

# The Influence of Transformational Leadership in Enhancing Successful Management of Water Supply Services at Iringa Urban Water Supply and Sanitation Authority

Nicas Clarence Ligombi<sup>1</sup>, Given Msigwa Msomba<sup>2</sup>, John Chrisostom Pasha<sup>3</sup>

University of Iringa, Tanzania  
Email: [ligombi\[at\]gmail.com](mailto:ligombi[at]gmail.com)  
Phone number: +255713973913

University of Iringa, Tanzania  
Email address: [given.msomba\[at\]uoi.ac.tz](mailto:given.msomba[at]uoi.ac.tz)  
Phone number: +255678353655

University of Iringa, Tanzania  
Email address: [peshajohn1234\[at\]gmail.com](mailto:peshajohn1234[at]gmail.com)  
Phone number: +255685127285

**Abstract:** Iringa Urban Water Supply and Sanitation Authority (IRUWASA) has the role of ensuring water supply services to Iringa Municipality, Kilolo and Ilula Township communities, the story of successful management of water supply services at IRUWASA largely attributed by transformational leadership style which among other things promotes innovativeness, competence, problem-solving, effective coordination, teamwork, accountability, encourage carrier development to its employees and having effective resource utilization to ensure effective water supply to its areas of administration. This research investigated how transformational leadership impacts the successful management of water supply services at IRUWASA. The study adopted a Transformational Leadership Theory as introduced by Burns in 1978 and developed by Bass in 1985, the study adopted quantitative approach where data collected through structured questionnaires with closed ended questions, the study respondents were selected from proportionate simple random sampling from 109 IRUWASA employees. The specific objectives were to assess the influence of idealized influence and inspirational motivation on employee performance in enhancing successful management of water supply services. The findings indicated that idealized influence had a significantly positive association with employee performance ( $r = .677^{**}$ ,  $p < 0.05$ ). The influence of inspirational motivation on the employee performance showed a positive relationship with employee performance ( $r = .592^{**}$ ,  $p < 0.05$ ). This study has confirmed the validity of the transformational leadership theory under idealized influence and inspirational motivation has its relevance within the specific context of water supply services in Tanzania. Furthermore, it has contributed to the existing body of knowledge by empirically investigating the various dimensions of transformational leadership that play a crucial role in improving the effective management of water supply services.

**Keywords:** Transformational leadership, idealized influence, inspirational motivation and successful management of water supply services

## 1. Introduction

The understanding and definition of leadership style differ from person to person. For instance, individuals engaged in various fields like politics, social work, academics, and business interpret the term in diverse ways, leading to distinct meanings and expectations based on the individual or situation (Yusuf *et al.*, 2014). The expression of leadership qualities is influenced not only by personal attributes but also by the circumstances and environment in which individuals operate (Northouse, 2022). It has been established that the type of leadership style within an organization significantly impacts its success or failure. Organizations today recognize the crucial role of leadership style in achieving short- and long-term business objectives, as well as in optimizing employee performance and efficiency (Edoka, 2012). Various alternative approaches to conceptualizing and practicing leadership have profoundly influenced how managers and Chief Executive Officers operate organizations and subsequently impact performance outcomes. Consequently, leadership has been a subject of

extensive scrutiny by scholars over time, aiming to identify and develop the most effective leadership types and styles for exemplary employee performance (Mutahari *et al.*, 2015). According to Yusuf *et al.* (2014), leadership style in an organization is a pivotal factor influencing employee engagement and commitment. Thus, the significance of leadership style cannot be overlooked in any establishment. In the period preceding the 1980s, the primary paradigms of leadership were the trait approach and contingency approaches. The trait approach focused on leaders' personal traits, positing that leaders possess inherent traits rather than acquiring them. People perceived leaders as having specific personality attributes, physical traits, and personal skills that differentiate them from non-leaders or ineffective leaders. However, research into this trait approach until around 1950 failed to establish a consistent set of leader traits, which hindered the development of this leadership perspective (Colbert *et al.*, 2012).

The leadership style perspective revolves around the behavior of leaders. The efficiency and effectiveness of

leaders are intertwined with the specific leadership style they choose. This implies that leadership is an acquired skill, as it involves a consistent pattern of actions. Nonetheless, this approach faced challenges arising from inconclusive research findings, issues related to causality, measurement difficulties, group dynamics, informal leadership, and notably, a lack of comprehensive situational analysis. In contrast, contingency approaches were designed to overcome the shortcomings of prior models. This perspective posits that the efficacy of a particular leadership style is dependent on the context. In essence, a leader's behavior will yield positive outcomes in certain circumstances while being less effective in others. However, there exists limited empirical evidence supporting this model up to this point (Colbert *et al.*, 2012).

Extensive global research has been carried out on the impact of transformational leadership on the performance of organizations. Ndisya (2016) conducted a study to evaluate how the transformational leadership style affects employee performance, using Safaricom Limited as a case study. The results showed that the application of transformational leadership had the most positive influence on performance. However, Muchran *et al.*, (2017) studied the effects of transformational leadership on the performance of an Islamic Bank and found contradictory results, indicating no significant impact on performance. Similarly, other researchers such as Ejere and Abasilim (2013), David (2014), and Udoh and Agu (2012) investigated the relationship between transformational leadership and organizational performance in various contexts, revealing a strong positive correlation.

While existing studies shed light on the influence of transformational leadership on employee performance, there remained a gap in understanding how specific components of transformational leadership, such as idealized influence and, inspirational motivation impact organizational performance by way of employee performance. This research has explored two pivotal elements of transformational leadership namely idealized influence and inspirational motivation to offer insights into the impact of transformational leadership on enhancing the effective management of water supply services at IRUWASA.

## 2. Literature Review

### 2.1 Theoretical Literature Review

In discussions concerning the concept of transformational leadership, Bass (1985) presented a definition that revolves around how a leader influences their followers. These followers are intended to cultivate feelings of trust, admiration, and respect for the leader. Bass identified three distinct routes through which leaders bring about this transformation among their followers: raising awareness about the significance and value of tasks, redirecting focus towards team or organizational goals over personal interests, and triggering higher-order needs. Bass's proposition acknowledges that charisma is an essential yet insufficient trait for a transformational leader. The deficiency of charismatic leadership can be likened to charismatic movie stars who might lack the attributes of effective leadership.

However, transformational leaders achieve two crucial charismatic outcomes: evoking strong emotions and instilling a sense of connection between followers and the leader. This can be accomplished through passionate appeals or subtler methods like idealized influence and inspirational motivation which its contribution on water projects is not articulated. Limited findings exist regarding the influence of transformational leadership theory in successful management of water supply services, which highlights the need for further research to validate the theory by testing all Transformational Leadership constructs and their influence in successful management of water supply services. To address this research gap, this study examined the influence of transformational leadership's key components idealized influence and inspirational motivation on enhancing employee performance for the successful management of water supply services at IRUWASA.

### 2.2 Empirical Literature Review

#### 2.2.1 Influence of Idealized Influence in successful management of services

Belias and Koustelious (2014) conducted a study in the Greek banking sector and discovered a significant correlation between individualized consideration, employees, and organizational performance. They observed that leaders who demonstrated trust and fostered a culture of respect by treating employees, customers, and stakeholders fairly, with dignity and empathy, had a positive impact on performance. However, the banking industry differs from IRUWASA, which is a water supply organization. Hence, to understand the influence of individualized consideration on successful management of water supply services at IRUWASA, further research is necessary, given the significant relationship found in the banking sector. Uymaz (2015) also examined individualized consideration and inspirational motivation's effect on employee performance and found a positive and significant influence on followers and organizational performance. It was suggested that involving employees through delegating authority and providing autonomy in decision-making, fostering a sense of ownership and accountability, led to increased motivation and dedication, thereby enhancing employee and organizational performance. Furthermore, Long *et al.*, (2014) investigated the impact of transformational leadership on job satisfaction and found that the individualized consideration dimension had the most significant contribution. This implies that when workers are satisfied, they become more committed, leading to improved organizational output. Masa'deh *et al.* (2016) described how satisfied employees create a positive atmosphere within the organization, resulting in better performance. Satisfied employees also tend to exert more effort, further enhancing organizational performance. These findings underscore the importance of individualized consideration for organizational performance and recommend its adoption. However, there is limited research specifically focused on the functions of successful management of water supply services at IRUWASA. Therefore, further analysis is necessary to gain more knowledge on the influence of individualized consideration in this context.

### 2.2.2 Influence of Inspirational Motivation in Successful Management of Services

The aspect of Inspirational Motivation originates from behaviors that cultivate an environment of positivity and commitment toward organizational goals and vision. Moreover, inspirational motivation bestows significance upon the endeavors of followers. This attribute arises from a leader's charisma a process by which leaders energize followers through visionary, motivational, powerful, confident, and captivating qualities. The fusion of inspirational motivation and idealized influence contributes to a leader's charisma. Leaders embodying charismatic leadership can employ emotionally resonant language and communicate a lucid vision that closely aligns with the needs and values of their followers. Linge and Sikalieh (2019) depicted inspirational motivation as offering followers both challenges and a sense of purpose in pursuing shared objectives. Expanding upon this notion, Smothers *et al.*, (2016) broadened the definition by accentuating a leader's ability to communicate their vision in a manner that spurs followers to take actions in harmony with that vision. Linge and Sikalieh (2019) maintained that inspirational motivation empowers leaders to uphold their focus on the group's vision despite encountering obstacles. Trmal *et al.*, (2015) outlined behaviors of inspirational motivation as encompassing the communication of an engaging vision, the utilization of symbols to guide subordinate efforts, and the embodiment of appropriate conduct. Amin *et al.*, (2016) linked inspirational motivation with ethical considerations, proposing that leaders who prioritize the organizational vision and follower motivation are more predisposed to making ethical choices. In cultivating inspiration among their workforce, organizational management can foster a sense of goodwill at the group level by nurturing an organizational culture that supports employees. An organization that fosters a positive work environment can cultivate both motivation and loyalty within its workforce. Effective leadership carries the responsibility not only of nurturing inspirational motivation but also of enhancing job satisfaction. Duressa and Asfaw (2014) expound that while an individual might be motivated without leadership, leadership cannot thrive without the motivation of followers. The elevation of productivity necessitates more than mere decentralization, customer service, technology, or improvements: an organization's triumph relies on sparking employee motivation. Human resources demand attentive nurturing as they represent the sole assets that warrant such considerate care. Omar (2011) conducted a study in Argentina to investigate how transformational leadership affects organizational performance. The survey involved 218 public sector employees, and the results indicated that the dimension of inspirational motivation within transformational leadership led to increased job satisfaction and improved performance in the public sector. This implies that implementing aspects like communicating a clear and inspiring vision for the organization's future, promoting teamwork, recognizing and appreciating employees' efforts, and providing professional development training had a positive impact on the public sector's performance in Argentina. The study recommends that the government should focus on further developing inspirational motivation to enhance the public sector's performance.

### 3. Study Area

The study conducted at IRUWASA. The organization is serving more than 202,490 (2022 National Census) people at Iringa, Kilolo District and Ilula Townships through production, distribution and delivery of potable water including collection, treatment and disposal of the waste water emanating from the urban area of the Iringa Municipality. Given the quantitative nature of this study, a deductive research approach was utilized. This quantitative study employed both descriptive and explanatory research designs to fulfill its research objectives. Kothari (2004) emphasized that explanatory research designs are particularly useful for testing developed hypotheses. Consequently, this study formulated and tested hypotheses based on the key constructs of transformational leadership, including inspirational motivation, idealized influence, individualized consideration, and intellectual stimulation. The target population for this study comprises 152 employees of IRUWASA. Based on the sample size calculation by Krejcie and Morgan in 1970 this study selected a sample of 109 employees from a total population of 152 individuals at IRUWASA. In this research, a structured survey questionnaire was utilized to gather insights regarding the impact of transformational leadership in enhancing the successful management of water supply services at IRUWASA. The questionnaire includes closed-ended questions with predetermined response options such as "strongly disagree," "disagree," "neutral," "agree," and "strongly agree.". Data analysis in this study was conducted in three phases. The initial phase focused on testing the validity and reliability of the collected data. To assess validity, factorial analysis was employed, while Cronbach's alpha ( $\alpha$ ) analysis was used to evaluate reliability. The second phase of data analysis involved descriptive statistical analysis. This phase aimed to profile the characteristics of the respondents by representing their frequencies and percentages. The final part of the data analysis encompassed multivariate correlation analysis. This analytical approach was chosen to explore the relationships among the independent variables, intermediate variables, and dependent variables studied. Validity was assessed through factorial analysis, wherein the measure of sampling adequacy, the Kaiser-Meyer-Olkin (KMO) statistic, was analyzed. The findings indicated that the KMO value was 0.866, surpassing the threshold of 0.5. On view of reliability, the findings were reliable since Cronbach's  $\alpha$  was above 0.852 for all constructs.

**Table 1: Proportional Sample Size**

Item	Population	Sample	Sampling
Iringa Service Area (HQ)	130	93	Simple random
Kilolo Service Area	11	8	Simple random
Ilula Service Area	11	8	Simple random
<b>Total</b>	<b>152</b>	<b>109</b>	<b>Simple random</b>

Source: Researcher (2023)

### 4. Findings and Discussions

#### 4.1 Descriptive Statistical Analysis

In this section, the descriptive results of both the independent and dependent variables are presented. The



study employed a structured questionnaire with closed ended questions with a total of 109 observations (n = 109). Mishra *et al.*, (2019) explains that the mean values represent the respondents' views on a given variable, while the standard deviation (SD) values indicate how well the mean represents the data. Upon examining the results, it was found that the mean values of all independent variables, namely idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation, were above the scale's center point (3 = moderate), and the standard deviation for majority was below one, indicating a strong consistency in responses. This indicates that the majority of employees at IRUWASA provided well-aligned responses, leading to reliable and valid final results. As Mishra *et al.*, (2019) noted, higher mean values indicate greater impact. Moreover, the analysis of the mean scores for each attribute reveals that among the seven attributes of idealized influence, employees' commitment had the highest mean value of 3.63304, while role model had the lowest mean value of 3.0734. Similarly, among the attributes of inspirational motivation, motivation had the highest mean value of 3.7982, while clear vision had the lowest mean value of 3.1009, as shown in Table 1.

**Table 1:** Descriptive Statistics of Independent Variables

Item under Study	N	Minimum	Maximum	Mean	Std. Deviation
<b>Idealized Influence</b>					
Role modeling (II1)	109	1	5	3.0734	1.06028
Ethical behavior (II2)	109	1	5	3.3119	1.0602
Trust (II3)	109	1	5	3.6239	0.9005
Communication (II4)	109	1	5	3.6147	0.96137
Delegation (II5)	109	1	5	3.5688	0.80929
Pride (II6)	109	1	5	3.5413	1.00491
Commitment (II7)	109	1	5	3.633	1.05992
<b>Inspirational Motivation</b>					
Motivation (IM1)	109	1	5	3.7982	0.97923
Positive Reinforcement: (IM2)	109	1	5	3.1193	0.88949
Collaboration (IM3)	109	1	5	3.4862	0.95854
Creating a Sense of Purpose (IM4)	109	1	5	3.211	0.93366
Setting High Standards: (IM5)	109	1	5	3.3761	0.8797
Positive growth (IM6)	109	1	5	3.6514	0.87534
Clear vision (IM7)	109	1	5	3.1009	0.90211

Source: Researcher, (2023).

Regarding employee performance, the attribute with the highest mean value was "competence," scoring 3.8807, while the attribute with the lowest mean value was "performance evaluation," scoring 3.5321. Similarly, in terms of the attributes of successful management of water supply services, "compliance with water quality" obtained the highest mean score of 4.3303, while "environmental sustainability" scored the lowest with a mean value of 3.2294, as shown in Table 2. These results suggest that both

employees' performance and the successful management of water supply services at IRUWASA are perceived positively by the respondents, with teamwork and water quality compliance being particularly noteworthy aspects.

**Table 2:** Descriptive Statistics Intermediate and Dependent Variable

Item under Study	N	Minimum	Maximum	Mean	Std. Deviation
<b>Employees Performance</b>					
Performance evaluation (EP1)	109	1	5	3.5321	0.84513
Problem-solving (EP2)	109	1	5	3.578	0.74899
Effective coordination (EP3)	109	1	5	3.7798	0.91649
Accomplishing duties (EP4)	109	1	5	3.8073	0.87641
Accountability (EP5)	109	1	5	3.7798	0.80918
Technical competence (EP6)	109	1	5	3.8807	0.81337
Resource utilization (EP7)	109	1	5	3.7982	0.80254

Source: Researcher, (2023)

#### 4.2 Influence Idealized Influence on Enhancing Employee's Performance

The analysis of the relationship between idealized influence which is independent variable and employee's performance which is intermediate variable was conducted by using the partial correlation by analyzing each item within idealized influence. The study utilized seven measurement variables of idealized influence, including role modeling (II1), ethical behavior (II2), trust (II3), communication (II4), delegation (II5), pride (II6), and commitment (II7).

The findings revealed that all dimensions of idealized influence showed a strong association with employee's performance. The strongest association was observed with employee's commitment to work ( $r = .582^{**}$ ,  $p < 0.05$ ), while the least association was found between communication ( $r = .460^{**}$ ,  $p < 0.05$ ). All variables of idealized influence displayed a positive association with employee's performance ( $r = .677^{**}$ ,  $p < 0.05$ ), as presented in Table 3. These results indicate a positive and moderate influence on Employees Performance, as described in Table 1, contributing to the successful management of water supply services at IRUWASA. These findings suggest that the implementation of idealized influence positively influences employee's performance at IRUWASA, leading to the successful management of water supply services. This implies that leaders should act as role models, encourage ethical behavior, foster trust and respect, and improve effective communication, encourage commitment to employees to enhance employee's performance and effectively manage water supply services at IRUWASA. Additionally, empowering employees and cultivating a sense of pride in their work at IRUWASA are crucial leadership behaviors that result in employee commitment and ultimately lead to the successful management of water supply services.

**Table 3:** Influence Idealized Influence on Enhancing Employee's Performance

Item	II1	II2	II3	II4	II5	II6	II7	II	EP1	EP2	EP3	EP4	EP5	EP6	EP7	EP
II1	1															
II2	.713**	1														
II3	.650**	.680**	1													
II4	.355**	.528**	.532**	1												
II5	.404**	.590**	.591**	.641**	1											
II6	.475**	.683**	.623**	.668**	.586**	1										
II7	.533**	.619**	.572**	.409**	.487**	.585**	1									
II	.757**	.873**	.843**	.737**	.757**	.831**	.752**	1								
EP1	.312**	.357**	.431**	.292**	.445**	.322**	.426**	.461**	1							
EP2	.444**	.434**	.511**	.384**	.456**	.424**	.494**	.565**	.684**	1						
EP3	.462**	.474**	.427**	.357**	.447**	.421**	.411**	.540**	.475**	.552**	1					
EP4	.418**	.398**	.432**	.379**	.413**	.363**	.431**	.509**	.362**	.448**	.403**	1				
EP5	.397**	.448**	.488**	.330**	.433**	.478**	.381**	.532**	.346**	.462**	.362**	.649**	1			
EP6	.308**	.354**	.305**	.415**	.308**	.405**	.394**	.446**	.214*	.326**	.343**	.661**	.594**	1		
EP7	.279**	.314**	.271**	0.15	.207*	.240*	.368**	.330**	.292**	.326**	.228*	.346**	.516**	.458**	1	
EP	.524**	.556**	.576**	.460**	.546**	.529**	.582**	.677**	.694**	.773**	.679**	.764**	.775**	.699**	.623**	1

Source: Field data, (2023)

These findings are consistent with Ngaithe's (2015) study, which examined the effects of idealized influence on staff performance in state-owned enterprises in Kenya. Ngaithe used a descriptive study design with a questionnaire survey for data collection. Stratified random sampling was employed to select a sample of 163 participants. Factor analysis was used to reduce data, correlation analysis to establish relationships, and regression analysis to test hypotheses. The results indicated a positive relationship between idealized influence and both employee's performance and organizational performance. Similarly, the findings in this study align with Ogola *et al.*, (2017) investigation on the influence of idealized influence on employees' performance in small and medium enterprises in Kenya. Their quantitative study targeted 100 small and medium enterprises. Correlation analysis was conducted to establish relationships, and the findings revealed a strong positive influence of idealized influence on employee performance. Additionally, the results are related to Hayati *et al.*, (2014) study, which aimed to determine the effects of transformational leadership and its components on work engagement among hospital nurses. Using a correlation design, they selected 240 nurses through stratified random sampling to fill self-reported scales, including the Multifactor Leadership Questionnaire (MLQ). Data was analyzed using simple and multiple correlation coefficients. Results showed that idealized influence sets high standards, creates a positive vision for employees, and fosters enthusiasm and optimism for achieving success at work. Moreover, the findings in the current study are in line with the theory of transformational leadership by Burn (1978) and Bass (1985), who demonstrated that idealized influence is among the four constructs of transformational leadership that influence employee's performance. Therefore, the results of this study confirm that idealized influence enhances employee's performance at IRUWASA. As a result, the findings of this study demonstrate that achieving high employee performance at IRUWASA is closely linked to leaders serving as role models, promoting organizational ethics, showing mutual respect, and fostering honesty. This implies that when leaders at IRUWASA act as positive examples, employees naturally enhance their performance and deliver superior services to the public. From the preceding discussion, it becomes evident that idealized

influence plays a significant role in influencing employee performance at IRUWASA. Therefore, leaders should prioritize and encourage effective communication, uphold ethical values, show respect, and foster honesty to further improve overall performance, as described in the following subsections. Thus, the study accepted the alternative hypothesis which state that ***H<sub>a1</sub>***: *there is positive relationship between idealized influence and employee's performance towards successful management of water supply services at IRUWASA; while the Null hypothesis which states that ***H<sub>01</sub>***: There is no positive relationship between idealized influence and employee's performance towards successful management of water supply services at IRUWASA was rejected.*

#### 4.3 Influence Inspirational motivation on Enhancing Employee's Performance

The examination of the correlation between the independent variable, inspirational motivation, and the intermediate variable employee's performance, was carried out using partial correlation analysis. To obtain the findings, the study employed seven measurement variables for inspirational motivation, namely motivation (IM1), positive reinforcement (IM2), collaboration (IM3), sense of purpose (IM4), setting high standards (IM5), positive growth (IM6), and clear vision (IM7). The analysis focused on examining the relationship between each item of inspirational motivation and its influence on employee's performance, aiming to enhance the successful management of water supply services at IRUWASA.

The results revealed that all dimensions of inspirational motivation displayed a positive relationship with employee's performance. The strongest association was found between clear and employee's motivation' and employee's performance, scoring ( $r = .590^{**}$ ,  $p < 0.05$ ), while the least association was found between clear vision and employee's performance, with ( $r = .273^{**}$ ,  $p < 0.05$ ). Overall, all variables of inspirational motivation showed a positive association with employee's performance, as indicated in Table 4. Furthermore, inspirational motivation exhibited a significant positive relationship with employee's performance, scoring ( $r = .592^{**}$ ,  $p < 0.05$ ), signifying that

the influence of inspirational motivation on employees' performance was substantial. These results indicate a positive and moderate influence between inspirational motivation and employee's performance, as described in Table 1, in enhancing the successful management of water supply services at IRUWASA. The management of

IRUWASA should devise strategies for employee growth, leading to positive changes and improved performance among employees at IRUWASA. All these leadership behaviors foster employee commitment, ultimately resulting in the successful management of water supply services at IRUWASA.

**Table 15:** Influence Inspirational Motivation on Enhancing Employee's Performance

Var	IM1	IM2	IM3	IM4	IM5	IM6	IM7	IM	EP1	EP2	EP3	EP4	EP5	EP6	EP7	EP
IM1	1															
IM2	.457**	1														
IM3	.458**	.681**	1													
IM4	.488**	.473**	.500**	1												
IM5	.317**	.461**	.513**	.562**	1											
IM6	.315**	.369**	.397**	.436**	.446**	1										
IM7	.377**	.496**	.449**	.427**	.411**	.411**	1									
IM	.668**	.779**	.790**	.761**	.735**	.657**	.698**	1								
EP1	.363**	.239**	.282**	.264**	.218*	.192*	0.089	.324**	1							
EP2	.458**	.344**	.378**	.311**	.353**	.322**	0.172	.460**	.684**	1						
EP3	.524**	.432**	.490**	.401**	.422**	.353**	.321**	.579**	.475**	.552**	1					
EP4	.509**	.301**	.289**	.296**	.342**	.448**	0.186	.465**	.362**	.448**	.403**	1				
EP5	.513**	.247**	.393**	.469**	.352**	.387**	.243*	.509**	.346**	.462**	.362**	.649**	1			
EP6	.447**	.288**	.234*	0.173	.287**	.367**	.285**	.408**	.214*	.326**	.343**	.661**	.594**	1		
EP7	0.143	0.032	0.144	0.148	.230*	.334**	0.086	.218*	.292**	.326**	.228*	.346**	.516**	.458**	1	
EP	.590**	.378**	.444**	.414**	.440**	.475**	.273**	.592**	.694**	.773**	.679**	.764**	.775**	.699**	.623**	1

Source: Researcher, (2023)

These findings are consistent with the research conducted by Ndisya (2016), who investigated the application of components of transformational leadership at Safaricom. The researchers used structured questionnaires and proportionate stratified sampling to gather data from 109 respondents. The results indicated that inspirational motivation had a positive impact on staff performance. In other words, using inspirational motivation effectively influenced employees to fulfill their responsibilities, leading to positive outcomes. The study suggested that organizational leadership should focus on improving employees' response to enhance service to the company. Similarly, Rajhans (2012) found a connection between motivation, effective communication, and staff performance through an empirical review. The study emphasized the importance of upward and downward communication in organizations to utilize creative input from employees for decision-making and company improvement. The research also stressed the continuous need for motivating employees to enhance performance. Likewise, Trmal *et al.* (2015) emphasized the significance of leadership approach and behavior in determining an organization's success or failure. They highlighted the importance of a leader's ability to motivate and promote creativity, innovation, and individual performance to improve overall organizational performance. Consequently, inspirational motivation became a foundational factor for both employees and organizational success. Furthermore, these findings align with the theory of transformational leadership proposed by Burn (1978) and Bass (1985), which includes inspirational motivation as one of the key constructs influencing employee performance. Thus, the current study confirms that inspirational motivation indeed enhances employee performance at IRUWASA. As a result, achieving high employee performance at IRUWASA involves leaders working with a clear vision, empowering their employees, promoting collaboration and commitment, providing motivation, and

fostering positive growth. These attributes of inspirational motivation lead to employees performing at their best, contributing to the successful management of water at IRUWASA. As mentioned in the preceding conversation, inspirational motivation plays a crucial role in enhancing employee performance at IRUWASA. Thus, the study accepted the alternative hypothesis which state that **Ha<sub>2</sub>**: *There is positive relationship between inspirational motivation and employee's performance towards successful management of water supply services at IRUWASA meanwhile the Null hypothesis was rejected which states that H0<sub>2</sub>: There is no positive relationship between inspirational motivation and employee's performance towards successful management of water supply services at IRUWASA.*

## 5. Conclusions and Recommendation

### 5.1 Influence of Idealized Influence on Enhancing Employee's Performance

The influence of idealized influence on enhancing employee performance was examined through the assessment of seven crucial dimensions. These dimensions encompass role modeling, ethical conduct, trust-building, effective and transparent communication, skillful delegation of authority, fostering a sense of pride and organizational identification, and cultivating commitment among employees to establish a positive work environment. The results of the study revealed a positive relationship between all aspects of idealized influence and employee performance. The analysis confirmed a positive and statistically significant correlation between idealized influence and employee performance, with a correlation coefficient of ( $r = .677^{**}$ ,  $p < 0.05$ ). Thus, based on the formulated hypotheses, it can be concluded that Hypothesis Ha<sub>1</sub> is substantiated: *Ha<sub>1</sub>: There is positive relationship between idealized influence and employee's*



performance towards successful management of water supply services at IRUWASA.

## 5.2 Influence of Inspirational motivation on Enhancing Employee's Performance

The influence of inspirational motivation on enhancing employee's performance was investigated through the evaluation of seven key aspects. These aspects include having a clear and compelling vision, offering positive reinforcement, fostering collaboration among employees, instilling a sense of purpose where employees feel connected to the organization's mission and believe their work contributes to a greater goal, motivating employees, promoting the growth of employees, and setting high standards to measure customer and stakeholder satisfaction with the organization's water supply services. The findings revealed that all dimensions of inspirational motivation were positively linked to employee performance. In general, all variables related to inspirational motivation displayed a positive correlation with employee performance. These correlations suggest that, on average, the respondents tended to agree that there exists a clear and compelling vision, positive reinforcement, collaboration among employees, a sense of purpose that connects employees to the organization's mission, employee motivation, employee growth, and high standards for customer satisfaction with the organization's services. The analysis confirmed a positively correlated and statistically significant relationship between inspirational motivation and employee performance, with a correlation coefficient of ( $r = .592^{**}$ ,  $p < 0.05$ ). Hence, based on the formulated hypotheses, it can be concluded that Hypothesis  $Ha_2$  is supported:  $Ha_2$ : There is positive relationship between inspirational motivation and employee's performance towards successful management of water supply services at IRUWASA.

## 5.3 Recommendation

### 5.3.1 Recommendation for Action

The findings of this study revealed that transformational leadership, encompassing two dimensions of idealized influence and inspirational motivation, positively influences employee's performance, leading to successful management of water supply services at IRUWASA. Thus, it is recommended that the management to employ close supervision, follow up and support to employees to ensure their sustainability in performance and to ensure more success in sustainable water supply services at IRUWASA.

### 5.3.2 Recommendation for Further Studies

This study specifically concentrated on assessing how the components of transformational leadership impact employee performance in the effective management of water supply services in the Iringa region at IRUWASA. Nonetheless, future research could broaden its scope by including regions outside of Iringa. In future investigations, a qualitative study could be conducted to complement quantitative research. Such a study would provide a more in-depth and comprehensive understanding of how transformational leadership influences the provision of water supply services at IRUWASA. It would reveal valuable insights that could inform organizational enhancements, improve leadership

practices, and ultimately enhance service delivery and customer satisfaction. Furthermore, while this study primarily focused on the effective management of water supply services at IRUWASA, other researchers may explore various services or projects within our communities that extend beyond water supply. This broader approach would increase the applicability and generalizability of the findings related to transformational leadership theory.

## References

- [1] Amin, S., Kamar, Y & Sohail, A. (2016). Relationship between Transformational leadership and Projects Team Performance. Assessing the mediating role of projects team Managements Education. *Journal of management science and Technology*. Vol. 3. No. 3. Pp 1-12.
- [2] Bass, B. M. (1978). *Transformational leadership: Industrial, military, and educational impact*. Mahwah, NJ: Lawrence Erlbaum Associates.
- [3] Bass, B. M. (1985). Leadership: Good, better, best. *Organisational Dynamics*, Vol. 13. No. 8. Pp 26-40.
- [4] Belias, D. & Koustelious, A. (2014). Transformational leadership and Job satisfactions in the Banking Sector: A review. *International Review of Managements and Marketing*. Vol. 4. No. 3. Pp. 187-200.
- [5] Burn, J. M. (1978). Leadership, Harper & Row. New York. Performance. University of Malta Vol 18 Pg1-16.
- [6] Colbert, A. E., Judge, T. A., Choi, D., & Wang, G. (2012). Assessing the trait theory of leadership using self and observer ratings of personality: The mediating role of contributions to group success. *The Leadership Quarterly*, 23(4), 670-685.
- [7] David, U. A. (2014). Transformational leadership style and its relationship with organisational Performance in Nigeria work context: A Review. Vol. 6. No. 9 pp 1-5
- [8] Duressa, Z. & Asfaw, Me. (2014). Transformational Leadership and its Application in the Public Services Organisation of Ethiopia. *International Affairs and Global Strategy*, Vol 23. Pp 10-29.
- [9] Edoka, J. (2012). Effective leadership and Organisational Performance. A case Study of national Youth service. Thesis submitted in partial fulfillments for the degree of Master Administration University of Issoka Sukka, Nigeria.
- [10] Ejere, E. I., & Abasilim, U. D. (2013). Impact of transactional and transformational leadership styles on organisational performance: Empirical evidence from Nigeria. *The Journal of Commerce*, 5(1), 30-41.
- [11] Hayati, D., Charkhabi, M., & Naami, A. (2014). *The relationship between transformational leadership and work engagement in governmental hospitals nurses: a survey study*. Springer Plus, 3 (25).<http://doi.org/10.1186/2193-1801-3-25>
- [12] Ndisya, S. N and Juma, D.O (2016). Influence of Transformational Leadership on Employee Performance. A Case Study of Safaricom Limited. *Strategic Journal of Business & Change Management*, 3(2).
- [13] Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.

- [14] Krejcie, R. V. & Morgan, D. W. (1970). *Determining sample size for research activities: Education and Physiological Measurements*.
- [15] Linge, T. K., & Sikalieh, D. (2019). Influence of inspirational motivation on employee job performance in the insurance industry in Kenya. *International Journal of Research in Business and Social Science* (2147-4478), 8(6), 01-07.
- [16] Long, C. S., Yusof, W. M. M., Kowang, T. O., & Heng, L. H. (2014). The impact of transformational leadership style on job satisfaction. *World Applied Sciences Journal*, 29(1), 117-124.
- [17] Masa'deh, R. E., Obeidat, B. Y., & Tarhini, A. (2016). A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: A structural equation modelling approach. *Journal of management development*, 35(5), 681-705.
- [18] Mishra, P., Pandey, C. M., Singh, U., Gupta, A., Sahu, C., & Keshri, A. (2019). Descriptive statistics and normality tests for statistical data. *Annals of cardiac anaesthesia*, 22(1), 67.
- [19] Muchran, M & BL, M. (2017). The influence of transformational leadership style to performance of Islamic bank bank with work motivation as a mediating variable. *Rev. Eur. Stud.*, 9, 262.
- [20] Mutahari, Y. A., Raslii, M. A. & Al-Ghazal M. B. (2015). Relationship of Transformational leadership, Organisational Learning and Organisational Performance. *International Journal of Economics and Financial*.
- [21] Ndisya, S. M. (2016). *Influence of transformational leadership on employee performance. a case study of Safaricom limited* (Doctoral dissertation, COHRED, JKUAT).
- [22] Ngaithe. N. L. (2015). The Impacts of Transformational Leadership on Staff Performance in state owned enterprises in Kenya. A dissertation submitted to Chandaria School of Business in partial fulfillments of the requirement for the Degree of Doctor of Business Administration. United states International University - Africa.
- [23] Northouse, P.G. (2022). *Leadership: Theory and practice* (Ninth edition). Thousand Oaks: Sage Publications.
- [24] Ogola, M., Sikalieh, D., & Linge, T. (2017). The influence of idealized influence leadership behavior on employee performance in Small and Medium Enterprises in Kenya.
- [25] Omar, A. (2011). Transformational Leadership and Job Satisfaction. The moderating Effects of Organisational Trust. *LIBERABIT. Lima, Peru*. Vol.17 No.2 Pp 129-137
- [26] Rajhans, K. (2012). Effective organizational communication: A key to employee motivation and performance. *Interscience Management Review*, 2(2), 81-85.
- [27] Smothers, K., Doleh, R., Celuch, K., Pelluchette, J., and Valadares, K. (2016). The role of intellectual stimulation in the supervisor- employee's relationship. *Journal of Health & Human services Administration*. Vol 38 No 4, Pp 478-508.
- [28] Trmal, S. A., Bustamam U. S., & Mohamed, Z. A. (2015). The Effect of transformational leadership in achieving high performance workforce that exceeds organizational expectation: A study from a global and Islamic perspective. *Global Business and Management Research: An International Journal*, 7(2), 88- 94.
- [29] Udoh, B. E., Agu, O., & Agu, T. (2012). Impact of transformational and transactional
- [30] Uyzimaz, O.A (2015). The Influence of Transformational leadership on follower's performance through upward knowledge management and organizational learning. *International journal of business and social research*. Vol. 5. No. 6. Pp 12-22
- [31] Yusuf, M. O., Muhammed, U. D., & Kazeem, A. O. (2014). Management of leadership style: An approach to organizational performance and effectiveness in Nigeria. *International Journal of Humanities Social Sciences and Education*, 1(2), 17-29.