



**TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE JOB PERFORMANCE IN THE WATER RESOURCES
AUTHORITY**

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ABSTRACT

The researcher studied on the effect of transformational leadership on employee job performance in the Water Resources Authority. The study was guided by the Bass' four components of transformational leadership thus idealized influence, inspirational motivation, intellectual stimulation and individualized consideration as independent variables and employee job performance as the dependent variable. The study population was 400 employees of the Lake Victoria Basin Areas (Regions) in the Water Resources Authority out of which a sample of 200 respondents was selected using Taro Yamane Formula. Stratified random sampling technique was employed to select the respondents for the study then questionnaires were distributed to them randomly. The researcher used both primary and secondary data in this study. Primary data was collected using structured questionnaires which were prepared and analyzed with the help of the Statistical Package for Social Sciences (SPSS) version 24. Secondary data was collected from library resources, journal articles and other published research papers mainly from online journals. Descriptive statistics like means, standard deviations as well as inferential statistics; correlations and regressions analyses were conducted. The findings established that there is significant positive influence of idealized, inspirational motivation, intellectual stimulation and individualized consideration on employee job performance in Water Resources Authority. Therefore, transformational leadership constructs as used in this study are significant predictor of employee performance in Water Resources Authority. The study concluded that improvement of transformational leadership characteristics would results on an increase in employee performance in Water Resources Authority. The study recommended that the leaders of the water sector should embrace two-way communication and commit to creating an environment of trust that will boost employees' confidence in the organization and enhance their performance. Further, leaders of the water sector should continuously provide employees with an inspiring vision and mission to increase employee efforts in meeting and achieving the set organizational goals and objectives.

Key Words: Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration

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INTRODUCTION

Leadership is very crucial in the today's corporate world. Since early 1980s, one of the current and most popular approaches to leadership that has been the focus of much research is the transformational approach. Bryman (1992), asserts that transformational leadership is part of the "New Leadership" paradigm which gives more attention to the charismatic and effective elements of leadership. Lowe and Gardner (2001), observed in a content analysis of articles published in *The Leadership Quarterly*, that one third of the research was about transformational or charismatic leadership. The number of papers and citations in this field is increasing daily ranging from management, psychology, nursing, education and industrial engineering (Antonakis, 2012).

Water related disasters have caused serious damage worldwide in the recent years. Followed by rapid global warming, it is expected that climate change will further aggravate the impacts of those disasters in developing countries. There is need for those countries to enhance their knowledge and capacities for effective disaster risk reduction in order to confront water related disasters and mitigate the damage. Japan has long accumulated its know-how on disaster risk reduction through the past experience. The Hyogo Framework for Action (2005-2015), calls for capacity building of high disaster risk countries, while stressing the importance of enhancing international and regional support for those countries through proactive approaches, such as technology transfers.

The continent of Africa comprises of 54 states with climatic conditions which are incredibly diverse ranging from equatorial to desert. Rainfall and river flows in Africa show high levels of variability across a range of spatial and temporary scales (Conway *et al.*, 2009; Hamandawana, 2007; Laraque, Mahe Orange, & Marieu, 2001; Sutcliffe & Knott, 1987). This poses several complex challenges for management of floods in the continent. Based on the number of people affected, over the past 30 years, floods and droughts are the two natural hazards that have largest humanitarian impacts in

Africa (Lumbroso, Brown, & Ranger, 2016). However, in the past decade, across Africa, floods have overtaken droughts in terms of people that they impact.

Flood and droughts are associated with extreme climate events although droughts have slow onset while floods are rapid onset disasters. In the year 1997/1998 *El Nino* rains was experienced in Kenya although floods frequently affect; Kano Plains in Kisumu County, Budalang'i in Busia County and lower parts of the Tana River (The Republic of Kenya, LBDA & JICA, 1992). The reforms in water sector kicked off in 1986 following public outcry of deteriorating service provision not only caused by non-functional infrastructure but also declining quantity and quality of water resources (WRMA Strategic Plan 2012-2017). In order to comprehensively address the issues, an assessment program was initiated in 1986 to document quantitatively the status of water resources and propose strategic actions that could be undertaken to revamp the downward trend. The process culminated into the National Water Master Plan (NWMP 1992) which recommended that water policy should be changed such that water service provision is separated from water resources management. The separation of responsibilities is contained in the Water Policy (1999) while the institutions were established following the enactment of the Water Act (2002). As a result, the Water Resources Management Authority (WRMA) was created with six regional offices to manage water resources countrywide. WRMA was operationalized in 2005 but when Water Act (2016) was enacted, Water Resources Management Authority transformed to Water Resources Authority. Due to environmental changes that impact negatively on water resources and continued demand for services, reforms are still going on with the most recent initiative being the development of the NWMP 2030 (WRMA Strategic Plan 2012-2017).

Statement of the Problem

Employee performance in any organization is reflected in the effectiveness and efficiency with which goals and objectives are achieved (Sousa, Aspinwall, Sampaio & Rodrigues, 2005). It also signifies individual's work achievement after exerting required effort on the job which is associated with getting meaningful work, engaged profile and compassionate colleagues (Hellriegel, Jackson & Slocum, 1999; Karakas, 2010). Kavanagh (2007), states that job performance is a construct which can be directly observed. Water related disasters have caused serious damage worldwide, triggering affected countries to enhance their knowledge and capacities for effective disaster risk reduction and mitigate the damages. Floods and droughts are the two natural hazards that have high humanitarian impacts in Africa (Lumbroso, Brown, & Ranger, 2016). In 1997/1998 *El Nino* rains were experienced in Kenya although floods frequently affect Kano Plains and Budalang'i (RoK, LBDA & JICA, 1992). The main aim of Water Sector Reforms in Kenya was to increase clean water supply to its citizen of which WRMA was mandated to implement and help achieve government's Vision 2030 of reducing risks and damages caused by droughts and floods (WRMA Strategic Plan 2012-2017). This challenged the Authority to sponsor employees for training with an aim of boosting their performance. Through creativity and innovation, the employees will be able to develop unique ways of mitigating floods and droughts damages. Muthoni and Mwangi *et al.*, (2012), studied effect of employee rewards and recognition on job performance in Nakuru Water & Sanitation Services Company and they majored on how employee engagement influences job performance. Maharani, *et al.* (2013), Muthuveloo *et al.* (2014), Rasool *et al.* (2013), Noermijati (2015), & Akbar, *et al.* (2016) assert that transformational leadership style has great influence on employee performance. The researcher researched on the effect of Transformational Leadership on Employee Job Performance because they are both dynamic.

Research Objectives

This study analyzed the effect of Transformational Leadership on Employee Performance in Water Resources Authority. The specific objectives of the study were;

- To examine the effect of idealized influence on employee job performance in Water Resources Authority.
- To establish the effect of inspirational motivation on employee job performance in Water Resources Authority.
- To explore the effect of intellectual stimulation on employee job performance in Water Resources Authority.
- To analyze how individualized consideration affects employee job performance in Water Resources Authority.

The research was guided by the following hypotheses;

- H₀₁: Idealized influence does not significantly affect employee job performance in WRA.
- H₀₂: Inspirational motivation does not significantly affect employee job performance in Water Resources Authority.
- H₀₃: Intellectual stimulation does not significantly affect employee job performance in Water Resources Authority.
- H₀₄: Individualized consideration does not significantly affect employee job performance in Water Resources Authority.

LITERATURE REVIEW

Theoretical Review

Transformational Leadership Theory

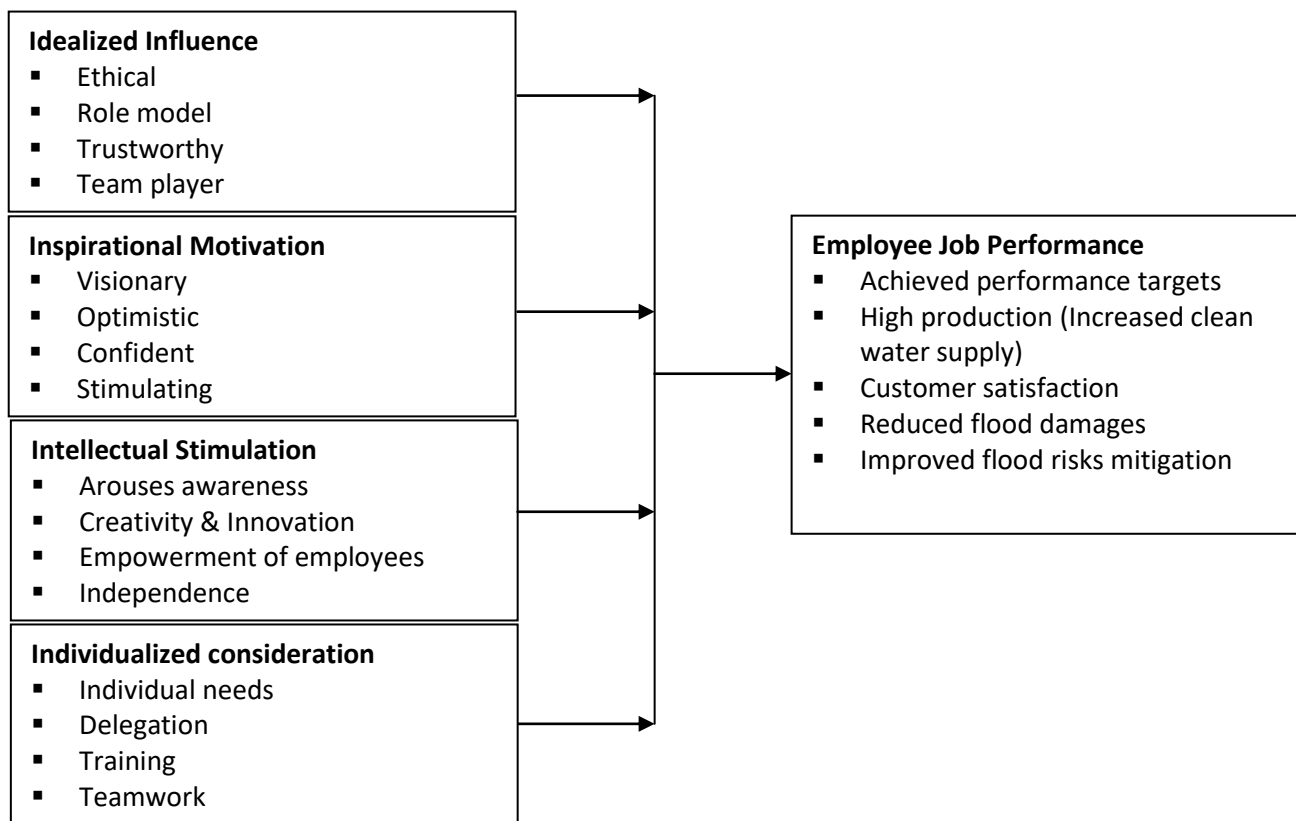
The Deming Theory of Management

Deming Management Model is based on the theory of Deming that was formulated by Anderson *et al.*, (1994) and it includes the TQM philosophy articulated in a prescriptive set of 14 points. The 14 points in the Deming Management Model are intertwined with seven deadly diseases that inhibit firm's performance and many obstacles that impede realization of quality objectives of

organization. These 14 points in Deming Management Model are essential statements, which lay down the foundation and action plan for intra-organizational and inter-organizational behaviour. The adoption of these 14 points offer organizations with requisite strength and energy to overcome obstacles in achieving performance excellence. The framework of Deming Management Method expresses effectiveness of the model through concerted leadership efforts toward establishment of cooperative and learning organization systems that facilitates achievement of efficient process management. Deming theory is related to Human Resource Management and employee job performance through the realization of process management practices enables organizations to achieve customer satisfaction through continuous improvement and employee fulfillment.

Deming Theory of Management emphasizes that the assessment of individual performance must

necessarily consider not only what individuals have done (the results), but also the circumstances in which they have had to perform (Deming 1986). This assessment process should extend to the performance of the manager as a leader, because what the performer does is mainly a reflection of the manager's behavior in terms of on-the-job training, coaching and guidance. Campbell, *et al.* (1993) argues that determinants of job performance are knowledge, skill and motivation factors. In his model of performance, Campbell argues that the three variables have a functional relationship impact of which determines or influences an individual's job performance. Research has proved that traditional approaches to performance appraisal attribute variations in performance to personal factors while they could actually be caused in part or entirely by situational or systems factors (Atkinson & McCrindell 1997).



Independent Variables

Dependent Variable

Figure 1: Conceptual framework of the study

Empirical Studies

Idealized influence is the behavior that is reflected by leaders showing charismatic personality. According to Moss and Ritossa (2007), idealized influence describes the degree in which leaders are perceived as an inspiring role model and most often such leaders exhibit excellent behavior and might sacrifice their own needs to improve the objectives of their workgroup. Transformational leaders use idealized influence by acting in a way which allows them to serve as role models to their subordinates. Transformational leaders are admired, respected, and trusted by their followers (Bass & Riggio, 2006). Idealized leaders are endowed by their followers as having extraordinary capabilities, persistence, and determination thus their subordinates identify them with charismatic personality and are attracted to emulate them. Idealized influence represents the highest levels of moral reasoning and perspective-taking capacity thus leaders are willing to sacrifice their own gain for the good of their followers. They set high standards for work conduct and are a role model for those standards which build trust in them. Those who work for them believe that they are working toward the common good, and their sacrifices along the way are evidence of their consistency for their actions and values. These leaders see the good in others first and when it is not obvious they work to build it out with their followers. If top-management in the Water Resources Authority improve employees' performance by creating trust, admiration and respect, it will lead to achieved targets thus mitigating flood and drought disasters in Kenya. When employees embrace teamwork, there will be high productivity thus increased clean water supply; reduced flood damages and improved flood risks mitigation then Kenya will not declare flood and droughts as National Disasters.

Transformational leaders using inspirational motivation attracts people toward the vision of the organization with their effective communicating personality. Yammarino and Dubnisky (1994), observed that inspirational leaders communicate

their vision with fluency and confidence, increasing optimism and enthusiasm, and giving interesting talks which energize their followers. Bass and Riggio (2006), concur with them by saying that transformational leaders get followers involved in envisioning attractive future; they create clearly communicated expectations that followers want to meet and also demonstrate commitment to goals and the shared vision. Inspirational motivation is concerned with raising the consciousness of the followers about the organization's mission, vision, and commitment to the vision which enhance employees' performance. The key indicators of inspirational motivation are organizational vision, communication, challenging to worker's encouragement, working with workers and giving autonomy are the core values of inspirational motivation (Sarros & Santora, 2001). Water Resources Authority needs to aspire to have leadership that clearly articulates and fluently disseminates its vision, encourages its employees and gives greater autonomy to enhance employee performance. If employees' performance is boosted, there will be increased clean water supply leading to customer satisfaction.

Intellectual stimulation refers to leaders who challenge their followers' ideas and values for solving problems. Transformational leaders are able to show their followers new ways of looking at problems through intellectual stimulation. These leaders encourage their followers to use non-traditional thinking to deal with traditional problems and they give ear to subordinates' ideas even if it is different from theirs. Nwagbara, (2010) in his recent study conducted in Nigeria stated that intellectual stimulation provokes followers to think new methods and means in innovative ways by getting them involved in the process of decision-making as well as problem solving that impact on their social, economic, environmental and political wellbeing. Intellectual stimulation had a statistically significant positive correlation with effectiveness and satisfaction in the quantitative study. The study encourages and expects followers to

challenge their own old ways of doing things were key ingredients that help to keep on changing. Leaders who are intellectually stimulating see the advantages of creating unity through diversity and by integrating a diverse range of perspectives, they are able to create genuinely new ideas and initiatives. Avolio, (2004), asserts that the goal of intellectual stimulation is to continuously generate the highest levels of creativity from the subordinates. There is need for Water Resources Authority to practice intellectual stimulation in order to spur their employees into enhancing their self-efficacy at work which will boost employees' productivity and performance. If employees become creative and innovative, there will be reduced flood damages and improved flood risks mitigation in Kenya. If dams are constructed up-stream (Mt. Elgon and Nandi Hills) while dykes are constructed downstream (Budalang'i and Ahero), the cost of production will decrease and customer satisfaction will increase then WRA's mandate will be fulfilled.

Individualized considerate leaders pay special attention to each individual follower's needs for achievement and growth by acting as an advisor, coach or mentor. The followers are developed successively to the higher levels of potential and this is practiced when new learning opportunities are created along with a supportive climate. Individual differences in terms of needs and desires are recognized and the leader delegates tasks as a means of developing followers. According to Bass & Riggio, (2006), the delegated tasks are monitored to sincerely identify if the followers need further support. Water Resources Authority top-management can improvise individual consideration techniques which would go a long way in tapping individual employee's potential and maximize it to boost their performance. If employees enhance their skills, dykes and dams will be constructed up-stream thus reducing floods down-stream. More dams and boreholes will be constructed in the semi-arid areas to boost production (increased clean water supply) thus

droughts and floods will no-longer be declared as a National Disasters in Kenya.

The four dimensions of transformational leadership are interdependent thus they must co-exist so that they can have an additive effect that boosts performance of the follower beyond expectations (Gellis, 2001; Hall, Johnson, Wysocki & Kepner, 2002; Kelly, 2003; Shin & Zhou, 2003). Several research studies have documented the power of transformational leadership in establishing value congruency and trust (Jung & Avolio 2000; Kirkpatrick & Locke 1996; Podsakoff *et al.*, Shamir, 1995). Followers do respect and trust transformational leaders and conform their values to those of the leaders.

METHODOLOGY

The design used was cross – sectional (involving one-time interaction with groups of people) in nature. Jones, (2011) states that cross- sectional surveys are studies which yield data that can be modeled by regression analysis and findings based on sample generalized to a population. The target population of this study comprised of 400 employees who worked in the two out of six Basin Areas in Water Resources Authority. The sampling frame for the study comprised of 400 employees from Lake Victoria North and South Basin Areas as per WRMA Staff establishment 2012 (WRMA *Strategic Plan 2012-2017*). Yamane (1992) simplified formula was used in this study to calculate sample size at 95% confidence level for population of 400 WRA employees generating 200 employees.

The researcher used both primary and secondary data in this research. The secondary data was collected from books, journals, organizational reports and websites while primary data was collected using a questionnaire designed and administered to both managerial and non-managerial staff. The researcher used a preliminary inferential analysis on correlations of the study variables exploring the existing relationships between variables of the study. The transformational leadership which was the

independent variable was correlated with employee job performance, to determine the direction of the relationships and significance of each independent variable and dependent. The study also carried out a regression analysis to analyze the relationships of each of the independent variables on dependent variable. The following is the regression formula:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where: Y = Employee Performance

β_0 = Constant

X_1 = Idealized influence

X_2 = Inspirational motivation

X_3 = Intellectual stimulation

X_4 = Individualized consideration

ε = Error term

FINDINGS AND DISCUSSIONS

Descriptive Statistics

This section presented the findings and discussion in respect to the objectives stated and answers the research questions thereby. Descriptive statistics including mean and standard deviation was used to analyze the responses regarding Idealized influence,

Inspirational motivation, Intellectual stimulation and Individualized consideration, and employee job performance in WRA.

Effect of idealized influence on employee job performance in WRA

The aim of the research study was to establish the influence of Idealized influence on the employee job performance in WRA. For the purpose of establishing how well each Idealized influence practice in reference to employee job performance is implemented, respondents were to respond statements on a Likert scale of 1 to 5 where, 1 meant that the respondents Strongly Disagree, 2- Disagree, 3-Neutral, 4- they are Agreed and 5 meant Strongly Agree. For purpose of interpretation, a mean score of $0 \leq 1.5$ means that the respondents strongly disagreed, between $1.50 \leq 2.50$ means they disagreed, $2.50 \leq 3.50$ they were respondents were moderate on the extent of Idealized influence, $3.50 \leq 4.50$ means they agreed and above 4.50 means the respondents strongly agreed that to a large extent there is good idealized influence hence employee job performance within the organization.

Table 1: Influence of Idealized Influence on the Employee Job Performance in WRA

	Mean	Standard Deviation
My Supervisor instill pride in others for being associated with them	3.91	0.734
My Supervisor goes beyond self-interest for the good of the group	3.90	0.783
My supervisor displays a sense of power and confidence	3.97	0.819
My Supervisor makes personal sacrifices for other benefit	3.71	0.817
Average	3.83	0.922

Idealized influence has helped Water Resources Authority to improve her employee job performance with a standard deviation .922 and a mean 3.83. This implied a slightly positive correlation between Idealized influence and employee job performance hence need to improve on the Idealized influence to ensure employee job performance in Water Resources Authority. This is agreement with a study by Sosik, Godshalk, and Yammarino (2004), where it was discovered that idealized influence had a direct positive impact on motivating employees to meet their goals and objectives. According to the same study, such leaders lowered their colleagues' negative stressors

at work and improved their performance on their assigned tasks. Idealized influence, according to Koppula (2008), helps employees and proteges to grow and learn, allowing them to acquire self-identity, self-confidence, and well-being, all of which contribute to increased employee engagement in their professions.

Influence of inspirational motivation on employee job performance in Water Resources Authority

The aim of the research study was to influence of Inspirational motivation on the employee job performance in Water Resources Authority. For the purpose of establishing how well each Inspirational

motivation practice in reference to employee job performance is implemented, respondents were to respond statements on a Likert scale of 1 to 5 where, 1 meant that the respondents strongly disagree, 2-disagree, 3-Neutral, 4 they to a large extent Agreed and 5 meant to strongly agreed. For purpose of interpretation, a mean score of $0 \leq 1.5$ means that the respondents strongly disagreed,

between $1.50 \leq 2.50$ means they disagreed, $2.50 \leq 3.50$ they were respondents were neutral on the extent of Inspirational motivation, $3.50 \leq 4.50$ means they agreed and above 4.50 means the respondents strongly agreed that to a large extent there is good Inspirational motivation hence employee performance.

Table 2: Influence of Inspirational Motivation on the Employee Job Performance in WRA

	Mean	Standard Deviation
My supervisor talks enthusiastically about what needs to be done	3.59	1.06
My Supervisor expresses confidence that goals will be achieved	3.82	0.89
My Supervisor talks optimally about the future	3.47	1.14
My Supervisor articulates a compelling vision for the future	2.87	1.13
Average	3.78	1.07

Inspirational motivation has helped employees to improve their job performance with a standard deviation 3.78 and a mean 1.07. This implies a slightly positive correlation between Inspirational motivation and employee job performance hence need to dynamically focus on Inspirational motivation to spearhead employee job performance hence organizational performance. Through inspirational motivation, transformational leaders push their staff to become a part of the organization's overall culture and environment (Hayati et al., 2014). Leaders with inspirational motivation push people to achieve high standards and provide meaningful work.

Influence of intellectual stimulation on employee job performance in Water Resources Authority

The aim of the research study was to assess influence Intellectual stimulation on the employee job performance in Water Resources Authority. For

the purpose of establishing how well each Intellectual stimulation practice in reference to Employee job performance is implemented, respondents were to respond statements on a Likert scale of 1 to 5 where, 1 meant that the respondents strongly disagree, 2-disagree, 3-Neutral, 4 they to a large extent agree and 5 meant to strongly agree. For purpose of interpretation, a mean score of $0 \leq 1.5$ means that the respondents strongly disagreed, between $1.50 \leq 2.50$ means they disagreed, $2.50 \leq 3.50$ they were respondents were moderate on the extent of Intellectual stimulation, $3.50 \leq 4.50$ means they agreed and above 4.50 means the respondents strongly agreed that to a large extent there is Intellectual stimulation within the organization.

Table 3: Influence of Intellectual Stimulation on the Employee Job Performance in WRA

	Mean	Standard Deviation
My Supervisor re-examines critical assumptions to questions as to whether they are appropriate	3.62	0.92
My Supervisor gets to look at problems from many different angles	3.89	1.10
My Supervisor seeks differing perspective when solving problems	3.24	0.97
My Supervisor does not impose but allows some independence	3.86	0.91
Average	3.75	0.88

Intellectual stimulation has helped organizational leaders to improve their Employee job performance in the water sector with a standard deviation 0.88 and a mean 3.75. This implied a slightly positive correlation between Intellectual stimulation and employee job performance in the water sector hence need to strategically focus on Intellectual stimulation to spearhead employee job performance. Transformational leaders, according to Jandaghi et al. (2015), motivate followers by increasing their inventiveness, allowing them to make better decisions. They focus on the logic behind each decision. Instead of taking the standard route, transformational leaders constantly guide their followers to a logical solution to a problem.

Individualized consideration and employee job performance in WRA

The aim of the research study was to establish influence of Individualized consideration on

employee job performance in WRA. For the purpose of establishing how well each Individualized consideration practices in reference to employee job performance is implemented, respondents were to respond statements on a Likert scale of 1 to 5 where, 1 meant strongly disagree, 2-disagree, 3-neutral, 4 they to a large extent agree and 5 meant to a strongly agree. For purpose of interpretation, a mean score of $0 \leq 1.5$ means that the respondents strongly disagreed, between $1.50 \leq 2.50$ means they disagreed, $2.50 \leq 3.50$ they were respondents were neutral on the extent of Individualized consideration, $3.50 \leq 4.50$ means they agreed and above 4.50 means the respondents strongly agreed that to a large extent there is good Individualized consideration within the organization.

Table 4: Influence of Individualized Consideration on Employee Job Performance in Water Resources Authority

	Mean	Standard Deviation
My Supervisor treats others as individuals rather than as members of a group	3.76	1.04
My Supervisor spends time teaching and coaching	3.14	1.23
My Supervisor helps others to develop their strengths	3.81	0.89
My supervisor is empathetic and supportive	3.83	0.93
Average	3.81	1.00

Individualized consideration has helped leaders to improve their Employee job performance in the water sector with a standard deviation 1.00 and a mean 3.81. This implied a slightly positive correlation between Individualized consideration and Employee job performance hence need to dynamically focus on Individualized considerations to ensure employee job performance. Individualized consideration involves leaders being sensitive to the individual, and individual followers derive enjoyment and comfort from their leader's particular attention (Ahmad et al., 2014). The leader serves as a coach, attempting to train subordinates in order to fulfill the company's aims and goals, allowing employees to earn nominal compensation and money (Long et al., 2014).

Employee performance

The objective of the research study was equally to find out the extent of employee job performance in Water Resources Authority in the water sector. For the purpose of showing the employee job performance in the Water Resources Authority as influenced by transformational leadership. To measure Employee job performance, respondents were to respond statements on a Likert scale of 1 to 5 where, 1 meant that the respondents strongly disagree, 2-disagree, 3-neutral, 4- they agreed and 5 meant strongly agree. For purpose of interpretation, a mean score of $0 \leq 1.5$ means that the respondents strongly disagreed on the extent of employee job performance, between $1.50 \leq 2.50$ means they disagreed it's to a small extent, $2.50 \leq$

3.50 the respondents feel there is moderate extent of employee job performance, $3.50 \leq 4.50$ means it's to large extent and above 4.50 means the

respondents strongly agreed that to a very large extent there is employee job performance.

Table 5: Employee Job Performance

	Mean	Standard Deviation
I utilize available resources efficiently	3.78	1.02
I am provided with feedback on my performance	4.03	0.81
I set goals to define what I need to achieve	3.79	0.98
I combine my competencies with organizational goals and objectives	3.21	1.23
I support innovative efforts	3.68	1.14
I embrace two-way communication	3.76	1.12
I pay attention to the needs of employees	3.79	0.90
I encourage proactive behavior among employees	3.83	0.93
I give personal attention to employees on their jobs	3.68	0.75
I enable decision-making at all levels of organization	3.99	0.91
I take into consideration multiple alternatives when making decisions	3.45	0.68
I am sensitive to individual employees' needs when making decisions	3.77	0.82
Average	3.84	1.11

Need for job performance has helped transformational leaders to improve their employee performance in the WRA with a standard deviation 1.11 and a mean 3.84. This implied a slightly positive correlation between employee performance and transformational leadership in the water sector hence need to focus on spearhead employee job performance. Performance management, according to Kyrgidou and Spyropoulou (2013), plays a vital role in improving individual performance by providing feedback, creating goals, and achieving them. Dirisu et al. (2013) also state that employee performance adds to the organization's growth and success, with an emphasis on aligning staff competencies and expertise with corporate goals and objectives. Performance improvement is the natural objective of any intervention in the organization (Leddick, 2009).

Inferential Results

Inferential results based on simple and multiple regression model are as shown in the subsections herein.

Multiple Regression Model

Table 6 showed that the combined independent variables, which constitute the employee job performance practices; Inspirational motivation, Intellectual stimulation, Individualized consideration and Idealized influence can explain 78.6% of the variance in employee job performance in Water Resources Authority. The adjusted R-squared (.785) implies that 78.5% variation in the model can be explained by the independent variables that only affect Employee job performance.

This supports the general view that transformational leadership practices are very important in determining Employee job performance. Gavrea, Ilies and Stegorean (2011) in their study note that increasing and sustaining employees' performance is dependent on the leadership in the organization.

Table 6: Model Summary for Combined Regression Model Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887 ^a	0.7867	0.785	59.22234

a. Predictors: (Constant), X4, X3, X2, X1

The ANOVA test for the combined model has a P-value of 0.000. This was less than the set level of significance of 0.05 for normally distributed data. The results further revealed that the model had an F-ratio of 207.136, which was significant at 0.005 level and showed that the model significantly explains the effect of transformational leadership on Employee job performance. The results indicated

that transformational leadership has a great influence on employee job performance in Water Resources Authority implying that Idealized influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration had a significant and positive impact on employee job performance in Water Resources Authority.

Table 7: Combined ANOVA Results

	Sum of Squares	df	Mean Square	F	Sig.
Regression	32.373	4	8.09325	27.369	.000a
Residual	54.1131	183	0.2957		
Total	86.4861	187			

a. Predictors: (Constant), X4, X3, X2, X1

b. Dependent Variable: Y

To establish effect of independent variables on the dependent variable, coefficient analysis was done as shown on Table 8.

Table 8: Coefficients for Overall Regression Model for Direct Effect

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	2.122	0.319		13.14	0.4795
X1	.501	0.146	0.451	3.431	0.000
X2	.337	0.097	0.427	3.474	0.000
X3	.686	0.093	0.239	7.376	0.000
X4	.871	0.274	0.886	3.178	0.001

a. Dependent Variable: Y

The model was stated as;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon,$$

Where;

Y= Employee job performance,

β_0 = Constant

$\beta_{(1-4)}$ = Coefficients of independent variables

$X_{(1-4)}$ = Independent variables where

X_1 Represents Idealized influence

X_2 Represents Inspirational motivation

X_3 Represents Intellectual stimulation

X_4 Represents Individualized consideration

The regression coefficients for the Idealized influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration were 0.501, 0.337, 0.686, and 0.871 respectively. The model was transformed as shown below;

$$Y=2.122+0.501X_1+0.337X_2+0.686X_3+0.871X_4$$

The p-values for Idealized influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration were 0.000, 0.000, 0.000, and 0.001 respectively. The findings imply

that Idealized influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration had a significant and positive impact on employee job performance in WRA.

From the regression equation established, taking all the factors (Idealized influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration) constant at zero, the performance of technical employees in the telecommunication sector would be 2.122. Further, if all the other variables are kept constant, a unit increase in Idealized influence will lead to a 0.501 increase in Employee job performance in the water sector. A unit increase in Inspirational motivation will lead to a 0.337 increase in performance of employees in the water sector, while a unit increase in Intellectual stimulation will lead to a 0.686 increase in performance of employees in the health ministry and a unit increase in Individualized consideration will lead to 0.871 increase in performance of employees in the water sector.

At 95% confidence level Idealized influence (p-value = 0.000), Intellectual stimulation (p-value = 0.000), Inspirational motivation (p-value = 0.000) and Individualized consideration (p-value = 0.001) are significant variables in the model. The achievement of individual goals and objectives is linked to employee performance (Dirisu, Iyiola and Ibdunni, 2013). Employees are regarded to be working effectively when they efficiently meet the organization's established goals and objectives, according to the writers.

The Results of Testing the Hypotheses

Null Hypothesis (H₀₁): Idealized influence has no significant effect on employee job performance in Water Resources Authority.

Alt. Hypothesis (H₁₁): Idealized influence has a significant effect on employee job performance in Water Resources Authority.

Model summary results indicated that Idealized influence has significant effect on employee job performance in Water Resources Authority ($\beta_1 =$

0.501 at $p < 0.05$). Other factors remaining constant, idealized influence explains 50.1% of changes in the employee job performance in Water Resources Authority. The positive beta coefficient implied that a unit change in use of Idealized influence results in a rise in Employee job performance by 0.501 units.

Null Hypothesis (H₀₂): Inspirational motivation has no significant effect on employee job performance in Water Resources Authority.

Alt. Hypothesis (H₁₂): Inspirational motivation has a significant effect on employee job performance in Water Resources Authority.

Model summary results indicated that Inspirational motivation has significant effect on employee job performance in Water Resources Authority ($\beta_1 = 0.337$ at $p < 0.05$). Other factors remaining constant, Inspirational motivation, explains 33.7% of changes in employee job performance in Water Resources Authority. The positive beta coefficient implies that a unit change in use of Inspirational motivation results in a rise in Employee job performance by 0.337 units. As such the null hypothesis was rejected.

Null Hypothesis (H₀₃): Intellectual stimulation has no significant effect on employee job performance in Water Resources Authority.

Alt. Hypothesis (H₁₃): Intellectual stimulation has no significant effect on employee job performance in Water Resources Authority.

Model summary results indicated that Intellectual stimulation has significant effect on employee job performance in Water Resources Authority ($\beta_1 = 0.686$ at $p < 0.05$). Other factors remaining constant, Intellectual stimulation explains 68.6% of changes in employee job performance in Water Resources Authority. The positive beta coefficient implies that a unit change in use of computer orientation results in a rise in Employee job performance by 0.686 units. As such the null hypothesis was rejected.

Null Hypothesis (H₀₄): Individualized consideration has no significant effect on employee job performance in Water Resources Authority.

Alt. Hypothesis (H1₄): Individualized consideration has a significant effect on employee job performance in Water Resources Authority.

Model summary results indicated that Individualized consideration has significant effect on employee job performance in Water Resources Authority ($\beta_1 = 0.872$ at $p < 0.05$). Other factors remaining constant, Individualized consideration, explains 87.1% of changes in employee job performance in Water Resources Authority. The positive beta coefficient implied that a unit change in use of Individualized consideration results in a rise in Employee job performance by 0.871 units.

CONCLUSION AND RECOMMENDATIONS

The study concluded that the firms made effective use of existing resources and that employees received constructive feedback on their work. Goals were developed by the organizations to specify what they needed to accomplish, and this was done by combining employee skills with company goals and objectives. The study concludes that the firms encouraged employees to be creative and valued two-way communication. They also paid attention to employee needs, encouraging proactive conduct among employees and providing personal attention to people on the job. According to the findings, the organizations were able to make judgments at all levels of the business, were attentive to individual employee needs, and considered many options when making decisions.

According to the findings, idealized influence leaders in firms' motivated employees and effectively communicated the organizations' vision. These firms' leaders were always concerned about their employees' well-being, and they appreciated their input into the planning process. According to the findings, leaders in these firms were always willing to take chances in order to achieve corporate goals by encouraging employees to learn and expand their abilities. Through activities such as rapport building and empathic language, organizational leaders have a direct impact on the quality of interpersonal connections among team

members and support team cohesion. According to the findings, organizational leaders set goals for employee teams and verbally encouraged employees to trust in their own skills. The survey also found that company executives encouraged employees to participate in decision-making processes and communicated the value of the work they were performing. Employee engagement was seen by the organization's leaders as a motivating factor for employees to achieve organizational goals, and reinforcement methods (such as bonuses) were used to recognize employee involvement in accomplishing the organization's vision.

According to the findings, leaders in these firms inspired followers with a compelling mission and vision, and they actively engaged employees in reaching a positive future goal. Employees in these firms were encouraged to become a part of the wider organizational culture, and their leaders served as role models for achieving company goals. According to the findings, leaders in these firms encouraged their staff to achieve more by articulating high expectations and encouraging optimism. Leaders in these firms encouraged junior level employees to convey their ideas and opinions through facilitating communication among employees and between the leadership and the employees. These firms' leaders put people to duties that they were most comfortable with. They also encouraged followers to put the organization's interests ahead of their own. According to the findings, leaders in these businesses assisted employees in understanding and overcoming obstacles, as well as providing incentives that motivated people to work harder in order to reach corporate goals. Employees in these organizations were also given challenges by their leaders, which pushed and inspired them to do well in their job / responsibilities while also enhancing their satisfaction with the organization.

According to the findings, leaders in these firms were accountable for making goals clear to people and for coming up with innovative solutions to

difficulties. Employees were urged to "think without the box" by their bosses, who encouraged them to try alternative approaches to problems. According to the findings, these leaders assisted staff in developing new tactics and considered employee sentiments, even if they differed from the leaders own. According to the findings, executives in these businesses continuously solicited creative problem-solving ideas from all members of the organization, and they encouraged employees to approach concerns honestly and without fear of negative consequences. When doing their tasks, these leaders always directed staff to discover logical solutions to difficulties and allowed them to apply innovative methods of thinking. According to the findings, executives in these companies encouraged employees to speak up, which facilitated access to new ideas that fueled organizational growth. Employees were also thought to have enough potential to attain company goals, according to the leaders' repercussions.

According to the findings, the leaders in these firms paid particular attention to individual employees and celebrated and respected each employee's unique contribution to the team. When assigning those jobs and obligations, the supervisors were also mindful of the employees' individual knowledge capabilities and personal difficulties. According to the findings, leaders reduced the likelihood of conflict by making employees feel like they were a part of the solution, and they controlled conflicts by being responsive to employees' individual needs and concerns. They also made sure that where problems developed, quick settlements were sought, and that disagreements were managed by treating each case individually. According to the findings, leaders in these firms trained staff and worked as coaches to help them reach the company's goals. These leaders also made sure that decision-making was done collaboratively and that regular feedback was given to improve staff performance.

The study recommended that the leaders of the water sector should embrace two-way

communication and commit to creating an environment of trust that will boost employees' confidence in the organization and enhance their performance. The leaders should also give personal attention to employees and be sensitive to their needs when planning, assigning them tasks or making decisions.

The study recommended that the leaders of the water sector should continuously provide employees with an inspiring vision and mission to increase employee efforts in meeting and achieving the set organizational goals and objectives. The leaders should act as role models towards attainment of the organizational goals, and encourage employees to leave their comfort zones so as to achieve more for the sake of their teams. The leaders should continuously promote a team spirit among employees and encourage communication of ideas and opinions by employees at all levels of the organization.

The study recommended that the leaders in the water sector should encourage employees to "think without the box", be creative in performing their duties and develop innovative strategies that help to increase employee performance. The leaders should also constantly get creative ideas for solving problems from all members of the organization, and encourage employees to find solutions in a logical manner.

The study recommended that the leaders in the water sector should design trainings based on employee needs so that individual employees receive trainings that enable them improve performance and achieve organizational goals. The trainings should be complemented by mentorship and coaching programs that enable use of new skills and transfer of skills from experienced staff members to newly recruited and less skilled employees.

Areas for Further Research

This study sought to determine the effect of transformational leadership on employee job performance in the Water Resources Authority that

have over the last one to two years gone through structured organizational change. Further studies on the relationship of transformational leadership and its influence on employee performance needs to be conducted on other sectors with a higher staff

complement in order to have a comprehensive result on the relationship between transformational leadership and employee performance in the water ministry in Kenya.

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