual Stimulation and the Performance of Banking Sector Employees located in Dar es Salaam and Mwanza cities	The study used a descriptive research design, a survey questionnaire, and 325 respondents from the banks located in Dar- es Salaam and Mwanza cities. Single and multiple linear regressions were consecutively utilised as tools for data analysis.	The empirical findings show that the moderating effect of individualised consideration on the relationship between intellectual stimulation and the performance of banking sector employees is profoundly positive and significant	The study concept was limited to the banks showing sectorial and contextual gap in assessing motivation of employees. The current research study will highlight the identified gaps in the sectorial and contextual by examining the influence of corporate leadership has on the relationship between organizational factors and performance of water service companies in Kenya.

Source: Literature Review

Author and Year	Title	Methodology	Findings	Gaps and Focus of Current Study
Marigi (2019)	Hydrology and Best Practices for Managing Water Resources in Arid and Semi-Arid land in Kenya	A review Analysis on managing water resources	The analysis revealed that a number of factors such as poor resource use and management affect water shortages	The study highlighted indicators of corporate governance in the water sector which the current studies addressed
Mggibi, and Sines (2020)	Relationship between Idealized Leadership Behaviour and Change Initiative Success	Quantitative correlation study was used with target population being midlevel managers who successfully implemented one or more change initiatives in any industry in the United States (n = 105)	The overall model, simple linear regression, revealed a statistically significant relationship between idealized behaviour and change initiative success.	The study represented a methodological gap that arose from limitations or missing perspectives in the research methods used in the study. The current study used descriptive and inferential statistics to analyse data
Mi, and Lingyum (2019)	A new perspective to promote organizational citizenship behaviour for the environment: The role of transformational leadership	The data were collected by questionnaire survey with the size of the enterprises being about 770 people, 790 people, 610 people and 550 people, respectively from a state- owned, private enterprise, a foreign enterprise, and a Sino-foreign joint venture	The results revealed key findings such as a transformational leadership style can effectively promote employees' organizational citizenship behaviour for the environment but with different influencing paths and strengths.	The study perspective was conducted within a limited geographic boundary i.e. China. This showed evidence gap as the quality of existing evidence was insufficient to draw conclusions from the several enterprises. The current study was based on 245 employees of 4 water service companies in Western Region, Kenya.
Mugambi, Kinya and Eliud (2021)	The Influence of Inspirational Motivation on Performance of Health Sector NGOs in Nairobi County, Kenya	The study adopted a descriptive design, which involved collection and analysis from primary data. The target population of the study was 41 registered NGOs in the health sector in Nairobi County.	The findings presented showed that, an increase in Inspirational motivation would lead to increase in Performance of Health Sector NGOs in Nairobi County, Kenya	The current study adopted descriptive and correlation design showing methodological gap. While the other study was done in Nairobi health sector, the current study was done in the water service companies showing sectorial gap
Musonge, Matere, Dierken and Delaire (2022)	Kenya Institutional Frame work for water supply	Country Review report	The report highlighted concerns on corporate governance	The report highlighted indicators of corporate governance in the water sector which the current studies will be addressing

Source: Literature Review

Author and Year	Title	Methodology	Findings	Gaps and Focus of Current Study
Musyoki, Kalai, Okoth and Okumba (2022)	Influence of Principals Inspirational motivation on Students" Performance at KCSE in Public Secondary Schools in Makueni County, Kenya	The study adopted correlation method which examined a significant relationship between two or more variables that were obtained through a statistical procedure. The sample comprised of 111 principals, 729 teachers and 12 Ministry of Education officials.	The result indicated that principals' articulation of the vision and the spirit of encouragement increased performance of KCSE students	The study implication concentrated on inspirational motivation on students' performance while this study focused on corporate leadership organizational factors and performance of Water service companies in Western, Region, Kenya.
Njau, (2020)	The influence of transformational leadership on business performance in family-owned enterprises led by women in Thika town, Kenya.	Descriptive research design was used. A population of 2,310 family-owned enterprises led by women for two years and above in Thika Town was used comprising of family enterprises drawn from private education, small scale Manufacturing, retail, construction, hospitality and textile sectors	Individualized consideration showed strong positive and significant relationship with business performance.	The study used descriptive research design while the current study used descriptive and correlational indicating both methodological and sectorial gap.
O'Donnel (2021)	Pennsylvania Principal's describe their work examined through the theory of Transformational Leadership	Qualitative methods were used to conduct interviews with Pennsylvania principals designated as distinguished by the Pennsylvania Principals Association. Sample size consisted of five principals from five different school districts in Pennsylvania.	The study found that individualized consideration emerged as notable components described by all five principals.	This study theory was on single individualized consideration while the current study examined three theories that were transformational, institutional and consistency theory.
Okoli, Nnabuiife, Adain and Ugbo (2021)	Transformational Leadership and Organizational Success: Evidence from Tertiary Institutions	A cross-sectional research design was employed in the study. A total of 325 staff members from each university were surveyed in the study and the total number of employees was increased to (N) 650.	The results showed that transformational leadership dimensions and organizational success in the selected tertiary institutions had a strong positive and significant correlation and that leadership is a critical success factor that can bring about changes in employees and universities as a whole	The study concentrated in the education sector hence showed sectorial and conceptual gaps. The current study which examines the influence of corporate leadership on the relationship between organizational factors and performance of water service companies will address the highlighted gaps

Sources: Literature Review

Author and Year	Title	Methodology	Findings	Gaps and Focus of Current Study
Okoth (2021)	Influence of Inspirational Motivation on Implementation of HRM Policies by Kakamega County Government, Kenya	A descriptive design and sample survey method involving use of questionnaire as the primary data collection instrument was adopted. The study population was 6,328 County Government of Kakamega employees. Simple random sampling technique was applied to get a sample size of 154.	Study findings revealed a significant and positive relationship between inspirational motivation and implementation of Human Resource Management Policies. Based on the study findings, it was concluded that inspirational motivation had a significant positive influence on implementation of Human Resource Management policies at Kakamega County Government	The study used a descriptive design while the current study used descriptive and correlational design. The current study used a moderator. This showed both conceptual and methodological gaps in the two studies
Rotich (2019)	Influence of Transformational Leadership Style on Turnaround Strategies Adopted by New Kenya Cooperative Creameries Limited (NKCC)	Descriptive correlation research design was used. The population was 1340 employees at head office in Nairobi from procurement, ICT, corporate affairs, finance, factory operations, quality assurance, and HR, departments. The study employed stratified random sampling technique to select a sample of 128 staff from management staff	The findings obtained showed that idealized influence, individualized consideration, inspirational motivation and intellectual stimulation all have a positive effect in turnaround strategies in an organization	The study concentrated on New Kenya Cooperative Creameries Limited in Nairobi showing sectorial and conceptual gaps. The current study examined the influence of corporate leadership on the relationship between organizational factors and organizational performance of water service companies in Western Region, Kenya and address the highlighted gaps.
Sunaengsih, Komariah, Kurniady, Suharto, Tamam and Julia (2021)	Transformational Leadership Survey in 4I Dimension Education in Indonesia	A descriptive quantitative approach with a survey design was used with a target population of 237 lecturers from elementary teacher education program in Indonesia. Data collection was online using questionnaires.	The dimensions measured consisted of charismatic dimension, intellectual stimulation dimension, attention to individual dimension, and inspirational motivation dimension.	The methodology concentrated on leadership styles program in Indonesia while this study methodology focussed on Corporate Leadership, Organizational Factors and Performance of Water service companies in Western Region, Kenya.
Towler (2019)	The qualities of transformational leaders and what distinguishes them from transactional leaders	Theoretical and empirical investigation of transformational leadership	Transformational leaders enable their followers to go beyond expectations whereas transactional leaders merely provide contingent rewards in exchange for effort.	The study was investigative while the current study used stratified and simple random

Sources: Literature Review

2.6 Conceptual Framework

A conceptual framework is a map that explains how the problem identified was looked at. It explains the whole research in a glance and directs the relationship between the concepts that guide the research (Muasya, 2020). The main concepts in this research study were corporate leadership, organizational factors and performance of Water service companies in Western Region Kenya. Corporate leadership was the independent variable in this study; indicated by idealized influence, inspirational motivation, intellectual stimulation and individual consideration (Haseeb, *et al* 2021). The dependent variable was performance of Water service companies which were financials, customer focus, internal business processes, learning and growth as its indicators (Kaplan & Norton 1992). The moderating variable was organizational factors whose measures were organizational structure and culture (Hlaing & Zin 2020). The constructs of study were adopted from various studies (Abu-Orabi and G 2019; Afshari, 2021; Almahasneh *et al* 2022; Almeen *et al* 2021; Aondo, Ngui & Okeyo 2020; Alsayyed, Suifan & Sweis 2020; Chebon *et al* 2019; Gitu & Awuor 2022; Haseeb, *et al* 2021; Hasija, Hyde & Kushwaha 2020 and Kariuki 2021).

Figure 2.2, present the relationship between the studies independent and dependent variables, the indicators that were used to measure each variable and the moderating variables that perceived to affect the relationship between corporate leadership and performance of Water service companies in Western Region, Kenya.

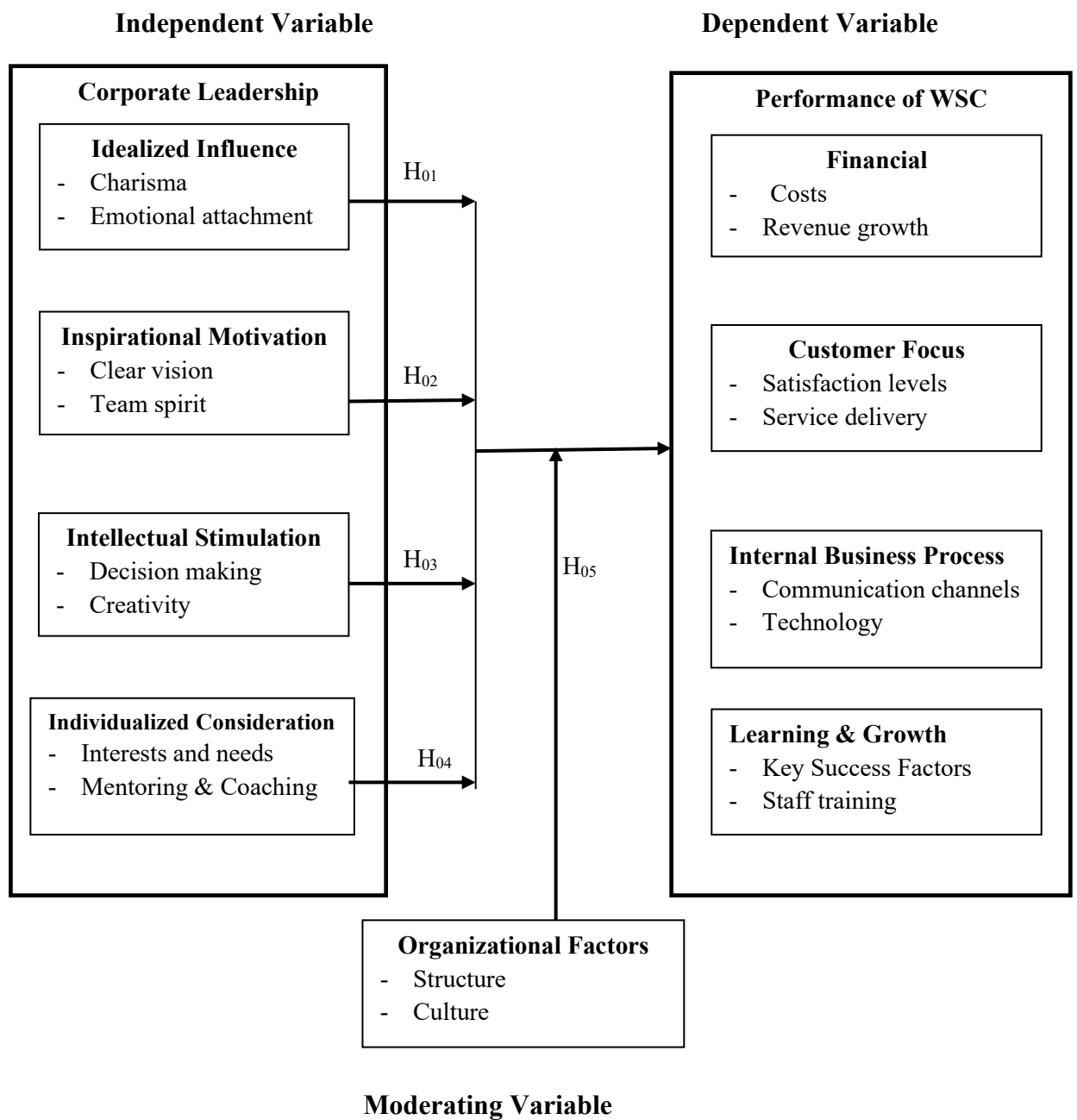


Figure 2.2: Conceptual Framework

Source: Adopted from studies: (Abu-Orabi & G 2019; Afshari, 2021; Almahasneh, *et al* 2022; Almeen, *et al* 2021; Aondo, *et al* 2020; Alsayyed, *et al* 2020; Chebon, *et al* 2019; Gitu & Awuor 2022; Haseeb, *et al* 2021; Hasija, Hyde & Kushwaha 2020 and Kariuki, 2021).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodology that contains research design, research philosophy, target population, sampling technique, data collection method, research procedures, data analysis, data presentation, and ethical considerations.

3.2 Study Area

The study was conducted in five counties of Kakamega, Bungoma, Vihiga, Busia and Trans-Nzoia. These counties were selected as study area as they serve the five counties in the former larger Western Region and where data collection would be maximized. They have water companies that are key stakeholders within the same regional water and sanitation sector, allowing for a comparative analysis of their different structures and operations. They are Lake Victoria North Water Works Development Agency and its subsidiaries of Nzoia Water Services Company (NZOWASCO), Kakamega County Water and Sanitation Company Limited (KACWASCO), and Amatsi Water Services Company who are located in those counties, operate at different levels and are the engines to ensure the performance of the Water Service Providers (WSPs) is on the right trajectory towards achieving universal water access by 2030 (Influence, 2022).

3.3 Research Design

According to Kumar (2020), a research design is a blueprint for finding answers in the most genuine, accurate, and precise way feasible. Qualitative and quantitative methodologies encompass distinct categories of inquiry which delineate precise

sequences of procedures in the realm of research (Dawadi, Shrestha & Giri, 2021). As stated by Lopes (2020), for a research design to effectively address the problem statement, it must be capable of logically and coherently integrating the study components.

The present study adopted a descriptive and correlational research design to gather data on the current conditions of occurrences with respect to the variables or circumstances in a given situation (Jackson, 2020). A correlation states that two or more variables are related. In this investigation, correlations are utilized to determine which variables are related. Creswell & Clark (2020) define correlational research as an overarching research methodology that places emphasis on the identification of co-variation between variables that occur together. In other words, the researcher elucidated the correlation between the independent and dependent study variables, with idealized influence, inspirational motivation, intellectual stimulation, and individual consideration constituting the autonomous variables.

3.4 Research Philosophy

The research study was guided by positivist research and interpretivism philosophies. Positivity philosophy holds that knowledge is valid only if it is based on observable, measurable and quantifiable data obtained through scientific methods to test hypotheses and uncover objective truths (Saunders, Lewis & Thornhill, 2020). According to Dawadi *et al.*, (2021) it assumes a single, external reality that can be studied through quantitative methods, aiming for value free and natural stance where researchers remain detached from their subjects.

Park, Konge, & Artino (2019) explains that positivism believes that an objective reality exists independently of the researcher's perception and that this reality can be known through empirical evidence. Further, Park *et al.* (2019) emphasizes on the use of numerical data that can be measured and statistically analysed to identify patterns and relationships between the variables. On the other hand, Ahmad, Wasim, Irfan & Gogoi (2019) emphasized by stating that the positivity philosophy relies on the scientific method, often using a hypothetical-deductive approach to test pre-defined hypotheses through experiments and observations.

Interpretivism is a research philosophy that asserts that reality is subjective and socially constructed and its goal is to understand how individuals and groups make sense of their world through their experience and perspectives (Pervin & Mokhtar, 2022). The research study therefore aimed for objectivity by separating the researcher from the research subject to prevent personal biases from influencing the results. Moreover, the goal was to uncover the general laws and rules that govern the social world, making findings applicable to a broader population.

3.5 Target Population

This refers to a particular cohort of possible participants that the researcher reached out to, and it reflected the characteristics of the target population (Castele & Bridier, 2021). The target group was sufficiently limited to prevent the inclusion of participants who did not align with the study's requirements and could potentially distort the population of interest. The study focused on Lake Victoria North Water Works Development, Nzoia Water Services Company (NZOWASCO), Kakamega County Water and Sanitation Company Limited (KACWASCO) and Amatsi Water Services Company Limited whose geographical location is in five counties of

Kakamega, Bungoma, Vihiga, Busia and Trans-Nzoia. These counties are in the Western Region, Kenya with an estimated population of about 6.5 million people (WWDA, 2022).

The target population comprised of 638 workers who were, senior management, technical staff (Engineers and Technicians), and subordinates staff (meter readers, office Administrators, accountants, and clerks) in the study. These were the major persons involved in the research study with a sample size of 245 that were well versed with issues touching on corporate leadership.

3.6 Sample Size and Sampling Technique

A sample is a smaller group or sub-group which were obtained from the accessible population (Rahman, Abdul, & Salamzadeh 2022). The four water service companies and their workforce constituted the sampling frame. The complete number of respondents selected for the research study were a sample size. The sample size estimated the population's minimum sample size needed to determine the results obtained using the Yamane's Formula (Adam & M 2020). In order to get the sample size from each stratum, the Yamane's formula was used to determine the sample size.

The formula is (Yamane's Formula): (Adam & M 2020)

$$n = N / [1 + N (e)^2]$$

Where; n = the sample size

N = the finite population

e = the level of significance or limit of tolerable error

1 = unit or a constant

Using Yamane's Formula:

$638/[1+638 (0.05)^2]= 638/[1+638 (0.0025)]= 638/[1+1.60]= 638/2.60= 245.3846 \cong 245$ Sample size is 245= 38% of the target population.

Thus, if the study population constituted a total of 638 population, with a tolerable limit of error or the level of significance at 0.05, using the above formula, the sample size would be determined as: From the above example, the sample size for a study population of 638 was approximately 245, which also is approximately 38% of the target population.

3.6.1 Sampling Techniques

Sampling techniques were research methods that were used in selecting a subset of individuals from a population of study. The study used stratified and simple random technique as shown in Table 3.1. Stratification was based on four water service companies and their location while simple random sampling involved selecting categories of employees where every individual had an equal chance of being selected (Rahman, Abdul, & Salamzadeh 2022). In the stratification, the four water service companies were divided into subgroups (strata) (Casteel & Bridier (2021).

Table 3.1: Sample Frame

Water Company	Categories	Population	Percentage (%)	Sample Size
Lake Victoria North Water Works Agency (HQ Kakamega)	Top Level Managers	24	38	9
	Technical Staff	38	38	14
	Subordinates Staff	92	38	36
Nzoia water service company (Bungoma, Busia & Trans-Nzoia)	Top Level Managers	24	38	9
	Technical Staff	32	38	12
	Subordinates Staff	92	38	35
Kakamega water service company	Top Level Managers	31	38	12
	Technical Staff	41	38	16
	Subordinates Staff	120	38	46
Amatsi water service company	Top Level Managers	18	38	7
	Technical Staff	38	38	14
	Subordinates Staff	88	38	34
TOTAL		638	38	245

Source: Lake Victoria North Water Works Development Agency (2022)

3.7 Data Collection Procedure

An introduction letter from the university, as well as a research permission from the National Commission for Science, Technology, and Innovation (NACOSTI), were obtained to facilitate data collecting. The questionnaires were delivered using the drop and pick method, with the help of three study assistants. According to Cooper and Schindler (2020), self-administered research methods are particularly suitable when it is critical that participants have sufficient time to thoughtfully contemplate their responses, as is the case in this particular research study. Respondents' anonymity and the low cost of the self-administered questionnaire are

additional benefits. The data collection process, which was anticipated to last around two weeks, ultimately lasted three months longer than anticipated due to a postponement in obtaining the necessary permit. Prior to commencing data collection, a pilot study was undertaken at the Siaya-Bondo Water and Sanitation where 20 members of staff from different categories were selected (Mugenda & Mugenda 2019) to assess the research instruments' validity and reliability.

3.7.1 Data Collection Instruments

Kumar (2020) defines data as any information that has been gathered, observed, produced, or generated for the purpose of validating the results of original research. It serves as a foundation for deliberation, logic, or computation in which primary and secondary data are distinguished. The study used primary data that consisted of distinct and authentic information that were obtained first-hand by the researcher from the source in accordance with the study's specifications. This research employed a structured questionnaire, which was devised in accordance with the study's objectives, in order to gather data from the participants. The surveys were distributed to senior managers, as well as technical and subordinate staff. Subordinate staff were given the same questionnaire to provide information that are day to day work that touches on specific operational tools or immediate task delegation and also provide a different perception. Kothari (2014) states that a questionnaire comprises a series of printed queries arranged in a particular sequence. The survey was structured into four sections: Section A gathered demographic information regarding the respondents, while Section B investigated corporate leadership; Section C examined organizational factors; and Section D assessed

organizational performance. The questionnaire was highly regarded for this research due to its provision of confidentiality for data obtained from a substantial sample of participants (Serrat, 2020). The utilization of a five-point Likert scale (1-5) was implemented in order to reduce the likelihood of queries being misunderstood and to facilitate respondents' responses in sections B, C, and D. According to Serrat (2020), the variation of the rating scale most commonly employed by respondents to indicate their level of agreement or disagreement with the subject of interest was as follows: 5= strongly agree, 4= agree, 3= fairly agree, 2= disagree, 1= strongly disagree.

3.7.2 Operationalization of the Study Variables

The operationalization of the variables under investigation is delineated in the conceptual framework. Sekaran (2008) asserts that operationalization expedites the transformation of construct definitions into measurable characteristics. The dependent variable in this research was organizational performance, whereas the independent variable was corporate leadership, as assessed through the dimensions of individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence. Importantly, operationalization enabled the testing of hypotheses by facilitating the quantitative measurement of the study variables. The moderating effect of organizational factors on the relationship between corporate leadership and organization performance was observed. Due to the identification issue, Cooper and Schindler (2019) state that each construct should have at least three indicators. As shown in Table 3.2, a five-point Likert scale was utilized to assess the study variables in this investigation.

Table 3.2 Operationalization of study variables

Nature	Variable	Source	Measurement	Questionnaire item
Independent	Idealized Influence	Charisma Emotional attachment	a five-point Likert scale	Section B
	Inspirational Motivation	Clear vision Team spirit	a five-point Likert scale	
	Intellectual Stimulation	Decision making Creativity	a five-point Likert scale	
	Individualized Consideration	Interests and needs Mentoring and coaching	a five-point Likert scale	
Moderating	Organizational Factors	Structure Financials Culture	a five-point Likert scale	Section C
Dependent	Organizational Performance	Customer Focus Internal Business Process Learning and Growth	a five-point Likert scale	Section D

Source: Researcher (2024)

3.8 Pilot Testing

Pilot test study involves pre-testing of the questionnaires in advance before the actual research is done. The pilot study enables in reviewing and refining the questionnaires so that during the actual research study the respondents will not experience challenges in data collection (Kumar 2020).

A pilot study was conducted to ensure that the questionnaire's design and development were consistent and adequate (Saunders *et al* 2020). It was performed prior to the implementation of the primary study and assisted in uncovering crucial information within the data sets.

Mugenda & Mugenda (2019) state that a pilot testing sample comprising one to ten percent of the research sample is sufficient to pilot the research instruments in accordance with the established guidelines. Siaya – Bondo Water and Sanitation Company Limited (SIBOWASCO), which possesses an identical organizational structure, process, and management systems, was used to conduct pilot testing where 25 respondents were selected for pilot study.

3.8.1 Validity of Instrument

Saunders *et al.* (2020) define validity as the extent to which a measuring instrument accurately assesses the intended behaviour or quality; it also pertains to the functioning of the instrument. Therefore, it functions as an indicator of "accuracy" and is ascertained through the judicious and significant interpretation of the data acquired from the measurement instruments subsequent to the analyses. In the study, content, face, and construct validity were utilized. Content validity, which is a qualitative form of validity, assesses whether the statements or expressions within

the instrument accurately depict the phenomenon that is being measured (Dawadi, Shrestha & Giri, 2021). The inference of significance and accuracy is predicated on the research findings, and this was verified by a panel of experts who examined the content area for sufficient sampling (Surucu & Maslakci 2020).

Face validity refers to the extent to which a test appears to be an adequate measure of the conceptual variable and is valid at first glance (Jackson, 2020). Face validity was employed to assess the instrument's consistency between respondents who completed it and those who initially selected it. The instruments were evaluated for their applicability to the study objectives by doctoral research supervisors, strategic management colleagues, and professional experts in the field of strategic management (Bryman & Bell 2022). The instruments were amended in accordance with the proposed modifications.

The construct validity of an instrument pertains to the extent to which it accurately assesses the intended concept, idea, quality, or behaviour. It is therefore predicated on the logical connections between variables and the capacity to differentiate between participants who possess and do not possess the quality or behaviour being assessed (Surucu & Maslakci 2020). Construct validity was determined by testing using statistical analyses like correlation, factor analysis and regression to see if a measure behaves as expected based on the theory it's based on. The construct validity also involved gathering evidence for both convergent validity (the measure strongly correlates with other measures of the same or similar constructs) and discriminant validity (the measure which shows a low correlation with measures of different constructs). The multitrait-multimethod matrix is a specific approach that simultaneously assesses both types of validity (Quintao, Andrade & Almeida 2020).

3.8.2 Reliability

The concept of reliability is the extent to which a research instrument can consistently measure and exhibit consistent outcomes across all instances. Response stability is an indicator of the reliability of survey items (Cobern, Pleasants & Adams 2020). Responses remain constant for brief durations of time, suggesting that it is rational to presume that nothing has transpired to alter the opinions of the respondents.

This requires measuring instruments to produce consistent results regardless of when they are applied. Internal consistency reliability was assessed in this investigation through the utilization of Cronbach's Alpha test. The variables, according to Bryman & Bell (2022), range from zero to one, with zero signifying absolute internal reliability and one representing flawless reliability. A level of internal reliability deemed acceptable (satisfactory) is commonly established at 0.80.

Jackson (2020) specifies that a reliability value of 0.7 or greater is considered robust, 0.3 to 0.69 as moderate, and 0 to 0.29 as non-existent or weak. Internal consistency was defined as the degree to which measuring instruments correspond to the dependability of the expressions contained within the measuring instrument (Quintao *et al.*, 2020).

3.9 Data Analysis and Presentation

The questionnaires that were obtained from the participants underwent a thorough examination to ascertain their accuracy and completeness. The data that were gathered underwent a process of cleansing, coding, and analysis using Statistical Software for Social Science (SPSS) version 23.

Descriptive statistics analyses were performed using the data to calculate frequencies, means, standard deviations, and percentages. Inferential statistics analyses were conducted using the data to examine correlation and multiple regression. A-Ali, Singh, Al-Nahyan & Sohal (2021) defines data analysis as the process of transforming raw data into actionable insights by identifying and analysing patterns through comparison, contrast, and observation, and applying appropriate statistical methods to elucidate causal relationships. Data analysis provided consistency and function with respect to the vast quantity of information gathered by the researcher.

The research employed both quantitative and qualitative methods to analyse the data. Chicco, Warrens & Jurman (2021) define quantitative analysis as the process of numerically representing observations in order to provide an explanation for the phenomena that those observations represent. The descriptive analysis provided means and standard deviation, frequencies, and percentages. The presentation of inferential statistics involved the examination of the outcomes of regression analysis and Pearson's product moment correlation.

3.9.1 Descriptive Analysis

Rawat (2021) defines descriptive statistics as a form of data analysis that facilitates the depiction, summarization, or description of data points in a constructive manner, thereby enabling the identification of patterns that satisfy all data conditions. It identifies similarities among variables, provides conclusions regarding the distribution of data, and includes the construction of tables containing quartiles and means, methods of dispersion such as variance or standard deviation, and cross-tabulations that can be used to test numerous distinct hypotheses. The present study

analysed descriptive data utilizing frequencies, percentages, the mean, and standard deviation.

3.9.2 Diagnostic Tests

The researcher conducted regression diagnostic tests in order to determine whether the model satisfies the fundamental assumptions of linear regression analysis. The four essential assumptions of a linear regression model were assessed: the normality test, the homoscedasticity test for linearity, and the multicollinearity test.

3.9.2.1 Test of Normality

Normality tests for the variable was done to determine if data had been drawn from a normally distributed population (Mishra, Sahu, Sign & Keshri 2019). When examining the normality of the study variables, the null hypothesis posits that the data follows a normal distribution, while the alternative hypothesis maintains that the data did not follow a normal distribution. To test the normality of the data, the histogram method was employed; the null hypothesis was that the data were obtained from a population that followed a normal distribution. For sample size > 300 , normality of the data depended on the histogram. In the current study the sample size was ($n=208$), therefore applied histogram. The significance of normality stems from the fact that it is unfeasible to derive precisely and dependably from reality in the absence of sound assumptions (Mbijiwe, 2021). Youssef (2022) states that normality tests assess the compliance of a given data set with a normal distribution and evaluate the suitability of a normal model in relation to the data.

3.9.2.2 Test of Linearity

Feng, Li, Jie & Song (2022) tested linearity by plotting the dependent variable against each independent variable to determine the relationship between them. The presence of a linear relationship between the variables can be inferred if the scatter plots demonstrate a linear pattern. On the contrary, in the event that the pattern exhibits randomness, it would indicate the presence of a non-linear association, hence contradicting the underlying assumptions of linear regression. The assessment of the linearity of the error terms in the research study was conducted by employing a scatter plot, wherein the residual value was compared to the expected value. Iqbal (2021) asserts that the linearity test is employed to elucidate the association between two variables, whereby one variable is considered the independent variable and the other the dependent variable. This is achieved by fitting a linear equation to the observed data.

3.9.2.3 Test for Homoscedasticity

The Test for Homoscedasticity is a method utilized to determine whether the variances of the outcome and predictor variables are comparable (Youssef 2022). Rawat (2021) further states that the purpose of the test was to examine whether the linear regression assumption of variance constancy held true. To accomplish this, scatter plots of the dependent variable and standardized residuals against the predicted value and residuals were generated for the error terms. The absence of homoscedasticity when the variance is unequal can introduce complexity to regression analysis, as it typically operates under the assumption of equal variance. The data are in fact suitable for regression analysis when the residuals exhibit an even distribution around the horizontal line.

3.9.2.4 Test for Multicollinearity

A test for multicollinearity was performed in order to determine whether or not the independent variables are comparable. When the independent variables share any degree of similarity, an extremely strong correlation will result. To assess multicollinearity, Variation Inflation Factors (VIF) were implemented. A VIF between 1 and 10 signifies the absence of multicollinearity symptoms. Mean centering of data eradicates the potential for data to exhibit multicollinearity. In order to mitigate the effects of multicollinearity in the moderated regression model, the variables were mean-centered (Youssef, 2022). It is advisable to centre variables prior to conducting the actual analysis of moderated multiple regression models in order to eliminate multicollinearity and improve the interpretation of the models' underlying motivations (Alabi *et al.*, 2020).

3.9.3 Inferential Statistics

Inferential statistics employ an inductive methodology and approach. This methodology enables scientists to extrapolate conclusions derived from a sample to the entire population. Put simply, the researcher extrapolated the results pertained to a particular faction to encompass the entire population. Pearson correlations, linear regression, and hierarchical regression were employed as inferential statistics (Surucu & Maslakci 2020). The data were analysed in accordance with variable indicators. The following were the criteria for evaluation:

3.9.3.1 Pearson's Correlation

Kothari (2014) states that a correlation analysis examines the direction and severity of the relationship between variables in order to determine the nature of that

relationship. The present investigation was conducted under the presumptions of data that were continuous and normally distributed, data linearity, and the utilization of ratio or interval measurement scales. The Pearson correlation coefficient was applied (Mugenda 2019). The correlation in question was determined by utilizing organizational performance as the dependent variable and idealized influence, inspirational motivation, intellectual stimulation, and individual consideration scores as the independent variables. The values of 0.0 to 0.2 were considered as weak correlation, while 0.2 to 0.4 were moderate correlation. Strong correlation was defined as a value of 0.5 or greater (Sururu & Maslakci 2020).

3.9.3.2 Correlation Analysis

The purpose of the statistical method correlation is to determine whether or not two continuous variables may be linearly related. Both calculation and interpretation are straightforward (Janse *et al* 2021). The following were the criteria for evaluation: The value of a correlation coefficient falls within the interval of +1 to -1. A value of -1 indicates the presence of an ideal negative correlation; a value of 0 indicates the absence of correlation; and a value of +1 indicates an ideal positive correlation.

Surucu & Maslakci (2020) identify the following correlation levels: below 0.20, very weak correlation; between 0.20 and 0.39, weak correlation; between 0.40 and 0.59, moderate correlation; between 0.60 and 0.79, strong correlation; and between 0.80 and 1.00, very strong correlation. In order to assess linear relationships, Pearson's correlation was applied to data that contained significant outliers.

3.9.3.3 Regression Models

The study employed theoretical models to illustrate the presence of functional relationships among the variables. In particular, the utilization of these models facilitated the researcher in ascertaining the statistical contributions of the independent variable to the dependent variable (Iqbal, 2021). The research employed linear, multiple, and hierarchical regression techniques to examine the relationships between the variables.

The null hypothesis was rejected if the p-score was less than α ($\alpha=0.1, 0.05, \text{ or } 0.01$, corresponding to the test's significance level). As follows, the regression models were evaluated:

Simple Linear Regression:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \dots \dots \dots \text{Model 1}$$

Multiple Regressions:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \dots \dots \dots \text{Model 2}$$

Hierarchical Regression:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + M + \beta_1 X_1 M + \beta_2 X_2 M + \beta_3 X_3 M + \beta_4 X_4 M + \varepsilon \dots \dots \dots \text{Model 3}$$

Where by:

Y = Dependent variable

β_0 = Constant

$\beta_{1,2,3,4}$ = Coefficient

$x_{1,2,3,4}$ = Independent variable

M = Organizational factors

ε = Error Term

A total of seventeen (17) additional interactions in the research study were not tested as they didn't present any statistical relationships among the variables under study. The theory that permits the restricted testing of the regression model in the current research study was classical hypothesis testing, specifically the theory behind the F-test. This framework compared a "full" or "unrestricted" model with a "restricted" model to evaluate if the imposed constraints significantly worsened the model's fit.

3.9.3.4 Hypothesis Testing

This study included a total of five hypotheses, which were subsequently tested using linear and hierarchical multiple regression techniques. A significance level of 0.05 was utilized to validate the p-value. If the p-value was less than 0.05, the model summary was deemed significant and a reliable predictor of the dependent variable, according to the findings.

Nevertheless, in the event where the p-value exceeded 0.05, the model summary was deemed statistically insignificant and hence unable to account for the variability observed in the dependent variable. Table 3.2 presents the framework that outlines the process of adopting or rejecting the null hypothesis.

Table 3.3: Hypothesis Testing

Variable	Hypothesis	Test
Idealized Influence	H ₁ : Idealized influence has no significant influence on performance of Water Service Companies in Western Region, Kenya	Simple linear regression Analysis $Y = \beta_0 + \beta_1 X_1 + \varepsilon$ Accept if, $p < 0.05$ or otherwise reject
Inspirational Motivation	H ₂ : Inspirational motivation has no significant influence on performance of Water Service Companies in Western Region, Kenya.	Simple linear regression $Y = \beta_0 + \beta_1 X_1 + \varepsilon$ Accept if, $p < 0.05$ or otherwise reject
Intellectual Stimulation	H ₃ : Intellectual stimulation has no significant influence on performance of Water Service Companies in Western Region, Kenya.	Simple linear regression $Y = \beta_0 + \beta_1 X_1 + \varepsilon$ Accept if, $p < 0.05$ or otherwise reject
Individualized Consideration	H ₄ : Individualized consideration has no significant influence on performance of Water Service Companies in Western Region, Kenya.	Simple linear regression $Y = \beta_0 + \beta_1 X_1 + \varepsilon$ Accept if, $p < 0.05$ or otherwise reject
Organizational Factors	H ₅ : Organizational factors have no significant moderating influence on the relationship between corporate leadership and organizational performance of Water Service Companies in Western Region, Kenya.	Hierarchical multiple Regression $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$.. model 1 $Y = \beta_0 + \beta_1 X_1 OF + \beta_2 X_2 OF + \beta_3 X_3 OF + \beta_4 X_4 OF + \varepsilon$... model 2 Accept if, $p < 0.05$ or otherwise reject

Source: Research Data (2024)

3.10 Ethical Consideration

Ethical consideration refers to the researcher's capacity to conduct themselves in a manner consistent with universally recognized standards and societal norms, which serve to safeguard all parties engaged in the research endeavour (Cooper & Schindler 2020). Emerging research ethics concerns such as research integrity, conflicts of interest, and respect for research participants, power imbalances, individualism, performance, and inadequate ethical guidance should be adhered to by scientists, according to Drolet *et al.* (2022). Research ethics entails regarding participants as fellow human beings, particularly when the researcher intends to gain a sufficient understanding of the participants' viewpoints and ensures that principles of quality, integrity, and transparency are upheld (Cilliers & Viljoen 2021).

The researcher maintained ethical standards by, among other things, informing respondents of the research's purpose, safeguarding them against coercion, ensuring safety standards are adhered to, and respecting the legality of the issues under investigation. Prior to commencing fieldwork, the researcher obtained an introduction letter from Masinde Muliro University of Science and Technology and a research permit from the National Council for Science and Technology (NACOSTI) in order to conduct the study. The researcher provided the participants with an elucidation of the study's objectives and guaranteed the preservation of their responses' confidentiality. Additionally, the participants were guaranteed anonymity, as it was not mandatory for them to disclose their identities or names on the survey.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents findings on data collected from the respondents on demographic analysis, the statistical findings on corporate leadership on performance and moderating effect of organizational factors on the relationship between corporate leadership and performance of water services in Western Region, Kenya. Descriptive and inferential statistics have been used to analyse data and study findings. This section covers response rate, pilot test, demographic analysis Descriptive analysis, Diagnostic tests, inferential statistics, linear regression and summary of hypothesis testing. Research findings are presented in terms of tables and figures.

4.2 Response Rate

The total number of questionnaires issued to the respondents for data collection was 208, out of 245 giving a response rate of 85%. According to Kothari (2014), a response rate of 60% to 70% is deemed satisfactory, while a response rate beyond 70% is considered exceptional.

Table 4.1: Response Rate of the Respondents

Item	Frequency	Percentage
Returned questionnaires	208	85%
Unreturned questionnaires	37	15%
Total	245	100%

Source: Research Study (2024)

4.3 Pilot Test

Pilot test study was conducted at the Siaya – Bondo Water and Sanitation Company Limited and involved pre-testing of the questionnaires in advance before the actual research was done. The pilot study was suitable choice as it helped the researcher assess the feasibility of the larger study (current study) identify and fix potential problems with the research design and methodology, and provide preliminary data for planning. It also enabled the researcher in reviewing and refining the questionnaires and procedures so that during the actual research study the respondents could not experience challenges in data collection (Kumar 2020).

4.3.1 Reliability Test

Cronbach's alpha was used to test reliability of the research data. According to Bryman and Bell (2022) the variables varies between 1 denoting perfect internal reliability and 0 indicating no reliability. The value of 0.80 is typically employed as acceptable (Satisfactory) level of internal reliability. Jackson, (2020) established that a value of 0.7 and above is strong reliability, 0.3 to 0.69 moderate and 0 to 0.29 as none or weak. For this research study, all the constructs were reliable as the Cronbach's Alpha value was above 0.7. Table 4.2 shows the findings of reliability test.

Table 4.2: Results for Reliability Test

Variables	N of Items	Cronbach's Alpha	Comment
Idealized Influence	4	.843	Accepted
Inspirational Motivation	4	.750	Accepted
Intellectual Stimulation	4	.831	Accepted
Individualized Consideration	4	.874	Accepted
Organizational Factors	4	.900	Accepted
Organizational Performance	4	.899	Accepted

Source: Research Data (2024)

4.3.2 Validity Test

Saunders et al. (2020) define validity as the extent to which a measuring instrument accurately assesses the intended behaviour or quality; it also pertains to the functioning of the instrument. The present research study employed content validity, construct validity, and face validity as methods of validity assessment. The content validity of the instrument was ascertained through the consultative assessment and evaluation of experts by the researcher. For evaluation purposes, the survey was distributed to my supervisors, peers specializing in strategic management, and industry experts in the field of strategic management. In order to ascertain construct validity, the statement that made the greatest contribution to the independent variable and the relationship that informed the primary study subjects regarding the existence of the constructs were examined. Face validity was employed to assess the instrument's consistency between respondents who completed it and those who initially selected it. The instruments were evaluated for their applicability to the study objectives by doctoral research supervisors, strategic management colleagues,

and professional experts in the field of strategic management (Bryman and Bell 2022). The instruments were amended in accordance with the proposed modifications.

4.4 Demographic Analysis

This section provides demographic analysis where the demographic characteristics of the respondents, such as their gender, highest level of education, length of service and job title of the respondents were analysed to generate demographic statistics. Table 4.3 presents the demographic characteristics of the respondents.

Table 4.3: Demographic Characteristics of Respondents

Characteristics	N=208	Frequency	Percent
Gender			
Male		123	59.0
Female		85	41.0
Education Level			
Secondary school		18	8.7
College Diploma		98	47.1
Undergraduate		62	30.0
Postgraduate		30	14.4
Length of Service			
Less than 2 years		80	38.5
3-5 years		59	28.4
6-9 years		31	15.0
More than 10 years		38	18.3
Job Title			
Senior Managers		40	19
Technical		98	47
Subordinates		70	34

Source: Research Data (2024)

The gender distribution among participants was 59% male and 41% female. This may indicate that males comprised a greater proportion of the surveyed respondents than females. The potential influence of gender composition on firm performance was demonstrated by Odero (2019), who established a correlation between employee sex and productivity. The water service companies failed to satisfy the Kenyan constitutional 2010 threshold of one-third in terms of gender composition.

In relation to the participants' educational backgrounds, it was determined that a significant proportion, specifically 47.1%, possessed a collegiate diploma, while an additional 30% held undergraduate degrees. A mere 8.7% of the respondents stated that they had completed secondary education, whereas 14.4% of the respondents claimed to hold postgraduate degrees.

This result implied that in senior positions, required skills, competence and experience which are key attributes considered with some reasonable academic qualifications, to be able to enhance corporate leadership practices in water companies.

Most respondents 38.5% had a work experience of less than 2 years, 28.4% of the respondents indicated that they had between 3-5 years of work experience. 15% of the respondents indicated that they had between 6-9 years of experience while 18.3% of the respondents indicated that they had above 10 years' experience thus well informed on the corporate leadership practices used in their water service companies. Njau (2020) noted that work experience positively influenced performance.

Regarding the position held in the organization, majority 47% of the respondents were technical staff, 34% of the respondents were subordinates while 19% of the

respondents were senior level managers. The study targeted respondents who were managers in their organizations.

Hambrick's upper Echelon theory (2007) posits that organization's performance is shaped by senior management and hence being suited for the research study. The findings in Table 4.3 agree with those of Mbijiwe (2020) who noted that educated people are fast thinkers compared to uneducated, which is key in propelling organizational performance. Similarly, the findings are in agreement with Butera (2020) and Milelu (2019) who both found that the demographic characteristics had positive effect on performance of organization.

4.5 Descriptive Analysis of Study Variables

The purpose of descriptive analysis was to offer concise summaries of all study variables and their corresponding measures. Descriptive analysis serves as the foundation for the majority of quantitative data analyses. The participants were instructed to rate their level of comprehension regarding the given inquiries, contingent upon the following variables: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

4.5.1 Idealized Influence

Using a five-point Likert scale, the respondents were asked to rank the degree to which the dimensions of idealized influence the organizational performance of water service firms in the Western Region. The results are shown in Table 4.4.

Table 4.4: Idealized Influence

Statements	1	2	3	4	5	Mean	SD
Leaders in my organization display a sense of power and confidence when meeting workers	4(1.9%)	8(3.8%)	23(11.1%)	89(42.8%)	84(40.4%)	1.8413	0.90560
My supervisor is able to identify and inspire workers to feel confident at work	7(3.4%)	4(1.9%)	34(16.3%)	76(36.5%)	87(41.8%)	1.8846	0.97612
Workers have built trust in their leaders in my organization	4(1.9%)	12(5.8%)	38(18.3%)	97(46.6%)	57(27.4%)	2.0817	0.92629
My supervisor provides me with adequate resources for my job to the extent that I am committed to my work	10(4.8%)	12(5.8%)	48(23.1%)	78(37.5%)	60(28.8%)	2.2019	1.07118
My supervisor makes me feel appreciated and attached to my organization	8(3.8%)	11(5.3%)	25(12.0%)	84(40.4%)	80(38.5%)	1.9567	1.03235
I am determined to continue working for my organization for a long time to come	6(2.9%)	12(5.8%)	37(17.8%)	69(33.2%)	84(40.4%)	1.9760	1.03765

N=208 **Key:** 5 = strongly agree, 4 = agree, 3= fairly agree, 2= disagree, 1=strongly disagree.
SD = Standard Deviation

Source: Research Data (2024)

To assess idealized influence, six constructs' opinions were included in the tool as shown in Table 4.4. From Table 4.4, there is evidence that 42.8% of the respondents agreed and 40.4% of the respondents strongly agreed that leaders in their organizations displayed a sense of power and confidence when meeting workers. Another 41.8% and 36.5% of the respondents strongly agreed and agreed respectively that their supervisor was able to identify and inspire workers to feel confident at work.

The study also revealed that employees have developed a sense of trust in their leaders in their different firms, as seen by a consensus level of 46.6% and 27.4% of the participants who agreed and strongly agreed with this statement, respectively. Based on the survey results, it was found that 37.5% of the participants expressed agreement, while 28.8% strongly agreed, on the provision of sufficient resources by their supervisors in relation to their level of commitment towards their job. Additionally, it was noted that 40.4% of the participants expressed agreement, while an additional 38.5% strongly agreed, that their supervisor enhances their sense of appreciation and attachment to their organizations. 44 percent of the respondents strongly agreed, while an additional 33.2% agreed, that they possess an intense desire to remain employed by their respective firms for an extended duration. The findings suggest that the responses were primarily concentrated around the average, as seen by the overall average and measures of variability ($M=2.0$; $SD=1.0$). Moreover, most participants concurred with the assertion on the efficacy of idealized influence as a predictor of the independent variable.

The same sentiments have been posited by Milelu (2019) where charisma and emotional attachment enables leaders to allocate resources in a more efficient and effective way to enhance decision making and organizational performance. The findings agree with that of Njau (2020) and Butera (2020) who both established that idealized influence is a good predictor of the independent variable.

4.5.2 Inspirational Motivation

Participants were requested to evaluate the degree to which the attributes outlined in Table 4.5 align with the organizational performance of water services firms in the Western Region. The responses were evaluated using a Likert scale consisting of five points.

Table 4.5 Inspirational Motivation

STATEMENTS	1	2	3	4	5	Mean	SD
Leaders in my organization talk about its bright future	5(2.4%)	5(2.4%)	24(11.5%)	89(42.8%)	85(40.9%)	1.8269	0.90027
My supervisor has articulated a clear communication on a realistic acceptable vision for my organization	3(1.4%)	4(1.9%)	35(16.8%)	104(50.0%)	62(29.8%)	1.9519	0.82098
Employees focus their energy on fulfilling the organization's collective vision and mission	1(5.0%)	7(3.4%)	40(19.2%)	96(46.2%)	64(30.8%)	1.9663	0.82463
My supervisor has inspired us to work as a team towards achievement of both personal and organizational goals confidently	3(1.4%)	8(3.8%)	24(11.5%)	93(44.7%)	80(38.5%)	1.8510	0.87471
In my organization leaders develop team spirit in employees	5(2.4%)	6(2.9%)	44(21.2%)	87(41.8%)	66(31.7%)	2.0240	0.92960
My supervisor exhibits a commitment of a team to the goals that have been laid out by the organization	5(2.4%)	9(4.3%)	34(16.3%)	96(46.2%)	64(30.8%)	2.0144	0.92980

N=208 **Key:** 5=strongly agree, 4=agree, 3=fairly agree, 2= disagree, 1= strongly disagree,

SD = Standard Deviation

Source: Research Data (2024)

The study found that 40.9% of the participants expressed strong agreement, while an additional 42.8% agreed, that executives in their organization communicate about its promising future. 50.0% of the participants expressed agreement, while an additional 29.8% strongly agreed, that their supervisor has effectively communicated a clear and practical goal for their organization. Furthermore, it was determined that 46.2% of the participants concurred with the assertion that employees direct their efforts towards achieving the organization's shared vision and mission, while an additional 30.8% strongly agreed with the same statement. 44.7% of the participants expressed agreement, while an additional 38.5% strongly agreed, that their supervisor has motivated them to collaborate as a team in order to successfully accomplish both personal and organizational objectives. Additionally, the data reveals that 41.8% of the participants expressed agreement on the cultivation of team spirit among employees by leaders inside their respective organizations. This viewpoint was further corroborated by an additional 31.7% of the respondents who strongly agreed with this statement.

The results of the study indicate that a significant proportion of the participants, specifically 46.2%, expressed agreement, while an additional 30.8% strongly agreed, regarding their supervisor's demonstration of team commitment towards the organization's established goals. The results align with the research conducted by Edirisooriya and Hasija (2020) as well as Kariuki (2021), which suggests that inspirational motivation refers to a leader's capacity to effectively communicate a compelling vision for an improved future within an organization.

4.5.3 Intellectual Stimulation

The respondents were asked to rate the extent to which the constructs in Table 4.6 conform to organizational performance of Water Service Companies in Western Region. To assess intellectual stimulation, six constructs' opinions were included in the tool as shown in Table 4.6.

Table 4.6: Intellectual Stimulation

STATEMENTS	1	2	3	4	5	Mean	SD
Employees are periodically given leadership roles where they are allowed to make important decisions	7(3.4%)	11(5.3%)	33(15.9%)	92(44.2%)	65(31.3%)	2.0529	0.99374
In my organization employees participate in decision making	4(1.9%)	19(9.1%)	46(22.1%)	91(43.8%)	48(23.1%)	2.2308	0.97039
In my organization leaders rely on personal judgement in making important decisions	15(7.2%)	32(15.4%)	43(20.7%)	78(37.5%)	40(19.2%)	2.5385	1.17480
My supervisor appreciates creativity and innovation of ideas coming from employees on how to make our organization succeed	2(1.0%)	11(5.3%)	37(17.8%)	82(39.4%)	76(36.5%)	1.9471	0.91793
My supervisor encourages imagination and creativity of workers	6(2.9%)	11(5.3%)	39(18.8%)	87(41.8%)	65(31.3%)	2.0673	0.98554
Leaders in my organization encourages innovative thinking by employees that benefits our organization	4(1.9%)	15(7.2%)	38(18.3%)	89(42.8%)	62(29.8%)	2.0865	0.96919

N=208. **Key:** 5= strongly agree, 4=agree, 3=fairly agree, 2= disagree, 1=strongly disagree

SD = Standard Deviation

Source: Research Data (2024)

From Table 4.6, it was established that employees are periodically given leadership roles where they are allowed to make important decisions as agreed by 44.2% of the respondents and supported by another 31.3% of the respondents who strongly agreed. 43.8% of the respondents and another 23.1% of the respondents agreed and strongly agreed respectively that in their organizations employees participate in decision making. However, 20.7% and 15.4% of the respondents said they fairly agreed and disagreed that in their organizations leaders rely on personal judgement in making important decisions. 39.4% of the respondents agreed and another 36.5% of the respondents strongly agreed that their supervisor appreciates creativity and innovation of ideas coming from employees on how to make their organization succeed. It was also evident that their supervisor encourages imagination and creativity of workers as indicated by the level of agreement with the statement with 41.8% of the respondents agreeing and 31.3% of the respondents strongly agreeing with this statement. 42.8% of the respondents and another 29.8% of the respondents agreed and strongly agreed that leaders in their organization encourages innovative thinking by employees that benefits their organization. Habtoosh, and Al-Qusenior (2019) noted that intellectual stimulation is where the leader stimulates peoples' efforts to be innovative and creative.

4.5.4 Individualized Consideration

The respondents were asked to rate the extent to which the constructs in Table 4.7 conform to organizational performance of Water services companies in Western Region. To assess individual consideration, six constructs' opinions were included in the tool as shown in Table 4.7.

Table 4.7: Individualized Consideration

STATEMENTS	1	2	3	4	5	Mean	SD
In my organization leaders consider each individual worker as having different needs, abilities and aspirations	4(1.9%)	9(4.3%)	39(18.8%)	85(40.9%)	70(33.7%)	2.1394	2.28094
My supervisor goes beyond expected extents to do things for the good of workers	4(1.9%)	14(6.7%)	47(22.6%)	87(41.8%)	54(26.0%)	2.2596	1.39006
My supervisor acknowledges and attend to employees needs and concerns	2(1.0%)	13(6.3%)	37(17.8%)	94(45.2%)	62(29.8%)	2.0337	0.90293
My supervisor coach workers and develop their strength in the tasks allocated	2(1.0%)	18(8.7%)	38(18.3%)	87(41.8%)	63(30.3%)	2.0817	0.95708
Leaders in my organization spend time teaching, listening and advising workers	11(5.3%)	21(10.1%)	44(21.2%)	75(36.1%)	57(27.4%)	2.2981	1.13256
My supervisor acts as a coach and advisor to individual worker	6(2.9%)	18(8.7%)	45(21.6%)	77(37.0%)	62(29.8%)	2.1779	1.04585

N=208. **Key:** 5= strongly agree, 4=agree, 3=fairly agree, 2=disagree, 1=strongly disagree SD = Standard Deviation

Source: Research Data (2024)

According to the data presented in Table 4.7, a significant proportion of the participants, specifically 33.7% strongly agreed and an additional 40.9% agreed, that leaders within their respective organizations perceive each individual worker as possessing distinct needs, abilities, and goals. 26.0% of the participants expressed strong agreement, while an additional 41.8% felt that their supervisor exceeds expectations by taking measures that benefit the workforce.

Furthermore, it was determined that supervisors recognize and address the needs and concerns of employees, as indicated by 29.8% of the participants and corroborated by an additional 45.2% who strongly agreed. 41.8% of the participants expressed agreement, while 30.3% strongly agreed, that their supervisor effectively coaches workers and enhances their proficiency in assigned duties. The study findings also revealed that leaders within businesses allocate time to engage in educating, listening, and advising their employees. This is supported by the agreement and strong agreement of 36.1% and 27.4% of the respondents, respectively, with the statement. A total of 29.8% of the participants expressed agreement, while an additional 37.0% strongly agreed, regarding the role of their supervisors as coaches and advisors to individual employees. This finding aligns with the research conducted by Towler (2019), which asserts that individual consideration refers to the degree to which a leader addresses the needs of each follower and acts as a mentor, coach, or guide to them. According to Khan, Rehmat, Butt, Farooqi & Asim (2020), the provision of coaching and training to employees is facilitated by individual consideration.

4.5.5 Organizational Factors

The respondents were asked to rate the extent to which the constructs in Table 4.8 conform to organizational performance of Water Service Companies in Western Region. To assess organizational factors, six constructs' opinions were included in the tool as shown in Table 4.8.

Table 4.8 Organizational Factors

STATEMENTS	1	2	3	4	5	Mean	SD
There is clear communication channel that is to be followed when communicating policy or complain matter in my organization	4(1.9%)	11(5.3%)	29(13.9%)	75(36.1%)	89(42.8%)	1.8750	0.96996
The way things are expected to be done in my organization is articulated in our strategic plan	4(1.9%)	8(3.8%)	41(19.7%)	89(42.8%)	66(31.7%)	2.0144	0.91935
There is centralized decision making in all key matters in my organization	3(1.4%)	11(5.3%)	34(16.3%)	83(39.9%)	77(37.0%)	1.9423	0.93589
It is considered the normal way of behaviour to accomplish tasks as set out in our strategic plan	7(3.4%)	13(6.3%)	40(19.2%)	91(43.8%)	57(27.4%)	2.1442	1.00162
Newly hired workers are oriented into the expected way of behaving in the organization and teamwork	8(3.8%)	9(4.3%)	39(18.8%)	76(36.5%)	76(36.5%)	2.0240	1.03765
My organization has core values that are adhered to by all workers	5(2.4%)	14(6.7%)	32(15.4%)	81(38.9%)	76(36.5%)	1.9952	1.00481

N=208 **Key:** 5=strongly agree, 4=agree, 3=fairly agree, 2=disagree 1=strongly disagree SD = Standard Deviation

Source: Research Data (2024)

From Table 4.8, 42.8% of the respondents strongly agreed and another 36.1% of the respondents agreed that there is clear communication channel that is to be followed when communicating policy or complain matter in their organization. 42.8% of the respondents agreed and another 31.7% strongly agreed that the way things are expected to be done in their organization is articulated in their strategic plan. There is centralized decision making in all key matters in their organization as agreed by 39.9% of the respondents and supported by another 37.0% of the respondents who strongly agreed. 43.8% of the respondents agreed and 27.4% of the respondents strongly agreed that it is considered the normal way of behaviour to accomplish tasks as set out in their strategic plan. Study findings also indicated that newly hired workers are oriented into the expected way of behaviour in their organization and teamwork by 36.5% and 36.5% of the respondents who both strongly agreed and agreed respectively with the statement. 38.9% of the respondents agreed and another 36.5% of the respondents strongly agreed that their organization has core values that are adhered to by all workers. The findings in Table 4.8 agree with those of Koehorst and Mbijiwe (2021) who noted that organizational factors are structures and culture that play a critical role in the general performance of an organization.

4.5.6 Organizational Performance

The respondents were asked to rate the extent to which the constructs in Table 4.9 conform to organizational performance of water service companies in Western Region. To assess organizational performance, six constructs' opinions were included in the tool as shown in Table 4.9.

Table 4.9 Organizational Performance

STATEMENTS	1	2	3	4	5	Mean	SD
Cost minimization has greatly been enhanced in my organization through strict monitoring	2(1.0%)	13(6.3%)	44(21.2%)	85(40.9%)	64(30.8%)	2.0577	0.92550
In my organization we consciously manage costs to make services more affordable	4(1.9%)	15(7.2%)	45(21.6%)	87(41.8%)	57(27.4%)	2.1442	0.96727
Enhanced efficiency and coordination of services have contributed to cost reduction in my organization	4(1.9%)	11(5.3%)	45(21.6%)	99(47.6%)	48(23.1%)	2.1971	1.13128
In my organization departmental revenue collection set targets is achieved	4(1.9%)	18(8.7%)	43(20.7%)	84(40.4%)	59(28.4%)	2.1538	0.99534
In my organization employees and creditors are timely paid	14(6.7%)	35(16.8%)	47(22.6%)	76(36.5%)	36(17.3%)	2.5913	1.15525
My organization has realized improved level of revenue in the last one year	9(4.3%)	24(11.5%)	39(18.8%)	87(41.8%)	49(23.6%)	2.3125	1.08723

N=208 **Key:** 5=strongly agree, 4=agree, 3= fairly agree, 2= disagree, 1=strongly disagree

SD = Standard Deviation

Source: Research Data (2024)

From Table 4.9, 40.9% of the respondents agreed and another 30.8% of the respondents strongly agreed that cost minimization has greatly been enhanced in

their organization through strict monitoring. 41.8% of the respondents agreed and another 27.4% strongly agreed that in their organization they consciously manage costs to make services more affordable.

There is enhanced efficiency and coordination of services having contributed to cost reduction in their organization by 47.6% of the respondents who agreed and supported by another 23.1% of the respondents who strongly agreed. 40.4% of the respondents agreed and 28.4% of the respondents strongly agreed that in their organization, departmental revenue collection set target is achieved. Study findings also indicated that organization employees and creditors are timely paid with 36.5% and 17.3% of the respondents who both agreed and strongly agreed respectively with the statement. 41.8% of the respondents agreed and another 23.6% of the respondents strongly agreed that their organization has realized improved level of revenue in the last one year. This finding is in agreement with those of Oliveira *et al.* (2021) who noted that performance can be evaluated in the aspects of financials, customer focus, internal business process, learning and growth. According to Bratianu (2019) financials, customer focus, internal business process, learning and growth have registered significant improvements in the organizational performance.

4.6 Diagnostic Tests

The study used inferential statistics to subject the research data to diagnostic tests which included; normality test, linearity, homoscedasticity test and multicollinearity.

4.6.1 Tests of Normality

Normality tests for the variable was done to determine if data had been drawn from a normally distributed population (Mishra *et al.* 2019). When examining the normality of the study variables, the null hypothesis posited that the data followed a normal distribution, while the alternative hypothesis maintained that the data did not follow a normal distribution. To test the normality of the data, the histogram method was employed; the null hypothesis was that the data were obtained from a population that followed a normal distribution. According to Mishra (2019), for sample size > 300 , whereas ($n=208$), normality of the data is depended on the histogram as indicated in figures 4.1. 4.2, 4.3, 4.4, 4.5 and 4.6.

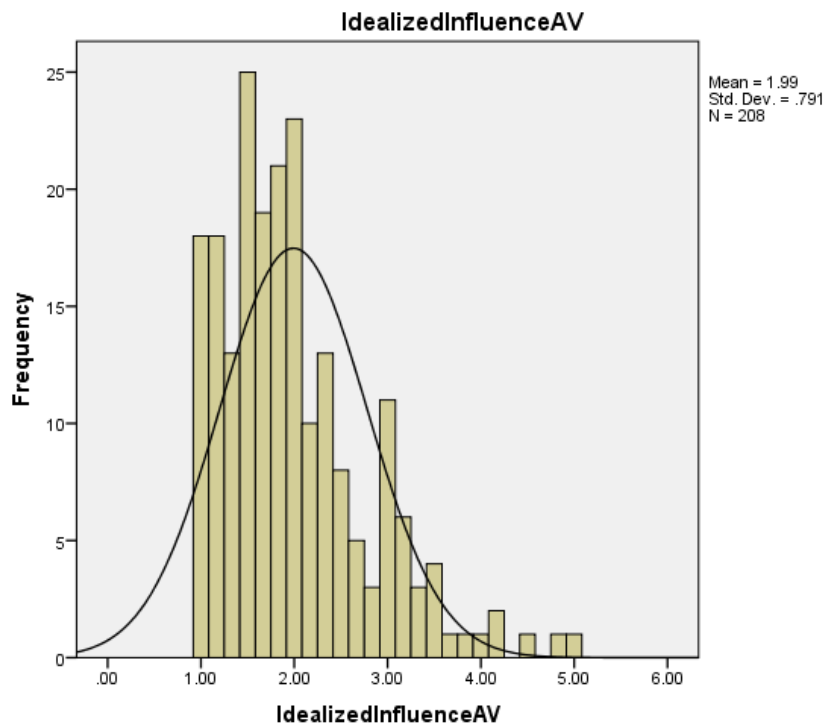


Figure 4.1: Test of Normality on Idealized Influence

Source: Research Data (2024)

The graph illustrated in figure 4.1 exhibits a bell-shaped distribution and is symmetrical about the mean, indicating that the data is normally distributed.

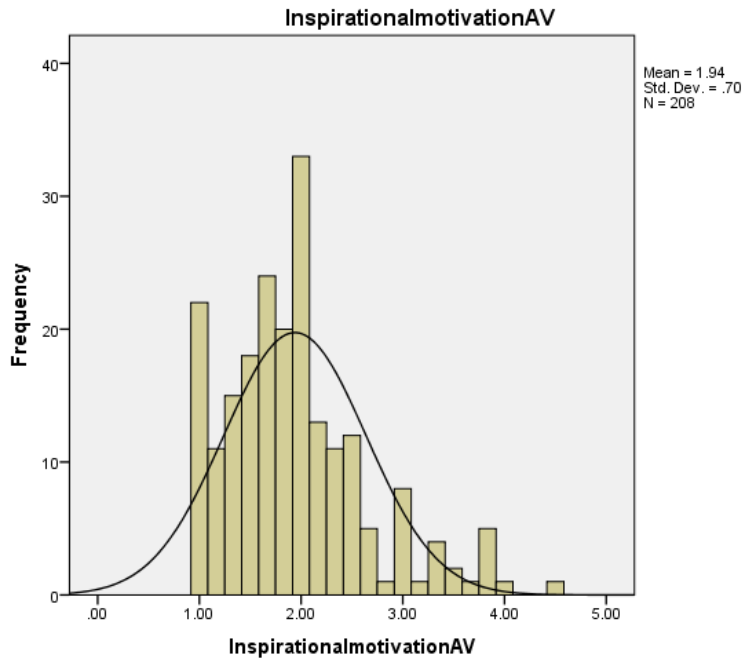


Figure 4.2: Test of Normality on Inspirational Motivation
Source: Research Data (2024)

The bell-shaped and symmetrical about the mean graph in figure 4.2 indicates that the data are normally distributed.

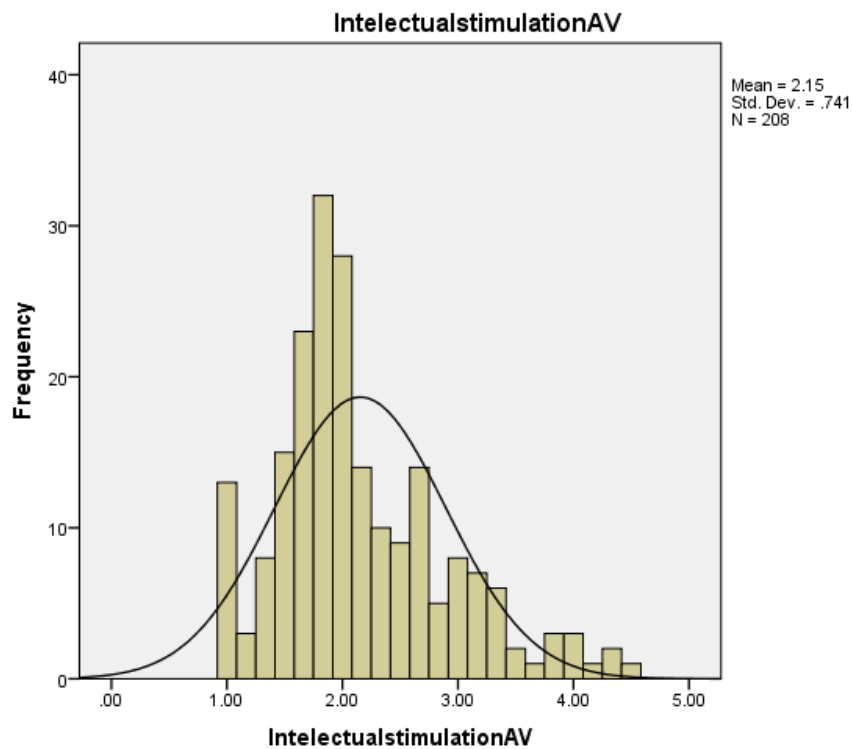


Figure 4.3: Test of Normality on Intellectual Stimulation
Source: Research Data (2024)

From figure 4.3, the graph is bell shaped and symmetric about the mean showing normally distributed data

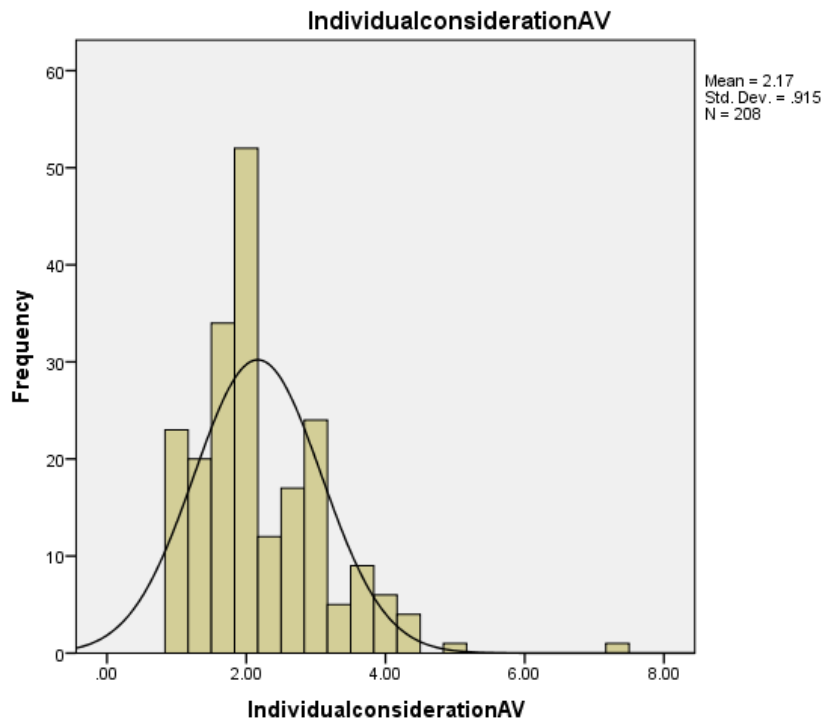


Figure 4.4: Test of Normality on Individualized Consideration

Source: Research Data (2024)

The data were distributed normally, as shown in figure 4.4, due to the symmetric nature of the curve in the histogram and the clustering of the majority of points along the line of best fit.

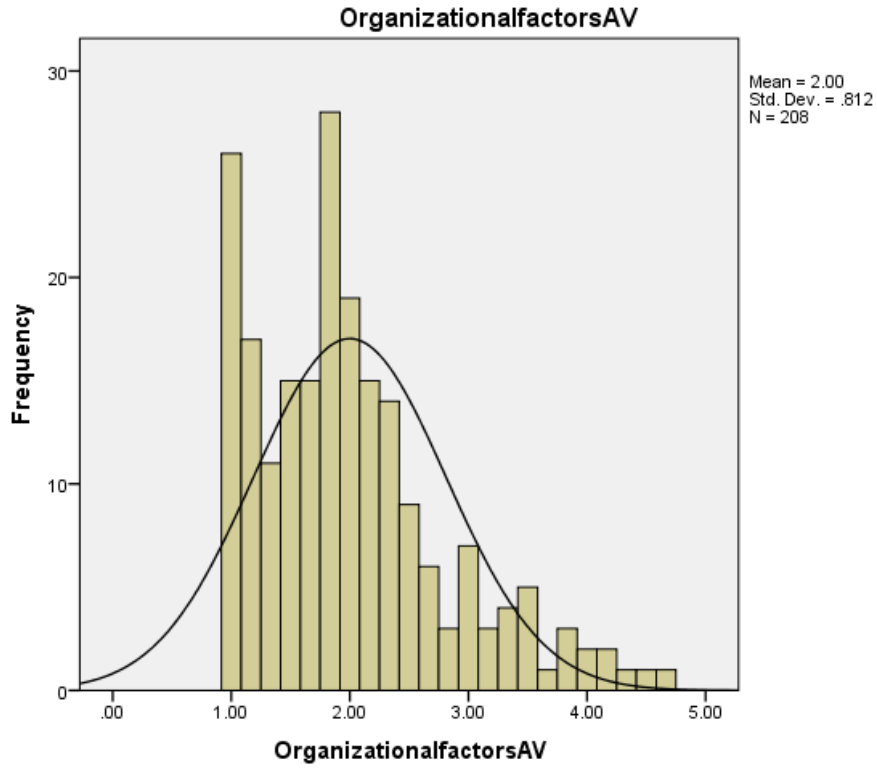


Figure 4.5: Test of Normality on Organizational Factors

Source: Research Data (2024)

According to the histogram of the curve and the fact that the majority of data points were concentrated along the line of best fit, figure 4.5 indicates that the data distribution was normal.

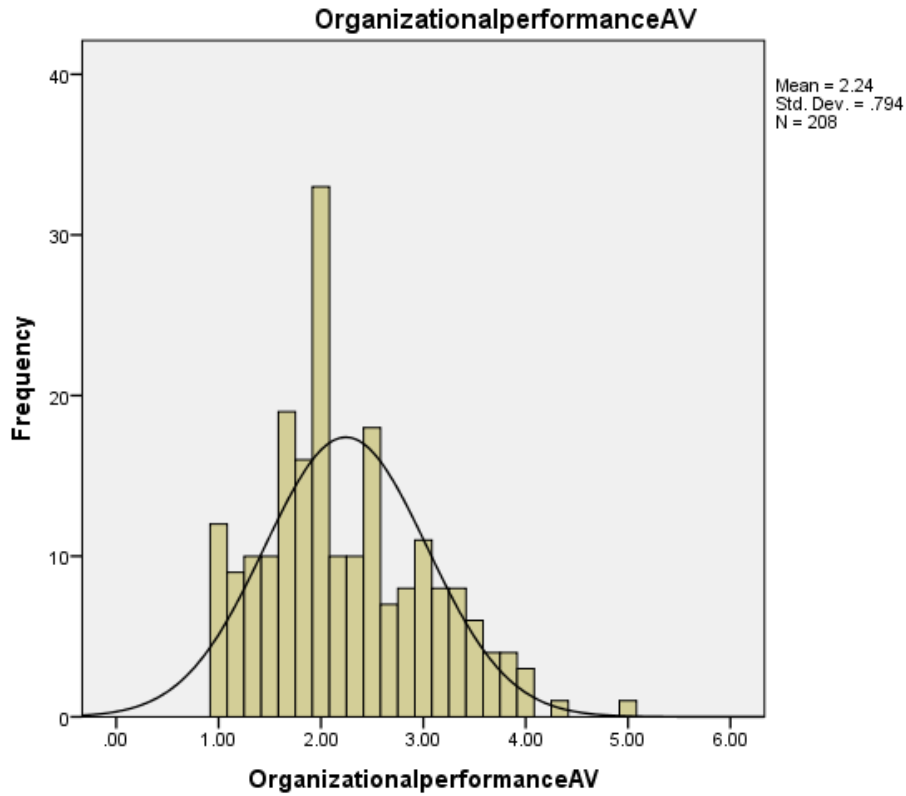


Figure 4.6: Test of Normality on Organizational Performance

Source: Research Data (2024)

The data followed a normal distribution, as shown in figure 4.6, which depicts a bell-shaped curve that is symmetrical about the mean. Conducting a normality test was crucial in order to derive conclusions regarding the veracity and dependability of the findings. Normality tests, as stated by Youssef (2022), are employed to assess the suitability of a normal distribution for a given data set by measuring the goodness of fit of the normal model to the data. These results are consistent with those of Mbijiwe (2021), who found that data were considered normally distributed if $p > 0.05$.

4.6.2 Test of Linearity

Linearity tests were done on each of the independent variables to find out how they related to the dependent variables (Feng 2022). As stated by Iqbal (2021), the linearity test involves fitting a linear equation to the observed data in order to characterize the relationship between two variables, with one variable serving as the independent variable and the other as the dependent variable. Table 4.10a, b, and c present the results of tests for linearity.

Table 4.10a: Linearity Test for Idealized Influence and Organizational Performance

			Sum of		Mean		
			Squares	df	Square	F	Sig.
Organizational Performance * Idealized Influence	Between	(Combined)	51.860	22	2.357	5.535	.000
	Groups	Linearity	42.131	1	42.131	98.916	.000
		Deviation from Linearity	9.730	21	.463	1.088	.364
	Within Groups		78.796	185	.426		
Total			130.656	207			

Source: Research Data (2024)

From Table 4.10a if there was a linear pattern of the scatter plots $p < 0.05$ at 95% confidence level, then this would be an indication of a linear relationship.

Table 4.10b: Linearity Test for Inspirational Motivation and Organizational Performance

			Sum of		Mean		
			Squares	df	Square	F	Sig.
Organizational Performance * Inspirational Motivation	Between	(Combined)	51.493	19	2.710	6.436	.000
	Groups	Linearity	40.110	1	40.110	95.256	.000
		Deviation from Linearity	11.383	18	.632	1.502	.093
	Within Groups		79.163	188	.421		
Total			130.656	207			

Source: Research Data (2024)

From Table 4.10b at $p < 0.05$ at 95% confidence level shows that there is no linearity relationship as the value is 0.093.

Table 4.10c: Linearity Test for Intellectual Stimulation and Organizational Performance

			Sum of		Mean		
			Squares	df	Square	F	Sig.
Organizational Performance *	Between	(Combined)	48.612	21	2.315	5.248	.000
	Groups	Linearity	39.476	1	39.476	89.496	.000
Intellectual Stimulation		Deviation from Linearity	9.136	20	.457	1.036	.423
Within Groups			82.043	186	.441		
Total			130.656	207			

Source: Research Data (2024)

The findings from Table 4.10c indicated that if $p < 0.05$ at 95% confidence level, the value at 0.423 significance shows that there is linearity relationship among the variables.

Table 4.10d: Linearity Test for Individualized Consideration and Organizational Performance

			Sum of		Mean		
			Squares	df	Square	F	Sig.
Organizational Performance *	Between	(Combined)	61.797	22	2.809	7.547	.000
	Groups	Linearity	44.576	1	44.576	119.761	.000
Individual Consideration		Deviation from Linearity	17.222	21	.820	2.203	.003
Within Groups			68.858	185	.372		
Total			130.656	207			

Source: Research Data (2024)

The results indicate that the variables are related in a linear fashion; otherwise, a random pattern would suggest an asymmetrical relationship, which would contradict the assumptions of linear regression. Kimaku (2021) conducted comparable research which determined that error terms are indicated when residuals are uniformly distributed on both sides of the zero line with a tendency to concentrate towards it.

4.6.3 Test of Homoscedasticity

To verify the homogeneity of variance among the predicted values, a homoscedasticity test was performed on the study (Youssef, 2022). As visualized in figures 4.7, 4.8, 4.9, and 4.10, the homoscedasticity test was conducted utilizing a scatter plot.

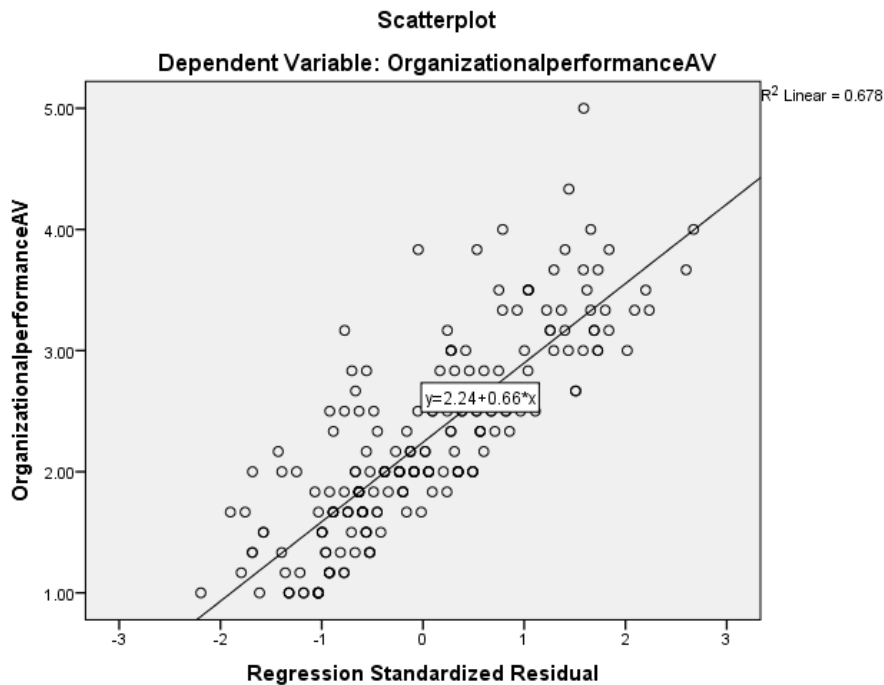


Figure 4.7: Test of homoscedasticity on idealized influence
Source: Research Data (2024)

The findings established that where there is uniformity in variance across the data, homoscedasticity does occur where the residuals are evenly distributed around the horizontal line as shown in figure 4.7.

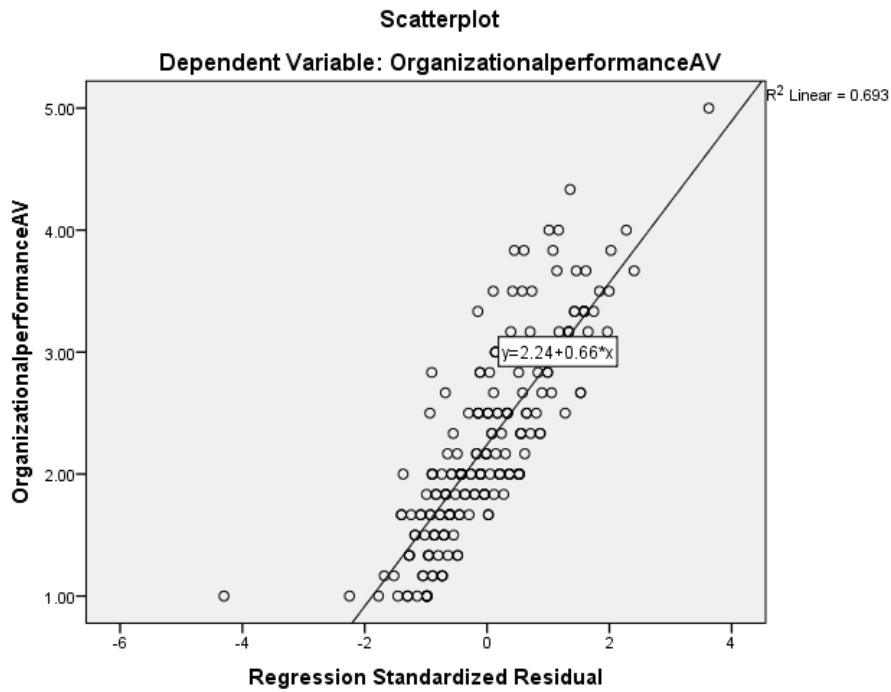


Figure 4.8: Test of Homoscedasticity on Inspirational Motivation
Source: Research Data (2024)

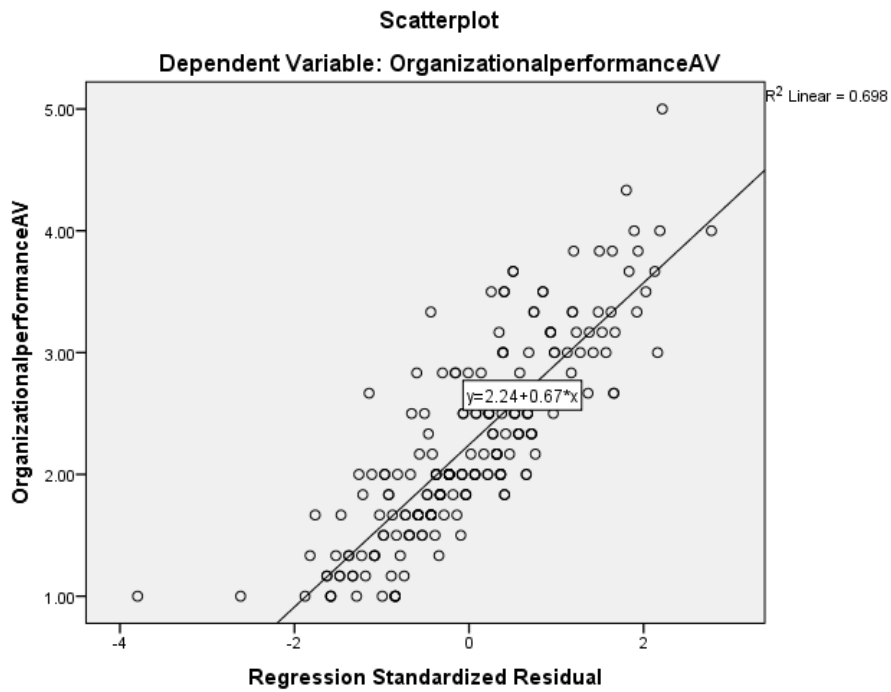


Figure 4.9: Test of homoscedasticity on intellectual stimulation
Source: Research Data (2024)

Figure 4.8 and 4.9 the findings established that where there is uniformity in variance across the data, homoscedasticity does occur where the residuals are evenly distributed around the horizontal line as shown hence the data is actually fit for regression.

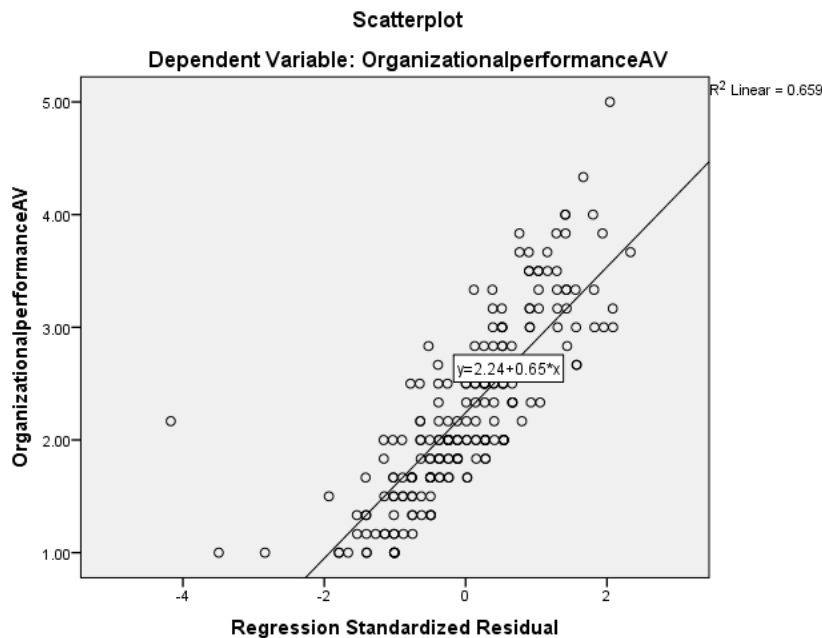


Figure 4.10: Test of homoscedasticity on individual consideration
Source: Research Data (2024)

The findings established that where there is uniformity in variance across the data, homoscedasticity does occur where the residuals are evenly distributed around the horizontal line as shown in figure 4.10, then the data is actually fit for regression.

4.6.4 Test of Multicollinearity

Multicollinearity is a statistical test that is conducted when the predictor variables exhibit a high degree of correlation (Youseef, 2022; Alabi, 2020). The purpose of this test is to determine whether or not the independent variables are comparable. This may reduce the dependability of the results, leading to potentially misleading

conclusions. According to Kimaku (2021), conducting a multicollinearity test would result in an inflated sample size, which would subsequently compromise the integrity of the data analysis. To examine multicollinearity, the tolerance value and variance inflation factor were employed.

Tolerance quantifies the quantity of variance in the independent variables, whereas VIF measures the degree of correlation between variables. When the independent variables share any degree of similarity, an extremely strong correlation will result. Between 0.2 and 1 should be the tolerance value. The recommended range for a VIF is from 1 to 10 (Youssef, 2022; Buhasso, 2021). As shown in Table 4.11, the VIF and tolerance value for the variables were within the acceptable range.

Table 4.11: Results for Tests of Multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
Idealized Influence	.426	2.345
Inspirational motivation	.359	2.787
Intellectual stimulation	.381	2.627
Individual consideration	.419	2.387

Significance at 0.05 ($P \leq 0.05$)

Source: Research Data (2024)

4.7 Inferential Analysis

The study carried out inferential statistics variables using correlation and regression analysis.

4.7.1 Correlation Analysis – Pearson’s Correlation

A Pearson Moment Correlation coefficient was calculated to assess the intensity of the association between corporate leadership and water service company performance.

The correlation analysis was performed at regular intervals among the variables. The correlation between organizational performance as the dependent variable and idealized influence, inspirational motivation, intellectual stimulation, and individual consideration scores were the primary variables of corporate leadership and were calculated. The results of the analysis are detailed in Table 4.12.

Table 4.12: Correlation for Corporate Leadership on Performance of Water Service Companies

		Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individual Consideration	Organizational Performance
Idealized Influence	Pearson	1				
	Correlation					
	Sig. (2-tailed)					
	N	208				
Inspirational Motivation	Pearson	.711**	1			
	Correlation					
	Sig. (2-tailed)	.000				
	N	208	208			
Intellectual Stimulation	Pearson	.626**	.725**	1		
	Correlation					
	Sig. (2-tailed)	.000	.000			
	N	208	208	208		
Individual Consideration	Pearson	.659**	.656**	.703**	1	
	Correlation					
	Sig. (2-tailed)	.000	.000	.000		
	N	208	208	208	208	
Organizational Performance	Pearson	.568**	.554**	.550**	.584**	1
	Correlation					
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	208	208	208	208	208

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

Source: Research Data (2024)

The findings showed that corporate leadership is positively and statistically significantly correlated to performance of water service companies with inspirational motivation having the highest correlation value 0.711, individualized consideration 0.659 and intellectual stimulation having the lowest correlation value 0.626. All the four factors of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration showed moderately to strongly corrected with Idealized influence ($r=0.568$; $p<0.05$), Inspirational motivation ($r=0.554$; $p<0.05$), Intellectual stimulation ($r=0.550$, $p<0.05$) and Individualized consideration ($r=0.584$, $p<0.05$). This suggests that leaders who exhibit corporate leadership behaviours tend to have better organizational outcomes.

Similarly, Mi (2019), Mathende & Karim (2022) and Njau (2020) found that idealized influence was positively correlated to the organization's performance. Inspirational motivation is positively correlated to performance of water service companies which is statistically significant ($r=0.628$; $p<0.05$). These findings on inspirational motivation agree with those of Almeen & Komakech (2021), and Chebon (2019). Intellectual stimulation is statistically significant ($r=0.589$; $p<0.05$). These findings are contrary to those of Haseeb *et al.* (2021) that found that intellectual stimulation was not significant with employee performance.

Subsequently, the findings of studies of Change and Chebon (2019) found that intellectual stimulation is positively correlated to performance. Additionally, individual consideration is also positively correlated to performance which is significant ($r= 0.507$; $p<0.05$). These findings reinforce those studies of (Hui Li & Hassan 2019; Lai & Karmy 2020).

4.7.2 Simple Linear Regression Analysis Results

The linear regression analysis was used in the study to test the influence made by every independent variable to the dependent variable. The regression was to check whether or not there exist a relationship of interest between the variables (Iqbal, 2021), consequently tested the hypotheses.

To establish the level of influence of idealized influence on organizational performance, the study used a coefficient of determination (R^2) using linear regression analysis as shown in Table 4.13 a, b and c.

4.7.2.1 Idealized Influence on Performance of Water Service Companies

The study sought to determine the influence of idealized influence on performance of water service companies in Western Region, Kenya. The research study tested with the following hypotheses.

H₀₁: Idealized influence has no significant influence on performance of water service companies in Western Region, Kenya.

The findings of hypotheses testing are as indicated in Tables 4.13 a, b and c.

Table 4.13a: Model Summary for Idealized Influence

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. F Change	
				R Square Change	F Change	df1		df2
1	.568 ^a	.322	.65554	.322	98.039	1	206	.000

a. Predictors: (Constant), Idealized Influence

Source: Research Data (2024)

From Table 4.13a the R which is 0.570 shows a positive and significant correlation exists between idealized influence and organizational performance of water service companies in Western Region, Kenya. R^2 shows 0.322 of variation on organizational performance caused by idealized influence. This means that if idealized influence is increased, organizational performance will be increased by 32.2%. The other 67.8% of the variation in idealized influence is explained by other factors not included in the model.

The analysis of variance (ANOVA) was also used in the study to examine the relationship between idealized influence and organizational performance. The objective of the investigation was to ascertain the statistical significance of the regression model, as presented in Table 4.13b.

Table 4.13b: ANOVA between Idealized Influence and Organizational Performance

Model		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	42.131	1	42.131	98.039	.007 ^b
	Residual	88.525	206	.430		
	Total	130.656	207			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Idealized Influence

Source: Research Data (2024)

According to Table 4.13b, F statistic of 98.039 indicated a significant model. This was corroborated by a standard beta coefficient of (B= 0.222, p = 0.007), since $p < 0.05$ then the null hypothesis is rejected. This indicates that the model employed can predict the outcome variable statistically significantly. Thus, idealized influence significantly predicts the performance of an organization. The regression coefficients that are applicable for model fitting are presented in Table 4.13c.

Table 4.13c: Coefficients for Model Fitting for Idealized Influence

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	1.108	.123		8.982
	Idealized Influence	.222	.058	.568	2.703

a. Dependent Variable: Organizational Performance

Source: Research Data (2024)

From Table 4.13c, a unit increase in idealized influence causes an increase of 0.222 in organizational performance. The findings gave the study a linear regression equation of:

$$\text{Organizational performance} = 1.108 + 0.222 \text{ Idealized influence}$$

The equation indicates that for every individual unit increase in idealized influence, there would be a resulting 56.8% increase in organizational performance.

Substituting the equation;

$$Y = \beta_0 + \beta_1 x_1 + \varepsilon \text{ becomes:}$$

$$Y = 1.108 + 0.222x_1$$

Setting all other independent variables to 0.000 will result in a performance value of 1.108. The increase in performance by 0.222 for each unit increase in idealized influence findings is deemed statistically significant. The results presented in Table 4.13a, which were obtained through testing the null hypothesis one, allowed for the rejection of the null hypothesis ($p = .007 < .05$) showing sufficient evidence to conclude that idealized influence significantly influence performance of water service companies in Western Region, Kenya ($\beta = 0.222$; $t = 2.703$, $p = 0.007$).

Similar findings from Australian research by Afshari (2021) bolster the assumption that idealized influence significantly influence on organizational performance. However, the aforementioned study conducted in Iran revealed that the influence of idealized influence did not reach statistical significance. Abu-Orabi & G (2021) examined the influence of transformational leadership style on organizational performance in Jordan. Their findings indicated that idealized influence did not exhibit statistical significance. The findings of Kariuki's (2021) study on idealized influence did not yield statistically significant results. This implies that labelling idealized influence as charismatic undermines the expected moral and ethical standards, as charismatic leadership can display either moral or immoral behaviour, including unethical or ethical conduct, while leadership as a whole is assumed to be entirely ethical and moral.

4.7.2.2 Influence of Inspirational Motivation on Performance of Water Service

The research study sought to examine the influence of inspirational motivation on performance of water service companies in Western Region, Kenya. The study established the following hypotheses:

H₀₂: Inspirational motivation has no significant influence on performance of water service companies in Western Region, Kenya.

To establish the level of influence of inspirational motivation on organizational performance, the study used a coefficient of determination (R^2) using linear regression analysis as shown in Table 4.14 a, b and c. The findings of hypotheses are indicated in Table 4.14 a, b and c.

Table 4.14a: Model Summary for Inspirational Motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.554 ^a	.307	.304	.66298	.307	91.255	1	206	.000

a. Predictors: (Constant), Inspirational Motivation

Source: Research Data (2024)

The R which is 0.554 in Table 4.14a shows a positive and significant correlation that exists between inspirational motivation and organizational performance of water service companies in the western region. The variance in organizational performance attributable to inspirational motivation is 0.307, as indicated by R^2 . This indicates that an increase in inspirational motivation will result in a 30.7% enhancement in organizational performance. The remaining 69.3%, however, may be ascribed to additional factors that were not investigated in the study.

The analysis of variance (ANOVA) was also performed in the study to examine the relationship between inspirational motivation and organizational performance. The objective of the investigation was to ascertain the statistical significance of the regression model, as presented in Table 4.14b.

Table 4.14b: ANOVA between Inspirational Motivation and Organization Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	40.110	1	40.110	91.255	.000 ^b
	Residual	90.546	206	.440		
	Total	130.656	207			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Inspirational Motivation

Source: Research Data (2024)

From the results in table 4.14b inspirational motivation was considered significant based on the F value of 91.255 in Table 4.14b. The statistical significance of the

model adopted in predicting the outcome variable was supported by a standard beta coefficient of ($\beta = 0.146$, $p = 0.000$). Table 4.14c demonstrates that the regression model effectively elucidates the noteworthy correlation between inspiring motivation and performance ($\beta = 0.146$; $t = 1.445$, $p = 0.150$). There was no sufficient evidence ($p = .150 > .05$) to conclude that inspirational motivation affects organizational performance when other factors are controlled.

Table 4.14c: Coefficients for Model Fitting for Inspirational Motivation

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.024	.136		7.553	.000
	Inspirational Motivation	.146	.066	.554	1.445	.150

a. Dependent Variable: Organizational Performance

Source: Research Data (2024)

From Table 4.14c, a unit increase in inspirational motivation causes an increase of 0.146 in organizational performance. The findings gave the study a linear regression equation of:

$$\text{Organizational performance} = 1.024 + 0.146 \text{ Inspirational Motivation}$$

The equation indicates that for every individual unit increase in inspirational motivation, there would be a resulting 85.4% increase in organizational performance.

Substituting the equation;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \text{ becomes:}$$

$$Y = 1.024 + 0.146x_2$$

Based on the assumption that all other independent variables have a value of 0.000, the performance will be 1.024.

There is no statistically significant relationship between a one-unit rise in inspired motivation and a 0.146 improvement in performance.

The model fail to reject the null hypothesis, which states that inspiring motivation has a significant influence on the performance of water service firms in the Western Region of Kenya, ($\beta=0.146$, $t= 1.445$, $p=0.150$). The results of the study indicate that there is no significant relationship between inspirational motivation and the performance of water service companies in the Western Region. The results of this study have provided confirmation that the motive for inspiration has no significant influence on the performance of water service firms in the Western Region of Kenya. The results align with previous studies conducted by Almeen *et al.* (2021) in the United Arab Emirates and Komakech, Obici & Mwesigwa (2021) in Lira District Local Government Hospital in Uganda. These studies involved a sample size of 164 participants and demonstrated that inspirational motivation was not significant influence on the performance of middle-level public health workers. The aforementioned findings are consistent with the research conducted by Chebon (2019) at Moi Teaching and Referral Hospital, Eldoret. The results of the study indicated that there no statistically significant relationship between inspiring motivation and employee performance.

4.7.2.3 Influence of Intellectual Stimulation on Performance of Water Service Companies

The study sought to establish the influence of intellectual stimulation on performance of water service companies in Western Region, Kenya. The research study established the following hypotheses.

H03: Intellectual stimulation has no significant influence on performance of water service companies in Western Region, Kenya.

The study employed a coefficient of determination (R²) through linear regression analysis to determine the extent of influence of intellectual stimulation on organizational performance, as presented in Table 4.15a. Table 4.15 a, b, and c present the results of the hypothesis.

Table 4.15a: Model Summary for Intellectual Stimulation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.550 ^a	.302	.299	.66530	.302	89.187	1	206	.000

a. Predictors: (Constant), Intellectual Stimulation

Source: Research Data (2024)

The value of R which is 0.550 shows that a positive and significant correlation exists between intellectual stimulation and organizational performance of water service companies in Western Region. R² shows 0.302 of variation on organizational performance caused by intellectual stimulation. This means that if intellectual stimulation is increased, organizational performance will be increased by 30.2%. The other 69.8% can be attributed to other factors which are not covered in the study.

The analysis of variance (ANOVA) was also used in the study to examine the relationship between intellectual stimulation and organizational performance. The objective of the investigation was to ascertain the statistical significance of the regression model, as presented in Table 4.15b.

Table 4.15b: ANOVA between Intellectual Stimulation and Organizational Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	39.476	1	39.476	89.187	.000 ^b
	Residual	91.180	206	.443		

Total	130.656	207
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a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Intellectual Stimulation

Source: Research Data (2024)

The F statistic of 89.187 in Table 4.15b indicates a statistically significant model.

The model utilized a standard beta coefficient of ($\beta = 0.146$, $t = 1.580$, $p = 0.116$), indicating that it's not statistically significant in predicting the outcome variable.

This means that intellectual stimulation is not a predictor of organizational performance. Table 4.15c shows the regression coefficients that can be used for model fitting.

Table 4.15c: Coefficients for Model Fitting for Intellectual Stimulation

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.974	.142		6.856	.000
	Intellectual stimulation	.146	.062	.550	1.580	.116

a. Dependent Variable: Organizational Performance

Source: Research Data (2024)

From Table 4.15c, a unit increase in intellectual stimulation causes an increase of 0.146 in organizational performance. The findings gave the study a linear regression equation of:

$$\text{Organizational performance} = 0.974 + 0.146 \text{ Intellectual stimulation}$$

The equation indicates that for every individual unit increase in intellectual stimulation, there would be a resulting 55% increase in organizational performance.

Substituting the equation;

$$Y = \beta_0 + \beta_1 x_1 + \varepsilon \text{ becomes:}$$

$$Y = 0.974 + 0.146 x_3$$

When all other independent variables are set to 0.000, the performance is expected to be 0.974. An increase of one unit in intellectual stimulation results in not statistically significant gain in performance.

The model fail to reject the null hypothesis H_{03} , which posits that intellectual stimulation does not have a substantial influence on the performance of water service firms in the Western Region of Kenya, ($\beta= 0.146$, $t= 1.580$, $p=0.116$). The results show that there is no sufficient evidence ($p = 0.116 > .05$) to conclude that Intellectual stimulation affects organizational performance when controlling for other variables. The results of this study align with the conclusions reported by (Habtoosh & Al-Qusenior 2019) in their research on food companies listed on the Amman Stock Exchange in Jordan where intellectual stimulation was not significant. Multiple studies have been conducted by the following, Butera (2020) at government listed Ministries in Rwanda, Magari (2021) who examined banking sector employees in Dar es Salaam and Mwanza cities in Tanzania, and Change (2019) in Kenya. These studies collectively demonstrate a not significant correlation between intellectual stimulation and performance. In contrast, a study conducted by Haseeb *et al.* (2021) in the service sector of Karachi, Pakistan revealed that there was statistically significant evidence of intellectual stimulation.

4.7.2.4 Influence of Individualized Consideration on Performance of Water Service Companies

The study sought to assess the influence of individualized consideration on performance of Water Service Companies in Western Region, Kenya. The research study established the following hypotheses.

H₀₄: Individualized consideration has no significant influence on performance of Water Service Companies in Western Region, Kenya

The study employed a coefficient of determination (R^2) through linear regression analysis to determine the extent to which individual consideration influences organizational performance, as presented in Table 4.16a. The hypothesis' findings are presented in Table 4.16 a, b, and c.

Table 4.16a: Model Summary for Individual Consideration

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.584 ^a	.341	.338	.64642	.341	106.675	1	206	.000

a. Predictors: (Constant), Individual Consideration

Source: Research Data (2024)

The value of R which is 0.584 shows that a positive and significant correlation exists between individualized consideration and organizational performance of water service companies in Western Region. R^2 shows 0.341 of variation on organizational performance caused by individualized consideration. This means that if individualized consideration is increased, organizational performance will be increased by 34.1%. The remaining 65.9% of the variation can be attributed to other factors which are not covered in the study. The analysis of variance (ANOVA) was also performed in the study to examine the relationship between individualized consideration and organizational performance. The objective of the investigation was to ascertain the statistical significance of the regression model, as presented in Table 4.16b.

Table 4.16b: ANOVA between Individualized Consideration and Organizational Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	44.576	1	44.576	106.675	.000 ^b
	Residual	86.080	206	.418		
	Total	130.656	207			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Individual Consideration

Source: Research Data (2024)

The F statistic of 106.675 from Table 4.16b indicates a statistically significant model. The model employed in this study demonstrated a beta coefficient of ($\beta = 0.224$, $p = 0.002$), indicating its ability to make statistically meaningful predictions on the outcome variable. This implies that the provision of personalized attention is a robust indicator of the effectiveness of an organization. The regression coefficients that are applicable for model fitting are presented in Table 4.16c.

Table 4.16c: Coefficients for Model Fitting for Individualized Consideration

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.145	.115		9.926	.000
	Individual Consideration	.224	.049	.584	3.134	.002

a. Dependent Variable: Organizational Performance

Source: Research Data (2024)

From Table 4.16c, a unit increase in individualized consideration causes an increase of 0.224 in organizational performance. The findings gave the study a linear regression equation of:

$$\text{Organizational performance} = 1.145 + 0.224 \text{ individualized Consideration}$$

The equation indicates that for every individual unit increase in individualized consideration, there would be a resulting 77.6% increase in organizational performance.

Substituting the equation;

$Y = \beta_0 + \beta_1 X_1 + \varepsilon$ becomes:

$$Y = 1.145 + 0.224X_4$$

Setting all other independent variables to 0.000 will result in a performance value of 1.145. An increase of one unit in the findings of individual consideration results in a performance increase of 0.224, which is statistically significant. From the above results we reject the null hypothesis H_{04} . There is sufficient evidence ($p = .002 < .05$) to conclude that individual consideration significantly affects organizational performance. As a result, individual consideration significantly affects performance of water service companies ($\beta = 0.224$, $t = 3.134$, $p = 0.002$). Similar results were obtained by Lai et al. (2020) in two hospitals in Taiwan and Hui Li *et al.* (2019) in their investigation of multinational organizational employees in China. Karmy (2020), who examined the influence of Green Transformational Leadership (GTL) on the Organizational Citizenship Behaviour (OCB) of information technology (IT) employees in Egypt, also discovered a positive significant effect on performance. Studies conducted in Kenya, according to Hassan (2019) & Njau (2020), also demonstrated that individual consideration had a statistically significant and positive correlation with performance.

4.7.3 Hierarchical Regression Analysis Results

The analysis test for the hierarchical regression is used to compare between the models (Surucu & Maslakci 2020). It is used to determine if a new variable that has been added significantly increase the R^2 . The hierarchical multiple regression analysis was conducted to establish the moderating effect of organizational factors on the relationship between corporate leadership and performance of water service companies in Western Region, Kenya. The organizational factors comprised metrics of structure and culture. The aim of the analysis was to determine the moderating role of organizational factors on the relationship between culture and performance of water service companies in Western Region, Kenya as indicated in Table 4.17 a, b, c and d.

Table 4.17a: Model Summary for Moderating Effect of Organizational Factors on the Relationship between Corporate Leadership and Organizational Performance

Mode	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. F Change
				R Square Change	F Change	df1	
1	.650 ^a	.423	.60964	.423	37.137	4	.000
2	.666 ^b	.444	.59978	.021	7.726	1	.006
3	.683 ^c	.467	.59316	.023	2.133	4	.078

a. Predictors: (Constant), Individual Consideration, Inspirational Motivation, Idealized Influence, Intellectual Stimulation

b. Predictors: (Constant), Individual Consideration, Inspirational Motivation, Idealized Influence, Intellectual Stimulation, Organizational Factors

c. Predictors: (Constant), Individual Consideration, Inspirational Motivation, Idealized Influence, Intellectual Stimulation, Organizational Factors, IIOF, ISOF, IMOF, ICOF

From Table 4.17a shows that a positive and significant correlation exists between the moderating effect of organizational factors on the relationship between corporate leadership and performance of water service companies in Western Region, Kenya.

This shows that individualized consideration, inspirational motivation, idealized

influence and intellectual stimulation caused an increase of 42.3%, 44.4% and 46.7% respectively on performance without organizational factors. While the remaining variations of 57.7%, 55.6% and 53.3% can be attributed to other factors which are not explained in the study.

The F was non-significant (0.078) for model 3 because the F-statistic in the research study were a small effect size with low statistical power and high variance in the data. This meant that the research data did not provide enough evidence to conclude that a relationship or difference exists, which can be due to either a true null effect or a failure to detect a real effect. The aim of the analysis was to determine the regression model's statistical significance as shown in Table 4.17b.

Table 4.17b: ANOVA Moderating Effect of Organizational Factors on the Relationship between Corporate Leadership and Organizational Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	55.210	4	13.802	37.137	.000 ^b
	Residual	75.446	203	.372		
	Total	130.656	207			
2	Regression	57.989	5	11.598	32.240	.000 ^c
	Residual	72.667	202	.360		
	Total	130.656	207			
3	Regression	60.991	9	6.777	19.261	.000 ^d
	Residual	69.665	198	.352		
	Total	130.656	207			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Individual Consideration, Inspirational Motivation, Idealized Influence, Intellectual Stimulation

c. Predictors: (Constant), Individual Consideration, Inspirational Motivation, Idealized Influence, Intellectual Stimulation, Organizational Factors

d. Predictors: (Constant), Individual Consideration, Inspirational Motivation, Idealized Influence, Intellectual Stimulation, Organizational Factors, IIOF, ISOF, IMOF, ICOF

Source: Research Data (2024)

The significance of the model was suggested by the F statistics of 37.137, 32.240, and 19.261, as presented in Table 4.17b. The statistical significance of the model adopted in predicting the outcome variable was supported by a probability (p) value of 0.000 ($p < 0.05$). Model 1, 2, and 3 showed a high level of predictive power in relation to organizational success. The regression coefficients that are applicable for model fitting are presented in Table 4.17c.

Table 4.17c: Coefficients for Moderating Effect of Organizational Factors on the Relationship between Corporate Leadership and Organizational Performance

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.718	.138		5.202	.000
	Idealized Influence	.222	.082	.221	2.703	.007
	Inspirational Motivation	.146	.101	.129	1.445	.150
	Intellectual Stimulation	.146	.093	.137	1.580	.116
	Individual Consideration	.224	.072	.258	3.134	.002
2	(Constant)	.667	.137		4.868	.000
	Idealized Influence	.163	.083	.163	1.958	.052
	Inspirational Motivation	.087	.102	.076	.852	.395
	Intellectual Stimulation	.127	.091	.119	1.392	.165
	Individual Consideration	.180	.072	.207	2.489	.014
	Organizational Factors	.210	.076	.215	2.780	.006
3	(Constant)	.928	.343		2.704	.007
	Idealized Influence	-.043	.255	-.043	-.170	.866
	Inspirational Motivation	.574	.293	.506	1.958	.052
	Intellectual Stimulation	.196	.236	.183	.830	.408
	Individual Consideration	-.240	.222	-.277	-1.084	.280
	Organizational Factors	.060	.173	.061	.347	.729
	IIOF	.061	.090	.268	.679	.498
	IMOF	-.195	.110	-.759	-1.778	.077
	ISOF	-.027	.094	-.114	-.290	.772
ICOF	.199	.095	.927	2.083	.039	

a. Dependent Variable: Organizational Performance
Source: Research Data (2024)

As indicated in Table 4.17c, there is a substantial relationship between idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration with performance the overall regression model is statistically significant ($p < 0.05$). The research yielded a regression equation of:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \text{ hence;}$$

$$Y = 0.718 + 0.222X_1 + 0.146X_2 + 0.146X_3 + 0.224X_4$$

From table 4.17c Idealized influence ($\beta=0.221$, $p=0.007$) and individualized consideration ($\beta=0.258$, $p=0.002$) are statistically significant at $p<0.05$. These two leadership behaviors make unique and meaningful contributions to explaining variation in organizational performance, even after controlling for the other three dimensions. Inspirational motivation ($\beta=0.129$, $p=0.150$) and intellectual stimulation ($\beta=0.137$, $p=0.116$) are not statistically significant predictors in table 4.17c. This suggests that while these behaviors correlate with performance in simple correlations, their predictive power overlaps with other leadership components, especially Idealized influence and Individual consideration.

4.8 Summary of Hypothesis Testing

The study formulated hypotheses based on the five research objectives. The study employed linear regression and hierarchical regression analysis to examine the hypothesis and determine its statistical significance in relation to the influence of corporate leadership on the performance of water service firms in the Western Region of Kenya. The test findings of the hypothesis are summarized in Table 4.18.

Table 4.18: Hypothesis Testing Results

Objective	Hypothesis	Analytical Model	Decision Taken	Conclusion
i. To determine the effect of idealized influence on performance of water service companies in Western Region, Kenya.	H ₀₁ : Idealized influence has no significant influence on performance of water service companies in Western Region, Kenya	Simple Linear Regression Analysis	Rejected the null hypothesis	Idealized influence significantly and positively influences performance of water services companies in Western Region, Kenya.
ii. To examine the influence of inspirational motivation on performance of water service companies in Western Region, Kenya.	H ₀₂ : Inspirational motivation has no significant influence on performance of water service companies in Western Region, Kenya.	Simple Linear Regression Analysis	Fail to reject the null hypothesis	Inspirational motivation does not significantly influences performance of water services companies in Western Region, Kenya.
iii. To establish the influence of intellectual stimulation on performance of water service companies in Western Region, Kenya.	H ₀₃ : Intellectual stimulation has no significant influence on performance of water service companies in Western Region, Kenya.	Simple Linear Regression Analysis	Fail to reject the null hypothesis	Intellectual stimulation does not significantly influences performance of water service companies in Western Region, Kenya.
iv. To assess the influence of individualized consideration on performance of water service companies in Western Region, Kenya.	H ₀₄ : Individualized consideration has no significant influence on performance of water service companies in Western Region, Kenya.	Simple Linear Regression Analysis	Rejected the null hypothesis	Individual consideration significantly and positively influences performance of water service companies in Western Region, Kenya.
v. To analyse the moderating effect of organizational factors on the relationship between corporate leadership and performance of Water Service Companies in Western Region, Kenya	H ₅ : Organizational factors have no significant moderating influence on the relationship between corporate leadership and organizational performance of water service companies in Western Region, Kenya.	Hierarchical multiple Regression Analysis	Fail to reject the null hypothesis	The moderating effect on organizational factors was not significantly influencing the relationship between corporate leaders and performance of water service companies in Western Region, Kenya.

Source: Research Data (2024)

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a concise overview of the findings, conclusion, and recommendations. The primary aims of this study were to examine the moderating influence of organizational factors on the association between corporate leadership and performance within water service companies operating in the Western Region of Kenya. Additionally, the study sought to assess the influence of corporate leadership on the performance of water service companies in the same region. The research study was based on five distinct objectives, which were used to generate five hypotheses. The present chapter culminates by offering further recommendations for prospective avenues of future investigation.

5.2 Summary of Findings

The overall objective of the study findings was summarized.

5.2.1 Idealized Influence on Performance of Water Service Companies in Western Region, Kenya.

This being the first objective, it was hypothesized that idealized influence has no significant influence on performance of water service companies in Western Region, Kenya. The study found a significant and positive association ($r=.818$, $p<0.05$) between idealized influence and performance. The linear regression analysis yielded an R^2 value of 0.670, indicating the extent to which idealistic influence contributes to the heterogeneity observed in organizational performance.

This finding indicates that there is a positive and statistically significant relationship between idealized influence and organizational performance, with a 67.0% increase observed ($F=417.548$, $\beta=.843$, $t=20.434$, $p=0.05$).

There was a statistically significant positive association between idealistic influence and the performance of water service providers in Kenya's Western Region. As a result, the null hypothesis was rejected, indicating that idealistic influence had a significant effect on the performance of water service providers in the Western Region of Kenya.

5.2.2 Influence of Inspirational Motivation on Performance of Water Service Companies in Western Region, Kenya.

This study aimed to investigate the influence of inspiring motivation on the performance of water service firms in the Western Region of Kenya. The hypothesis posited that inspirational motivation does not have a statistically significant effect on the performance of these organizations. The study revealed that inspiring motivation had a moderate effect on the organizational performance of water service enterprises in the Western Region of Kenya. The analysis using linear regression resulted in an R^2 value of 0.398. This suggests that there is a positive correlation between an increase in inspired motivation and a 39.8% enhancement in organizational performance. The findings of the research exhibited statistical significance ($F=136.132$, $\beta=0.728$, $t=11.668$, $p<0.05$).

A statistically significant moderate link was observed between inspiring motivation and the performance of water service enterprises operating in the Western Region of Kenya, as indicated by the study findings.

Hence, in light of the null hypothesis rejection, the research concluded that the performance of water service firms operating in the Western Region of Kenya is significantly influenced by inspiring motivation.

5.2.3 Influence of Intellectual Stimulation on Performance of Water Service Companies in Western Region, Kenya.

The main objective of this study was to determine the influence that intellectual stimulation had on the operational effectiveness of water service companies located in the Western Region of Kenya. The research postulated that there is no statistically significant influence of intellectual stimulation on the performance of water service companies in Kenya's Western Region. The findings of the study suggest that intellectual stimulation has a moderate influence on the organizational performance of water service companies in the Western Region. R^2 shows 0.347 of variation on organizational performance caused by intellectual stimulation. This means that if intellectual stimulation is increased, organizational performance will be increased by 34.7%. This results for linear regression show that intellectual stimulation is significant ($F=109.527$, $\beta=0.232$, $t=10.465$, $p<0.05$).

The study's findings indicated a modest statistically significant association between intellectual stimulation and the performance of water service firms in Kenya's Western Region. Thus, the null hypothesis was rejected. The study found that intellectual stimulation had a moderately significant effect on how well water service companies in Kenya's Western Region did their jobs.

5.2.4 Influence of Individual Consideration on Performance of Water Service Companies in Western Region, Kenya.

The study objective sought to assess the influence of individualized consideration on performance of Water Service Companies in Western Region, Kenya and was hypothesized as individualized consideration has no significant influence on performance of Water Service Companies in Western Region, Kenya.

The results showed R^2 was 0.493 of variation on organizational performance caused by individualized consideration. This means that if individualized consideration is increased, organizational performance will be increased by 49.3%.

The findings revealed that individual consideration was positively statistically significant to organizational performance of water service companies in Western Region, Kenya ($F=200.417$, $\beta=0.729$, $t=14.157$, $p=0.05$).

The results of the study confirmed a strong statistically significant relationship between individual consideration and performance of water service companies of Western Region, Kenya. Therefore, the null hypothesis was rejected and the study concluded that individual consideration had a strong statistically significant influence on the performance of water service companies of Western Region, Kenya.

5.2.5 Moderating Effect of Organizational Factors on the Relationship between Corporate Leadership and Performance of Water Service Companies in Western Region, Kenya.

An assessment on the moderating influence of organizational factors on the relationship between corporate leadership and performance of water service companies in Western Region, Kenya was done. The results showed that there is

clear communication channel that is followed when communicating policy or complain matter in water service companies. It was further observed that water service companies had a strategic plan where most of tasks were articulated on how they should be done. The water service companies had a centralized decision making mechanism where all key matters were resolved as well as considered as a normal way in accomplishing tasks that are set out in the strategic plan.

5.3 Conclusions

The study established the following conclusions based on the results of the findings:

5.3.1 Idealized Influence on Performance of Water Service Companies in Western Region, Kenya.

The results showed that idealized influence had a strong positive relationship to the performance of water service companies in Western Region, Kenya. This relationship was strongly statistically significant and therefore idealized influence under the metrics of charisma in addition to emotional attachment has been established to enhance performance of water service companies in Western Region, Kenya.

5.3.2 Influence of Inspirational Motivation on Performance of Water Service Companies in Western Region, Kenya.

The results on the findings on inspirational motivation on performance of water service companies in Western Region, Kenya showed a moderate influence on organizational performance of water service companies in Western Region, Kenya. The results confirmed that inspiration motivation through the dimension of clear vision and team spirit collectively enhanced performance of water service companies

in Western Region, Kenya and this relationship was significant. The study concludes that inspirational motivation has a moderate influence on performance of water service companies in Western Region, Kenya.

5.3.3 Influence of Intellectual Stimulation on Performance of Water Service Companies in Western Region, Kenya.

The findings on intellectual stimulation showed that there is a positive relationship between intellectual stimulation and performance of water service companies in Western Region, Kenya. These results revealed that intellectual stimulation through decision making and creativity increased performance of water service companies in Western Region, Kenya. The relationship was found to be significant hence indicating that intellectual stimulation influenced performance of water service companies in Western Region, Kenya.

5.3.4 Influence of Individual Consideration on Performance of Water Service Companies in Western Region, Kenya.

The results of the study findings on individual consideration on performance of water service companies in Western Region, Kenya showed that there is a positive relationship between individual consideration and performance of water service companies in Western Region, Kenya. The findings of the individual consideration through the dimension of interests and needs, mentoring and coaching jointly enhanced performance of water service companies in Western Region, Kenya. The results. The relationship was found to be positively statistically significant hence indicating that individual consideration influenced performance of water service companies in Western Region, Kenya.

5.3.5 Moderating Effect of Organizational Factors on the Relationship between Corporate Leadership and Performance of water service companies in Western Region, Kenya

The result showed that organizational factors have no significant moderating effect between corporate leadership and performance of water service companies in Western Region, Kenya. It further indicated that the organizational factors metric of structure and culture had no moderating effect on the relationship between corporate leadership and performance of water service companies in Western Region, Kenya.

5.4 Recommendations of the Study

The results of the study made the following recommendations:

Idealized influence can develop leaders to display a sense of power and confidence (Charisma) when meeting workers in an organization and this can identify and inspire workers to feel confident at work. Additionally, workers can build trust in their leaders as they are provided with adequate resources and appreciated hence become determined to work for organization for longer period of time and this positively increases employee's performance.

Inspirational motivation leaders need to talk about organizations bright future and be able to articulate a clear communication on a realistic acceptable vision for organizations. Employees should focus their energy on fulfilling the organization's collective vision and mission and be inspired by their leaders to work as a team towards achievement of both their personal and organizational goals confidently. This will develop team spirit in employees and make leaders exhibit a commitment of a team to the goals that have been laid out by the organization.

Intellectual stimulation will develop employees periodically be given leadership roles where they can be allowed to make important decisions and also be able to participate in decision making as leaders, hence rely on personal judgement in making those important decisions. Furthermore, leaders will appreciate creativity and innovation of ideas from employees on how to make organizations succeed.

Individualized consideration, leaders should consider each individual worker as having different needs, abilities and aspirations. The leaders should go beyond expected extents to do things for the good of workers, acknowledge and attend to employees' needs and concerns, be able to coach and develop their strengths in the tasks allocated. Leaders should spend time teaching, listening and advising workers so as to enhance organizational performance.

Water service companies should consider organizational factors that will develop clear communication channel that is followed when communicating policy or complain on matters in the organization. Prioritise centralized decision making of all key matters being well-articulated in the strategic plan with accomplishment of tasks clearly being set out to increase performance and monitoring.

5.5 Implications for Theory and Practice

This section therefore, presents Theoretical contribution, contribution to knowledge, to management practice and highlights the implication of the study findings to policy makers.

5.5.1 Theoretical Contribution

These strong internal correlations support the theoretical foundation of Transformational Leadership Theory (Bass & Avolio, 1994), which posits that these

four dimensions collectively represent a unified leadership construct that transforms followers' values and goals to align with those of the organization. This study has provided evidence that the transformational leadership theory, which is considered to have the most significant influence on leadership, is capable of transforming followers who exhibit trust, admiration, respect, and loyalty towards the leader. According to Al-Shibami et al. (2021), the study confirms that transformational leadership has emerged as a prominent approach for assessing the influence of leaders on organizational performance and the fundamental business processes.

The greatest concern in theoretical literature is the absence of extensive empirical evidence that corporate leadership has on organizational performance (Archwell and Mason 2021). The metrics of corporate leadership style of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration emerged as significant contributions in the study. Therefore, the current thesis study adds to theory and empirical evidence that corporate leadership positively and significantly affects performance of water service companies in the Western Region, Kenya.

In summary, the study adds to both the existing body of theories by presenting a framework model incorporating corporate leadership on the performance of water service companies moderated by organizational factors.

The research has also added to the literature by adding data from both developed and developing countries in the context to broader empirical generalization of the findings.

5.5.2 Knowledge Contribution

The findings of the study contributed to the knowledge gap and link corporate leadership on the performance of water service companies moderated by organizational factors by agreeing with some earlier conclusions of Kariuki (2021), Malongo, et al (2019) and Mwebia, et al (2019) who found positive and significant relationship. The study confirms that corporate leadership with aspects of idealized influence, inspirational motivation, intellectual stimulation and individual consideration would boost organization's performance.

The study highlighted idealized influence and individualized consideration as the most diagnostic practices which should be given most consideration. The study establishes which corporate leadership practices have the greatest influence on performance when interacted with organizational factors as the moderator in which circumstance idealized influence and individualized consideration were found to have the greatest influence.

5.5.3 Management Practice

The study reveals practical suggestions for water service companies to confirm that corporate leadership are successful when they use idealized influence to display a sense of power and confidence (Charisma) when meeting workers in an organization and this can identify and inspire workers to feel confident at work.

Additionally, leaders need to talk about organizations bright future and be able to articulate a clear communication on a realistic acceptable vision for organizations. Employees should focus their energy on fulfilling the organization's collective vision and mission and be inspired by their leaders to work as a team towards achievement

of both their personal and organizational goals confidently. Managers should also critically observe the organizational factors and specifically in relation to structure and culture as these metrics enrich overall performance. The study establishes the structure as the most significant influence of the organizational factors that enhances performance of water service companies.

5.5.4 Implications to Policy Makers

The findings of this research are important to policy makers. The findings will aid policy makers to formulate and improve on the current policy framework for water companies, government and other institutions. First the study offers empirical evidence that corporate leadership significantly affects organizational performance hence being critical in enhancing organizational performance. Secondly, the study provides solid recommendations for policy makers to develop policies that can facilitate all identified factors presented in the study. From, the government perspective, provision of a conducive business environment is paramount to ensure organizations remain focused and competitive.

5.6 Suggestions for Further Research

The focus of the study was on four corporate leadership strategies of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration commonly observed in water service firms.

Future studies should focus on other leadership practices of participatory, transactional, democratic, ethical, and servant leadership.

Additional investigation could be conducted to explore the corporate leadership techniques among various organizations in Kenya and other nations. The present investigation was constrained to contemplating organizational factors as the moderating variable. Prospective researchers should consider additional moderating factors, such as governmental regulatory considerations, economic factors, and socio-cultural factors. The research design employed in this study was descriptive and correlational in nature. In order to ascertain the influence of organizational elements on the performance of water service firms over an extended duration, it is recommended that future scholars employ a longitudinal research design as opposed to a descriptive correlation.

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APPENDICES

APPENDIX 1: INTRODUCTION LETTER

Dear Respondent,

RE: ACADEMIC RESEARCH THESIS: CORPORATE LEADERSHIP, ORGANIZATIONAL FACTORS AND PERFORMANCE OF WATER SERVICES COMPANIES WESTERN REGION, KENYA.

I am a student from Masinde Muliro University of Science and Technology pursuing Doctor of Philosophy in Business Administration; Strategic Management. As part of my PhD requirement, I am expected to successfully conduct academic research on a relevant senioric in my area of study. The research study will focus on the **Corporate Leadership, Organizational Factors and Performance of Water Services Companies** of Nzoia Water Services Company, Kakamega County Water and Sanitation Company Limited (KACWASCO)s Company, Amatsi Water Services Company Limited Water Services Company, Busia Water Services Company and the Lake Victoria North Water Works Development Authority in the five counties of Kakamega, Bungoma, Vihiga, Busia, and Trans-Nzoia which are in Western Region, Kenya.

I kindly request you to spend some of your valuable time (5 – 15 minutes) to complete this questionnaire to the best of your knowledge. You are requested to be as honest as possible when answering these questions, since the findings will be purely for academic purposes only.

Thank you in advance for accepting to be a positive contributor to our institution. Your response will be treated with the confidentiality it deserves.

Thank you

Yours Sincerely

Wando Samson Mangwana

PhD Student

Masinde Muliro University of Science and Technology (MMUST)

APPENDIX II: QUESTIONNAIRE

Kindly answer all questions by ticking [] your responses against each question in the space provided. Please **NOTE** that the information you provide will be used strictly for academic purposes only and will be treated with utmost confidentiality.

Respondent's Telephone No. _____

SECTION A: GENERAL INFORMATION

1. Please indicate the water company you work for: Lake Victoria North Water Works Authority [], Nzoia Water Services Company (NZOWASCO) [], Kakamega County Water and Sanitation Company Limited (KACWASCO) Company [], Amatsi Water Services Company Limited [,
 2. Kindly indicate your Gender: Male [] Female []
 3. Your age bracket (Tick where appropriate): 18 – 25 years [] 26 – 30 years [] 31 – 35 years [] 36 – 40 years [] 41 – 45 years [] 46 – 50 years [] More than 51 years []
 4. What is your level of education? Secondary school [] College Diploma [] Undergraduate [] Postgraduate [] Other: _____
 5. For how long have you been in employment? Less than 2 years [] 3-5 years [] 6-9 years [] More than 10 years []
 6. Please indicate your job title/position: Senior Level Manager [] Technical [] Subordinates []

SECTION B: CORPORATE LEADERSHIP

PART I: IDEALIZED INFLUENCE

INSTRUCTIONS

Using the scale of 1 to 5 respectively, indicate how accurately the following statements describe Idealized Influence in your organization. 5= Strongly Agree; 4= Agree; 3= Moderately Agree; 2= Disagree; 1= Strongly Disagree

No	Statement Items	5	4	3	2	1
1	Leaders in my organization display a sense of power and confidence when meeting workers					
2	My supervisor is able to identify and inspire workers to feel confident at work					
3	Workers have built trust in their leaders in my organization					
4	My supervisor provides me with adequate resources for my job to the extent that I am committed to my work					
5	My supervisor makes me feel appreciated and attached to my organization					
6	I am determined to continue working for my organization for a long time to come					

**PART II: INSPIRATIONAL MOTIVATION ON PERFORMANCE OF
WATER SERVICE COMPANY**

No	Statement Items	5	4	3	2	1
1	Leaders in my organization talk about its bright future					
2	My supervisor has articulated a clear communication on a realistic acceptable vision for my organization					
3	Employees focus their energy on fulfilling the organization’s collective vision and mission					
4	My supervisor has inspired us to work as a team towards achievement of both personal and organizational goals confidently					
5	In my organization leaders develop team spirit in employees					
6	My supervisor exhibits a commitment of a team to the goals that have been laid out by the organization					

Source: Researcher, (2024)

**PART III: INTELLECTUAL STIMULATION ON PERFORMANCE OF
WATER SERVICE COMPANY**

No	Statement Items	5	4	3	2	1
1	Employees are periodically given leadership roles where they are allowed to make important decisions					
2	In my organization employees participate in decision making					
3	In my organization leaders rely on personal judgement in making important decisions					
4	My supervisor appreciates creativity and innovation of ideas coming from employees on how to make our organization succeed					
5	My supervisor encourages imagination and creativity of workers					
6	Leaders in my organization encourages innovative thinking by employees that benefits our organization					

Source: Researcher, (2024)

**PART IV: INDIVIDUALIZED CONSIDERATION ON PERFORMANCE
OF WATER SERVICES COMPANY**

No	Statement Items	5	4	3	2	1
1	In my organization leaders consider each individual worker as having different needs, abilities and aspirations					
2	My supervisor goes beyond expected extents to do things for the good of workers					
3	My supervisor acknowledges and attend to employees needs and concerns					
4	My supervisor coach workers and develop their strength in the tasks allocated					
5	Leaders in my organization spend time teaching, listening and advising workers					
6	My supervisor acts a coach and advisor to individual worker					

Source: Researcher, (2024)

**SECTION C: ORGANIZATIONAL FACTORS - STRUCTURE AND
CULTURE**

No	Statement Items	5	4	3	2	1
1	There is clear communication channel that is to be followed when communicating policy or complain matter in my organization					
2	The way things are expected to be done in my organization, is articulated in our strategic plan					
3	There is centralized decision making in all key matters in my organization					
4	It is considered the normal way of behaviour to accomplish tasks as set out in our strategic plan					
5	Newly hired workers are oriented into the expected way of behaving in the organization and teamwork					
6	My organization has core values that are adhered to by all workers					

Source: Researcher, (2024)

SECTION D: ORGANIZATIONAL PERFORMANCE**PART I: FINANCIAL**

No	Statement Items	5	4	3	2	1
1	Cost minimization has greatly been enhanced in my organization through strict monitoring					
2	In my organization we consciously manage costs to make services more affordable					
3	Enhanced efficiency and coordination of services have contributed to cost reduction in my organization					
4	In my organization departmental revenue collection set targets is achieved					
5	In my organization employees and creditors are timely paid					
6	My organization has realized improved level of revenue in the last one year					

Source: Researcher, (2024)

PART II: CUSTOMER FOCUS

No	Statement Items	5	4	3	2	1
1	In my organization customers are given opportunity to provide feedback after communication is done					
2	Customer complaints have dropped significantly					
3	My organization offer services based on the needs of our customers					
4	Our pricing of services is affordable to customers in our organization					
5	My supervisor commits adequate resources towards service delivery efforts in my organization					
6	In my organization, we act on customers complaints and compliments					

Source: Researcher, (2024)

PART III: INTERNAL BUSINESS PROCESS

No	Statement Items	5	4	3	2	1
1	Various channels of communication are available in my organization					
2	My organization identifies challenges that may delay or impede service delivery and promptly addresses it					
3	There is effective communication within management, subordinates and stakeholders					
4	My organization has realized improved level of adaptability in technology to better departmental operations					
5	My organization uses technology to enhance service delivery					
6	The level of operating technology has improved efficiency and effectiveness in my organization					

Source: Researcher, (2024)

PART IV: LEARNING AND GROWTH

No	Statement Items	5	4	3	2	1
1	My organization plans for training and development activities to address training needs identified					
2	My organization undertakes training and development activities to improve employees' capabilities for their career growth					
3	My organization has a formal policy, procedures and practices in rewarding achievers					
4	In my organization supervisor encourages us to develop our skills on a continuous basis					
5	In my organization there is a yearly training need assessment done for staff					
6	There are equal opportunities for all would-be (potential) employees when it comes to staff training in my organization					

Source: Researcher, (2024)

I thank you for taking time to fill in the questionnaire

APPENDIX III: MAP OF KENYA SHOWING FIVE WESTERN COUNTIES

