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ABSTRACT

This study sought to examine the effect of intellectual stimulation on performance of water works development agencies (WWDA) in Kenya and to determine the moderating effect of legal framework on the relationship between the intellectual stimulation and performance of water works development agencies (WWDA) in Kenya. A descriptive research design and positivist research paradigm was adopted. The population of this study was the 116 projects in the 8 Water Works Development Agencies (WWDAs) while the unit of observation was 116 projects in the organizations. This study employed stratified random sampling in selecting the sample. The study used primary data collected using a semi structured questionnaire. Data analysis was done using Statistical Package for Social Sciences (SPSS) computer software version 26. Qualitative data collected was analyzed using content analysis and presented in prose form. Quantitative data was analyzed using descriptive and inferential statistics. Descriptive statistics included mean, standard deviation, frequencies, and percentages. The study also computed correlation analysis to measure strength and the direction of linear relationship between variables. Regression model was fitted to the data to determine how the independent variable affect the dependent variable. The study further used hierarchical multiple regression models to measure the moderating effect of legal framework. The findings were presented in tables and figures. The study found that intellectual stimulation had a positive and significant relationship with the performance of WWDA in Kenya. On the moderator, the study found that legal framework has positive significant moderating effect on the relationship between intellectual stimulation and performance of WWDA in Kenya. Based on the findings, WWDA should encourage intellectual stimulation among their leaders to improve their performance. This can be done by providing opportunities for employees to engage in creative thinking and problem-solving activities. Leaders should also encourage employees to challenge their assumptions and biases, and to explore new and innovative ways of doing things. It is also important for leaders to provide training and development opportunities for their employees, which can enhance their knowledge and skills. Furthermore, leaders should create a culture of continuous learning, where employees are encouraged to seek out new information and ideas. Additionally, there is a need to establish effective legal frameworks that ensure transparency, fairness, and accountability in the management of public infrastructure projects, particularly those related to performance of WWDA in Kenya.

Keywords: Intellectual Stimulation, Performance, Water Service Delivery, Legal Framework


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1.0. INTRODUCTION

1.1 Background of the Study

To date, millions of people worldwide to date suffer due to water scarcity. Researchers have highlighted the problems in water provision in different countries, Kenya included (Peprah, Oduru-Ofori & Asante-Wusu, 2017). Wagah, Onyango and Kibwage (2019) established that although 77.1% of households could access piped water only 25% accessed the minimum recommended amount. At the same time, low-income households were the most affected by poor accessibility to water. Studies done locally (Abdumlingo & Mwirigi, 2018; Kobia & Bagaka, 2018) are narrow and suffered from conceptual gaps since they only addressed merits and demerits of decentralization governance.

Water provision is an issue that should be investigated in different contexts with a view to bringing out the issues undermining it. In the Kenyan case, this can only be contextualized to the County administration because water provision is a devolved function. In line with the role of transformational leadership, leaders ought to have the appropriate skills and a wide spectrum of knowledge that would be applied in the appropriate time to address various problems (Serfonten, 2019). The challenges faced by public service organizations on service delivery suggest the need to transcend traditional rationality and move towards recognition of the pivotal role leadership plays (Dorasamy, 2019). For instance, Gathii (2018) asserts that transformational leadership has been continuously taking a critical position in the improvement of service delivery and performance of most organizations both in public and private sector establishments.

Research indicates that transformational leadership is comprised of the Four I’s which are; idealized influence, inspirational motivation, intellectual simulation, and individualized consideration (Tharnpas & Boon-itt, 2017). Each of these fundamentals contributes to the transformational process through which effective and positive leadership is achieved (Caillier, 2018). Intellectual stimulation is considered as how the leaders develop the capacity of followers to solve problems through creativity and innovation to improve performance (Verissimo & Lacerda, 2017).

Although many studies were conducted on transformational leadership and organizational culture, there is still a need to investigate the link between these constructs in public service organizations. Hence the objective of this study was to explore the relationship between intellectual stimulation and performance of WWDA in Kenya.

1.2 Statement of the Problem

Transformational leadership has been continuously taking a critical position in the improvement of service delivery and performance of most organizations both in public and private sector establishments (Wachira, 2018). According to Achitsa, (2016), transformation of organizations from old state to a new state is seen as concept that is influenced by systematic and behavioural factors. With increased competition, change of regulations, change of consumer demands, technology and influence of globalization, change is inevitable in both public and private organizations from one sector. There are host of empirical evidence that supports these relations in different aspects. Mortaza (2018) found out that transformational leadership has a positive and significant influence on organizational commitment, employee motivation and job satisfaction leading to organizational performance. According to Gathii (2018), transformational leadership accounts for 34% of
performance and service delivery in organizations. Johnson (2018) argues that almost 40% of the organization’s performance is influenced by transformational leadership. Further, the same evidence was advanced by an earlier study by Muchiri (2017) that transformational leadership increases profitability, which is a function of performance and service delivery by 38 percent. Some literatures (Liao and Chuang, 2017; Lee et al., 2017) reveals that transformational leadership assumes an antecedent role such as a moderating effect to influence service delivery through stimulation of employee enthusiasm and initiative. Johnson (2018) argues that with increased demand for quality services from customers, organizations and more specifically public entities are embarking on transformative leadership as a strategy of enhancing performance. Based on structural challenges, capacity development, slow pace of implementing new change or policies, transformational leadership practices such as intellectual stimulation are thought in this study to be practices of transformational leadership which may influence service delivery if effectively embraced. However, despite a clear empirical evidentiary figure that supports the relationship between transformational leadership and service delivery, this situation is not always the same across the board. Other studies indicate otherwise. For example, Obosi (2017) Oluoch (2017) Mohamed (2016) Ontiri (2018) elucidates that, despite the presence of the transformational leadership framework in the water sector in Kenya, the water sector is marred with challenges in performance and service delivery. Wachira (2018) in his study concluded that despite subsequent legislative reforms in Kenya laying the foundation for transformational leadership framework, performance in service delivery has not improved. Thus, transformational leadership doesn’t improve service delivery. From the preceding therefore, there exists a host of contradicting empirical indications in the correlation between transformational leadership and service delivery. Accordingly, the opposing results presented by the various studies above create a gap that needs to be re-examined on the correlation between the two variables. Subsequently, this study sought to evaluate the impact of transformational leadership in terms of intellectual stimulation on performance of WWDA in Kenya.

1.3 Objective of the Study
1. To examine how intellectual stimulation relates to performance of WWDA in Kenya.
2. To determine how legal framework moderates between intellectual stimulation and performance of WWDA in Kenya.

1.4 Research Hypotheses.
H0₁: Intellectual stimulation has no effect on performance of WWDA in Kenya.
H0₂: Legal framework has no significant moderating effect on the relationship between intellectual stimulation and performance of WWDA in Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Framework
2.1.1 Trait Leadership Theory.
Trait leadership is defined as integrated patterns of personal characteristics that reflect a range of individual differences and foster consistent leader effectiveness across a variety of group and organisational situations (Zaccaro, Kemp & Bader, 2018, as cited in Zaccaro, 2017). The theory of trait leadership developed from early leadership research which focused primarily on finding a group of heritable attributes that differentiated leaders from non-leaders. Traits theory focuses purely on a leader’s personality traits.
Yukl (2017), suggests that the big five broadly defined personality traits are surgency, dependability, agreeableness, adjustment and intellectual outlook. Surgency in a leader requires extroversion, energy and a high activity level, and a need for power (assertiveness). Conscientiousness in leaders requires dependability, personal integrity, and the need for achievement. Agreeableness in leaders requires a need to be cheerful and optimistic, nurturing (sympathetic, helpful) and a need for affiliation. Adjustment means that a leader must show emotional stability, self-esteem and self-control. Intellectual outlook in leaders indicates their curiosity and inquisitive, open mindedness and learning oriented.

The Conscientiousness trait can be linked to charisma where because of dependability and personal integrity, the leader can instill pride, faith, and respect in the follower. Further, personal integrity positions a leader to be a role model. The agreeableness and adjustment traits position the leader to provide emotional appeals, to motivate and inspire the follower and enable the follower to envision an attractive future, all of which are proxies of inspirational motivation in transformational leadership. The intellectual outlook trait can be linked to intellectual stimulation style in transformational leadership. In both cases, leadership stimulates effort for innovation and creativity, remains open-minded, and promotes logical thinking. This theory supported the variable intellectual stimulation since personal characteristics here influence leadership.

2.2 Conceptual Framework

![Conceptual Framework](image)

**Figure 1: Conceptual Framework.**

2.3.1 Review of Study Variable

2.3.1.1 Intellectual Stimulation.

Intellectual stimulation represents an important constituent of transformational leadership and forms the basis as one independent variable for this study. A research review of this variable suggests that intellectual stimulation facilitates follower empowerment through communication and encouragement to identify problems and offer solutions (Smothers et al, 2016). The role of intellectual stimulation on
organizational performance has been evaluated more extensively in the literature as an independent variable determining outcomes of the workers and the whole organization. Kaplan and Norton, (2017) assert that intellectual simulation leads to the development of the workforce decision making levels to solve problems, learning and growth for sustainable organizational performance. This, in turn, has implications for the ability of the organization to achieve goals based on the learning and growth of its workforce.

2.3.1.2 Legal framework.

A legal framework encompasses the laws, regulations and policies that are put in place to govern an organization or an activity (Thai, 2019). According to Nteere (2016) government policy is the principle that is behind the actions taken up to help in digital project implementation. These actions are administrated in the form of laws, regulations, and administrative practice.

Another definition of government policy provided by Pinto and Trailer (2018) provides that it is experimental or theoretical assumptions made on what is needed to solve a given issue or problem. The focus by governments to come up with public infrastructure projects and implement them to build trust and support from the citizens has also led to more policies being passed in this investment area.

According to Ngundo (2018), effective policies that are focused on the performance of projects should emphasize the effectiveness of these projects and the implementation process should ensure the project meets the socio-economical, regulatory, and institutional goals of the recipients and please the proponents of the project. Besides, an effective policy should advocate for effective implementation that ensures that the project is implemented in line with the cost budgeted for. The resources should also be used efficiently and there should be equitable in the treating of stakeholders and the project managers should do away with prejudice and discrimination and if there are confidentialitys to be protected, this should be adhered to (Ting, 2016).

Musyoki and Gakuu (2018) explain that policies are provided to support the successful implementation of the project and ensure there is integrity in the project management processes. Further, such policies ensure that the decisions made related to the project are transparent and made according to the provided regulations and these decisions are made based on accurate data. Gatti (2016) points out that transparency is an important factor in public infrastructure projects as it leads to clarity and openness. Therefore, government policies hope to be the bridge that links the public infrastructure projects, budgeting, planning, and the achievement of its financial goals when the implementation process is underway.

Osman and Kimutai (2019) noted that government policies played a crucial role in enhancing the implementation process of these projects concerning performance, structure, size, and conduct of the projects during the implementation phase.

2.3.1.3 Performance.

Government performance is measured by services delivered to the people. Service delivery is the execution of those services and making sure they reach those people and places to whom and which they are intended. In simple terms it is an act of providing a service to a customer (Boris, 2017). Service delivery is a common phrase used to describe the distribution of basic resources citizens depend on like water, electricity, and sanitation infrastructure. Service delivery is an essential function in the relationship between government and citizens. Kenyans have been complaining of over concentration of power and
resources in Nairobi the capital to the detriment of quick effective service delivery and decision-making not only by public servants but also political leaders in the rest of the country (Abe & Monisola, 2018).

Devolved resources require inclusive and consultative management that recognizes the priorities of residents. Devolved counties have the potential to open new opportunities for economic development and to stir up new growth centres as regional governments aimed at meeting the electorate’s expectations. The national government through the Public Service Commission (PSC) and the relevant ministries deployed competent personnel to work with and under the governor in fulfilling the responsibilities of their respective ministries as well as other functions of their organization (Burugu, 2019).

Counties should realize that the functional responsibilities, institutional frameworks, and structures hitherto under the national government will devolve to the regions targeting efficient and effective service delivery. Counties, however, should appreciate that devolution is asymmetrical not automatic, meaning they must meet certain standards before some functions are devolved. They should demonstrate their ability, capacity, and readiness to receive and perform the devolved functions. It will largely depend on the ingenuity, drive, focus, strategy, and motivation of the county leadership for this to be realized for the benefit, growth, and development of the county (Adelakun, 2019). County management should always seek to have personnel and human capital that are knowledgeable, experienced, exposed and of unquestionable integrity, high standards and caliber. Section 232 spells out the values and principles of public service that counties must adhere to for positive results. Service delivery in the counties can also benefit immensely from performance contracting to ensure targets are met as spelt out in the County Action Plans (CAP).

2.4 Empirical Literature Review.
2.4.1 Intellectual Stimulation on Performance.

Obiwuru et al. (2017), evaluated the effect of leadership styles on organisational performance in selected small-scale enterprises. The major objective of this study was to determine effect of leadership styles on performance in small scale enterprises in IkosiKetu Council development area of Lagos state, Nigeria. The effect of intellectual stimulation behaviour on transformational leadership was considered. The study followed a descriptive design and employed evaluative quantitative analysis method. The analysis was based on primary data generated through a structured MLQ administered on respondents. Responses to research statements were scaled and converted to quantitative data via code manual developed for the study to enable segmentation of the data responses into dependent and independent variables based on leadership behaviours and associated performance variables. OLS multiple regression models were specified, estimated, and evaluated. The analysis has shown that intellectual stimulation exerts a positive but insignificant effect on followers and performance.

In their study on the effects of Gender, Education, and age upon leaders’ use of influence tactics and full range leadership behaviours, Barbuto, Fritz, Matkin and Marx (2017), observed the four subscales of leaders’ transformational behaviours (inspirational motivation, charisma, individualized consideration, and intellectual stimulation). According to the study, intellectual stimulation (re-examines critical assumptions to question whether these are appropriate) achieved acceptable reliability estimates (α = 0.69 to 0.81). In the same study, the effect of the leader’s age on followers’ ratings of transactional and/or transformational leadership style was significant, as clear differences emerged based on the age group occupied by the leader (22–35; 36–45;46+). Overall, the 46+ age group was rated the highest for
transformational leadership. The same is true for the subscale idealized influence, intellectual stimulation, individualized consideration, and effectiveness. The lowest ratings were given to the 36–45 age groups for intellectual stimulation.

The study by Bono and Timothy (2018), as cited in Ayiro (2018), was a meta-analysis of the relationship between personality and ratings of transformational and transactional leadership behaviours. Using the 5-factor model of personality as an organizing framework, the authors accumulated 384 correlations from 26 independent studies. Personality traits were related to 3 dimensions of transformational leadership, idealized influence, inspirational motivation (charisma), intellectual stimulation, and 28 individualized considerations and 3 dimensions of transactional leadership contingent reward, management by exception–active, and passive leadership. Extraversion was the strongest and most consistent correlate of transformational leadership. Although results provided some support for the dispositional basis of transformational leadership—especially with respect to the charisma dimension—generally, weak associations suggested the importance of future research to focus on both narrower personality traits and non-dispositional determinants of transformational and transactional leadership.

A study by Bolkan, Goodboy, and Griffin (2017) examined a specific component of transformational leadership to find out how communicating intellectual stimulation transforms the nature of the classroom by encouraging student motivation and, subsequently, students’ approaches to their studying. Results suggest that when teachers influence students’ intrinsic motivation with intellectually stimulating behaviours, students approach their learning in deep and strategic ways, and are less likely to adopt a surface-level approach to their studies.

### 2.4.2 Legal Framework on Transformational Leadership and Performance.

Ismael and Emeagwali, (2019) researched on the moderating effect of legal framework on the relationship between inter-relationship learning and value creation to obtain sustainable performance. This study tried to deal with knowledge collaborative approach of relationship learning which is a strategic perspective entails of creating collective knowledge to demonstrate the role of inter-organizational learning through project-based organizations (PBOs). Based on a survey conducted from 146 respondents, we have illustrated that inter-organizational learning was significantly associated with building the capacity of NGOs to maintain long term linkages with international partners, as well as its significant relationship with obtaining sustainable performance. Moreover, the value creation has appeared to have a partial mediation role between inter-organizational learning and sustainable performance while legal framework seems to have a significant moderator role in hindering the relationship between interrelation learning and value creation.

Ndegwa et, a. (2018) researched on legal framework as a determinant of implementation of occupational health and safety programmes in the manufacturing sector in Kenya. The purpose of this study therefore was to investigate legal framework as a determinant of implementation of occupational health and safety programmes in the manufacturing sector in Kenya. It focused on six legal areas predicted as affecting implementation of OSH. These factors were national OSH policy, OSHA (occupational safety and health Act) familiarity with OSHA, government OSH inspections and audits, ease of implementation of OSHA, Government support in the implementation of OSH and OSHA implement ability. The study adopted descriptive cross-sectional survey design but intended to gather both qualitative and quantitative data. A self-administered questionnaire was used to collect data from 257 OSH officers drawn randomly from 735 manufacturing industries registered by Kenya manufacturers association. 252 questionnaires were
received back and analyzed with the help of SSPS window version 21. Both correlation and regression analysis were conducted, and the results showed that there was a positive significant relationship between legal framework and implementation of OSH programmes.

Mutangili, Awuor and Cheluget (2020) researched on moderating effect of regulatory framework in the relationship between international procurement practices and supply chain performance of energy development agencies in Kenya. The regulatory framework comprises of laws and regulations that regulate both public and private sector procurement practitioners and strives to professionalize procurement practice. In many countries today, public procurement has become an issue of public attention and debate, and has been subjected to reforms, restructuring, laws, and regulations. Since the P value of the interaction term (IPP*RF) is 0.000< 0.05 and the R2 increased from 55% to 60% and 70% after the interaction term and thus, we conclude that regulatory framework moderates the relationship between international procurement practices and supply chain performance of energy development agencies in Kenya. The study thus rejected the null hypothesis and adopted the alternative hypothesis that there is a significant moderating effect of regulatory framework in the relationship between international procurement practices and supply chain performance of energy development agencies in Kenya.

3.0 RESEARCH METHODOLOGY

A descriptive research design was used. This study adopted a positivist research paradigm. Cooper and Schindler (2017) asserts that positivist research paradigm takes the quantitative approach and is based on real facts, objectivity, neutrality, measurement, and validity of results. The population of this study was the projects in the 8 Water Works Development Agencies (WWDAs) in Kenya which are; Lake Victoria North WWDA, Lake Victoria South WWDA, Central Rift Valley WWDA, North Rift Valley WWDA, Coast Water WWDA, Athi Water WWDA, Tana WWDA and Northern WWDA. Primary data was collected using questionnaires administered to the target respondents. Secondary data was used to boost the primary data. The study employed a census of the 8 WWDAs. The overall sample size for this study was determined using a formula by Krejcie and Morgan (1970). This study employed stratified random sampling. The basis of stratification was the WWDA organization. Random sampling was then used to ensure that each element in each stratum had equal probability to be selected for the study.

In this study, primary data was collected using a semi structured questionnaire. This study adopted the self-administered questionnaire approach. Statistical Package for Social Sciences (SPSS) computer software was used in data analysis. Quantitative data collected was analyzed using descriptive statistics techniques. Pearson R correlation was used to measure strength and the direction of linear relationship between variables. Multiple regression models were fitted to the data to determine how the predictor/independent variables affect the response/dependent variable. The study further used hierarchical multiple regression model to measure the moderating effect of legal framework on the relationship between the intellectual stimulation and performance of WWDA in Kenya.

4.0 RESEARCH FINDINGS

4.1 Descriptive Analysis.

4.1.1 Intellectual Stimulation.

The first objective of this study was to examine the effect of intellectual stimulation on performance of WWDA in Kenya. Intellectual stimulation involves arousing and changing followers’ awareness of
problems and their capacity to solve those problems. This section therefore intended to measure intellectual stimulation and to establish how it affects the quality water service delivery. Respondents’ level of agreement or disagreement on statements about inspirational motivation are presented in Table 1.

Based on the findings, it was evident that intellectual stimulation affected performance of WWDA in Kenya since majority of the respondents agreed with the statements as shown by an aggregate mean of 3.896 (SD= 0.583). Specifically, the findings showed that the respondents agreed that top managers foster creativity and innovation amongst employees (M= 4.03, SD= 0.719); that top management continuously challenge old assumptions and ways of doing things (M= 3.974, SD= 0.728); that the management invest in knowledge creation and continuous improvement of customer issues (M= 3.974, SD= 0.285); and that top managers stress the use of intelligence and encourage expression of new ideas (M= 3.954, SD= 0.481). They were also in agreement that the management encourage new perspectives and contribution from subordinates (M= 3.95, SD= 0.979); that the management does not impose on others instead allow for some independence (M= 3.936, SD= 0.213); and that top manager continually coach employees on self-efficacy (M= 3.824, SD= 0.887). Respondents further agreed that the management suggests new ways of looking at how to complete assignments (M= 3.789, SD= 0.457); and that the management seeks differing perspectives when solving problems (M= 3.629, SD= 0.494).

The study findings are consistent with those of Kibe et, al., (2019) that intellectual stimulation was one of the key practices of transformational leadership that positively influenced employee performance in WWDA in Kenya. Intellectual stimulation was shown to encourage innovation and creativity among staff, which can lead to improved performance. It also agrees with Maina and Ochieng (2020) that intellectual stimulation was shown to encourage staff to think critically, identify problems, and come up with solutions that can improve service delivery. In addition, Mwangi et, al., (2020) that intellectual stimulation encourages staff to share ideas and perspectives, which can lead to the development of new and innovative solutions for performance.

Table 1: Descriptive Statistics on Intellectual Stimulation.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top managers foster creativity and innovation amongst employees</td>
<td>4.031</td>
<td>0.719</td>
</tr>
<tr>
<td>Top management continuously challenge old assumptions and ways of doing things</td>
<td>3.974</td>
<td>0.728</td>
</tr>
<tr>
<td>The management invest in knowledge creation and continuous improvement of customer issues</td>
<td>3.974</td>
<td>0.285</td>
</tr>
<tr>
<td>Top managers stress the use of intelligence and encourage expression of new ideas</td>
<td>3.954</td>
<td>0.481</td>
</tr>
<tr>
<td>The management encourage new perspectives and contribution from subordinates</td>
<td>3.95</td>
<td>0.979</td>
</tr>
<tr>
<td>The management does not impose on others instead allow for some independence</td>
<td>3.936</td>
<td>0.213</td>
</tr>
<tr>
<td>Top managers continually coach employees on self-efficacy</td>
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<td>0.887</td>
</tr>
<tr>
<td>The management suggests new ways of looking at how to complete assignments</td>
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<td>0.457</td>
</tr>
<tr>
<td>The management seeks differing perspectives when solving problems</td>
<td>3.629</td>
<td>0.494</td>
</tr>
<tr>
<td>Aggregate score</td>
<td>3.896</td>
<td>0.583</td>
</tr>
</tbody>
</table>
The study also sought to establish other ways in which intellectual stimulation affected performance of WWDA in Kenya. The study found that it improved problem-solving. Intellectual stimulation can help water service providers to develop problem-solving skills.

According to one respondent: “Employees who are encouraged to think critically and creatively are more likely to come up with innovative solutions to complex problems, which can improve the quality of water service delivery.”

It also enhances learning and development. Intellectual stimulation can help staff to develop new skills and knowledge. Leaders who encourage their staff to learn and grow can help to build a culture of continuous learning, which can lead to better service delivery. Intellectual stimulation also increases motivation. Intellectual stimulation can help to increase staff motivation by providing opportunities for personal and professional growth. Staff who feel that their skills and knowledge are valued are more likely to be motivated to perform their duties to the best of their ability. It also helps with decision-making and improved innovation.

Another respondent: “Intellectual stimulation helps employees make better decisions by providing them with the tools and knowledge they need to make informed choices”.

“It promotes innovation by encouraging staff to think creatively and outside the box.”

4.1.2 Legal Framework.

The second objective of the study was to determine the moderating effect of Legal framework on the relationship between the intellectual stimulation and performance of WWDA in Kenya. This section therefore intended to measure the moderating effect of legal framework on the relationship between the intellectual stimulation and the performance of WWDA in Kenya. Respondents gave their level of agreement or disagreement on statements on legal framework and summary of the findings were as presented in Table 2.

As supported by aggregate mean score of 3.810 (SD= 0.723), the respondents agreed on average that legal framework plays a role on the relationship between the transformational leadership and performance of WWDA in Kenya. The findings specifically show that the respondents agreed that transparency is an important factor in public infrastructure projects (M= 3.999, SD= 0.304); that government policies play a crucial role in enhancing the performance of public infrastructure projects (M= 3.996, SD=1.054); and that project managers should avoid prejudice and discrimination during the implementation of public infrastructure projects (M= 3.987, SD= 0.325). They also agreed that government policies help bridge the gap between budgeting, planning, and achieving financial goals for public infrastructure projects (M= 3.884, SD= 0.81); that decisions related to public infrastructure projects should be based on accurate data (M= 3.862, SD= 0.817); and that effective policies for public infrastructure projects should emphasize the effectiveness of the project and ensure it meets socio-economic and regulatory goals (M= 3.696, SD= 0.882). respondents were further in agreement that effective implementation of public infrastructure projects should ensure efficient use of resources and equitable treatment of stakeholders (M=3.691, SD= 0.759); that confidentiality should be protected during the implementation of public infrastructure projects (M= 3.67, SD= 0.718); that government policies play a crucial role in the conduct of public infrastructure projects during the implementation
phase (M = 3.664, SD = 0.491); and that government policies ensure integrity in the project management process of public infrastructure projects (M = 3.646, SD = 1.066).

The finding that legal framework plays a role in the relationship between intellectual stimulation and employee performance is consistent with previous research on the importance of institutional factors in shaping the effectiveness of leadership practices in public organizations. For example, Brinkerhoff and Crosby (2018) highlighted the role of legal frameworks and regulatory environments in shaping the behavior and performance of public sector organizations. Legal frameworks can affect the degree of autonomy and accountability that leaders have in implementing transformational leadership practices and promoting service delivery (Garg & Rahman, 2014).

Table 2: Descriptive Statistics on Legal Framework.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
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<td>0.304</td>
</tr>
<tr>
<td>Government policies play a crucial role in enhancing the performance of public infrastructure projects.</td>
<td>3.996</td>
<td>1.054</td>
</tr>
<tr>
<td>Project managers should avoid prejudice and discrimination during the implementation of public infrastructure projects.</td>
<td>3.987</td>
<td>0.325</td>
</tr>
<tr>
<td>Government policies help bridge the gap between budgeting, planning, and achieving financial goals for public infrastructure projects.</td>
<td>3.884</td>
<td>0.81</td>
</tr>
<tr>
<td>Decisions related to public infrastructure projects should be based on accurate data.</td>
<td>3.862</td>
<td>0.817</td>
</tr>
<tr>
<td>Effective policies for public infrastructure projects should emphasize the effectiveness of the project and ensure it meets socio-economical and regulatory goals.</td>
<td>3.696</td>
<td>0.882</td>
</tr>
<tr>
<td>Effective implementation of public infrastructure projects should ensure efficient use of resources and equitable treatment of stakeholders</td>
<td>3.691</td>
<td>0.759</td>
</tr>
<tr>
<td>Confidentialities should be protected during the implementation of public infrastructure projects.</td>
<td>3.67</td>
<td>0.718</td>
</tr>
<tr>
<td>Government policies play a crucial role in the conduct of public infrastructure projects during the implementation phase.</td>
<td>3.664</td>
<td>0.491</td>
</tr>
<tr>
<td>Government policies ensure integrity in the project management process of public infrastructure projects.</td>
<td>3.646</td>
<td>1.066</td>
</tr>
<tr>
<td><strong>Aggregate Score</strong></td>
<td>3.810</td>
<td>0.723</td>
</tr>
</tbody>
</table>

The study also sought to establish other ways in which legal framework affect performance of WWDA in Kenya. They explained that legal framework plays a critical role in shaping the performance of WWDA in Kenya by establishing standards and regulations, allocating resources, setting contracting arrangements, and providing mechanisms for dispute resolution. Through regulatory oversight one respondent said: “The legal framework establishes regulatory bodies that oversee the provision of water services and set standards for quality, safety, and reliability. These regulations can help to ensure that water service providers meet minimum requirements and are held accountable for their performance.” It also affects resource allocation because it is the legal framework that determines the allocation of financial and other resources for performance of WWDA in Kenya.
They also explained that the legal framework establishes rules and procedures for contracting out water services to private companies or other organizations. As stated by one respondent: “contracting arrangements can affect the quality and cost-effectiveness of water service delivery, as well as the level of competition and innovation in the sector.” Also, legal framework provides mechanisms for resolving disputes between water service providers and customers, such as through arbitration or mediation. This can help to ensure that conflicts are resolved fairly and efficiently, and that customers have a voice in the provision of water services.

4.1.3 Performance.

The main objective of the study was to examine the effects of intellectual stimulation on performance of WWDA in Kenya. This section intends to elucidate performance of WWDA in Kenya. Respondents gave their level of agreement or disagreement on statements about service delivery and Table 3 presents a summary of the findings. The aggregate mean score was 3.774 (SD= 0.562) suggesting that the respondents agreed on average with the statements about performance.

The findings specifically showed that the respondents agreed that clients seeking services at the organization offices are always satisfied by how they are served (M= 4.052, SD= 0.497); that the organization often undertakes periodical monitoring and evaluation to ensure quality service provision (M= 3.849, SD= 0.348); and that workers in their organization are fully motivated (M= 3.845, SD= 0.692). They also agreed that the organization has good strategic plan (M= 3.837, SD= 0.496); that the organizations allocate sufficient funds to ensure efficient and effective operations and maintenance of water provisions equipment and facility (M= 3.723, SD= 0.54); and that county residents are always satisfied with the services offered in terms of water supply (M= 3.719, SD= 0.301). In addition, respondents agreed that all county residents are provided with sufficient water (M= 3.681, SD= 0.739); the quality of water services to the people is high (M= 3.679, SD= 0.61); and that their organization has an effective policy on service delivery (M= 3.582, SD= 0.836).

These findings are consistent with the literature on the importance of organizational factors, such as leadership, management, resources, and policies, in ensuring high-quality service delivery in the water sector. For instance, effective leadership and management have been found to be critical in ensuring that organizations have clear goals, strategies, and plans for service delivery, and that resources are effectively allocated and utilized to achieve these goals (Yunus, 2017). Moreover, adequate funding is essential for maintaining and upgrading water infrastructure and facilities, which can improve the reliability and quality of water services (ILO, 2013). Periodical monitoring and evaluation are also important for ensuring that service providers are meeting minimum standards and addressing any performance gaps or challenges (UNESCO, 2015).

Table 3: Descriptive Statistics on Performance.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The main objective of the study was to examine the effects of intellectual stimulation on performance of WWDA in Kenya. This section intends to elucidate performance of WWDA in Kenya. Respondents gave their level of agreement or disagreement on statements about service delivery and Table 3 presents a summary of the findings. The aggregate mean score was 3.774 (SD= 0.562) suggesting that the respondents agreed on average with the statements about performance.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Clients seeking services at the organization offices are always satisfied by how they are served.
The organization often undertakes periodical monitoring and evaluation to ensure quality service provision.
Workers in my organization are fully motivated.
The organization has good strategic plan.
The organization allocates sufficient funds to ensure efficient and effective operations and maintenance of water provisions equipment and facility.
Residents are always satisfied with the services offered in terms of water supply.

| All residents are provided with sufficient water. | 3.681 | 0.739 |
| The quality of water services to the people is high. | 3.679 | 0.61 |
| Our organization has an effective policy on service delivery. | 3.582 | 0.836 |

**Aggregate score**

The study also sought to establish other ways in which quality water service delivery in Kenya be improved. The study identified several ways to improve performance of WWDA in Kenya, including investing in infrastructure and technology, strengthening institutional and regulatory frameworks, enhancing community participation and awareness, prioritizing the needs of underserved communities, promoting financial sustainability, promoting capacity building, and training, and integrating climate change adaptation and resilience strategies. Implementing these strategies would require collaboration between the government, civil society, private sector, and communities to ensure sustained and inclusive improvements in performance of WWDA in Kenya.

### 4.2 Inferential Statistics

#### 4.2.1 Correlation Analysis.

Correlation analysis measures the strength and direction of the linear relationship between two variables. If the correlation values are $r = \pm 0.1$ to $\pm 0.29$ then the relationship between the two variables is small, if it is $r = \pm 0.3$ to $\pm 0.49$ the relationship is medium, and when $r = \pm 0.5$ and above there is a strong relationship between the two variables under consideration. Table 4.15 presents the findings obtained.

The study also found that intellectual stimulation has a positive relationship with employee performance ($r = 0.619$, $p < 0.01$). This suggests that leaders who encourage their subordinates to think critically and come up with innovative solutions to problems can lead to improved water service delivery. This finding is consistent with previous research by Shin and Zhou (2017) that intellectual stimulation practices can improve employee creativity, problem-solving skills, and innovation.

#### Table 4: Correlation Analysis.

<table>
<thead>
<tr>
<th>Performance</th>
<th>Intellectual stimulation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
</tbody>
</table>
4.2.2 Regression Analysis

Test for Hypothesis One.

The first specific objective of the study was to examine the effect of intellectual stimulation on performance of WWDA in Kenya. The associated null hypothesis was that Intellectual stimulation has no effect on performance of WWDA in Kenya. A univariate analysis was conducted in which employee performance was regressed on intellectual stimulation.

The R-squared depicted the variation in the dependent variable that can be explained by the independent variables. As indicated in Table 5, the R-squared for the relationship between intellectual stimulation and performance of WWDA in Kenya was 0.332, which is an indication that at 95% confidence interval, 33.2% of variation in performance of WWDA in Kenya can be attributed to changes in intellectual stimulation. Therefore, intellectual stimulation can be used to explain 33.2% of changes in performance of WWDA in Kenya, but there are other factors that can be attributed to the remaining 66.8% change in performance of WWDA in Kenya.

Table 5: Model Summary for Intellectual Stimulation on Performance.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.576</td>
<td>0.332</td>
<td>0.323</td>
<td>0.65436789</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Intellectual stimulation

The analysis of variance was used to determine whether the regression model is a good fit for the data. From the analysis of variance (ANOVA) findings in Table 6, the study found out that Prob>F (1, 190) = 0.000 was less than the selected 0.05 level of significance. This suggests that the model as constituted was fit to predict employee performance in WWDA in Kenya. Further, the F-calculated, from the table (33.517) was greater than the F-critical, from F-distribution tables (3.891) supporting the findings that intellectual stimulation can be used to predict performance of WWDA in Kenya.

Table 6: ANOVA for Intellectual Stimulation on Performance.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>23.127</td>
<td>1</td>
<td>23.127</td>
<td>33.517</td>
<td>0.000p</td>
</tr>
<tr>
<td>Residual</td>
<td>131.1</td>
<td>190</td>
<td>0.69</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>154.227</td>
<td>191</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance
b. Predictors: (Constant), Intellectual Stimulation.

From the results in Table 7, the following regression model was fitted.

\[ Y = 1.137 + 0.527X \]

The coefficient results showed that the constant had a coefficient of 1.137, suggesting that if intellectual stimulation was held constant at zero, performance of WWDA in Kenya would be 1.137 units. In addition, results showed that the intellectual stimulation attribute coefficient was 0.527, indicating that a unit increase in intellectual stimulation would result in a 52.7% improvement in performance of WWDA
in Kenya. It was also noted that the P-value for intellectual stimulation coefficient was 0.000, which is less than the set 0.05 significance level, indicating that intellectual stimulation was significant. Based on these results, the study rejected the null hypothesis and accepted the alternative that intellectual stimulation has a significant effect on performance of WWDA in Kenya.

The findings agree with Bass and Riggio (2019) that transformational leaders inspire and motivate their followers to go beyond their own self-interests for the sake of the organization, and they encourage creativity and innovation. This is achieved through intellectual stimulation, which involves challenging followers to think critically and creatively, and to question assumptions. Similarly, a study by Moneva and Ortas (2020) in Spain found that transformational leadership had a positive effect on the quality of environmental service delivery.

### Table 7: Beta Coefficients for Intellectual Stimulation on Performance.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.137</td>
<td>0.213</td>
<td>5.338.000</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Intellectual Stimulation</td>
<td>0.527</td>
<td>0.102</td>
<td>0.391</td>
</tr>
</tbody>
</table>

*a. Dependent Variable: Performance.*

#### Test for Hypothesis Two.

A hierarchical regression model was done to test for the moderating effect. The second objective of the study was to examine the moderating effect of legal framework on the relationship between intellectual stimulation and performance of WWDA in Kenya.

H02: Legal framework has no significant moderating effect on the relationship between intellectual stimulation and performance of WWDA in Kenya.

From the model summary findings in Table 8, the model for which is the regression between intellectual stimulation (X) with moderator, the value of R-squared was 0.648 which suggests that 64.8% change in the performance of WWDA in Kenya can be explained by changes in intellectual stimulation and legal framework. The p-value for the model (0.000) was less than the selected level of significance (0.05) suggesting that the model was significant.

The findings in the third model which constituted intellectual stimulation, legal framework, and interaction term (X*M) as predictors, the r-squared was 0.665. This implies that the introduction of legal framework led a 0.017 increase in r-squared, showing that legal framework positively moderates the relationship between intellectual stimulation and the performance of WWDA in Kenya. This is supported by a study by Mahmoud and Yusuf (2018), that found that a legal framework enhances the effectiveness of transformational leadership on service delivery in the Nigerian public sector. The study found that the legal framework provides a basis for accountability and transparency, which enables transformational leaders to implement their vision and goals more effectively.

### Table 8: Model Summary for Moderation Effect.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
<td>F Change</td>
</tr>
<tr>
<td>1</td>
<td>.782¹</td>
<td>.611</td>
<td>.609</td>
<td>.39087</td>
<td>.611</td>
<td>298.439</td>
</tr>
</tbody>
</table>
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ISSN 3005-4893 (online)  


From the anova findings in Table 9, the F-calculated for the second model was 173.906 and for the third model was 124.578. Since the F-calculated for the two models were more than the F-critical, 3.910 (first model) and 2.653 (second model), the two models were good fit for the data and hence they could be used in predicting the moderating effect of legal framework on relationship between intellectual stimulation and performance of WWDA in Kenya.

The findings suggest that the models developed in the study are suitable for predicting the moderating effect of legal framework on the relationship between intellectual stimulation and performance of WWDA in Kenya. This finding agrees with Huq et al. (2020) that the presence of a legal framework positively moderates the relationship between transformational leadership and performance. The authors suggest that this is because the legal framework provides a clear structure and rules that support effective decision-making and accountability, which are important elements of transformational leadership.

Table 9: ANOVA for Moderation Effect.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>45.596</td>
<td>1</td>
<td>45.596</td>
<td>298.439</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>29.028</td>
<td>190</td>
<td>.153</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>74.624</td>
<td>191</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Regression</td>
<td>48.351</td>
<td>2</td>
<td>24.175</td>
<td>173.906</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>26.274</td>
<td>189</td>
<td>.139</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>74.624</td>
<td>191</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Regression</td>
<td>49.649</td>
<td>3</td>
<td>16.550</td>
<td>124.578</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>24.975</td>
<td>188</td>
<td>.133</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>74.624</td>
<td>191</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance  
b. Predictors: (Constant), intellectual stimulation  
c. Predictors: (Constant), intellectual stimulation, legal framework  
d. Predictors: (Constant), intellectual stimulation, legal framework, X3M

Further, by substituting the beta values as well as the constant term from the coefficient’s findings in Table 10 for the moderated regression model, the following regression model was fitted:

\[ Y = 1.651 + 0.656 X + 0.494 M + 0.744 X*M \]

Where X is intellectual stimulation; M is Legal framework compliance and X*M is the interaction term between intellectual stimulation and Legal framework.

The findings show that when intellectual stimulation, legal framework, and the interaction term (X*M) are held to a constant zero, on the performance of WWDA in Kenya will be at a constant value of 1.651. The model also indicated that intellectual stimulation had a positive and statistically significant effect on performance of WWDA in Kenya as shown by a regression coefficient of 0.656 (p-value= 0.000). It is also seen that legal framework had a positive and significant effect on the performance of WWDA in Kenya as shown by a regression coefficient 0.494. The finding that legal framework has a positive
influence on the performance of WWDA in Kenya is consistent with the findings of a study by Ong’wen et al. (2020) that legal frameworks had a positive impact on the management and governance of water services in Kenya, which ultimately led to improved performance. Additionally, the study highlights the need for continuous evaluation and improvement of legal frameworks to ensure their effectiveness in promoting performance.

On the other hand, interaction of intellectual stimulation and legal framework (X*M) also had a positive and significant effect on the performance of WWDA in Kenya as shown by a regression coefficient of 0.744 (p-value= 0.002). It is therefore seen that intellectual stimulation on its own has 65.6% effect on the performance of WWDA in Kenya. However, when interacted with legal framework, it has an effect of 74.4%. This is a clear indication that introduction of legal framework compliance as moderating variable has positive influence on the performance of WWDA in Kenya. The study therefore rejects the null hypothesis that Legal framework has no significant moderating effect on the relationship between intellectual stimulation and the on the performance of WWDA in Kenya. The finding is consistent with findings of Kinyanjui and Anyango (2020) who found that transformational leadership has a significant positive effect on service delivery in the water sector in Kenya.

Table 10: Beta Coefficients for Moderation Effect.

<table>
<thead>
<tr>
<th>Model</th>
<th>B</th>
<th>Std. Error</th>
<th>Beta</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Constant</td>
<td>.305</td>
<td>.152</td>
<td>2.011</td>
<td>.046</td>
</tr>
<tr>
<td></td>
<td>intellectual stimulation</td>
<td>.721</td>
<td>.042</td>
<td>.782</td>
<td>17.275</td>
</tr>
<tr>
<td>2</td>
<td>Constant</td>
<td>1.144</td>
<td>.238</td>
<td>4.814</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>intellectual stimulation</td>
<td>.822</td>
<td>.046</td>
<td>.892</td>
<td>17.928</td>
</tr>
<tr>
<td></td>
<td>legal framework</td>
<td>.338</td>
<td>.076</td>
<td>-.221</td>
<td>-4.452</td>
</tr>
<tr>
<td>3</td>
<td>Constant</td>
<td>1.651</td>
<td>.524</td>
<td>3.151</td>
<td>.006</td>
</tr>
<tr>
<td></td>
<td>intellectual stimulation</td>
<td>.656</td>
<td>.270</td>
<td>1.796</td>
<td>6.123</td>
</tr>
<tr>
<td></td>
<td>legal framework</td>
<td>.494</td>
<td>.176</td>
<td>.324</td>
<td>2.807</td>
</tr>
<tr>
<td></td>
<td>X3M</td>
<td>.744</td>
<td>.078</td>
<td>1.274</td>
<td>3.126</td>
</tr>
</tbody>
</table>

5.1 Conclusions.

The null hypothesis for this variable was ‘Intellectual stimulation has no effect on performance of WWDA in Kenya’. However, the study found that intellectual stimulation is statistically significant in explaining the performance of WWDA in Kenya. The influence was found to be positive, indicating that an increase in intellectual stimulation would lead to an increase in performance of WWDA in Kenya. Therefore, the study concluded that intellectual stimulation has a positive and significant relationship with performance of WWDA in Kenya.

The second research hypothesis tested was that ‘Legal framework has no significant moderating effect on the relationship between intellectual stimulation and performance of WWDA in Kenya.’ The study revealed that legal framework is statistically significant in explaining performance. It was also found that the interaction between intellectual stimulation and legal framework had positive, statistically significant effect on the performance of WWDA in Kenya. Based on the findings, the study concludes that legal framework has positive significant moderating effect on the relationship between intellectual stimulation and performance of WWDA in Kenya.
5.2 Recommendations.

Based on the findings, WWDA should encourage intellectual stimulation among their leaders to improve their performance. This can be done by providing opportunities for employees to engage in creative thinking and problem-solving activities. Leaders should also encourage employees to challenge their assumptions and biases, and to explore new and innovative ways of doing things. It is also important for leaders to provide training and development opportunities for their employees, which can enhance their knowledge and skills. Furthermore, leaders should create a culture of continuous learning, where employees are encouraged to seek out new information and ideas.

The government should establish clear rules and procedures for contracting out water services to private companies or other organizations, which can ensure that the quality and cost-effectiveness of water service delivery is maintained. Finally, the government should provide mechanisms for resolving disputes between water service providers and customers, which can ensure that conflicts are resolved fairly and efficiently, and that customers have a voice in the provision of water services.

5.3 Recommendations for Further Studies.

Based on the findings and limitations of this study, several recommendations for further studies can be made. Future research could examine the influence of other factors on the relationship between transformational leadership and performance of WWDA in Kenya. For example, organizational culture, employee motivation, and customer satisfaction could be explored as potential moderators or mediators of this relationship. This would provide a more comprehensive understanding of the complex dynamics that affect water service delivery in Kenya.

Future research could explore the impact of technology on performance of WWDA in Kenya. With the increasing availability and affordability of technology, it is possible that digital tools could be used to improve the efficiency and effectiveness of water service delivery in Kenya. Therefore, examining the potential impact of technology on this industry could provide valuable insights into ways to enhance service delivery and meet the growing demand for water in the country.

REFERENCES


