

**INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE ON COMPLETION
OF WATER PROJECTS IN LAMU COUNTY, KENYA.**

STEPHEN ONYANGO OCHICH

**A PROJECT REPORT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND
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DECLARATION

This research project is my original work and has not been presented for a degree in any other University

Signature..... Date

STEPHEN ONYANGO OCHICH

ODLBDS/34/00582/3/24

This research project has been submitted for examination with my approval as University Supervisor

Signature..... Date

Noelyne Sande

The Management University of Africa

DEDICATION

I dedicate this project to my family for their moral support.

ACKNOWLEDGMENT

I wish to acknowledge my supervisor Ms Noelyne Sande for accepting to take me through the research project. This guidance and speed at which she was able to reply to my emails is appreciated. I also wish to appreciate the kind gesture of the University of considering me for this programme and providing a conducive study environment.

To you all, God bless you

ABSTRACT

The number of projects being commissioned in both the developing and developed world has become a momentous trend. These projects help governments, individuals and organizations to accomplish their strategic objectives. A project constitutes tangible and orderly effort directed towards the delivery of a unique product or service at a predetermined cost, schedule and quality. It is in this respect, this study sought to evaluate the influence of transformational leadership on completion of water projects in Kenya, a case of the County of Lamu by looking at how inspirational, individualized and idealized influence affects completion of water projects in Lamu County. The study findings will provide the management with information regarding the current state of leadership and completion of water projects. The research study adopted descriptive research and a target population of 450 management level employees. Stratified random sampling was used to select a representative sample of 45 respondents representing 10% of target population. Data was collected using questionnaires and analyzed using simple statistics and the use of MS excel. The data was presented using tables; the raw data gathered from the field will be coded before the generalization of the findings are made. The results were analysed using descriptive statistics and presented using charts and tables. The study examined the extent to which intellectual stimulation influence completion of water projects in the County of Lamu. It was revealed from the study findings that the County Government does not encourage organizational learning. The researcher further found out that the County Government has not allocated adequate funds for research and development. Nevertheless, the study established that the adequacy of resources allocated to research and development determines the rate of completion of water projects. In examining the influence of inspirational motivation on completion of water projects, it was established from analyzed data that the county administration is not keen on encouraging the principle of shared power and delegation in the management of water projects. The need for adequate attention to staff training and development for improved organisation wide performance was recommended. The study assessed the influence of Idealized influence on completion of water projects in Lamu County. The research revealed that the project managers may not be observing high levels of work ethics and moral conduct in the execution of duties. The need to encourage managers to observe ethics in their work was recommended. In examining how individualized consideration influences completion of water projects, the study established that the County Government Administration does not facilitate project staff training. The study recommends that managers at all levels need to be trained and well prepared on aspects of delegation and power sharing. This is achievable through the provision of equal opportunities for professional growth and development. The study recommends that further study is conducted in the same topic in other organisations so as to benchmark the findings.

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LIST OF ABBREVIATIONS

USA	United States of America
GDP	Gross Domestic Product
MUA	Management University of Africa

OPERATIONAL DEFINITION OF TERMS

Transformational leadership: This is a type of leadership style in which the leader is able to achieve from the followers, extraordinary levels of follower trust, admiration, motivation, commitment, loyalty and performance.

Project Completion- Delivering project within the provided budget, time and customer specifications.

Idealized influence- The project manager acting as a role model and not seeking to use his or her position for personal gain.

Intellectual stimulation- Giving the project team members an opportunity to participate in the decision-making process. This enhances their ability to make decisions for timely completion of projects within budget and specifications

Inspirational motivation. This involves actions by the project manager to embrace the spirit of teamwork. This will promote commitment to the goals of the organisation

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The background of the study, problem statement, research objectives and questions to be addressed by the study, benefits of the study and scope are explored in this section.

1.1 Background of the Study

The number of projects being commissioned in both the developing and developed world has become a momentous trend. These projects help governments, individuals and organizations to accomplish their strategic objectives. A project constitutes tangible and orderly effort directed towards the delivery of a unique product or service at a predetermined cost, schedule and quality (Olivier,2007).

For projects to achieve the objectives for which they are established, their completion is not debatable. A project is considered complete if it meets the criteria of budgeted cost, time and client specifications or quality. The inability of contractors to complete as per criteria is a concern for clients both in the developing and the developed world. For instance, the State of Florida in the United States of America (USA) is grappling with the challenge of project completion which is the main cause of client frustration and wastage of resources (Kappagantulla,2002).Specifically, In the United Kingdom, as indicated by clients, over 60% of the projects are never done within budget making cost overrun a common problem for projects in the country (Olawale,2010).

The dependency of the economies of Asian countries on projects is disproportionately high compared to other sectors. For instance, over 10% of the Gross Domestic Product of Afghanistan is dependent on projects. This may be explained by the fact that the country is trying to fast track its development after several years of internal conflict. As the projects increase in numbers and size, it is important that completion is given utmost attention to ensure that deadlines and budgets are met (AISA,2012).In India, cost overrun has been identified as the key indicator of incomplete projects .Such projects are characterized by poor leadership ,lack of cooperation from stakeholders, inappropriate tendering and conflict among participants .

A number of projects initiated by Governments in African countries remained largely incomplete or partially incomplete with pronounced budget overruns, delays and client dissatisfaction. For example, Eyiah-Botwe and Aigbavboa (2016) posits that cost overrun in capital projects is a key component consistent with incomplete projects in Nigeria. The problem of cost overrun is attributed to fluctuations in prices of materials, poorly managed contracts, poor design and project complexity (Omoregie,2016). Additionally, and in support, Hussin and Omran (2011) indicate that 70% of the projects surveyed in Nigeria experience delays during execution. This derailment of completion of government projects Nigeria is linked to poor leadership from the project managers and contractors (Chika,2014)

The Zambian experience indicate that most government derailed projects are characterized by cost overrun which is the main feature of incomplete Projects. The overrun costs are caused by delayed payments from clients, inexperienced contractors, and ineffective leadership on the part of project managers. Looking at Uganda, a significant proportion (12%) of the Country's GDP is dependent on construction projects (Uganda's Ministry of Finance,2015).However, just like the sister countries in the content, Uganda experiences extensive project delays with Over 65% of the projects initiated in every financial year remaining incomplete by the end of stipulated time and exhaustion of allocated financial resources. This is attributed to change of scope, financial dishonesty of the contractor, lack of experience on the part of the contractor and lack of leadership from the project manager (Otim,2014).

In an effort to move Kenya towards an industrialized country an envisaged in the vision 2030 blue print, the Jubilee Administration has directed substantial sums of money to infrastructural projects. However, completion of these projects remains an immense challenge both at the County and at the National Level (Kamoth,2017). A survey by the Treasury indicate that 48% of the projects initiated by Government in 2013 remain incomplete 8 years later. This has been attributed cost overruns occasioned by exaggerated expenditure, poor leadership and misappropriation of project funds (Ministry of Finance,2019). Incomplete projects are a source of problems to both levels of governments due to litigations and an avalanche of disputes that follow (Ondari & Gekara,2013).

Government initiated projects are normally complex and resources consuming. Existing literature confirms that such the challenges to such projects are mainly managerial and not technical (Golabchi, 2013). To this end, appropriate leadership and skillful management are the key determinants of successful completion of these projects (Ahmad & Anwar, 2015). Needless to say that the role played by leadership in the delivery of successful projects in terms of budget, client specification and time cannot be over emphasized (Galloway & Haniff, 2015). In spite of the significance of leadership, issues of accountability, resource wastage, and low rates of completion are still prominent in government projects (Jugdev & Muller, 2005). Therefore, modern organizations have resorted to enhancing leadership skills of their managers and one such most coveted style of leadership is transformation leadership. This type of leadership has received attention by managers and scholars alike because of its capability to impact people toward achieving the objectives by shifting the beliefs, values, and needs of the subordinates (Ohman, 2016). As Yukl (2013) notes, a transformational leader is able to achieve from the followers, extraordinary levels of follower trust, admiration, motivation, commitment, loyalty and performance. This points to the significance of transformational leadership and project completion as an area of research (Jiang, 2014). Nevertheless, the temporary nature of projects and the diversity of experts involved complicates the leadership process in government affiliated projects (Tyssen, 2013). All said and done, the key concern of a project manager will then be whether in adopting transformational leadership style, he or she will be able to complete the projects within budget, time and meet the specifications of client (quality) (Love, 2011).

A transformational leader makes a goal of what could be finished by the association and can engage others with that goal. This style of leadership has four domains namely intellectual stimulation, inspirational motivation, individualized consideration and idealized influence (idealized influence). In explaining the domains, models by Bass, Bernard & Avolio, Bruce & Atwater, Leanne (2008) posits that idealized influence requires the leader to be a role model and refrain from using power for personal gain, inspirational motivation demands that the leader embraces teamwork and commitment to the goals of the firm, intellectual stimulation gives the workers opportunity to participate in decision making and individualized consideration allows

the leader to building individualized relationships with staff and embrace delegation of authority and responsibility. The model by Bradford & Cohen (1984) explains the individualized consideration as continuous development of individual skills. This study will seek to examine how intellectual stimulation, inspirational motivation, individualized consideration (continuous development of individual skills) and idealized influence (idealized influence) influences completion of water projects.

Global statistics indicate that close to 1 billion people in the world have no access to adequate water (UNICEF 2009). On the same vein, Kenya like any other developing country has not able to meet provide safe water for its citizens with (WHO,2008) statistics putting such a population at 35% of the entire population .It is with this background that Government both at national and County Level and Non-Governmental organizations are directing resources towards the initiation and implementation of water projects in a number of parts of the country, Lamu included. Despite the fact that the well-being of Human beings and the residents of Lamu in particular depends on the supply of water and sanitation, of the 39 water projects initiated by the County Government of Lamu since 2013, close to 60% of them have not been successful (Chepkemai,2018). Success here is measured based on the triple constraint model of time, ` cost, and the scope with quality being the central theme. This paints a grim picture of the residents in some sections of the county still depending on unsafe water and that women and child walking longer distances in search of the same. This study will seek to examine the influence of transformational leadership on completion of water projects in Kenya, a case of the County of Lamu.

1.1.1 Profile of Lamu County

Lamu County was the first capital city of Kenya and is now an administrative county in Kenya. Lamu is made up of eight (8) constituencies including Lamu Town, Mavoko, Masinga, Yatta, Kangundo, Kathiani, Matungulu, and Mwala. Lamu Town serves as the County Headquarters. Lamu County borders Nairobi and Kiambu counties to the West, Embu to the North, Kitui to the East, Makueni to the South, Kajiado to the South West, and Murang'a and Kirinyaga to the North West. Lamu County stretches from latitudes 0° 45' South to 1° 31' South and longitudes

36° 45' East to 37° 45' East. The county has an altitude of 1000 – 1600 meters above sea level (<https://Lamugovernment.co.ke/>)

It has a total population of 1,098,584 people, 264,500 households and covers an area of 6,208 SQ. KM. The population density is 177 persons per SQ. KM. The Akamba people are the dominant habitants of Lamu County. The local climate is semi-arid with a hilly terrain covering most parts of the county. The beautiful hilly scenery is perfect for tourist related activities such as camping, hiking safaris, ecotourism and cultural tourism, dance and music festivals among many more. A number of establishments ensure the region has a well-rounded hospitality industry (<https://Lamugovernment.co.ke/>)

Subsistence agriculture is practiced with Maize and drought-resistant crops such as sorghum and millet being grown. However, the County also plays host to the open-air market concept with major market days where large amounts of produce are traded. Fruits, vegetables and other food stuffs like maize and beans are sold in these markets. The county has been selected as the home to the upcoming Konza Technology City due to its proximity to Nairobi, good infrastructure and availability of massive chunks of land. Lamu County, Nairobi's Eastern neighbors, is home to important industrial and residential centers like Athi River and Mlolongo (<https://Lamugovernment.co.ke/>)

1.1.1.1 Status of Water Projects in Lamu County

The County Government of Lamu has initiated a total of 282 water projects since its inception in 2013. The status of the water projects is as shown below

1.1.1.2 Table 1: Status of Water Projects in Lamu County

Project status	Number	Percentage
Completed	52	21
Partially done	102	42
Not started	88	37
Total `	242	100

Source (County Government of Lamu,2022)

It is clear from the above table that 79% of the water projects started since the inception of the County Government of Lamu in 2013 are either partially done or have not taken off.

1.2 Statement of the Problem

Successful completion is a common challenge for government-initiated projects due to increased costs, poor quality and litigation issues for the parties involved. The problems faced by projects can be reflected through unmet client specifications, cost escalations beyond the budgetary limits and late delivery times. The Kenyan Government both at the National and County Level has invested heavily in infrastructural projects aimed at making Kenya industrialized by 2030. However, these projects face problems of delays, cost over-runs and failure to achieve the intended quality requirements as found by (Ondari,2013) for water projects. The failure to complete projects leads to various problems such as disputes and litigations.

In Kenya, in comparison to urban areas, access to safe water has been severely limited in rural areas where people rely on rainwater, rivers, and natural springs as main water sources. National statistics indicate that on average,66.5% of Kenyans can access to clean water. Away from the National figures Lamu County posts a rate of 5.18% making it one of the counties whose population of 1.08 million has no access to adequate and clean water (Kenya National Bureau of Statistics,2020). The residents suffer water shortages and deteriorated water quality, especially during the dry season. Lamu county, belong to the arid and semiarid lands (ASAL) in the southern region. The poverty ratio in the County is particularly high (60–65%) within the ASAL. Water shortage in the County has been serious during the dry season, and diseases caused by low-quality water and poor hygiene environment, such as diarrhea, have been prevalent. In an effort to increase access to water by the residents of Lamu, the County Government with the assistance of development partners has initiated over 250 water projects in various sub counties since inception in 2013.

It is worth noting that water projects started in the County are in sad state exacerbated with overrun costs, delayed completion and avalanche of accountability and transparency issues. As noted by Chepkemai (2019), only 60% of the projects initiated by the county in 2013 have been successfully completed. Kanda (2019) recommends for project leadership skills training for managers as a solution to enhanced accountability and transparency in water projects in the

county. Other studies like that on Onywere (2020) have considered inadequacy of financial resources and client interference are key factors influencing completion of water projects. A further study by Kariuki (2018) revealed that project performance is influenced by the project manager's style of leadership. The study further showed that higher project performance is achievable through the adoption of transformational leadership style. From these studies, the influence of transformational leadership style has been explored but not adequately so especially in Lamu County. This study therefore sought to evaluate the influence of transformational leadership on completion of water projects in Kenya, a case of the County of Lamu.

1.3 Objectives of the study

1.3.1: General objective

This research mainly sought to evaluate the influence of transformational leadership on completion of water projects in Kenya, a case of the County of Lamu.

1.3.2 Specific Objectives

The study will be guided by the following specific objectives;

- i) To evaluate how intellectual stimulation influences completion of water projects in Lamu County.
- ii) To examine how inspirational motivation affects completion of water projects in Lamu County.
- iii) To assess how individualized consideration influence completion of water projects in Lamu County.
- iv) To evaluate how idealized influence affects completion of water projects in Lamu County.

1.4 Research Questions

- i. How does intellectual stimulation influence completion of water projects in Lamu County?
- ii. How does inspirational motivation affect completion of water projects in Lamu County?
- iii. How does individualized consideration influence completion of water projects in Lamu County?

- iv. To what extent does idealized influence affect completion of water projects in Lamu County?

1.5 Significance Of The Study

The study findings will provide the management with information regarding the current state of leadership and completion of water projects. Moreover, the findings of the study will make it possible for the county administration to reexamine if the current project manager's leadership style has helped in ensuring that projects are completed as planned. The recommendations of the study will assist the county government of Lamu to develop a guideline for improving transformational leadership skills among managers for successful project completion. The study will also provide information to policy makers on the impact of transformational leadership style of completion of projects. The study findings correspondingly inform policies formulation to warrant enhanced completion and lower project failure rate.

The findings of the study will add to the present body of literature in the field of transformational leadership and completion of projects. The researcher anticipates that the findings of the study will provide a springboard for more research in the subject of transformational leadership and project completion.

1.6 Scope of the Study

This study analyzed the impact of the four domains of transformational leadership (intellectual stimulation, inspirational motivation, individualized consideration and idealized influence) on the completion of water projects in Lamu County. The four variables were arrived at because transformational leadership as articulated by Bass (1996) has four only dimensions. The study was limited to water projects in Lamu County. In addition, the study was limited to Lamu County and water projects are of interest because water represents the highest number of projects financed by the county since inception of devolution in 2013 at an approximate total cost of over 500Million. The study was conducted in Lamu between February and May 2026

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1.7 Summary

This section presents chapter focused on the introductory literature on the influence of transformational leadership and project completion. The research problem that the study intends to address is also discussed, purpose highlighted, followed by the research objectives and questions that the research intent to answer, and scope.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section considers empirical literature review, summary of knowledge gaps, conceptual framework, operationalization of research variables and the chapter summary

2.1 Theoretical Literature Review

The study's theoretical review is based on three theories that try to explain the influence of transformational leadership on project performance. The study utilised transformational leadership theory, the hierarchy of needs theory and Herzberg's two factor theory. The three theories are discussed in the following section

2.2.1 Transformational Leadership Theory

The introduction of the concept of transformational leadership among the political realm led to the conceptualization of the theory of transformational leadership. This kind of leadership entails a process where followers and leaders are working together for the enhancement of their motivation and morale (Burns,1978). The works of Burns were extended by Bass (1985) by indicating that it was possible to measure the impact of transformational leadership on the motivation and performance of followers. The key point that stands out from this theory is that the leader is the champion for change geared towards enhancing performance of organizations. Bass further notes that transformational leadership is associated with leaders with a multitude of followers. Burns (1978) further noted the leader is able to motivate and transform the followers through idealized influence, intellectual stimulation and individual stimulation, and individual consideration. All these came to be known as dimensions of transformational leadership style.

The dimension of idealized influence a transformational leader inspires trust, admiration, and respect among a team to the extent that members emulate him/her. Idealized influence refers to the ability of the manager/leader to exhibit certain principles that make him or her act as a role model to the followers/employees (Bass, 2016). The followers imitate and admire and trust such leaders. Among the indicators of idealized leadership is ethics, vision articulation, role Model and high Moral standards and trust.

Intellectual Stimulation involves the ability of the leader to excite creativity and innovation amongst the followers (Bass & Avolio, 2009). Followers are positively encouraged to try new approaches. The ideas of subordinates are not undermined even when they reflect different stands. Rather a bottoms-up type of influence is generated with two-way communication. Both leaders and followers develop their own capabilities to recognize, understand and eventually solve future problems.

For increased productivity, the leader should be able to motivate and inspire the followers towards achievement of the goals of the organization (Bass & Avolio, 2009). Transformational leaders should, therefore be able to show enthusiasm and optimism, stimulating team work, pointing out positive results, advantages, emphasizing aims and stimulating followers. Leaders get followers involved in envisioning attractive future states; they create clearly communicated expectations that followers want to meet and also demonstrate commitment to goals and the shared vision (Stewart, 2006). The key indicators of inspirational motivation are setting organizational vision, communicating this vision, challenging workers, giving continuous encouragement, and applying the principles of shared power

A leader is classified as transformational if they are able to consider individual differences in the process of assigning tasks to workers. Individualized consideration gives the leader the opportunity to prioritize to employee development through coaching, involvement, teamwork and mentoring (Bass & Avolio, 2009).

Despite the clear definition of transformation leadership pointing to the value of the theory to the organization number of criticisms have arose including that of Northouse (2014) indicating the Bass presentation portrays transformational leaders as perfect people and that their influence will automatically impact on the followers. Yulk (1999) indicates that these perspective by Bass is quite narrow. Moreover, Mullins (2007) posits that this theory indicates that followers are vulnerable in cases where the leader wants to advance motives that are ulterior. Transformational leadership can however be credited for increased organizational effectiveness in spite of the weaknesses discussed above. This theory forms the main pillar of this study as it presents the dimensions of the study as used to determine the influence of transformational leadership on organizational performance

2.1.1 The Hierarchy of Needs Theory

This theory was brought up from the work of Abraham Maslow (1943). The theory suggests that human needs are of five types. These include basic, security, affiliation, esteem, and self-actualization needs depicted in five hierarchical levels within a pyramid. (MacLeod, 2007). Failure to meet any of these five needs will give rise to a reduction in the performance of employees because their level of satisfaction will be affected. This will in effect lead to a reduction in the performance of the organization (Maslow, 1943). However, when the firm ensures that these needs are met, the employees will be motivated which will also enhance their satisfaction and work performance.

The theory has been modified by other researchers for instance; the theory was expanded in 1970s to include cognitive, aesthetic and transcendence needs. This makes it an eight-stage model. The theory is however criticized on the grounds that it is highly subjective as it is based on the scholar's view. The theory is further by MacLeod (2007) on the grounds that it cannot be empirically tested making it difficult to establish a causal relationship. The theory is however relevant to this study as it seeks to examine the relationship between the needs of employees being met and performance of the organization. The theory addresses those employee needs that must be met through transformational leadership for improved organizational performance

developed from an examination of 203 engineers and accountants of several firms. The respondents who were workers were asked to describe their work citations, in terms of the time they felt so happy (satisfiers) and also the time they felt so unhappy (dissatisfies). From this experiment, Herzberg concluded that workers are affected by different factors which as classified into two; motivation factors and hygiene factors. Motivation factors include factors relating to the job itself. Hygiene factors on the other hand include factors that do not relate to the employee work thus are external.

The theory opines that there are factors that improve employee satisfaction (satisfiers). These include factors such as employee responsibility, work itself, job advancement, achievements, recognition and individual growth and development (Herzberg, 1959). The theory also classifies conditions of work, pay and other benefits, ability of supervisor and job security as hygiene factors. The assumption that whenever employees are happy then satisfaction and productivity

are assured has been criticized. The has also been dismissed on the basis that it does not provide any explanation on how the traits of employees contribute to their satisfaction and performance. (Leadershiop-central.com/2016).

An empirical test of the Herzberg's two-factor theory by Ozsoy(2019) confirms that indeed the most important hygiene factors include salary, conditions of work, policies of the company and nature of relationship with supervisor. Factors like promotion and recognition were of no consequence. This theory is applicable as it suggests that the satisfaction of workers is affected by factors which relate to the job itself and others that are external which include leadership.

2.2 Empirical Literature Review

The empirical review section is based on the objectives of the study which involved determining the influence of idealized influence, Intellectual Stimulation, Inspirational Motivation and individualized consideration on performance of organizations.

2.2.1 Idealized influence and Performance of Water Projects.

Transformational leadership is based on the relationship between employees and leader all of which that does not have a place in the formal arrangement of any organization. In Idealized influence the followers work to imitate the ideals practiced by the leader. The ideals include charisma, power, self-confidence, consistency, trust. The sources of idealized influence may be attributed from the result of the leader's behavior, values, beliefs and high moral standards (Shurbagi,2014)

A study by Abeysekera (2011) evaluated idealized influence (Charisma) of a salesperson in Sri Lankan banking sector. The discussion centered on examining how important values and shared sense of purpose is communicated to the followers by the leader. The analysis assessed the extent to which the leader practiced the role of role model before the followers. The study findings showed that idealized Influence behavior of salesperson is higher in private banks than in state banks.

An investigation of how transformational leadership influences the performance of Jordanian banks was carried out by Orabi (2016). A survey design was used and through stratified random sampling ,249 respondents were selected for the study. Through regression analysis, descriptive

and inferential statistics it was established that idealized influence was not a significant factor in the performance of banking institutions in Jordan. This study focused on the Jordanian banking sector whereas the current study will look at a public entity in Kenya's water sector.

In examining the effect of transformational leadership on organizational performance at Coast General and Referral Hospital, Matata (2018) used case survey approach and a target population of 500 workers. Stratified random sampling was used and with the help of Slovin formula 212 respondents were selected as the sample size. The relationship between independent and dependent variables was measured using Spearman rank correlation coefficient. The study established that of the four dimensions of transformational leadership, idealized influence has a strong positive relationship with organizational performance. Moreover, the study established a weak relationship between inspirational motivation, intellectual stimulation, individualized consideration and organizational performance at Coast General and Referral Hospital in Mombasa.

A research by Nyokabi (2017) examined how idealized influence as practiced by company CEOs influence performance of management staff in private sector organizations in Kenya. Descriptive correlational research design was used and a target population of 984 senior managers from 183 private firms as listed in the Kenya Private Sector Alliance (KEPSA). Questionnaires were used to obtain data from a stratified random sample of 284 respondents. Data was analyzed using descriptive statistics namely frequencies, means, and standard deviation. Inferential statistics were also used in the analysis which included Pearson's correlation, Analysis of Variance (ANOVA) and multiple linear regressions. The study findings revealed that the CEO's idealized influence significantly predicted performance of senior managers.

An investigation of the influence of idealized influence on employee engagement in parastatals in the water sector in Kenya was done by Change (2019). The study utilized correlational research design and a target population of 315 managers and a stratified random sample of 176 respondents drawn from 10 parastatals within the water sector in Kenya. Data was collected using self-administered questionnaires which involved Likert Scale measurements ranging from 0=strongly disagree to 4=strongly agree. The data was analyzed using inferential statistics. The findings showed that employee engagement has a statistically significant relationship with

charisma, $r(166) = 0.590$, $p < 0.01$; ethical leadership, $r(165) = 0.553$, $p < 0.01$; teamwork, $r(166) = 0.531$, $p < 0.01$. Multiple linear regression analysis revealed that employee motivation positively and significantly moderates the relationship between idealized influence and employee engagement, $R^2 = 0.405$, $F(2, 159) = 54.100$, $p < 0.05$, $\beta = 0.225$, $p < 0.05$. The study concluded that charisma, ethical leadership, teamwork, and employee motivation positively enhance employee engagement.

A study by Maina (2019) evaluated the effect of transformational leadership on the organizational performance of steel manufacturing companies in coast region. The study adopted a descriptive study design. Target population primary data was collected using semi-structured questionnaire based on the objectives of the study. The target population for this study was therefore six fully automated and eleven semi-automated steel manufacturing companies. The unit of observation was the 59 senior level managers. Purposive sampling was used to arrive at this sample. Descriptive and inferential statistics was used to analyze information generated from respondents. The study established that idealized influence had a significant influence on organizational performance of steel manufacturing companies in coast region. The results indicated that there was a positive relationship between idealized influence and organizational performance of steel manufacturing companies in coast region. This study recommends the leaders in corporation to go for leadership seminars to fully understand the full effect leaders have on their subjects.

Njiraini (2018) evaluated the relationship between idealized influence and employee job satisfaction in Kenya's commercial banks. The study utilized a correlational descriptive research design and a target population of 10,310 management level staff. Using stratified random sampling, 424 employees were selected for the study and data obtained from them using questionnaires. The collected data was analyzed using descriptive statistics and inferential statistics. The study findings indicated that idealized influence and job security were positively and significantly correlated to job satisfaction $r(346) = .496$, $p < .05$.

Kasanga (2015) examined the effects of transformational leadership on organizational performance in non-governmental organizations with a focus on Compassion International Tanzania. The study utilized descriptive research design and a target population of 30

respondents. Questionnaires were utilized to obtain data from the respondents. The study revealed a strong positive relationship between idealized influence and performance ($r(29) = .74, p = .00$). The findings are in line with those of Gozubenli, (2009), who emphasizes the importance of common values and beliefs, emphasize the significance of a strong sense of purpose, and underline the worth of achieving a collective sense of the organization mission. Datche (2015) in her study found that idealized influence of supervisor instate corporations in Kenya was positively related and significant to organizational performance.

2.2.2 Intellectual Stimulation and Performance of Water Projects.

An assessment of the impact of intellectual Stimulation on innovation and organizational performance was done by Utami (2013). Using purposive sampling, the study selected a sample of 56 respondents who doubled as managers of small and medium enterprises in Tegal town of Indonesia. Using partial least square technique, the study results indicated that intellectual stimulation positively influences innovation. The study also established a strong positive correlation between innovation and organizational performance. It was also noted that the barriers that hinder employees from sharing information can be removed through use of intellectual stimulation by transformational leaders. In conclusion, the researchers affirmed the assertion that firm performance is dependent on transformational leadership.

A study by Tahira (2014) evaluated the influence of Intellectual Stimulation, Innovations and performance of small and medium enterprises in Haripuri the industrial region of Pakistan. The researcher distributed 500 questionnaires out of which 348 were returned representing a response rate of 70%. Regression analysis was used to established relationship between the variables of the study. It was revealed that intellectual stimulation is a good predictor of innovation and performance of small and medium enterprises. The study regression output gave R of 0.624 with $P < 0.00$ showing that 62.4% of the variation in performance of small and medium enterprises is explained by intellectual stimulation.

In examining how transformational leadership impacts on motivation and eventual performance of employees at FEB UMM, Elgelal and Noermijati (2015) used descriptive design and questionnaires to obtain data from the respondents. The collected data was analyzed using Partial

Least Square (PLS) technique and the results showed that indeed staff motivation has no significant positive effect on the employees' performance. Moreover, it was revealed that Intellectual Stimulation as a component of transformational leadership influences staff performance at FEB UMM.

A study by Kirui (2015) examined how individualized consideration and influence of intellectual stimulation contributes to effective performance of state-owned banks. The study was descriptive in nature and a target population of 137 respondents from 22 branches of national Bank and Post Bank in the Rift Valley. Data was obtained using questionnaires and analyzed using descriptive and inferential statistics. The regression analysis carried out gave an r^2 of 0.6374 indicating that 63.7% of the variation in performance of the banking institutions is explained by individualized consideration and intellectual stimulation.

A good relationship between employee and the supervisor is healthy for the productivity of the organization. Smothers (2016) evaluated the role of Intellectual Stimulation in the relationship between the supervisor and employee in organizations. The study utilized a sample of 259 respondents who were nurses in two regional healthcare facilities in the Midwestern United States. The study established a direct relationship between intellectual stimulation ability of the leader and employee empowerment.

An investigation of how transformational leadership influences the performance of Jordanian banks was carried out by Orabi (2016). A survey design was used and through stratified random sampling, 249 respondents were selected for the study. Through regression analysis, descriptive and inferential statistics it was established that intellectual stimulation affects the performance of banking institutions in Jordan. This study focused on the Jordanian banking sector whereas the current study will look at a public entity in Kenya's water sector.

An analysis of the influence of intellectual stimulation on organization commitment was done by Kimeto (2017) who focused on Kenya's commercial banks. The researcher utilized descriptive correlational design with a target population of 240 managers drawn from 40 commercial banks. Using stratified random sampling, 150 respondents were selected to whom questionnaires were administered to obtain data for the study. Data was analyzed using inferential statistics such as

Pearson correlations, Chi Square, ANOVA and multiple linear regressions. The study findings indicated that intellectual stimulation significantly predicted organizational commitment.

An investigation on the influence of intellectual stimulation on the performance of commercial banks in Kenya was done by Nyakomitta (2018). The study employed descriptive research design, which included both qualitative and quantitative methods. The study target population was all tier 1 commercial banks in Kenya. The study covered a target population of 24,244 employees working in the seven banks. A sample size of 384 was selected from all the seven banks using stratified random sampling. Primary data was collected using well-structured questionnaires. Multiple linear regression model was used to estimate the coefficients using statistical package for the social sciences (SPSS version 23). Descriptive and inferential analyses were used to analyze the data. Results: The findings indicated that intellectual stimulation affects the performance of commercial banks in Kenya. The regression results showed that intellectual stimulation influenced the performance of banks by 0.596 units.

Intellectual Stimulation is one of the key dimensions of transformational leadership. An analysis of the performance of state corporations was done to purposely seek to identify the impact of intellectual stimulation of the same. In undertaking the study, Ondari, Were & Rotich (2018) utilized descriptive research design and a sample of 165 from whom data was obtained using questionnaires. Statistical Package for Social Sciences (SPSS) version 21 was used for analysis to generate descriptive statistics and inferential statistics. Descriptive statistics included percentages and frequencies while the inferential statistics included a multiple linear regression model. Study results were presented in form of figures and tables. The study established a significant relationship between intellectual stimulation leadership and organizational performance of state corporations in Kenya.

2.2.3 Inspirational Motivation and Performance of Water Projects.

Inspirational motivation is on the dimensions of transformational leadership. This study will assess the impact of inspirational motivation on the performance of water projects in the county of Lamu . Through the process of inspirational motivation, the manager is able to encourage employees to align their goals to those of the organization. In this regard, the achievement of organizational goals simultaneously impacts both the organization and the employee (Doody

&Doody,2012).A further analysis of the influence of inspirational motivation of organizational performance reveals a that indeed inspirational motivation is a foundation for knowledge sharing which is a key ingredient for organizational success (Rawung, Wuryaningrat, and Elvinita,2015).

Amin (2016) studied the role of transformational leadership on organizational performance with a focus of National Bank of Kenya. Descriptive research design was used and a population of 168 employees based in the head office targeted. questionnaires were used to obtained data primary from a stratified random sample of 84 respondents representing 50% of the target population. Qualitative data was analyzed by use of thematic content analysis and the results were presented in a prose form. Quantitative data was analyzed by use of both inferential and descriptive statistics with the help of statistical software known as Statistical Package for Social Sciences (SPSS version 22). Descriptive statistics included percentages, and frequencies, measures of central tendency (mean) and measures of dispersion (standard deviation). The study found that inspirational motivation had the most significant influence on the performance of the National Bank of Kenya, followed by individualized consideration and intellectual stimulation. In addition, the study found that leaders at the National Bank of Kenya act as coaches and advisors to individuals, mentor the junior staff to improve personal and professional growth and support a flexible work schedule. In addition, the study found that the relationship between the staff and the leaders was considered good; employees in the organization were involved in problem solving and participated in decision-making.

A study by Njong (2017) examined the effects of transformational leadership on the performance of Equity Bank of Kenya Limited. The research utilized a descriptive research design with a stratified random sample of 159 respondents. The study established that indeed transformational leadership is a predictor of organizational performance. The four components of transformational leadership that include idealized influence, idealized influence, inspirational motivation, and intellectual stimulation were ranked and inspirational leadership came 3rd in terms of its impact on the performance of equity bank limited. This clearly indicates that inspirational motivation is not key factor in the performance of the Bank. This study will seek to establish the significance

of inspirational leadership on the performance of public sector organization in Kenya, that is Lamu County.

Efforts by the leader to inspire and motivate employees to adopt appropriate behaviour for the better of the organization entails Inspirational motivation. In this respect Muniyiva (2018) examined the how transformational leadership impacts the performance of firms in the telecommunication industry in Kenya. The research adopted descriptive research design and a target population of 179 managers. Census was utilized thus having all the managers involved in the study and questionnaires were utilized for data collection. On considering the various domains of transformational leadership, it was established that inspirational motivation influences performance. It was recommended that the managers of respective firms ensure that inspiration motivation is upheld for enhanced performance.

The relationship between transformational leadership and employee job satisfaction in private hospitals in Jordan was empirically studied. The study utilized descriptive research design and a target population of 200 respondents who happened to be nurses. The study utilized idealized influence, inspirational motivation, intellectual stimulation and individual consideration as the key independent variables. The study revealed statistically significant positive relationship between inspirational motivation and job satisfaction. The researchers Mohammad, AL-Zeaud and Batayneh (2011) recommended for the need for leaders of organizations to engage in inspirational motivation for enhanced job satisfaction. The results of this study are consistent with Avolio and Bass, (1988), Conger and Kanungo (1988) and Chen (2004) who revealed that there was a positive relationship between transformational leadership and job satisfaction. This study was done among nurses in private hospitals in Jordan, the current study is will focus on the County of Lamu.

Empirical findings by Sundi (2013) revealed that inspirational motivation had a positive influence on employee performance. The study also pointed out that the inspirational motivation dimensions indicated that the employees were eager to carry out the tasks because the leader had the ability to arouse the enthusiasm of subordinates thus generating trust from the subordinates, consequently the leader had the ability to convey important organizational goals to subordinates. Similar, findings by Fasola, Adeyemi, and Olowe (2013) who investigated the relationship

between the transformational leadership style and their dimensions on the organizational commitment using a multifactor leadership questionnaire (MLQ) and organizational commitment questionnaire (OCQ) in Nigeria, revealed that inspirational motivation had a positive and significant relationship with organizational commitment.

Umu and Umeh (2014) undertook a quantitative correlation study on the relationship between leadership styles and job satisfaction and performance in the Central Bank of Nigeria. A sample size of 85 participants, from a target population of 400 customer relationship officers, was used for the study. The choice of customer relationship officers rather than the entire bank employee base was for time and convenience. As noted by Sheb and Nguyen (2009), the appropriateness of the quantitative correlation research design lies in the application and use of variables to determine relationships, eliminate subjectivity, minimize the waste of time, and facilitate evaluation and options in the decision-making process. The study revealed a positive relationship between inspirational motivation attributes of transformational leadership and customer relationship officers' job satisfaction in the bank.

Awori (2018) examined how inspirational motivation affects the performance of employees in regulatory state corporations in Kenya. The research used descriptive correlation and a sample of 130 respondents obtained through proportionate stratified random sampling from a target population of 195 senior level managers. The study revealed a positive and significant correlation between inspirational motivation and performance of employees in which case inspirational motivation explained 89.4% of the change in employee performance in the regulatory state corporation ($r = 0.894$, $p = 0.000(p < .05)$).

2.2.4 Individualized Consideration and Performance of Water Projects.

Mentoring and coaching are the key indicators of Individualized consideration. This dimension of transformational leadership requires individual treatment of employees so as to enhance their ability to make decisions individually and effectively address their challenges (Bass & Riggio, 2006). The process of Individualized consideration enhances the level of trust of the followers on the leader. The individualized consideration dimension calls for the leader to clearly understand the individual motivational needs of each of the employees thus giving him/her the opportunity

to effectively utilize the various demands of followers for the benefit of the organisation (Conger, 2014).

In accepting the individual differences of the followers, the transformational leader will be able to transform the performance of staff by assigning them tasks according to their personal affinities. Moreover, the evaluation of the performance of individual employee, the leader will be able to measure the effectiveness of his/her individualized consideration strategies (Bass & Avolio, 2009). Finally, by demonstrating concern for employees by treating them as individuals and getting to know well about them and listening to both their concerns and ideas, a transformational leader's behaviour will contribute to improved performance of the organisation (Kirkbride, 2006).

Using correlational regression analysis, Pradeep and Prabhu (2011) compared data from private and public sector on the impact of various leadership styles on the performance of the performance of these organisations. The study obtained data from 43 middle-level managers and 156 subordinates regarding the relationship between transformational, transactional, laissez-faire leaderships and the performance of employees. The study enlisted transformational leadership as a key factor influencing employee performance. It was further established that individual consideration for employees enhances satisfaction of employees. The study in agreeing with Meyer & Peng (2006) recommended for the adoption of recognition by managers so as to enhance employee performance in organisations. This postulation is supported by Yukl (2002) who reports that leaders engaging individual consideration are able to initiate change and advancement among employees.

Ondari (2018) evaluated the effect of individualized consideration on organisational performance of state corporations in Kenya. The design utilized for his study was descriptive in nature. A target population of 5140 leaders of state corporations was used and questionnaires were used to obtain primary data from a stratified random sample of 165 respondents. It was revealed from the research that the performance of state corporations is influenced by the leader's individual considerations.

A study was undertaken by Obiwuru (2011), to examine the influence of styles of leadership on the performance of small and medium enterprises in Nigeria's state of Lagos. The domains of transformational leadership under consideration included charisma, inspirational motivation, intellectual stimulation and individual consideration. The researcher used descriptive survey design and Multifactor Leadership Questionnaire to obtain data from the respondents. The data was analyzed using Ordinary Least Squares multiple regression model. The output of the analysis indicated that individualized consideration, exerts positive but insignificant effect on followers and performance.

The impact of individualized consideration as a dimension of transformational leadership on the performance of employees in small and medium enterprises was examined by Ogola (2017). A correlational research design was utilized with a target population of 100 KPMG for the 2014 list. A stratified random sample of 226 of the 553 targeted managers was used. Analysis of data was undertaken using Pearson's correlation, multiple regression and chi-square techniques. The results showed that individualized consideration leadership behaviour and Employee Performance in SMEs in Kenya had a strong positive and significant correlation $r(194) = .722$, $p < .000$ and a positive and significant relationship, ($\beta = .722$, $t(194) = 14.444$, $p < .000$). The study concluded that better employee performance is achieved when a leader encourages employees to think critically in dealing with problems that they encounter in the course of their work, use their own initiative, and seek innovative methods to approach their work and assignments.

A study by Ayacko (2016) examined how the performance of Kenya's judicial staff is influenced by transformational leadership. The study looked idealized influence, inspirational motivation, intellectual stimulation and individualized consideration as key components of transformational leadership that influence staff performance at the judiciary. Descriptive correlation research design was used with target population of 770 judicial staff in Nairobi County. The study used stratified random sampling technique to select a sample of 385 judicial staff from the target population. The research instrument for collecting data was a structured questionnaire. Out of the total sampled respondents, 312 returned fully-filled questionnaire representing a response rate of 81%. Bivariate correlations were used to establish the relationship between variables, while one-

way ANOVA was used to test the differences between group means. Correlation analysis revealed the existence of positive and significant relationships between performance of judicial staff and individualized consideration, $r(312) = .678, p < .05$.

A study undertaken by Chirchir (2019) investigated the Influence of Individualized Consideration and Intellectual Stimulation on Employee Performance at the Moi Teaching and Referral Hospital, Eldoret, Kenya. The research adopted a descriptive research design to gain insight and enable the researcher to measure the independent variable and the dependent variable. The target population of the study comprised 3,739 employees (18 staff from top management; 110 employees from middle level management and 3611 employees from the operational level). The sampling frame used in the study was the staff establishment dashboard for MTRH. Stratified random sampling method was employed and simple random sampling used in each of the stratum to recruit respondents to participate in the study. The sample size totaled 463 respondents (17 from top management; 86 from middle management and 360 operational staff). On the influence of individualized consideration on employee performance, the study found out that there is recognition of employees to better productivity, teaching and coaching of staff. Furthermore, supervisors respect and celebrates individual contribution and provides opportunities for identification of needs and capabilities of others.

2.3 Summary and Research Gaps

The subject of transformational leadership has been extensively studied which more attention being directed to intellectual stimulation as one of its key domains. From the empirical studies explored above, a number of scholars including Utami (2013), Tahira (2014) and evaluated the influence of Intellectual Stimulation, Innovations and organizational performance. Both studies established a link between intellectual stimulation and innovation. In addition to the two studies being conducted in Asia, they are also different from the current study which focuses in the water sector in Kenya. The current study will also not have innovation as a moderating factor. Moreover, Elgelal and Noermijati (2015), Smothers (2016) and Orabi (2016) assessed the impact of intellectual stimulation on employee performance. Whereas the studies articulate the independent variable well, the dependent variable is employee performance which

is different from the focus of the current study. In addition, the current study will look at Lamu County, an entity in the public sector.

A study by Kirui (2015) and Nyakomitta (2018) analyzed the influence of intellectual stimulation on organizational performance in the banking sector with Kimeto (2017) focusing on organizational commitment. The researchers established a significant positive relationship between intellectual stimulation and organizational performance and commitment respectively. These studies focused on the banking sector whereas the current study will look at the water sector. Finally, the study by Ondari, Were & Rotich (2018) established a significant relationship between intellectual stimulation leadership and organizational performance of state corporations in Kenya. This particular study focused on general performance of the state corporations while the current study focuses on completion of water projects.

With regard to inspirational motivation and organizational performance, Amin (2016) established that of the four dimensions of transformational leadership, inspirational motivation had the most significant influence on organizational performance. However, Njong (2017) indicated that of the four components of transformational leadership, inspirational motivation is not a key factor in the performance of an organization. This study will seek to establish the significance of inspirational leadership on performance of water projects at the County of Lamu . Additionally, Munyiva (2018), AL-Zeaud and Batayneh (2011), Sundi (2013) and Umu and Umeh (2014) revealed that inspirational motivation had a positive influence on employee job satisfaction and performance. The dependent variable in these studies was employee job satisfaction and performance. On the other hand, Awori (2018) examined how inspirational motivation affects the performance of employees in regulatory state corporations in Kenya. The study revealed a positive and significant correlation between inspirational motivation and performance of employees. The current study will seek to examine how inspirational motivation influences performance of water projects in Lamu County.

Pertaining to individualized consideration; Pradeep and Prabhu (2011), Ondari (2018) , Obiwuru (2011), were able to establish a relationship between the transformational leadership domain and performance of employees. Additionally, Ogola (2017), through a correlational research design was able to show that individualized consideration leadership behaviour and Employee

Performance in SMEs in Kenya had a strong positive and significant correlation. Moreover, Ayacko (2016), through correlation analysis revealed the existence of positive and significant relationships between performance of judicial staff and individualized consideration and Chirchir (2019) established that individualized consideration had a bearing on employee performance. The current study will be descriptive in nature and will seek to assess how individualized consideration influences performance of Water projects in Lamu County.

In analyzing how idealized influence and performance, Abeysekera (2011) that idealized Influence behavior of salesperson was higher in private banks than in state banks. Additionally, Orabi (2016) established that idealized influence was not a significant factor in the performance of banking institutions in Jordan. Furthermore, Matata (2018) ,Nyokabi (2017) , Kasanga (2015) and Maina (2019) indicated a positive significant relationship between idealized influence and organizational performance in other sectors other than the water sector in Kenya. The current study will be descriptive in nature and will seek to assess how idealized influence influences performance of of water projects in Lamu County, an organization in the water sector. Finally, Njiraini (2018) evaluated the relationship between and employee job satisfaction in Kenya's commercial banks. The study findings indicated that idealized influence and job security were positively and significantly correlated to job satisfaction. The current study assessed how idealized influence influences performance of water projects in Lamu County. A summary of the gaps is a shown in table 1

Table 1: Summary of Research Gaps

Author/ Researcher	Topic/Theme	Research Findings	Research gaps	Focus of current study
Utami (2013)	Impact of Intellectual Stimulation on Innovation and Project performance	Intellectual stimulation positively influences innovation.	Focus was on Intellectual stimulation and innovation. Looked at Indonesian SMES	Intellectual stimulation and completion of water projects.
Tahira (2014)	Influence of Intellectual Stimulation,	that intellectual stimulation is a good predictor of innovation	Innovation in SMEs is explained by intellectual	Intellectual stimulation and project completion. looked at Lamu County

	Innovations and performance	and performance	stimulation. Looked at Pakistan SMES	
Kirui (2015)	Influence of intellectual stimulation on effective performance of state-owned banks	Variation in performance is explained by intellectual stimulation	Looked at state owned banks in Kenya	Dependent variable was completion of water projects looked at Lamu County
Kimeto (2017)	Intellectual Stimulation on Organisation Commitment.	Intellectual stimulation significantly predicted organizational commitment.	Focusing on Kenya's Commercial Banks. Dependent variable is organizational commitment	Dependent variable was completion of water projects. Focused on Lamu County
Amin (2016)	Role of Transformational Leadership on Project performance: A case of National Bank of Kenya.	inspirational motivation had the most significant influence on performance	Focusing on the banking sector.	Dependent variable was completion of water projects Focused on Lamu County
Mohammad, AL-Zeaud and Batayneh (2011)	Effect of transformational leadership and employee job satisfaction in private hospitals in Jordan	There is a significant positive relationship between inspirational motivation and job satisfaction	Dependent variable was job satisfaction Focused on nurses in private hospitals in Jordan	Dependent variable was completion of water projects Focused on Lamu County
Sundi (2013)	Effect of Transformational and Transactional leadership on Employee Performance	inspirational motivation had a positive and significant relationship with organizational commitment	Dependent variable is organisational commitment Focused on the education sector Indonesia	Dependent variable was completion of water projects.
Awori (2018)	Effect of Inspirational Motivation on Employee Performance in Regulatory State Corporations in	There is a positive and significant correlation between inspirational motivation and performance of employees	Dependent variable was employee performance Focused on the Regulatory State	Dependent variable was completion of water projects. Focused Lamu County.

	Kenya		Corporations in Kenya	
Obiwuru (2011)	The influence of styles of leadership on the performance of small and medium enterprises in Nigeria's state of Lagos	Individualized consideration, exerts positive but insignificant effect on followers and performance.	Focused on small and medium enterprises in Nigeria's state of Lagos	Dependent variable was completion of water projects. Focused Lamu County.
Ogola (2017)	The Influence of Individualized Consideration Leadership Behaviour on Employee Performance in Small and Medium Enterprises in Kenya	Individualized consideration leadership behaviour and Employee Performance in SMEs in Kenya had strong positive and significant correlation	Dependent variable was employee performance Focused on the Small and Medium Enterprises in Kenya	Dependent variable was completion of water projects Focused Lamu County.
Ayacko (2016)	how the performance of Kenya's judicial staff is influenced by transformational leadership	There is positive and significant relationships between performance of judicial staff and individualized consideration	Dependent variable was employee performance. Focused on employees in the judiciary in Kenya	Dependent variable was completion of water projects. Focused Lamu County.
Chirchir (2019)	Influence of Individualized Consideration and Intellectual Stimulation on Employee Performance at the Moi Teaching and Referral Hospital, Eldoret, Kenya	There is recognition of employees to better productivity, teaching and coaching of staff	Dependent variable was employee performance. Focused on employees at the Moi Teaching and Referral Hospital, Eldoret, Kenya	Dependent variable was completion of water projects in Lamu County.
Orabi (2016).	How transformational leadership influences the performance of	idealized influence was not a significant factor in the performance of	Dependent variable was performance of banking institutions	Dependent variable was completion of water projects in Lamu County.

	Jordanian banks	banking institutions in Jordan	in Jordan	
Matata (2018)	Effect of transformational leadership on project performance at Coast General and Referral Hospital	of the four dimensions of transformational leadership, idealized influence has a strong positive relationship with project performance.	Dependent variable was performance of Coast General and Referral Hospital	Dependent variable was completion of water projects in Lamu County.
Nyokabi (2017)	how idealized influence performance of management staff in private sector organisations in Kenya	the CEO's idealized influence significantly predicted performance of senior managers.	Dependent variable was performance of management staff in private sector organisations in Kenya	Dependent variable was completion of water projects in Lamu County.
Maina (2019)	Effect of Transformational Leadership on Project performance of Steel Manufacturing Companies in Coast Region	idealized influence had a significant influence on project performance	Dependent variable was Performance of Steel Manufacturing Companies	Dependent variable was completion of water project s
Njiraini (2018)	Relationship Between Idealized Influence and Employee Job Satisfaction in Kenya's Commercial Banks	idealized influence and job security were positively and significantly correlated to job satisfaction	Dependent variable was Employee Job Satisfaction in Kenya's Commercial Banks	Dependent variable was project completion Focused on Lamu County.
Kasanga (2015)	Effects of transformational leadership on project performance in non-governmental organizations in Tanzania	There is strong positive relationship between idealized influence and performance	Dependent variable was performance of non-governmental organisations	Dependent variable was project completion Focused on Lamu County

2.4 Conceptual Framework

A set of principles derived from the subject under study to show the pictorial relationship between study variables constitutes a conceptual framework (Kombo & Tromp, 2009). The conceptual framework shows the relationship between dependent and independent variables that will be used in the study. The independent variables for this study include Intellectual Stimulation, Inspirational Motivation, Individualized consideration and idealized influence. The dependent variable is project completion.

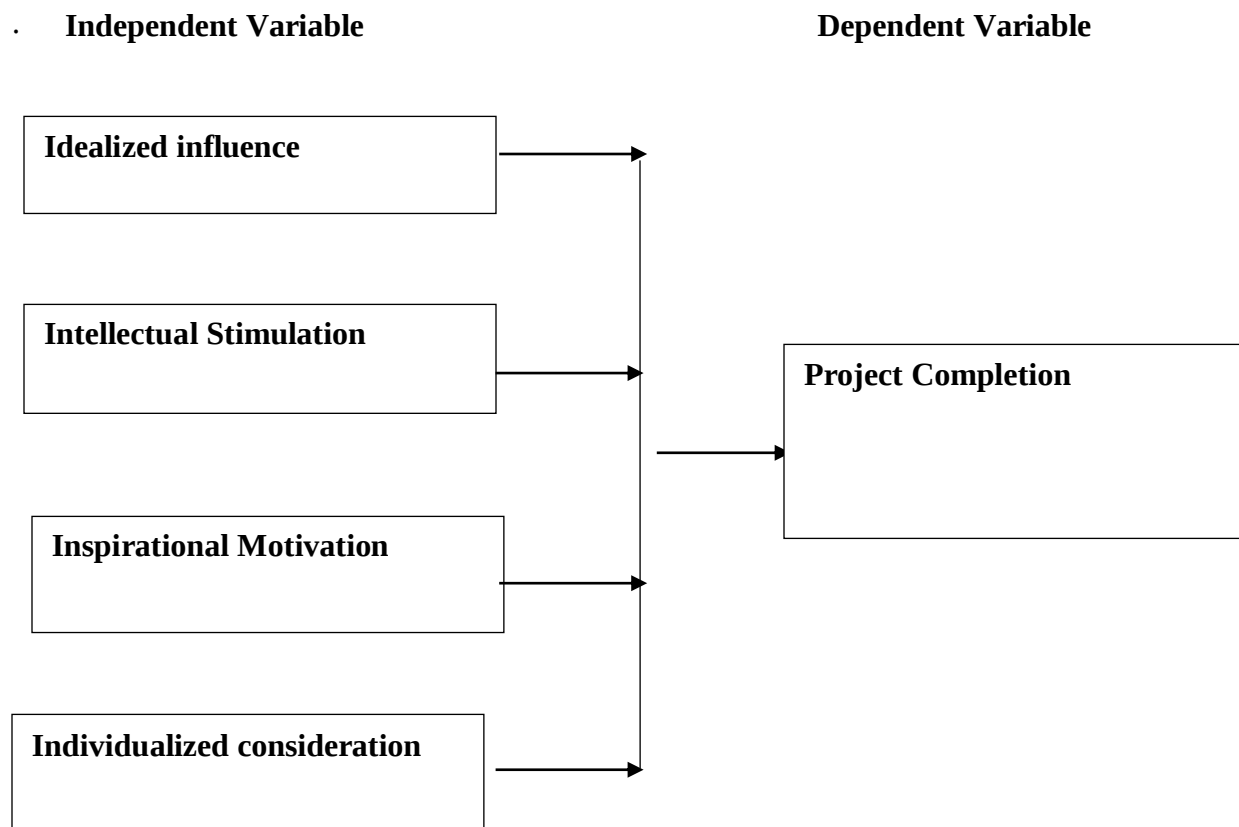


Figure 1: Conceptual Framework

2.5 Operationalization of Variables

Table 2: Operationalization of Variables

Variable	Indicator	Measurement Scale
Idealized influence	• Ethics • Vision articulation • Role Model • High Moral standards • Trust	(1 – 5) Likert scale
Intellectual Stimulation	• Critical thinking and problem solving • Employee development • Creativity • Communication	(1 – 5) Likert scale
Inspirational Motivation	• Good remuneration • Providing equal opportunities • Reward and recognition for better performance	(1 – 5) Likert scale
Individualized consideration	• Training • Coaching • Involvement	(1 – 5) Likert scale
Project Completion	• Perceived quality • Cost • Time	(1 – 5) Likert scale

2. 6 Chapter Summary

This section has reviewed literature that explores what has been done in relation to study variables that include individualized consideration, inspirational motivation, idealized influence, intellectual stimulation, and related literature to expose existing gaps. The chapter further presents interpretation of theoretical foundation that anchors and supports study variables, the chapter has further explained and discussed the empirical literature, summary of research gaps, theoretical and conceptual framework, variable operationalization and it concludes with chapter summary. Literature review encompasses the documentation of information material that relates to the study main variables.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

The research procedure explains the proposed methodology that assisted the study to achieve the main objective of the research. The chapter outlines the procedure to be used in the study that describes the methodology that was employed in the research study.

3.1 Research Design

Kothari and Garg (2015) describes design in research as an arrangement of the procedures for data collection and data exploration in a manner that aims to combine the relevance of the research purpose with procedure hence it's the conceptual structure within which the research study is conducted. Orodho's (2009) research design focuses on transforming research questions into the research project. The research study adopted a descriptive research design since the primary goal is often to have a better understanding of the research study, it's imperative that the results obtained are to provide general data and statistics in several organizations.

3.2 Target Population

The population to which the study results will be generalized constitutes the target population. The characteristics of this population have to be common and generally observable (Mwongeli & Juma, 2016). This study used 450 management level employees of the County Government of Lamu as the target population. The target population was classified as per the departments as represented in table 3.

Table 3:Target Population

Category	Number	Percentage
Education	44	10
Trade, Cooperative Management, Tourism & Wildlife	30	07
Health	30	07
Water and Environment	48	11
Lands, Housing & Physical Planning	52	12
Public Service Management	52	12
Agriculture and fisheries	48	11
Trade, Cooperative Management, Tourism & Wildlife	48	11
Youth sports and Gender	30	07
Finance and Economic Planning	30	07
Roads, Public Works & Infrastructure	38	08
Total	450	100

Source: County Government of Lamu, Human Resource Department (2022)

3.3 Sample and Sampling Technique

Many a times, it is not practically possible to collect data from all the members of the target population. This therefore necessitates sampling where a section of the items in the target population are given equal opportunity to respond to the questionnaire items or generally participate in the study. This study made use of stratified random sampling in which case 10% of the respondents from the target population were utilized as the study resulting in a total representative sample of 45 respondents (Mugenda & Mugenda, 2009). The study sample size is as shown in table 4.

Table 4:Sample size

Category	Target Population	Sample size	Percentage
Education	44	04	10
Trade, Cooperative Management, Tourism & Wildlife	30	03	07
Health	30	03	07
Water and Environment	48	05	11
Lands, Housing & Physical Planning	52	05	12
Public Service Management	52	05	12
Agriculture and fisheries	48	05	11
Trade, Cooperative Management, Tourism & Wildlife	48	05	11
Youth sports and Gender	30	03	07
Finance and Economic Planning	30	03	07
Roads, Public Works & Infrastructure	38	04	08
Total	450	45	100

3.4 Instruments

The main data used in this study was primary in nature. This data was collected using questionnaires. The questionnaires were structured nature and were designed on the basis of the study objectives. The instrument is given prominence for its ability to protect the respondent's anonymity and that the researcher is able to collect large volumes of data at a minimal cost and time (Kumar, 2010).

3.5 Pilot Study

A pilot study was conducted on sample of five employees from the County of Makueni for purposes of validating the study questionnaire. The research selected a sample of 5 respondents from the County of Nairobi. The pilot sample was arrived at as per the recommendation by Cooper & Schindler (2011) requiring 10% of the study sample involved in the pilot. The goal of

the process is to establish if responses from the instruments were to provide the expected feedback that helped the study to achieve its goals as outlined in the methodology. The other reason why the pilot study was important is that it establishes reliability as well as the validity of research data collection tools (Cooper & Schindler, 2016).

3.5.1 Validity

According to Mugenda and Mugenda (2009), validity is the degree to which data analysis results accurately represent the phenomena under study. The reason why the study conducted a validity test is to iron out any deficiencies in the research instrument and rectify them before being administered to the sample population. This was carried out during the piloting phase of the instruments that were to be used in the study (Saunders, Lewis, & Thornhill, 2016). The study also adopted content validity with assistance from the supervisor.

3.5.2 Reliability Test

The data obtained from piloting was used to conduct a reliability test for the instruments of data collection. Saunders, Lewis, and Thornhill (2016), describe reliability as the ratio in which study questionnaires are measured for consistency. The study adopted the Cronbach Alpha to test reliability that was pegged at the coefficient of 0.7. According to Kothari (2014), research instruments are expected to yield the same results if it is reliable and should provide the same results like the ones for pilot study when administered to the actual sample size, this is echoed by Cooper and Schindler (2016).

3.6 Data Collection Procedure

The researcher sought for authority from the University to conduct the study. A letter was obtained from the Dean, School of Management and Leadership in this respect. This letter of authority helped the researcher in approaching the staff of the County Government for collection of data. The questionnaires were administered through the drop and pick later method. They were given one week to fill the questionnaires after which they were collected for analysis and report writing.

3.7 Data Analysis and Presentation

Zikmund (2010) Defines data analysis as the process in which raw data collected from research data collection tools are sorted and organized so that to extract useful information. The study generated quantitative data. Framework of analysis was originally developed by Kothari and Garg (2015). The qualitative data was analyzed using simple statistics and the use of MS excel. The data was presented using tables; the raw data gathered from the field will be coded before the generalization of the findings are made. The results were analysed using descriptive statistics and presented using charts and tables.

3.8 Ethical Consideration

3.8.1 Informed consent

The researcher will apply for letters of authorization before the study is commenced. The letter was obtained both from the dean school of Management and Leadership and the County Government of Lamu.

3.8.2. Voluntary participation

The participants were asked to voluntarily participate in the study. They were also made aware that they are free to drop out of the study unconditionally. This was done through verbal communication

3.8.3 Confidentiality

The observance of confidentiality was crucial as the research looked at issues within the County that may trigger negative responses from management. The researcher ensured that the identity of the respondents remains confidential and that no disclosure was done while developing the report.

3.8.4 Privacy

The use of pseudonyms and codes helped in ensuring that none of the participants can be easily identifiable through their responses. This worked towards promoting the privacy of the respondents.

3.8.5 Anonymity

Research ethics requires that the respondent remains anonymous and that their identity is not disclosed. The researcher coded all the participants and clearly indicated to them not to write their names on the questionnaires. This helped in the protection of their identity.

3.9 Chapter Summary

The chapter summarizes the section on study methodology that was used in the study it offers and describes the research procedure which explains the methodology adopted. This section provides the procedure used in the study that describes the methodology that was employed in the research study. The research procedure explains the proposed methodology that assisted the study to achieve the main objective of the research. The sections also include processing and analysis, and end with research ethics.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.0 Introduction

The section deals with the analysis, presentation and interpretation of the findings. Data collected from the field were analysed, summarized and presented in tables.

4.1 Presentation of Research Findings

4.1.1 Response Rate

Table 5: Response Rate

Response	Number of Respondents	Percentage (%)
Expected responses	45	100
Received responses	40	89
Un received Responses	05	11

A total of 45 questionnaires were distributed in the field, with 40 of them successfully completed and returned for analysis, giving the study a 89% response rate. According to Saunders et al. (2009), a response rate of 50% was adequate, 60% was good, and 70% was very good. As a result, this response rate was very high.

4.1.2 Gender of the respondents

The researcher sought to establish the gender of the respondents since the findings would assist categorize the respondents based on gender.

Table 6: Gender of the Respondents

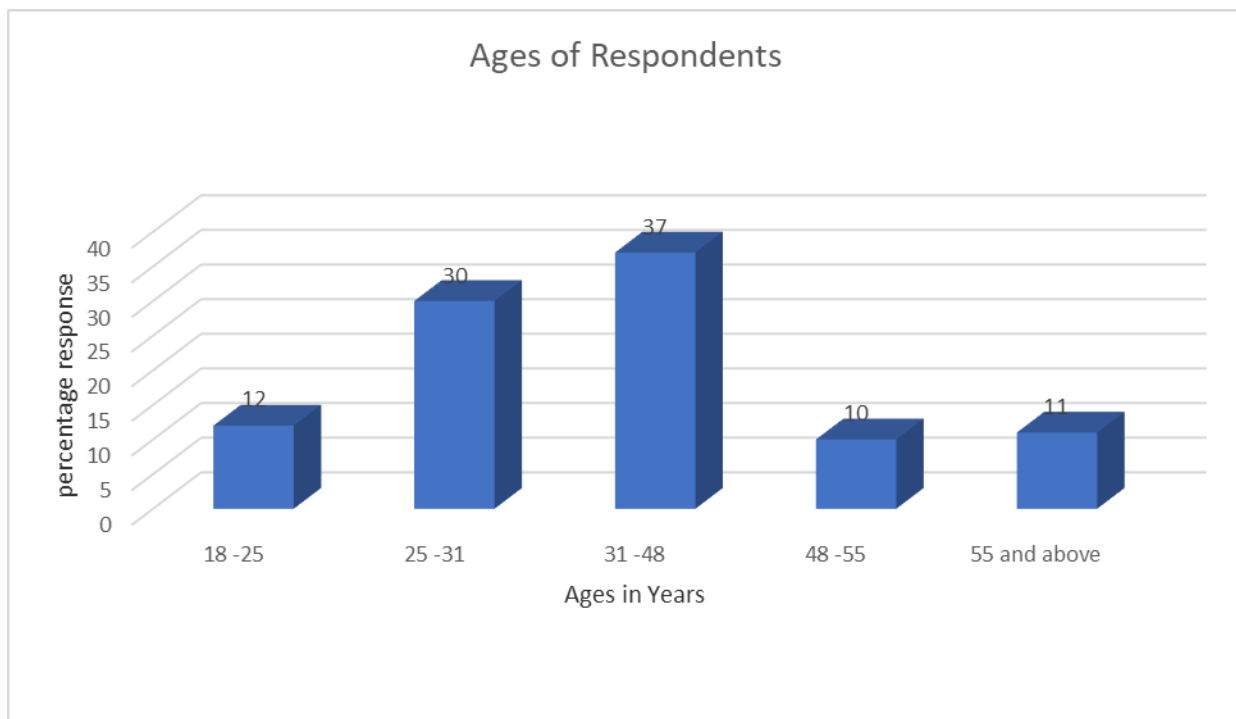
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	24	60.0	60.0	66.0
Female	16	40.0	40.0	100.0
Total	40	100.0	100.0	

Table 6 indicates that a majority of the respondents 60% were male and 40% were female. This was interpreted to mean that majority of the employees at the County Government of Lamu were male.

4.1.3: Age of Respondents

The distribution of the respondents in terms of their ages was recorded. The data obtained were summarized as in figure 2.

Figure 2: Respondents' Age.



From the data presented in figure 1, majority (37%) of the respondents were aged between 31 years and 48 years, 30% were aged between 25 and 30 years, 12% aged between 18 and 25 years, 10% aged between 49 and 54 years and 11% aged 55 years and above. The findings indicate that the majority of respondents are in the productive ages of between 25 years to 48 years of age.

4.1.4: Education Qualification

Table 7: Respondent's Level of Formal Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	09	22.5	22.5	22.5
Bachelor's degree	30	75.0	75.0	97.5
Master's degree / PHD	01	2.5	2.5	100.0
Total	40	100.0	100.0	

The data analyzed in table 4.2 shows the level of formal education attained by the various respondents. From the analysis, 22.5% of the respondents were found to have attained education to a level of diploma, 75% had a Bachelor's degree and 2.5% had masters/PhD. This helped the researcher understand the prowess of the respondents in effectively responding to questionnaire items.

4.1.4: Period Worked

The researcher sought to establish the period worked by the respondents since the findings would assist categorize the respondents based on the years of experience.

Table 8: Period Worked

	Frequency	Percent	Valid Percent	Cumulative Percent
2 years and below	11	27.5	27.5	27.5
3-5 years	20	50.0	50.0	77.5
above 5 years	9	22.5	22.5	100
Total	40	100.0	100.0	

Table 8 indicates that a majority of the respondents 50.0% had worked for a period of three to five years, 27.5% had worked for a period of 2 years below and 22.5% had worked for a period of over 5 years. This was interpreted to mean that most respondents had worked for the county government for a period of three to five years.

4.1.6 Intellectual Stimulation on Completion of Water Projects

The study sought to examine the extent to which intellectual stimulation contributes to the completion of water projects in the County of Lamu. The data obtained from the respondents was analyzed and presented in table 9.

Table 9: Intellectual Stimulation on project completion

<i>Statement</i>	<i>Mean ($\bar{X}$)</i>	<i>Std(σ)</i>
The management encourages organizational learning	2.225	0.4125
Organizational learning is key in enhancing completion of water projects	3.950	1.2009
The county government has allocated sufficient funds for research and development	1.575	0.0235
The completion rate of water projects is dependent on the number of resources allocated to research and development	4.000	0.4712
The County leadership is focused more on developing project staff through training and development	1.175	0.0124
Having well trained staff promises improved project completion rate	4.225	0.4125
There are opportunities for creativity and innovation in handling project issues and tasks	1.275	1.2009
Projects issues and tasks can be adequately handled by staff through critical thinking and innovation	4.223	0.0712
The county leadership of our organization embraces upward communication	1.575	0.0235
Upward communication is crucial in ensuring timely feedback and successful completion of projects	4.225	0.4712

From the data analyzed and presented in table 9, the respondents disagree ($\bar{X} = 2.225$) with the claim that the County Government Administration encourages organizational learning. The respondents however agree ($\bar{X} = 3.950$) that organizational learning is key in enhancing completion of water projects. Additionally, the respondents strongly disagree ($\bar{X} = 1.575$) with

the position that the County Government has allocated adequate funds for research and development. Nevertheless, quite a number of them agreed ($\bar{X} = 4.000$) that completion rate of water projects is dependent on the number of resources allocated to research and development.

Furthermore, the respondents strongly disagree ($\bar{X} = 1.275$) with the opinion that the county leadership is focused more on developing project staff through training and development. Notwithstanding, the respondents agreed ($\bar{X} = 4.223$) that well trained staff promises improved project completion rate. The respondents claim that there are limited if no opportunities for creativity and innovation in handling project issues and tasks. Nevertheless, the respondents agree ($\bar{X} = 4.000$) that successful completion of water projects can be achieved through critical thinking and innovation. The respondents strongly disagreed ($\bar{X} = 1.175$) with the position that the County Government Administration gives regard to upward communication, they however agreed ($\bar{X} = 4.225$) that upward communication is in ensuring timely feedback and successful completion of projects

4.1.7: Inspirational Motivation on Completion of Water Projects

The study sought to examine the extent to which inspirational motivation contributes to the completion of water projects in the County of Lamu. The data obtained from the respondents was analyzed and presented in table 10.

Table 10: Inspirational Motivation on Completion of Water projects

<i>Statement</i>	<i>n=40</i>	
	<i>Mean</i> <i>=($\bar{X}$)</i>	<i>Std=σ</i>
Well-articulated and clearly communicated goals enhances project completion	4.132	0.4712
The project goals are well communicated by the county administration.	1.923	0.1121
The County leadership encourages the principle of shared power and delegation in the management of water projects	2.023	0.0121
Sharing power and delegation among project staff enhances project completion rate.	4.673	0.3122
The county management provides equal opportunities for professional growth and development for project staff	1.273	0.4731
The level of remuneration for project staff is satisfactory	2.000	1.2110
Poor staff remuneration can lead to poor project completion rates	4.675	0.3111
Project employees are rewarded for commitment and exemplary performance	1.175	0.4733
The County has an elaborate reward and recognition system in place for project staff	1.323	0.0124
An elaborate reward and recognition system enhances completion of water projects	1.163	1.2009

From the data analyzed and presented in table 10, the respondents agreed ($\bar{X} = 4.132$) with the assertion that well-articulated and clearly communicated goals enhances project completion. Nevertheless, majority of them believed that project goals are not well communicated by the county administration. Additionally, the respondents disagree ($\bar{X} = 2.023$) that county leadership encourages the principle of shared power and delegation in the management of water projects. Moreover, the respondents agreed ($\bar{X} = 4.673$) that sharing of power and delegation

among project staff enhances project completion rate. The study results agree with the finding by Owaka (2015) linking project performance to the extent of delegation of tasks by the project manager.

The study findings indicated that the respondents disagreed ($\bar{X} = 1.273$) with the opinion that the County Government Administration provides equal opportunities for professional growth and development for project staff. The respondents further disagreed ($\bar{X} = 2.000$) that the level of remuneration for project staff is not satisfactory. The respondents nevertheless indicated that poor staff remuneration can lead to poor project completion rates. The study findings agree with the position by Karanja (2016) that the success of projects is dependent on the level of staff motivation achievable through remuneration.

The respondents disagreed ($\bar{X} = 1.175$) that project employees are rewarded for commitment and exemplary performance. Not rewarding staff may have adverse effect on project quality and completion times as confirm by Kimani (2017) indicating that project delays can be linked to low staff motivation. Indeed, the respondents disagreed ($\bar{X} = 1.217$) that the County has an elaborate reward and recognition system in place for project staff. Nevertheless, the respondents strongly agreed ($\bar{X} = 1.163$) elaborate reward and recognition system enhances completion of water projects. This tends to corroborate the findings by Ondari, Were& Rotich (2018) citing unfair rewards and compensation as a basis for staff demotivation and dwindling project performance.

4.1.8 Idealized influence on completion of water projects

The study sought to examine the extent to which Idealized influence contributes to the completion of water projects in the County of Lamu. The data obtained from the respondents was analyzed and presented in table 11.

Table 11: Idealized influence on completion of water projects

Statement	n=40	
	Mean = $(\bar{X})$	Std= (σ)
Project managers observe high level of work ethics and moral conduct in the execution of his/her duties	3.012	0.4632
The ability of project managers to observe high level work ethic and moral conduct motivates project staff	4.0134	0.0121
The County Management encourages project staff to uphold work ethics and moral conduct	3.000	0.4125
The project managers act as role models to project staff	2.000	0.3261
Water project managers practice high moral standards	1.175	0.4731
The practice of high moral standards by project managers motivates project staff in their work	1.323	0.0124

The data analyzed and presented in table 11 showed that majority of the respondents were indifferent ($\bar{X} = 3.012$) in responding to whether the project managers observed high levels of work ethics and moral conduct in the execution of duties. Nevertheless, the respondents agreed ($\bar{X} = 4.013$) ability of project managers to observe high level work ethic and moral conduct motivates project staff. These results are in concurrence with the findings of Ogola (2017) indicating that there exists a significant positive relationship between manager's work ethics and staff performance. The analyzed data indicated that the respondents were indifferent ($\bar{X} = 3.000$) as regards whether the County Government Administration encouraged staff to uphold work ethics and moral conduct. Notwithstanding the affirmation that the practice of high moral standards by project managers motivates staff in their work, the respondents were non-

committal in indicating whether project manager were their role models and whether they practiced high moral standards

4.1.9. Individualized Consideration on completion of water projects

Table 12: Individualized Consideration on completion of water projects

Statement	n=40	
	Mean = $(\bar{X})$	Std= (σ)
The County leadership encourages and facilitates project staff training	3.004	0.4632
I have been given adequate training on the use of various project management techniques	2.0134	0.0021
Project managers embrace coaching for increased project completion rate	2.000	0.4125
Project managers involve staff indecisions that affect their job	2.000	0.3261
The management encourages formation of project teams for enhanced project completion rate	3.175	0.4731

From the data analyzed and presented in table 12, majority of the respondents disagreed ($\bar{X} = 3.004$) with the opinion that the County Government Administration encourages and facilitates staff training. On this basis, the respondents further disagreed ($\bar{X} = 2.0134$) that they have been given adequate training on the use of various project management techniques. The respondents further indicated that their project managers did not embrace teamwork. However, Olang (2015) notes that team work is a prerequisite for enhanced performance of projects.

The analysed data further showed that the respondents disagreed ($\bar{X} = 2.000$) that project managers embrace coaching for increased project completion rate. As concerns making of decisions, the respondents disagree ($\bar{X} = 2.000$) with the claim that project managers involved them in the making of decisions that affect their work. Notwithstanding, Namusonge (2017)

indicates that staff involvement in decision making is a key factor in staff motivation. The respondents decried that the management encourages formation of project teams for enhanced project completion rate. Okibo (2014) notes that project teams are crucial in ensuring successful completion of projects.

4.1.9: Regression Analysis

With the help of statistical package of social sciences version 22.0, regression analysis was undertaken so as to clearly bring out the relationship between dependent variable (Completion of Water Projects) and the independent variables that include Idealized influence, intellectual stimulation and inspirational motivation. The model value of R is 0.781 indicating a good level of Prediction. The value of R-Square is 0.609. This shows a strong relationship between the dependent and independent variable. This clearly indicates that Idealized influence, intellectual stimulation and inspirational motivation explain 60.9% of the variation in completion of Water Projects in Lamu County.

Table 13: Model Summary

				Std. Error of the
Model	R	R-Square	Adjusted R Square	Estimate
1	0.781 ^a	0.609	0.553	0.403

a. Predictors(constant) Intellectual Stimulation, inspirational motivation and Idealized influence

b. Dependent Variable: Completion of Water Projects

The F value shows that the model was a good fit. This is because the table value of (3,102) = 34.108 and P-Value=0.000 which is less than 0.05

Table 14: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	22.08	4	5.522	34.106	0.00 ^b
Residual	16.83	103	.160		
Total	38.91	105			

a. Predictors(constant) Intellectual Stimulation, inspirational motivation, Idealized influence and Individualized consideration.

b. Dependent Variable: Project Completion

4.1.11: Coefficients of Regression

Table 15: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-6.93	.179	.634	4.847	.000
Idealized influence	.219	.082	.586	7.835	.024
Intellectual stimulation	.108	.083	-.246	-2.806	.006
Inspirational motivation	.0018	.082	.132	1.739	.034
Individualized Consideration	.0021	.063	.223	2.583	.011

As per the SPSS generated in table 15, the equation ($Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$) becomes $Y = -6.93 + 0.219X_1 + 0.108X_2 + 0.0018X_3 + 0.0021X_4$. This regression equation shows that taking all the factors into account (Idealized influence, Intellectual stimulation, inspirational motivation and Individualized consideration) at constant zero then project completion rate increases at the rate of -6.93. However, taking all the other independent variables at zero, then a unit increase in

Idealized influence leads to 0.219 increase in completion of Water Projects. In the same way a unit increase in Intellectual stimulation leads to 0.108 increase in the rate of project completion. Also, increasing inspirational motivation by one unit will increase the rate of project completion by 0.0018. Finally, increasing Individualized consideration by one unit increases rate of project completion by 0.0021. This shows that Idealized influence has a leading influence on project completion rate followed by Intellectual stimulation, Individualized attention and inspirational motivation. At 5% level of significance and 95% level of confidence, Idealized influence, Intellectual stimulation and inspirational motivation are significant in explaining the relationship between the dependent variable and independent variable since their levels of significance are below the base significance level of 0.05.

4.2 Limitations of the study

According to Theofanidis and Fountouki (2018), the limitations of any particular study refer to potential flaws that are usually beyond the control of the researcher. A number of limitations plagued the study. First, the scope of the research was limited to the influence of transformational leadership Style on completion of water projects in Lamu County, Kenya. Much of the scholarly material addressed the influence of Intellectual Stimulation, inspirational motivation and Idealized influence and individualized consideration. The researcher ran into problems when some respondents felt that the information requested was too confidential to reveal. To mitigate these effects, respondents were assured that their responses would be kept confidential and used only for the intended purpose. Furthermore, the researcher lacked financial resources.

4.3 Chapter Summary

This section provided an analysis of the research data obtained, as well as an analysis and discussion of the study's findings. The study's findings were presented in the tables were discussed.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This chapter summarizes the study's findings, conclusions, and recommendations. It also demonstrates the extent to which objectives were met and research questions were answered. Recommendations based on the study's findings have also been made.

5.1 Summary of Findings

5.1.1 Intellectual Stimulation and completion of Water Projects

The study examined the extent to which intellectual stimulation influence completion of water projects in the County of Lamu. It was revealed from the study findings that the County Government does not encourages organizational learning. It was however revealed that organizational learning is key in enhancing the rate of project completion. The researcher further found out that the County Government has not has not allocated adequate funds for research and development. Nevertheless, the study established that the adequacy of resources allocated to research and development determines the rate of completion of water projects.

The study further revealed that the County Government has not given adequate attention to staff training and development. Notwithstanding, the researcher found out that project completion is dependent of the level of training of project staff.

It was also revealed that the County Government is not keen on encouraging employee problem solving through critical thinking. The study findings further confirmed that there are limited opportunities for creativity and innovation in handling project issues and tasks. The researcher established that the organisation has not given attention to upwards communication which is essential in ensuring timely feedback to the management as regards project progress

5.1.2: Inspirational Motivation on Completion of Water Projects

In examining the influence of inspirational motivation on completion of water projects, it was established from analyzed data well-articulated and clearly communicated goals enhances project completion. Nevertheless, it was noted that project goals are not well communicated by the county administration. Additionally, it was revealed that the county administration is not keen on encouraging the principle of shared power and delegation in the management of water projects. Notwithstanding, the study noted that sharing of power and delegation among project staff enhances project completion rate. The study results agree with the finding by Owaka (2015) linking project performance to the extent of delegation of tasks by the project manager.

The study revealed that the County Government Administration does not provide equal opportunities for professional growth and development for project staff. It was also revealed that the level of remuneration for project staff is not satisfactory. The study further found out that poor staff remuneration can lead to poor project completion rates. The study findings agree with the position by Karanja (2016) that the success of projects is dependent on the level of staff motivation achievable through remuneration.

As regards rewards, the researcher found out that project employees are rewarded for commitment and exemplary performance. This contravenes the recommendation by Kimani (2017) that staff need to be remunerated well for increased motivation. The study further established that the County does not have an elaborate reward and recognition system in place for project staff. This spells doom for the county Government as it goes against the warning by Ondari, Were & Rotich (2018) that absence of rewards and compensation form a basis for staff demotivation and dwindling project performance.

5.1.3 Idealized influence on Completion of Water Projects

The study assessed the influence of Idealized influence on completion of water projects in Lamu County. The research revealed that the project managers may not observing high levels of work ethics and moral conduct in the execution of duties. The study confirmed that the observance of

high-level work ethic and moral conduct motivates project staff. These results are in concurrence with the findings of Ogola (2017) indicating that there exists a significant positive relationship between manager's work ethics and staff performance. The study further revealed that practice of high moral standards by project managers motivates staff in their work, the respondents were non-committal in indicating whether project managers were their role models and whether they practiced high moral standards.

5.1.4 Individualized Consideration on Completion of Water Projects

In examining how individualized consideration influences completion of water projects, the study established that the County Government Administration does not facilitate project staff training. It was further established that staff have not been given adequate training on the use of various project management techniques. The study further revealed that project managers did not embrace teamwork.

It was also established that though project managers do not involve staff the making of decisions that affect their work, staff involvement in decision making is a key factor in staff motivation that ultimately influences project completion.

5.2 Conclusion

Inclusion that taking all the factors into account (Idealized influence, Intellectual stimulation, inspirational motivation and Individualized consideration) at constant zero then the rate of completion of water projects increases at the rate of -6.93. However, taking all the other independent variables at zero, then a unit increase in Idealized influence leads to 0.219 increase in completion of Water Projects. In the same way a unit increase in Intellectual stimulation leads to 0.108 increase in the rate of completion of Water Projects. Also, increasing inspirational motivation by one unit will increase the rate of completion of water projects by 0.0018. Finally, increasing Individualized consideration by one unit increases the rate of completion of water projects by 0.0021. This shows that Idealized influence has a leading influence on the rate of completion of water projects followed by Intellectual stimulation, Idealized attention and inspirational motivation. At 5% level of significance, Idealized influence, Intellectual stimulation, inspirational motivation and Idealized consideration are significant in explaining the

relationship between the dependent variable and independent variable since their levels of significance are below the base significance level of 0.05.

5.3 Recommendations

Based on the above findings, the study makes the following recommendations that touch on implications for further research, policy, education and training.

The County Government should embrace organizational learning for improved completion of Water Projects. The researcher also recommends for increased resource allocation from Government for research and development.

The County Government should give adequate attention to staff training and development for improved organisation wide performance. There is need for the leadership of the organisation at all levels to embrace critical thinking amongst employees as one way to solve work problems. Numerous opportunities for creativity and innovation in handling organizational problems and tasks.

The study recommended that the County Government embraces upward communication so as to facilitate the flow of feedback to management as regards project progress. The study further established that the management does not encourage the principle of shared power and delegation.

The study recommends that managers at all levels need to be trained and well prepared on aspects of delegation and power sharing. This achievable through the provision of equal opportunities for professional growth and development. A recommendation for the management to have in place a fair reward and recognition process was also made by the researcher.

Finally, the study recommended for the need for supervisors to observe high level work ethic and moral conduct

5.4 Recommendations for Further Study

The study recommends that further study is conducted in the same topic in other Counties so as to compare the results.

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APPENDIX I: INTRODUCTORY LETTER

Dear respondent,

RE: Filling of Questionnaires

My name is **Stephen Onyango ochich** and as part of the requirements to graduate with a degree Project Management from the Management University of Africa, I am required to conduct a study titled: **INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE ON COMPLETION OF WATER PROJECTS IN LAMU COUNTY, KENYA**. It is for this noble reason that I am humbly requesting you to fill the attached questionnaire and respond to each item to the best of your knowledge. The information that you will give will be treated with utmost confidentiality and be used strictly for academic purposes

Thank you.

Yours Faithfully,

Stephen Onyango ochich

APPENDIX II : QUESTIONNAIRE

Section A: Demographic information of respondents

1. Please indicate your gender
Male ()
Female ()
2. Please indicate your age bracket
30 years and below ()
31 – 35 years ()
36 – 40 years ()
41 – 45 years ()
46 – 50 years ()
51 years and above ()
3. What is your highest level of education completed?
Secondary ()
Diploma ()
Bachelor's degree ()
Post-graduate diploma ()
Master's degree ()
Doctorate ()
Others, please
specify.....
4. Indicate the number of years you worked in the county
1-2 years ()
2-3 years ()
3-4 years ()
4 years and above ()

SECTION B- INTELLECTUAL STIMULATION ON PROJECT COMPLETION

5. Please indicate the extent to which you agree or disagree with the following statements. Please indicate by ticking [√] your view. The Value of Scale is given below. SA-Strongly Agree (5), A-Agree (4), U-Undecided (3), D-Disagree (2), SD-Strongly Disagree (1)

Statement	SA 5	A 4	U 3	D 2	SD 1
The management encourages organizational learning					
Organizational learning is key in enhancing completion of water projects					
The county government has allocated sufficient funds for research and development					
The completion rate of water projects is dependent on the number of resources allocated to research and development					
The County leadership is focused more on developing project staff through training and development					
Having well trained staff promises improved project completion rate					
There are opportunities for creativity and innovation in handling project issues and tasks					
The leadership of our organization embraces upward communication					
Upward communication is crucial in ensuring timely completion of projects					

SECTION C- INSPIRATIONAL MOTIVATION ON PROJECT COMPLETION

6 Please indicate the extent to which you agree or disagree with the following statements. Please indicate by ticking [√] your view. The Value of Scale is given below

SA-Strongly Agree (5), A-Agree (4), U-Undecided (3), D-Disagree (2), SD-Strongly Disagree (1)

Statement	SA 5	A 4	U 3	D 2	SD 1
Well-articulated and clearly communicated goals enhances project completion					
The County leadership encourages the principle of shared power and delegation in the management of water projects					
The organization provides equal opportunities for professional growth and development for project staff					
The level of remuneration for project staff is not					

satisfactory					
Project employees are rewarded for commitment and exemplary performance					
The organization has an elaborate reward and recognition system in place for project staff					
An elaborate reward and recognition system enhances completion of water projects					

SECTION D: IDEALIZED INFLUENCE ON PROJECT COMPLETION

8 Please indicate the extent to which you agree or disagree with the following statements. Please indicate by ticking [√] your view. The Value of Scale is given below

SA-Strongly Agree (5), A-Agree (4), U-Undecided (3), D-Disagree (2), SD-Strongly Disagree (1)

Statement	SA 5	A 4	U 3	D 2	SD 1
Project managers observe high level of work ethics and moral conduct in the execution of his/her duties					
The ability of project managers to observe high level work ethic and moral conduct motivates project staff					
The County Management encourages project staff to uphold work ethics and moral conduct					
The project managers act as role models to project staff					
Water project managers practice high moral standards					
The practice of high moral standards by project managers motivates project staff in their work					

SECTION E- SECTION D: INDIVIDUALIZED CONSIDERATION

7. Please indicate the extent to which you agree or disagree with the following statements. Please indicate by ticking [✓] your view. The Value of Scale is given below. SA-Strongly Agree (5), A-Agree (4), U-Undecided (3), D-Disagree (2), SD-Strongly Disagree (1)

Statement	SA 5	A 4	U 3	D 2	SD 1
The County leadership encourages and facilitates project staff training					
I have been given adequate training on the use of various project management techniques					
Project managers embrace coaching for increased project completion rate					
Project managers involve staff indecisions that affect their job					
The management encourages formation of project teams for enhanced project completion rate					

SECTION F: PROJECT COMPLETION

This section seeks to assess employee job performance. Kindly use the likert scale of 1= strongly disagree, 2= disagree, 3- neutral, 4- agree and 5= strongly agree to indicate your level of agreement on these statements.

No	Statement	Strongly disagree 1	Disagree 2	Moderately Agree 3	Agree 4	Strongly agree 5
1	Project managers are able to meet the targets set as per completion of water projects					
2	The water projects are completed within budget and specifications					
4	The water projects have been					

No	Statement	Strongly disagree	Disagree	Moderately Agree	Agree	Strongly agree
		1	2	3	4	5
	able to meet timelines as stipulated					

Thank you for your time.

APPENDIX III: PLAGIARISM REPORT