

Influence of Inspirational Motivation on Water Service Companies' Organizational Performance in Western Region, Kenya

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Abstract: This study sought to establish how inspirational motivation affect performance of water service companies in Western Region, Kenya. The study was anchored on the transformational leadership theory whilst deploying both descriptive and correlational research designs. The study used a sample of 245 out of 638 subjects from four water service companies in Kenya. The study used a self-administered close ended questionnaire to collect data. Data analysis was undertaken using the SPSS. The analysis involved descriptive statistics and correlation analysis. Based on the findings, the study concludes that both the inspirational motivation and organizational performance were perceived to be low in the organizations under investigation. However, the inspirational motivation had a positive effect on the organizational performance. The study recommends that water service companies in the Western Region should increase the implementation of the inspirational motivation to realize the maximized performance.

Keywords: Inspirational motivation; organizational performance; transformational leadership; water service companies.

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Introduction

Leadership styles remain a major challenge facing organizations with significant impact on performance. On the contrary. Leadership styles constitute a sole way in which an effective leader can be perceived as being a formidable catalyst for management growth and a consistent edge in order

to enhance performance in organizations (Kiawa et al., 2019). According to Wen at el., (2019), companies' business environment has become more competitive in implementing business goals and ability to influence a persuasive future vision. They emphasize the significance of a manager's

leadership styles in driving the organizational efficiency and productivity.

According to Barasa and Kariuki (2020), leaders should motivate their adherents to work for the benefit of the organization. Within the current business landscape, inspiration is generated via the exertion of influence and consciousness regarding the results associated with the actualization of the organization's overarching vision. Additionally, Awino (2020) posits that the global business environment is in a constant state of flux and organizations should pursue competitive advantage strategies that cut across economic, operational and managerial factors.

It is vital for leaders to develop future visions by inspiring subordinates to venture outside their comfort zones and dedicate themselves not only to fulfilling their job responsibilities but also to developing supplementary strategies that enable them to contribute more to their organizations (Hasija *et al.*, 2020). Thus, leadership is the interpersonal procedure where the manager influences and guides the employees to attain intended objectives. Inspirational leaders create vision through establishing clear objectives and empowering followers to achieve those objectives. Archwell and Mason (2021) stated that inspirational leaders, especially in business, are effective at leading workers to achieve a common goal. In a successful implementation of changes, the role of inspiring leadership is critical and it is supported by the corporate values in creating a sustainable work environment for the organizational growth.

Inspirational motivation is the capacity of a leader to effectively communicate a persuasive vision of an improved organizational future, thereby causing adherents to prioritize the collective interests of the organization over their own personal interests (Edirisooriya, 2020). This motivates adherents to wholeheartedly want to go beyond the existing state of affairs and actively pursue the imagined improved future (Kariuki, 2021). Furthermore, in order for the adherents to concentrate on collective interests, the leader should foster trust and respect of the followers by exemplifying elevated ethical standards and inspiring confidence through team spirit (Okoli *et al.*, 2021).

Magasi (2021) and other scholars (Komakech *et al.*, (2021), Chebon *et al.*, (2019) and Okoth (2021) articulated that inspirational motivation through the metrics of vision and spirit of encouragement

increased performance. The leaders should strive to satisfy the aspirations of the followers with the aim of enabling them to achieve enhanced collective advantages inside the company. Nevertheless, Eva *et al.*'s (2019) study found conflicting findings that showed inspirational motivational to be unethical, as it involves a leader manipulating followers for personal gain. From this perspective, the leader may face criticism for exhibiting egocentric tendencies rather than demonstrating altruistic behaviour.

According to Hayat (2019), performance is the culmination of organizational processes and activities; it is the outcome of organizations' activities that ought to be assessed and quantified by management in order to optimize the utilization of the companies' resources and assets. Therefore, supervisors should frequently monitor and assess the organizational performance.

With regards to Water Service Regulatory Board, WASREB (2022) the water sector in Kenya has undergone several reforms, the latest being enactment of the Water Act of 2016, which was operationalized in April 2017. The new law aligned national water management and water service provision with the requirements of the Constitution of Kenya 2010. Despite these reforms, Ouko (2020) reported that the Water service companies were faced with myriad challenges that include lack of enforcement of proper governance standards, which is crucial for the stability of companies, underperforming in revenue collection by companies and lack of adherence to the tariff condition on the remission of levy provided in the approved tariff.

Over the past decade, in the Republic of Kenya and East Africa in general, there has been significant political and economic reforms that have contributed to sustained economic growth, social development and gains in political stability. Despite this progress, access to piped water remains low, reaching only 33% of the total population of the East African countries (60% in urban and 22% in rural areas) (WHO/UNICEF, 2020). As a water-scarce country, Kenya as one of the lowest freshwater replenishment rates in the world (647 m³ per capita, which is below the global benchmark of 1,000 m³ per capita) and approximately 80% of land mass classified as arid and semi-arid, has uneven availability of water in different parts of the country (Marigi, 2019; KIPPRA 2021). Ouko (2021) noted that key strategic issues that the water service

companies have failed to realize include governance that embrace good stewardship, ethical conduct, transparency of resources and accountability of financial resources.

Studies have been done on the influence of inspirational motivation. However, the studies were done in different sectors, such as health sector (Chebon et al., 2019; Komakech, *et.al*, 2021; Alessa, 2021; Aondo *et al.*, 2020) and public and Chartered Universities in Saudi Arabia and Kenya, respectively. Edirisooriya (2020) investigated about information technology industry in Sri Lanka and Okoth, 2021 about the County Government of Kakamega in Kenya. Furthermore, some studies focused on employees' performance (Chebon *et al.*, 2019), organizational innovation (Almeen, *et al.*, 2021) as the dependent variable while others, such as Alessa (2021) used documentary research approach. Edirisooriya (2020) used a cross sectional survey research design, thus providing a research methods gap. In addition, literature misses a link between inspirational motivation and organizational performance (Archwell & Mason, 2021). Further, there are conflicting findings in regards to the effect of inspiration motivation as Datche and Mukulu (2015) established that supervisors' inspirational motivation was weak and insignificant. Abu Orabi (2019) with transformational leadership style as an independent variable and organizational performance as the dependent variable came up with the opposite results. According to Edirisooriya (2020), inspirational motivation showed a positive and significant relationship with performance. Therefore, this study sought to bridge the identified study gaps.

Literature Review

This section presents the review of related literature and studies.

Theoretical Underpinnings

This study was anchored on the transformational leadership theory, developed by Burns (1978). According to this theory, transformational leadership derives from the fact that the most fundamental effect of leadership is to transform followers into individuals who are loyal, trustworthy, admirable and respectful. There is no universally applicable style of leadership because it varies according to the task at hand, the people being led and the surrounding conditions in an attempt to transform followers into better productive people (Ugochukwu, 2021)

According to this notion, a leader's effectiveness is determined by how well his or her personal attributes and leadership style blend with the needs of a given circumstances by motivation in achieving a particular goal, helping followers to accomplish the organizational goals (Barasa and Kariuki, 2020). This can be successful by working with people, through them, encouraging and influencing their beliefs, values, attitudes and behaviours.

Conceptual Review of Variables

The conceptualized review of the study involved inspirational motivation and performance of water service companies in the Western Region, Kenya.

Inspirational Motivation

Milelu (2019) defines inspiration motivation as the leader's approach to motivating his or her team to accomplish personal and organizational objectives. The leader demonstrates assurance and positively reacts to the suggestions of his subordinates, thereby inspiring them. Most organizations are in a perpetual state of development and transformation, as they are dynamic entities that require visionary leaders to drive their successes. Therefore, inspirational leadership that is capable of directing transformations is necessary (Alessa, 2021). This pertains to the internal dynamics and principles by which a leader exerts influence over others and modifies their conduct in response to obstacles, ultimately facilitating their involvement in the organizational change process. The leader endeavours to fulfil the present organizational requirements.

Organizational Performance

Organizational performance is the level of effectiveness and efficiency with which an organization achieves its objectives, goals, mission and vision. Within this context, a number of key performance indicators are used to evaluate the organizations' effectiveness and efficiency. These include financial and non-financial indicators.

Addin (2020) defines the organizational performance as the capacity to accomplish and finalize the duties outlined in the employee's job description or the human resources components that demonstrate how the employee or human force executes its duties and attains results that align with the tasks. According to Akinniyi *et al.*, (2021) organizational performance refers to the tangible outcomes or results achieved by an entity in comparison to the intended outputs, which are its goals and objectives. Organizational performance

can also be defined as the extent to which the company effectively positions itself in the business market by utilizing its financial, informational and human resources (Contu, 2020).

Accordingly, performance was evaluated using financial metrics. The financial indicators included revenue growth (profits) and costs, which were return on investment, return on assets and return on equity (Kaplan & Norton 1996). The study utilized the balanced scorecard framework, which comprises the following facets: financial, consumer, internal business process, learning and growth (Oliveira *et al.*, 2021). The financial perspective centred on evaluating the organization's financial and economic condition through the utilization of metrics that comprised costs and revenue growth. The financial performance of water service companies was assessed using historical accounts obtained from secondary sources.

Inspirational Motivation and Organizational Performance

This study sought to examine the influence of inspirational motivation on performance of water service companies in Western Region, Kenya.

Almeen *et al.* (2021) examined the impact of inspirational motivation on the organizational innovation within the public sector of the United Arab Emirates (UAE) and reported a positive correlation between inspirational motivation and process innovation among personnel of the Abu Dhabi Executive Council Authority. This phenomenon can be ascribed to the observation that leaders who exhibit a heightened degree of optimism demonstrate a strong desire to attain objectives, articulated a well-defined vision for the future and possess a sense of assurance in the attainability of the goals. Consequently, enterprises were driven to integrate emerging technology into their operational procedures in order to adapt to evolving circumstances and create innovative services and processes.

Komakech *et al.* (2021) investigated the influence of inspirational motivation on the job performance of public health workers (PHWs) at the intermediate level within the Lira District Local Government, situated in the mid-north region of Uganda. The findings confirmed that inspirational motivation has a significant impact on the performance of middle level public health workers in Uganda. While the study focused solely on a specific aspect of the transformational leadership style, it is crucial to

acknowledge the existence of other constructs that could potentially influence the performance of middle-level public health workers in Uganda. Chebon *et al.*, (2019) investigated the effect of inspirational motivation on staff performance at Moi Teaching and Referral Hospital Eldoret, Kenya. The findings indicated that inspirational motivation has a significant impact on staff performance. Leaders have been found to promote high levels of productivity by fostering innovation and creativity, as well as successfully communicating messages throughout the firms.

Okoth (2021) examined the influence of inspirational motivation on the execution of Human Resource Management Policies (HRMP) by the Kakamega County Government of Kenya. The findings indicated a noteworthy and favourable association between inspirational motivation and the adoption of human resource management strategies. Moreover, Datche and Mukulu (2015) assessed the effect of transformational leadership on employees' engagement in Kenya's civil service. The study had inspiration motivation as one of its indicators and established that the leader's inspirational motivation had a weak and insignificant effect on employee engagement.

By conclusion, several studies have been done on the influence of inspirational motivation on performance; however the studies revealed several gaps as they were done in different contexts and sectors, there were conceptual gaps and even contradictory findings, which called attention to the present study.

Methodology

This section presents the study design, population and sampling, research instruments, validity and reliability, statistical treatment of data and ethical consideration.

Design

The study used the correlational research design with an interest of establishing the casual relationship between the independent and dependent variables.

Population and Sampling

The study's targeted staff in four water service companies, thus giving a total population of 638 workers. The study used the "Yamane's Formula to estimate the population's minimum sample size of 245.

Instruments

Data collection involved a structured questionnaire that consisted of properly constructed close-ended items designed to cover all the variables under investigation.

Validity and Reliability

The content validity of the instrument was ascertained through consultative assessment and evaluation of experts. For evaluation purposes, the survey was distributed to supervisors, peers specializing in strategic management and industry experts in the field of strategic management. In order to ascertain the construct validity, the statements that addressed the variable were included. Internal consistency reliability was assessed through the utilization of the Cronbach's Alpha test. Where the variables scored the Cronbach's Alpha of above 0.7. therefore, the instrument was reliable.

Statistical Treatment of Data

Data was analyzed using the Statistical Package for Social Science (SPSS). Apart from descriptive statistics, which described the trends, Pearson's

correlation tested how strongly the variables under investigation were correlated.

Ethical Consideration

The researchers maintained ethical standards by, among other things, informing respondents of the research's purpose, safeguarding them against coercion, ensuring safety standards are adhered to and respecting the legality of the issues under investigation. The researchers also informed the participants about the study's objectives and guaranteed the preservation of their responses' confidentiality.

Analysis and Discussions

This study described situations and examined the influence of inspirational motivation on the organizational performance of water service companies in Western Region, Kenya.

Demographic Analysis

This section presents the demographic analysis, where the demographic characteristics of the respondents, such as their gender, highest level of education, length of service and job title of the respondents were analyzed.

Table 1: Demographic characteristics of respondents

Characteristics	N=208	Frequency/Percent
Gender		
Male		123 (59)
Female		85 (41)
Education Level		
Secondary school		18 (8.7)
College Diploma		98 (47.1)
Undergraduate		62 (30)
Postgraduate		30 (14.4)
Length of Service		
Less than 2 years		80 (38.5)
3-5 years		59 (28.4)
6-9 years		31 (15)
More than 10 years		38 (18.3)
Job Title		
Top Level Manager		40 (19)
Technical		98 (47)
Support Staff		70 (34)

The gender distribution among participants was 59% male and 41% female. This may indicate that males comprised a greater proportion of the surveyed respondents than females. In relation to the participants' educational backgrounds, a significant proportion, specifically 47.1%, possessed a collegiate diploma while 30% held undergraduate degrees. A mere 8.7% of the respondents had

completed secondary education whereas 14.4% of the respondents held postgraduate degrees.

Most respondents 38.5% had a work experience of less than 2 years, 28.4% of the respondents had between 3 and 5 years of work experience. In addition, 15% of the respondents had between 6-9 years of experience while 18.3% had above 10 years of experience, thus well informed on the

inspirational motivation practices used in their water service companies. Regarding the position held in the organization, 47% of the respondents were technical staff, 34% were support staff while 19% were top level managers.

Descriptive Analysis

The purpose of descriptive analysis was to offer concise summaries of study variables. Descriptive analysis serves as the foundation for the majority of quantitative data analyses.

Research Question 1: What is the rate of inspirational motivation as described by respondents?

This section presents the perception of respondents regarding the inspirational motivation as shown in Table 2. The interpretation scale of the mean scores was as follows: 1.00-1.49=strongly disagree; 1.50-2.49=disagree; 2.50-3.49=neutral/undecided; 3.50-4.49=agree; 4.50-5.00=strongly agree.

Table 2: Descriptive Analysis results for Inspiration motivation

No	Inspirational Motivation	Mean	SD
1	Leaders in my organization talk about its bright future	1.8	0.9
2	My supervisor has articulated a clear communication on a realistic acceptable vision for my organization	2.0	0.8
3	Employees focus their energy on fulfilling the organization's collective vision and mission	2.0	0.8
4	My supervisor has inspired us to work as a team towards achievement of both personal and organizational goals confidently	1.9	0.9
5	In my organization leaders develop team spirit in employees	2.0	0.9
6	My supervisor exhibits a commitment of a team to the goals that have been laid out by the organization	2.0	0.9
Aggregate Scores		1.9	0.9

Table 3: Descriptive analysis for Organizational Performance

No	Organizational Performance	Mean	SD
1	Cost minimization has greatly been enhanced in my organization through strict monitoring	2.1	0.9
2	In my organization we consciously manage costs to make services more affordable	2.1	1.0
3	Enhanced efficiency and coordination of services have contributed to cost reduction in my organization	2.2	1.1
4	In my organization departmental revenue collection set targets is achieved	2.2	1.0
5	In my organization employees and creditors are timely paid	2.6	1.2
6	My organization has realized improved level of revenue in the last one year	2.3	1.1
Aggregate Scores		2.2	1.0

The aggregate mean (M=1.9) indicates that inspirational motivation is non-existent. Likewise, specific items ranged between the mean score of 1.8 and 2.0, signifying disagreement. Particularly, leaders in the organization never talked about its bright future. They also disagreed that supervisors articulated clear communication on a realistic acceptable vision for the organization. Furthermore, they disagreed that the employees focus their energy on fulfilling the organization's collective vision and mission, and that the supervisors inspired them to work as a team towards achievement of both personal and organizational goals. Finally, they

disagreed that leaders develop team spirit in employees and that the supervisors exhibit commitment of the teams to the goals that have been laid out by the organization.

Research Question 1: What is the rate of the organizational performance as described by respondents?

Respondents were requested to evaluate the organizational performance as shown in Table 3. The aggregate mean (M=2.2) indicate that the performance was poor. Likewise, specific items

ranged between the mean score of 2.1 and 2.2, signifying disagreement with all the statements, except one with the mean score of 2.6. For instance, they disagreed that cost minimization has been enhanced through strict monitoring and that their organizations have realized improved level of revenue in the last one year.

Research Question 3: Is there a significant relationship between inspirational motivation and performance?

Inferential statistics was employed in this study to assess the intensity of the existing association between inspirational motivation and water service company performance, using the Pearson's Moment Correlation coefficients as seen in Table 4.

Table 4: Correlation between Inspirational Motivation and Performance

		Inspirational Motivation	Organizational Performance
Inspirational Motivation	Pearson Correlation	1	
	Sig. (2-tailed)	.000	
	N	208	
Organizational Performance	Pearson Correlation	.554**	1
	Sig. (2-tailed)	.000	.000
	N	208	208

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

The findings in Table 4 show a moderate and positive correlation between the inspirational motivation and performance at 0.554. The p-value of 0.00 indicates that the correlation is significant. The more the inspiration, the higher the performance. Therefore, inspirational motivation affects the performance positively. The findings agree with those of Almeen and Kamakech (2021) in the United Arabs as well as Chebon et al (2019) in Kenya, who noted that inspirational motivation positively correlated with performance.

Conclusions and Recommendations

The study concludes that both the inspirational motivation and organizational performance were perceived to be low in the organizations under investigation. However, the inspirational motivation had a positive effect on the organizational performance. Therefore, it is important to improve the inspirational motivation in organizations to realize the enhanced organizational performance.

Based on the conclusions, the study recommends that water service companies in the Western Region should increase the implementation of the inspirational motivation to realize the maximized performance.

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