

International Journal of Management and Leadership Studies
2025; 6(1): 468-493
ISSN 2311-7575

LEADERSHIP STYLES AND DECISION-MAKING PROCESS ON WATER
CONSERVATION INITIATIVES IN KENYA: A CASE STUDY OF THE NAIROBI
CITY WATER & SEWERAGE COMPANY (NCWSC)

¹John Melita Kamoiro and ²Mr. Jared Osoro

¹Masters Student, Management University of Africa

²Lecturer, Management University of Africa

Corresponding Author's Email: kamoiro@gmail.com

ABSTRACT

This study explored the influence of leadership styles on decision-making in water conservation initiatives in Kenya, focusing on the Nairobi City Water and Sewerage Company (NCWSC). The main objective was to assess how transformational, situational, servant, and charismatic leadership styles affect decision-making effectiveness in water resource management, infrastructure development, and service delivery. Despite NCWSC's critical role in sustainable water conservation, persistent challenges in strategic planning, policy implementation, and stakeholder engagement are often linked to leadership inefficiencies. Guided by Charismatic Leadership Theory, Situational Leadership Theory, and the Rational Decision-Making Model, the study targeted NCWSC executives, department heads, managers, and technical officers. A stratified random sample of 360 respondents was selected, and data were collected using semi-structured interviews and questionnaires. Mixed methods were employed: thematic analysis for qualitative data and SPSS (version 29) for quantitative analysis. The findings revealed that situational leadership had the greatest influence on effective decision-making, followed by transformational, charismatic, and servant leadership. Weaknesses identified included limited innovation, inadequate staff empowerment, and lack of flexibility. The study recommends fostering innovation through regular brainstorming workshops, enhancing employee participation through feedback mechanisms, and integrating charismatic motivation with structured governance for long-term conservation success. Strengthening leadership adaptability and inclusivity is crucial for improving water conservation outcomes and achieving sustainable water governance at NCWSC.

Keywords: *Leadership Styles, Decision-Making Process, Water Conservation Initiatives, Kenya*

INTRODUCTION

Water conservation is a critical aspect of sustainable development, ensuring the availability and quality of water resources for current and future generations (United Nations, 2022). Leadership plays a vital role in shaping policies, implementing strategies, and driving organizational effectiveness in water conservation initiatives (Northouse,

2021). The success or failure of water management initiatives is ultimately impacted by the decision-making processes that are influenced by various leadership styles. This study investigates the ways in which leadership philosophies impact the Nairobi Water & Sewerage Company's decision-making procedures. The company is a pivotal entity and a key player in Nairobi County, Kenya's water conservation initiatives.

Globally, water scarcity is a mounting challenge affecting billions of people. According to the United Nations (2022), nearly 2.3 billion people live in water-stressed countries, with climate change, population growth, and poor water management intensifying the crisis. In response, countries around the world have adopted diverse strategies to enhance water conservation, including the use of water-efficient technologies, policy reforms, and public-private partnerships (World Bank, 2023). Effective leadership is at the heart of these strategies, influencing how decisions are made, resources are allocated, and stakeholders are engaged.

In developed nations, the impact of leadership on water governance is evident. For instance, transformational leadership in the Netherlands and Singapore has promoted innovation and long-term planning through advanced infrastructure and data-driven decision-making (Van der Voorn et al., 2020). In the United States, participatory and adaptive leadership styles have facilitated inclusive decision-making processes that emphasize collaboration with stakeholders and compliance with regulatory frameworks (U.S. Environmental Protection Agency, 2022). Conversely, regions where leadership has been characterized by top-down or autocratic approaches often face delays in decision-making, poor stakeholder engagement, and ineffective policy enforcement, leading to mismanagement and further degradation of water resources (Gleick, 2019).

Africa still faces severe water conservation issues on a regional level, which are made worse by the continent's fast population increase, unpredictable climate, and inadequate infrastructure. According to the African Development Bank (2021), more than 400 million Africans do not have access to clean drinking water. While many African governments have created water authorities and introduced policy frameworks, implementation is often undermined by weak governance structures, corruption, and inconsistent leadership (Mogaka et al., 2020). However, examples from countries like South Africa and Rwanda illustrate how leadership can transform water management outcomes. In South Africa, during the Cape Town "Day Zero" crisis, crisis-responsive transformational leadership mobilized the public and enforced stringent water conservation measures (Ziervogel, 2019). In Rwanda, visionary and ethical leadership has driven integrated water resource management, emphasizing sustainability and equitable access through robust infrastructure and clear policy direction (Nkurunziza et al., 2021). On the contrary, bureaucratic inertia and authoritarian leadership in some African countries have led to rigid decision-making processes, limiting responsiveness and innovation in water governance (Hope, 2020).

At the local level, Kenya faces its own set of water conservation challenges driven by urbanization, deforestation, and climate change (Government of Kenya, 2022). Although the Water Act (2016) and related regulations have established a comprehensive governance framework, there remain significant gaps in implementation (Ministry of Water, Sanitation and Irrigation, 2023). Water rationing, unauthorized connections, and excessive waste are among the recurring problems that the Nairobi Water & Sewerage Company faces, despite its core task of ensuring water availability to encourage conservation throughout Nairobi County. These difficulties highlight how important strong leadership is in establishing inclusive, prompt, and fact-based decision-making procedures. Leadership styles that prioritize transparency, accountability, and stakeholder engagement are essential to overcome operational inefficiencies and enhance sustainable water management (Mumma et al., 2022).

Leadership Styles

Leadership plays a central role in shaping organizational performance, particularly in institutions tasked with managing critical resources such as water. In the context of the Nairobi City Water and Sewerage Company (NCWSC), leadership styles directly influence how decisions are made and implemented in water conservation initiatives. The ability of leaders to guide, inspire, and motivate staff determines the effectiveness of strategies aimed at ensuring sustainable water management. Transformational leadership emphasizes vision, innovation, and the capacity to inspire employees toward shared goals. Leaders with this style cultivate commitment and encourage creative approaches to solving water management challenges. Servant leadership, on the other hand, prioritizes the needs of employees and the community, fostering trust, empathy, and collaboration in decision-making processes. Transactional leadership focuses on structure, rules, and rewards, ensuring accountability and adherence to procedures critical in water conservation projects. Decision-making, as the dependent variable, reflects how these leadership styles influence the selection and execution of strategies within NCWSC. Effective decisions are essential in addressing issues such as water scarcity, infrastructure inefficiencies, and sustainable usage. Thus, examining the interplay between leadership styles and decision-making provides insight into how NCWSC can strengthen its role in conserving Kenya's vital water resources.

Leadership plays a central role in shaping organizational performance, particularly in institutions tasked with managing critical resources such as water. The ability of leaders to guide, inspire, and motivate staff determines the effectiveness of strategies aimed at ensuring sustainable water management. Transformational leadership emphasizes vision, innovation, and the capacity to inspire employees toward shared goals. Leaders with this style cultivate commitment and encourage creative approaches to solving water management challenges. Servant leadership, on the other hand, prioritizes the needs of employees and the community, fostering trust, empathy, and collaboration in decision-making processes. Transactional leadership focuses on structure, rules, and rewards,

ensuring accountability and adherence to procedures critical in water conservation projects. Decision-making, as the dependent variable, reflects how these leadership styles influence the selection and execution of strategies within NCWSC. Effective decisions are essential in addressing issues such as water scarcity, infrastructure inefficiencies, and sustainable usage. Thus, examining the interplay between leadership styles and decision-making provides insight into how NCWSC can strengthen its role in conserving Kenya's vital water resources.

Transformational Leadership

Transformational leadership plays a critical role in advancing sustainable water conservation efforts within organizations like the Nairobi Water and Sewerage Company (NCWSC). This leadership approach emphasizes vision-driven change, motivation, and empowerment of team members to exceed expectations and embrace collective goals. Leaders who adopt this style inspire commitment to environmental stewardship by aligning individual efforts with broader institutional mandates. In the context of water conservation, transformational leaders create a culture of innovation and accountability, encouraging staff for practical identification and implementation, forward-looking solutions that ensure water security for future generations. Recent studies affirm the relevance of transformational leadership in addressing complex environmental challenges. According to Ghasabeh, Soosay, and Reaiche (2020), transformational leaders not only promote creative problem-solving and adaptability but also build trust and a shared sense of purpose among their teams, leading to more inclusive and effective decision-making.

Servant Leadership

Servant leadership, a style engages in prioritizing the needs of others, has gained prominence in addressing complex sustainability issues such as water conservation. According to Eva et al. (2019), servant leaders emphasize service over authority, enhancing employee motivation and organizational commitment. This approach is particularly effective in the water sector, where empowering staff and involving stakeholders can lead to practical, people-centered, and environmentally sustainable policies. By encouraging participatory processes and valuing the input of all employees, servant leadership creates a culture of accountability and shared responsibility essential for implementing effective water conservation initiatives. Moreover, servant leadership supports long-term sustainable outcomes by promoting ethical behavior, transparency, and collaboration. It facilitates strategic partnerships with environmental experts, community members, and policymakers, addressing water scarcity with innovative and inclusive solutions. As such, servant leadership stands out as a critical style for steering sustainable water management in urban contexts (Eva et al., 2019).

Charismatic Leadership

Charismatic leadership is a powerful style that significantly shapes decision-making in water conservation. Characterized by the ability to inspire and articulate a compelling vision, a charismatic leader fosters emotional and intellectual engagement, motivating employees to embrace sustainability practices (Nawaz & Khan, 2021). Additionally, charismatic leadership plays a very important role of cultivating a proactive culture that is rooted in supporting adaptive and strategic decision-making in response to environmental challenges. Their ability to build trust and confidence helps them overcome bureaucratic and financial barriers, ensuring effective implementation of water conservation initiatives. By fostering employee engagement and aligning efforts toward a shared vision, charismatic leadership enhances organizational capacity to achieve sustainable outcomes (Nawaz & Khan, 2021).

Situational Leadership

Hersey and Blanchard's Situational Leadership Style highlight the significance of modifying leadership actions according to the competence and readiness of subordinates. The four primary leadership philosophies described in this model i.e. directing, coaching, supporting, and delegating is appropriate for varying stages of employee development and –based on context, enhancing responsiveness to water conservation challenges (Shahhosseini et al., 2020). By adapting their approaches to particular circumstances and team dynamics, leaders who use situational leadership enhance organizational responsiveness, according recent research like Shahhosseini et al. (2020). Discussions related to situational leadership in the passage highlight how NCWSC leaders adapt

Decision-Making Processes

Decision-making processes in water conservation, as the dependent variable, encompass several interlinked dimensions crucial to sustainable environmental management. Key aspects include policy formulation and implementation, which require decision-making systems that integrate regulatory compliance with innovative practices. These processes also involve resource allocation and efficiency, demanding structured leadership approaches that ensure the effective use of limited financial and human capital (Muchiri, 2021). The effectiveness of these processes is further tested by the adaptability of decisions to climate change and sustainability challenges, which influence the success of long-term conservation strategies. The study also emphasizes how the larger institutional and regulatory framework, which moderates in the relationship between leadership and decision results, affects those decision-making processes. Furthermore, public-private partnerships and institutional capability either support or limit leadership's capacity to formulate and carry out choices (Ndungu & Mwangi, 2020).

STATEMENT OF THE PROBLEM

In Nairobi, urbanization, population growth, and climate change have sharply increased the demand for water, placing immense strain on existing supplies. The Nairobi Water &

Sewerage Company (NCWSC) plays a critical role in ensuring sustainable water management. However, the sector continues to face persistent challenges such as high levels of water wastage, frequent supply disruptions, and inefficient management practices. These enduring difficulties highlight the need to understand how leadership influences decision-making in water conservation initiatives. Existing literature on water management in Nairobi has predominantly concentrated on infrastructural development, financial constraints, and public-private partnerships. While these studies offer valuable insights, they present several notable gaps. First, the role of leadership in shaping conservation outcomes has been largely overlooked, with limited attention to how leadership affects decision-making, resource allocation, and operational efficiency. Where leadership is discussed, it is often in international contexts rather than within Kenyan urban utilities, creating a leadership gap.

Second, there is a contextual gap, since governance structures, institutional frameworks, and stakeholder dynamics within NCWSC are unique, yet few studies examine how leadership styles interact with these local realities. This lack of contextualized evidence limits the relevance of broader water governance findings to Nairobi. Third, a methodological gap exists, as most prior studies have relied on broad policy analysis, technical evaluations, and financial assessments, with little integration of leadership assessments and empirical data on conservation outcomes. As a result, organizational and leadership dynamics that directly shape decision-making effectiveness remain underexplored. This study addresses these gaps by examining the influence of leadership styles on decision-making within NCWSC's water conservation initiatives. Through a mixed-methods approach that combines qualitative insights on leadership with quantitative measures of conservation outcomes, it provides a more nuanced and evidence-based understanding of the leadership–decision nexus. In doing so, the research contributes valuable insights into how leadership can enhance governance and sustainability in Nairobi's water management systems, while offering practical recommendations for improving conservation practices.

OBJECTIVE

To examine leadership styles and the decision-making process on water conservation initiatives in Kenya, especially examining a case study of the Nairobi Water & Sewerage Company (NCWSC).

Specific Objectives

- i. To examine the effect of transformational leadership on the decision-making process in managing water conservation initiatives at Nairobi City Water & Sewerage Company (NCWSC).
- ii. To explore the influence of servant leadership on the decision-making process in the formulation and implementation of water conservation strategies at NCWSC.

- iii. To investigate how situational leadership affects decision-making processes in fostering collaboration and stakeholder engagement in water conservation initiatives at NCWSC.
- iv. To assess the effect of charismatic leadership on the decision-making process regarding the success and sustainability of water conservation programs within Nairobi.

SIGNIFICANCE OF THE STUDY

The study gives evidence-based recommendations for decision makers, particularly within the Nairobi Water Company and other management of water institutions. By understanding how leadership styles influence decision-making, policymakers can design and implement policies that promote effective leadership, liability, and transparency in water conservation initiatives. This contributes to the formulation of regulatory frameworks that enhance viable water resource management and service delivery in Nairobi County and beyond. This research adds to the theoretical discussion on leadership and decision-making by expanding the application of leadership theories in the environment of water conservation. The study built upon existing theories such as charismatic leadership theory, situational leadership theory, and the rational decision-making model, demonstrating their relevance in environmental governance. By doing so, it avails a foundation for later research exploring leadership dynamics in public utilities and sustainability efforts. For practitioners within NCWSC and other water utility companies, the study offers actionable insights into leadership styles that foster collaboration, efficiency, and innovation in decision-making. By identifying best practices in leadership, the study helps to enhance operational efficiency, improve water conservation strategies, and build trust between water service providers and the public. Moreover, it serves as a reference for leadership capacity-building initiatives within the water sector, guaranteeing that leaders are equipped to address emerging challenges in the management of resources.

LITERATURE REVIEW

Theoretical Framework

Transformational Leadership Theory

James MacGregor Burns first proposed the idea of transformational leadership in 1978, and Bernard M. Bass developed it in 1985. Burns distinguished between transactional and transformational leadership, the latter of which is defined as a type of leadership that is inspiring and motivating followers to greater performance and personal growth, going beyond straightforward rewards or exchanges. Burns highlighted how crucial it is for leaders to appeal to their followers' higher ideas and values in order to promote meaningful change and creativity. Adding to the theory, Bass found four essential elements that characterize transformational leadership traits which are, intellectual stimulation, customized consideration, inspiration motivation, and idealistic influence. By combining these elements, leaders may develop inspiring visions, encourage

innovation, and address the individual needs of their followers, all of which contribute to a productive and creative workplace.

Transformational leadership has increasingly been recognized in recent years as a key influencer of organizational decision-making processes, particularly in sectors requiring innovation and sustainable practices such as water conservation. This leadership style is characterized by four key scopes: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Nguyen et al., 2021). These traits collectively enable leaders to inspire followers to adopt organizational visions, challenge existing norms, and engage in proactive problem-solving. In water conservation initiatives, where decision-making involves complex socio-technical and environmental considerations, transformational leadership offers a valuable framework for influencing outcomes.

Public administration, education, healthcare, and organizational change are just a few of the fields where transformational trait leadership has been applied. Its stresses on encouraging collaboration and change makes it especially pertinent to comprehending leadership dynamics in fields like water conservation, where leaders must stimulate fresh perspectives and methods of action to tackle difficult problems. However, despite its broad application, Transformational Leadership Theory has faced criticisms. One major critique is its abstract nature, which some scholars argue makes it difficult to assess and measure in practical terms. Critics like Yukl (1999) suggest that the theory's emphasis on the leader's charisma and inspirational abilities can overshadow the role of followers and external factors, such as organizational culture or structural limitations, in shaping leadership outcomes. Additionally, some argue that the model's focus on individual leaders may create dependency, limiting long-term sustainability, especially in bureaucratic settings where leadership transitions can disrupt continuity.

In the background of your study on leadership traits and decision-making processes within the Nairobi City Water & Sewerage Company (NCWSC), Transformational Leadership Theory offers a relevant framework to explore how leadership can influence water conservation initiatives. Given the growing pressure to address water scarcity and promote sustainable water management, transformational leaders at NCWSC can inspire innovative approaches to conservation, including the adoption of new technologies, improved infrastructure, and smarter water distribution systems. The emphasis on intellectual stimulation in transformational leadership aligns with the need for creative problem-solving, particularly in designing and implementing efficient water management practices. Moreover, the components of inspirational motivation and individualized consideration are particularly significant for fostering a motivated and engaged workforce at NCWSC. By appealing to employees' intrinsic motivation and addressing their individual needs, transformational leaders can improve staff morale, enhance accountability, and facilitate better policy implementation. This leadership style,

therefore, supports your research by offering insights into how visionary leadership can drive effective decision-making in water conservation, ensuring that NCWSC's initiatives are not only innovative but also sustainable in the long run.

Servant Leadership Theory

Servant leadership theory was introduced by Robert K. Greenleaf in the 1970s. Greenleaf proposed that the core of leadership depends on the person's drive to serve others, prioritizing well-being and development of employees, stakeholders, and communities over traditional power-based leadership approaches. Unlike traditional leadership models that emphasize authority and control, servant leadership focuses on empathy, empowerment, and stewardship, with the leader's role placed on fostering personal and professional growth among followers (Eva et al., 2019; Newman et al., 2020). The ultimate goal is to enhance organizational effectiveness by making ethical decisions that reflect community needs, thereby encouraging long-term sustainable practices. The theory posits that leaders should see themselves as servants first, prioritizing the needs of others. In practice, this entails leaders actively listening to their team members, empowering them to contribute deeply to decision-making processes, and fostering a work environment grounded in ethical values and mutual respect (Eva et al., 2019; Van Dierendonck & Nuijten, 2023). The servant leader stresses shared power, where authority is used to support others rather than dominate them. This approach ultimately aims to improve organizational performance through a strong ethical basis, community-driven decision-making, and employee growth.

While widely admired, the theory has faced criticism. Some argue that an overemphasis on serving others may undermine the authority necessary for decisive leadership, especially in high-stakes environments requiring quick decision-making. Critics contend that servant leadership's idealistic assumption that leaders have the time and resources to prioritize others' well-being over immediate organizational performance may not be feasible in all contexts (Jiang et al., 2021). Additionally, the theory lacks a clear, universally applicable implementation framework, making it difficult to evaluate its success or adapt it to different organizational structures. In environments where speed and efficiency are critical, the participatory and consensus-building nature of servant leadership might be seen as a barrier to timely decision-making (Ng, 2022). Despite these critiques, Servant Leadership Theory remains highly relevant to decision-making in water conservation initiatives at the Nairobi Water & Sewerage Company (NCWSC). Effective management of water services demands ethical leadership, long-term vision, and strong community engagement all of which are central to servant leadership.

This theory provides a valuable lens for understanding how NCWSC leaders can incorporate empathy and stewardship into their decision-making processes (Chiniara & Bentein, 2020). By prioritizing the needs of local communities and engaging in active listening, leaders can ensure that water conservation policies are both ethical and

responsive to the concerns of stakeholders. Additionally, the empowerment aspect of servant leadership encourages staff members to bring innovative solutions to the table, facilitating sustainable practices in water management (Newman et al., 2020). Through a servant leadership framework, NCWSC leaders can balance environmental conservation efforts with the need to ensure long-term access to clean water. This method supports a collaborative, ethical, and sustainable decision-making process, making servant leadership an ideal model for guiding leadership practices within the company.

Charismatic Leadership Theory

Charismatic leadership theory was originally proposed by Max Weber and later developed further upon by scholars like Robert House. Weber proposed that charismatic leaders possess extraordinary personal qualities such as vision, charm, and exceptional communication skills that allow them to inspire and motivate followers in profound ways. These leaders are seen as transformational figures, often capable of transcending traditional leadership models and exerting strong influence within their organizations (Weber, as cited in Antonakis, Fenley, & Liechti, 2020). House, through his path-goal theory and later research on charismatic leadership, emphasized that such leaders create deep emotional connections with their followers, fostering trust, admiration, and loyalty (House et al., 2019). These leaders are particularly effective in times of crisis, where their guidance is sought to overcome adversity and inspire confidence in uncertain situations (Bendell, Littlewood, & McCaffrey, 2023). The theory posits that charismatic leaders can drive significant change by cultivating a strong sense of collective purpose. The emotional bonds they establish with followers often lead to high levels of commitment and a shared vision. However, critics such as Conger and Kanungo have pointed out several limitations of this approach. They argue that the theory places undue emphasis on the leader's personal qualities, while overlooking the structural, institutional, and environmental factors that also play a critical role in leadership effectiveness (Conger & Kanungo, as discussed in Yukl & Mahsud, 2021).

Overreliance on a single charismatic leader can create dependency, stifle the development of collective leadership capacities, and potentially undermine long-term sustainability. Furthermore, there is the risk that such leaders may exploit their influence for personal gain, manipulating followers or making decisions that benefit themselves rather than the organization or society as a whole (Tourish, 2020). These concerns highlight the need for checks and balances to mitigate abuses of power. In the context of water conservation initiatives at the Nairobi Water & Sewerage Company (NCWSC), Charismatic Leadership Theory highlights important perspectives into how leadership can influence success of environmental sustainability programs. A charismatic leader at NCWSC could craft a compelling vision for water conservation, inspiring employees, stakeholders, and the public to take ownership of sustainable practices. By effectively communicating and inspiring action, such a leader could foster a culture of dedication and commitment to water conservation efforts (Nzimakwe & Nhlabathi, 2022).

Particularly in moments of crisis, such as water shortages or environmental challenges, charismatic leadership plays an important role in mobilizing teams and wider community towards actionable solutions. Charismatic leaders can mitigate public concerns by offering clear direction and instilling confidence in the organization's capacity to address these issues (Alvesson & Einola, 2019). This can result in prompt, decisive action and more effective management of water resources. Moreover, charismatic leadership can also positively influence organizational culture. If a leader at NCWSC champions sustainability through both words and actions, employees may be more likely to embrace the vision of water conservation and take personal charge for implementing environmentally responsible policies. The emotional bond between a charismatic leader and their followers can lead to long-term behavioral changes that sustain conservation efforts well beyond the leader's tenure (Denhardt et al., 2021).

Nevertheless, while charismatic leadership offers several advantages, it is important to recognize its limitations. Overdependence on a single leader can be detrimental to long-term organizational stability. Therefore, it is essential that NCWSC develop robust institutional frameworks and policies that can maintain and expand conservation efforts beyond the influence of any one individual. The institution must balance the emotional and motivational appeal of charismatic leadership with systemic structures that ensure continuity and long-term effectiveness (Harrison & Boyle, 2020). This theory is particularly relevant to this research on water conservation initiatives at NCWSC. It underscores the potential for leadership to influence decision-making and promote environmental sustainability. While a charismatic leader can catalyze efforts and generate enthusiasm for water conservation, your study should also examine how the organization can commit to sustainability practices through policies and collaborative leadership models. Understanding this balance is crucial to ensuring that water conservation efforts are sustained over time, regardless of changes in leadership.

Situational Leadership Theory

Situational Leadership Theory, originally associated with Hersey and Blanchard, argues that effective leaders diagnose followers' development levels (a blend of competence and commitment) and then match one of four styles—directing, coaching, supporting, delegating—to that situation. Over the last two decades, scholarship has refined, tested, and critiqued this core contingency idea. A major arc in recent work is the shift from static prescriptions to diagnostic accuracy and leader-follower alignment. Thompson and Glasø (2018) showed that SLT performs best when leaders' ratings of follower readiness match followers' self-ratings; when misaligned, predicted benefits weaken. This moved the field from "use style X in situation Y" to "first establish shared diagnosis, then match style. At the same time, comparative and integrative reviews positioned SLT alongside transformational and transactional leadership, emphasizing that modern leaders typically blend task and relationship behaviors and flex these in context—a stance

compatible with SLT's elasticity. McCleskey's review (2014) synthesizes this integration, reinforcing that adaptable mixes of task/relationship behaviors are linked to improved outcomes across sectors.

However, empirical tests have not been uniformly supportive. Vecchio and colleagues' multi-study program (2009–2010) found the 2007 revision of SLT predicted outcomes more poorly than the original version and that the theory's contingencies are sensitive to measurement choices. These critiques suggest SLT works under certain boundary conditions, particularly when leader and follower appraisals of readiness are congruent and when style is measured behaviorally, not merely as labels. Strong evidence indicates that leader–follower congruence in diagnosing competence and commitment is the key moderator of SLT effectiveness. When supervisors and teams agree on development level, matching leadership style to that level improves performance and attitudes; when they disagree, effects erode. That finding is robust in multi-source studies and is especially relevant in technically complex utilities where frontline knowledge of network losses and customer dynamics is distributed. Critiques caution that measurement artifacts can drive results: using only leader-reported readiness inflates alignment and obscures mismatches; sectoral context (public vs. private, routine vs. crisis work) also matters.

Empirical Literature Review

A study by Koech and Namusonge (2019) examined public utilities in Kenya and found that transformational leadership significantly influenced innovation adoption and employee participation in water-saving measures. The research study used a quantitative approach involving structured questionnaires, regression analysis to gauge leadership behavior across utility firms. However, while the study demonstrated positive correlations, it did not disaggregate the effects on decision-making quality or analyze leadership at different organizational levels—a gap this study intends to address by focusing on managerial decision-making at the Nairobi Water and Sewerage Company (NCWSC).

In South Africa, Mokgolo, Mokgolo, and Modiba (2020) applied a mixed-methods design to assess how transformational leadership affects municipal water service delivery. Their findings stressed that intellectual stimulation and idealized influence were especially impactful in promoting adaptive decisions during water shortages. Nevertheless, their study was confined to municipal structures and did not delve into the role of internal decision-making processes, such as inter-departmental coordination or stakeholder engagement in conservation programs. In contrast, this study investigates how leadership shapes specific organizational decisions related to conservation within NCWSC.

The study by Ngugi et al. (2021) conducted a qualitative case study on water utilities in Nairobi, highlighting that transformational leadership encouraged staff ownership of conservation strategies. They reported enhanced collaboration and transparency in decision-making processes. However, their focus was primarily on lower-tier staff, leaving a gap in understanding how senior leadership behaviors influence strategic decision-making. This research bridges that gap by analyzing leadership influence from a top-down perspective within a large urban water utility.

Another study by Okeyo and Wambua (2022) analyzed the impact of leadership on environmental sustainability in public corporations across Kenya. Using a descriptive survey design, the researchers found that transformational leaders encouraged innovation in water recycling and demand-side management. The study, however, was general to public corporations and lacked a sector-specific analysis. This study narrows the scope to the water sector, thereby contributing context-specific insights on how transformational leadership supports strategic conservation decisions at NCWSC.

Zhang et al. (2020) explored the connection between leadership and sustainable resource management in China's water utilities. Their research, which utilized structural equation modeling, found that transformational leadership was associated with better risk-informed decision-making and public trust. Yet, the cultural and policy context in China differs notably from Kenya, making it necessary to assess whether similar dynamics hold in local settings like Nairobi County. In summary, the empirical literature supports a strong linkage between transformational leadership and improved decision-making in water conservation. However, most studies either take a broad view of sustainability, focus on lower organizational levels, or are situated in non-African contexts. This study addresses these loopholes through focusing specifically how transformational leadership at NCWSC influences decision-making in water conservation initiatives in Nairobi County. It contributes to localized empirical evidence, helping to inform leadership development and policy direction within Kenya's urban water sector.

In Kenya, Ndung'u and Irungu (2020) studied roles of servant leadership in improving employee commitment within public service institutions. Using a mixed-method approach, they found that servant leadership improved communication, employee morale, and willingness to take initiative. Although the study touched on decision-making, it did not specifically link leadership style to environmental initiatives. By narrowing the focus to water conservation decision-making, this study offers a more targeted exploration of how servant leadership influences outcomes in environmental sustainability.

Similarly, Wanjiku and Chepkwony (2021) conducted a survey among county water boards in Kenya to investigate leadership styles and service delivery. Their quantitative study found that servant leadership positively affected the responsiveness and

adaptability of decision-making processes. However, their analysis lacked a deep dive into conservation-oriented decision-making. This research study expands on their outcomes through focusing specifically on how servant leadership facilitates inclusive, ethical, and sustainable decision-making in water conservation strategies. Muriuki et al. (2022) investigated leadership and environmental performance in Nairobi's waste management sector, utilizing structural equation modeling. The study demonstrated that servant leadership significantly influenced stakeholder engagement and ethical choices in policy-making. While relevant, the study was not set in the water sector, which differs in operational structure and stakeholder dynamics. Therefore, this research contextualizes similar leadership benefits within the water utility context.

A study by Abasilim and Chinyere (2020) conducted a study in Nigerian public service institutions and found that charismatic leadership significantly influenced employee motivation and their willingness to participate in ecologically focused decisions. The study adopted a mixed-methods design that integrated surveys and interviews, revealing that employees under charismatic leaders were more likely to support and implement sustainable initiatives. However, the study lacked specificity in sectoral focus, mostly regarding urban water conservation, which is contextually different due to infrastructural and policy complexities.

In Kenya, Wambua and Iravo (2021) explored leadership styles within county water departments and noted that charismatic leaders were instrumental in driving water infrastructure projects, especially in regions affected by climate-induced water scarcity. Using qualitative case studies and interviews with senior water officers, the research study observed that such leaders influenced the prioritization of long-term sustainable water solutions over politically convenient short-term actions. Nonetheless, the research stopped short of exploring how this leadership style directly affects the quality and inclusivity of decision-making processes within urban utilities like NCWSC.

Further, Otieno and Njuguna (2022) investigated leadership and public participation in water resource governance in Nairobi County. Their quantitative study involved planned questionnaires among water utility staff and local community representatives. Findings indicated that charismatic leaders played a central role in mobilizing public support for water rationing and conservation campaigns. However, the authors noted a gap in understanding how such leadership balances stakeholder engagement with technical expertise in guiding decisions, a vital concern for institutions operating under multiple regulatory and societal pressures.

Moreover, Mwangi and Muriithi (2023) examined the effect of leadership communication on environmental policy adoption among Kenyan parastatals. Their regression analysis demonstrated a positive correlation between charismatic leadership, successful adoption of water-saving technologies, especially when the leader framed policies in an

emotionally appealing narrative. While valuable, this study did not explore the long-term impact of such decisions on systemic water conservation efforts.

Summary of Research Gaps

From these empirical findings, servant leadership has been shown to enhance decision-making through increased employee engagement, trust, and community participation. Nonetheless, the application in Kenya’s water sector remains underexplored, notably within the specific operational context of NCWSC. Moreover, there remains a gap in understanding how servant leadership can overcome structural and cultural resistance in traditionally hierarchical institutions. This study addresses these gaps by focusing on Nairobi County, where water conservation is a pressing issue. By examining how servant leadership influences the decision-making process within NCWSC, this research study main purpose is to provide empirical evidence on the practical benefits and limitations of servant leadership in promoting sustainable water management. The findings contribute to theory and practice, providing practical insights for leaders in the water sector seeking to foster inclusive and ethical environmental governance. However, a recurring limitation is the lack of focused research on how charismatic leadership shapes decision-making in urban water utilities, especially under conditions of rapid urban growth, climate stress, and political interference. This study addresses this gap by specifically analyzing how charismatic leadership influences decision-making processes within NCWSC, a critical urban water utility. It will focus on how such leadership facilitates inclusive, visionary, and sustainable decisions in managing water resources, particularly in a context where public perception, resource limitations, and policy constraints intersect. By doing so, its aim is to provide practical insights on leadership strategies that can strengthen sustainable water governance in Nairobi and similar urban settings.

CONCEPTUAL FRAMEWORK

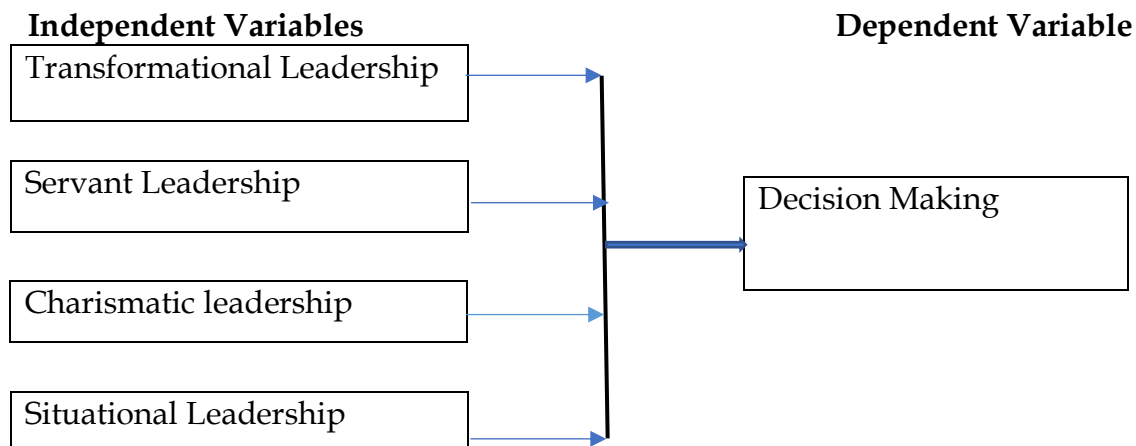


Figure 1: Conceptual Framework

Figure 1 presents a conceptual framework illustrating the influence of four leadership styles—transformational, servant, charismatic, and situational leadership on decision-making within an organization. The four leadership styles act as the independent variables, each contributing uniquely to how leaders guide, motivate, and involve employees in organizational choices. Decision-making serves as the dependent variable, representing the outcome affected by these leadership approaches. The framework implies that variations in leadership behavior directly shape the effectiveness, inclusiveness, and quality of decisions made in the organization.

METHODOLOGY

Research Design

The study used a mixed-methods design that combined qualitative and quantitative approaches. This integration allowed for collecting numerical data and detailed insights from stakeholders. By including both descriptive and correlational designs, the approach provided a comprehensive understanding of leadership and decision-making in water conservation efforts, ensuring the findings were well-supported and dependable.

Target Population

The target population comprised stakeholders directly or indirectly involved in water conservation initiatives under the Nairobi City Water and Sewerage Company (NCWSC), Nairobi's main water and sanitation service provider. These included NCWSC board members (strategic oversight and policy direction), secretariat staff (operations and decision implementation), Nairobi County Government officials (especially from the environment department), and representatives from the Ministry of Water, Sanitation, and Irrigation. The study also involved Nairobi Eastlands community members from informal and low-income areas who benefit from water conservation projects, as well as local vendors whose businesses depend on water and are affected by related policies.

Sample Size and Sampling Technique

The study used stratified random sampling to ensure fair representation of key stakeholders in Nairobi's water conservation initiatives, including NCWSC board members, Nairobi Eastland community beneficiaries, and Nairobi County Government staff. The population was divided into these groups, and participants were randomly selected from each. The sample size was determined using Yamane's formula for accuracy and consistency (Israel, 2019).

The total population of about 3,607 comprised Nairobi Water Company board members, Nairobi Eastland Beneficiary Community Members, and Nairobi County Government Staff. Accordingly, a sample of 360 respondents was drawn proportionally from each group to guarantee fair representation. The sample size was determined using Yamane's (1967) formula:

$$n = \frac{N}{1 + N(e)^2}$$

where n is the required sample size, N the total population, and e the margin of error (0.05 at a 95% confidence level).

Stratified random sampling was used to ensure an impartial and representative selection of participants. The population was divided into distinct groups based on occupational roles, and respondents were randomly chosen from each. This approach ensured balanced representation across leadership levels—executives, senior managers, and department heads—thereby reducing bias and enhancing the reliability and validity of findings on how leadership styles influence decision-making in water conservation within the Nairobi Water Company.

Research Instrument

The study used structured questionnaires as the primary data collection tool to gather views from employees, managers, and stakeholders of the Nairobi Water Company on leadership styles and their impact on decision-making in water conservation. A 5-point Likert scale measured perceptions of leadership and decision-making effectiveness, with data analyzed using SPSS version 29.

Data Analysis and Presentation

The study examined the relationship between different leadership styles and decision-making practices in water conservation at Nairobi City Water and Sewerage Company using both qualitative and quantitative methods. Qualitative data from focus groups and interviews were analyzed through thematic and content analysis to identify patterns in leadership and decision-making. Quantitative data were analyzed using SPSS Version 26, with descriptive statistics (means, standard deviations, frequencies, and percentages) presented using charts and graphs. Inferential analysis through regression and correlation determined the strength and direction of relationships between leadership styles (independent variables) and decision-making processes (dependent variable) using the multiple linear regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon.$$

Where:

Y = decision-making process,

$X_1, X_2,$ and X_3 = different leadership styles

β_0 = intercept,

β_1 - β_3 = coefficients,

ε = error term.

FINDINGS

Response Rate

The field responses obtained were 289 respondents out of the 360 respondents surveyed responded to the questionnaires. Thus, the return rate was 80.3% for respondents studied while only a small proportion of 19.7% failed to take part in the study. This response rate can be attributed to the fact that the researcher personally administered the research instrument.

Demographic Information

Gender

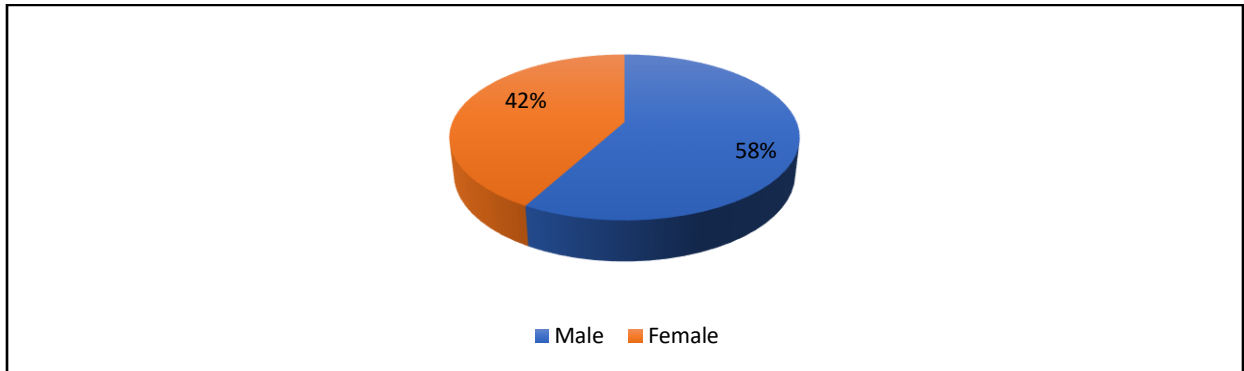


Figure 2: Gender Composition

At Nairobi Water & Sewerage Company, the gender composition of 58% males and 42% females indicate a moderate male imbalance. This disparity affects diversity, inclusion, innovation, and equitable decision-making (Ali & Konrad, 2019). Nonetheless, the relatively close proportions signify progress toward narrowing the gender gap, aligning with global efforts to promote equitable workplace representation (ILO, 2022).

Age Group

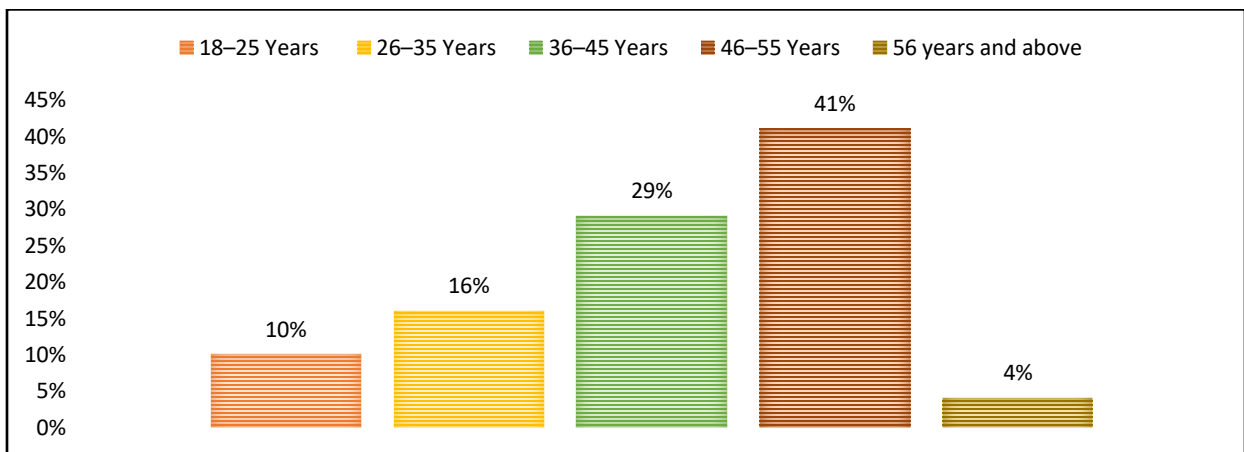


Figure 3: Age Group

Predominantly middle-aged workforce (41% aged 46–55, 29% aged 36–45); experienced professionals in senior/technical roles; few young employees (10% aged 18–25, 16% aged 26–35), indicating limited entry-level recruitment; minimal older staff (4% aged 56+), consistent with Kenya’s retirement trends.

Highest Level of Education

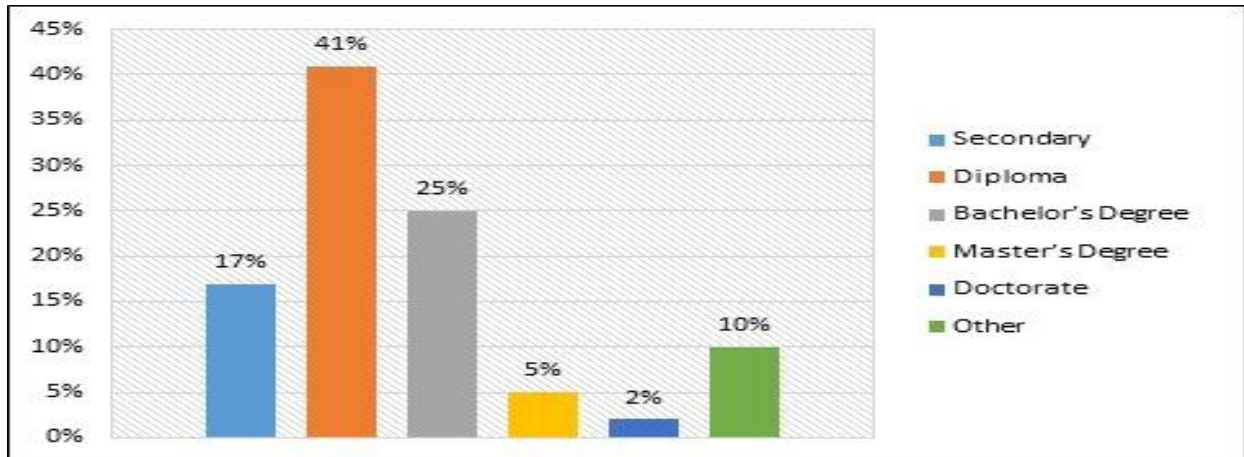


Figure 4: Highest Level of Education

The educational profile of employees shows that 41% are diploma holders, reflecting a workforce largely reliant on technical and vocational training for operational and mid-level roles such as technicians and supervisors. Additionally, 25% hold bachelor’s degrees and 17% have secondary education, indicating a mix of administrative and entry-level staff. Only 5% possess master’s degrees and 2% hold doctorates, suggesting limited representation in strategic or research-oriented positions. The remaining 10% have other forms of certification or informal training. Overall, this distribution highlights a strong technical capacity but a low prevalence of advanced academic qualifications, which may constrain innovation and strategic planning in addressing Nairobi’s water and sanitation challenges.

Descriptive Analysis of Transformational Leadership

The study found that leadership at NCWSC showed a moderately positive attitude toward promoting water conservation, with an overall mean score of 3.54. Leaders demonstrated enthusiasm and clear communication of conservation goals (means of 3.95 and 3.69), but showed weaker performance in encouraging innovation (3.29) and acting as role models (3.31), indicating areas that need improvement. The decision-making process scored a mean of 3.45, reflecting moderate collaboration and alignment among team members but revealing gaps in shared vision and participation. Overall, while NCWSC leadership effectively motivates staff, strengthening innovative practices and participatory decision-making could enhance the organization’s capacity to tackle water scarcity and infrastructure challenges.

Descriptive Analysis of Servant Leadership

The study revealed a generally positive perception of leadership's commitment to both employees and the community, with an overall mean score of 3.64. Leaders were rated highly for prioritizing community welfare (4.06) and considering employee needs (3.89), but scored lower in actively listening to employee input (3.16) and empowering staff in conservation strategies (3.47), pointing to gaps in inclusiveness and engagement. A moderate score for commitment to personal and professional growth (3.60) suggests the need to strengthen staff development initiatives. Overall, while NCWSC leadership shows a community-focused approach, improving employee participation and empowerment would enhance innovation and align the organization with best practices in sustainable water management.

Descriptive Analysis of Situational Leadership

The study found a moderate level of flexibility in leadership practices, with an overall mean score of 3.31. Leadership showed strength in making timely decisions based on conservation challenges (3.98), but recorded lower scores in role flexibility (3.00), situational adaptability (3.21), employee autonomy (3.21), and department-specific approaches (3.17), indicating limited adaptability in leadership behavior. These results suggest that while leaders respond effectively to urgent issues, greater flexibility and inclusiveness are needed to handle Nairobi's complex water management challenges. Adopting adaptive and participatory leadership strategies could improve operational efficiency and innovation, aligning NCWSC with best practices in dynamic urban water utility management.

Descriptive Analysis of Charismatic Leadership

The study revealed a moderately positive perception of charismatic leadership's role in promoting water conservation, with an overall mean score of 3.75. Leaders were rated highly for building trust and collaboration among communities (4.03) and inspiring stakeholder participation (3.91), but showed lower ratings in decision clarity and effectiveness (3.69), implementation of strategies (3.72), and long-term decision impact (3.42). These results indicate that while charismatic leadership effectively fosters engagement and trust, its sustained influence on long-term outcomes remains limited. Strengthening structured and strategic decision-making alongside charismatic qualities could enhance consistent progress in water conservation efforts at NCWSC.

Descriptive Analysis of Decision Making

The study found a moderately positive attitude toward decision-making processes, with an overall mean score of 3.77. The highest rating was for clarity in decision-making (4.20), indicating that employees generally understand how decisions are made. However, lower scores for transparency (3.49) and inclusivity of employee opinions (3.53) reveal gaps in open communication and participation, which may affect trust and engagement. The consistency of decisions (3.91) shows a stable and reliable approach to operations. Overall, while NCWSC demonstrates clear and consistent decision-making, enhancing

transparency and inclusivity could further strengthen employee morale, collaboration, and effectiveness in addressing Nairobi's water management challenges.

Correlation Analysis

The study found significant positive correlations between leadership styles and effective decision-making in water conservation. Situational leadership showed the strongest relationship ($r = .703$, $p = .020$), followed by transformational ($r = .623$, $p = .001$), charismatic ($r = .530$, $p = .032$), and servant leadership ($r = .449$, $p = .010$). This indicates that adaptive and inspiring leadership most strongly supports effective decisions in conservation efforts. Overall, the findings highlight that NCWSC can strengthen its decision-making capacity by emphasizing situational and transformational leadership approaches to tackle Nairobi's complex water management challenges.

Table 2: Correlational Results

		DM	Tran. L	Ser. L	Sit. L	Char. L
DM	Pearson Correlation	1				
	Sig. (2-tailed)					
Tran. L	Pearson Correlation	.623**	1			
	Sig. (2-tailed)	.001				
Ser. L	Pearson Correlation	.449**	.324**	1		
	Sig. (2-tailed)	.010	.031			
Sit. L	Pearson Correlation	.703**	.718**	.602**	1	
	Sig. (2-tailed)	.020	.467	.794		
Char. L	Pearson Correlation	.530**	.614**	.676**	.711**	1
	Sig. (2-tailed)	.032	.049	.461	.0021	

Regression Analysis

Table 3: Regression Model Summary Analysis Results

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	.852 ^a	.725	.717	.473

The R^2 value of .725 and adjusted R^2 of .717 show that these leadership styles explain 72.5% of the variance in decision-making effectiveness, confirming a robust model fit.

The standard error (.473) reflects moderate prediction accuracy. Overall, the findings suggest that leadership styles significantly influence decision-making at NCWSC, and adopting a blend of adaptive and inspirational leadership could further strengthen effectiveness in tackling water conservation challenges.

Table 4: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.414	4	10.10	17.66	.008 ^b
	Residual	162.422	284	.5719		
	Total	202.836	288			

The ANOVA results indicate that the model is statistically significant in explaining decision-making variance, with an F-statistic of 17.66 and a p-value of .008. The regression sum of squares (40.414) compared to the residual sum of squares (162.422) confirms that the model meaningfully accounts for differences in decision-making outcomes. Overall, the findings show that leadership styles collectively have a strong and significant impact on effective decision-making at NCWSC.

Table 5: Regression Co-efficient Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	.218	.120		1.821	.071
Transformational Leadership	.660	.074	.070	.811	.021
Servant Leadership	.359	.098	.255	2.633	.009
Situational Leadership	.405	.077	.430	5.244	.019
Charismatic Leadership	.251	.065	.174	2.334	.013

The results indicate that all four leadership styles – situational, servant, charismatic, and transformational – significantly influence decision-making efficiency at NCWSC. Situational leadership had the strongest effect ($\beta = .430$, $p = .019$), highlighting the importance of adaptability to different water conservation challenges. This was followed by servant leadership ($\beta = .255$, $p = .009$), which emphasizes employee and community needs, and charismatic leadership ($\beta = .174$, $p = .013$), which promotes trust and motivation. Although transformational leadership ($\beta = .070$, $p = .021$) had the weakest effect, it still contributed positively by inspiring a shared vision. Overall, the findings suggest that NCWSC's decision-making effectiveness is strengthened by combining

adaptive, service-oriented, and inspirational leadership approaches to address its water management goals.

The study reveals that leadership styles and workforce characteristics significantly shape decision-making at Nairobi City Water and Sewerage Company (NCWSC). The workforce is largely middle-aged (36–55 years) and technically skilled, with most holding diplomas (41%) or bachelor's degrees (25%). However, the limited presence of younger and highly educated employees raises concerns about innovation, succession, and adaptability. Among leadership styles, situational leadership shows the strongest influence on decision-making ($\beta = .430$), highlighting the importance of adaptability in addressing water management challenges. Servant leadership moderately impacts decisions ($\beta = .255$), promoting trust and welfare but limited by weak employee engagement. Charismatic leadership ($\beta = .174$) fosters collaboration and motivation but lacks sustainability in long-term decision-making. Transformational leadership ($\beta = .070$) inspires vision but needs improvement in innovation and role modeling. Overall, all four leadership styles positively affect decision-making, with situational leadership being the most effective. The study calls for leadership capacity-building, youth inclusion, and flexible management structures to enhance decision-making and sustainable water conservation at NCWSC.

CONCLUSION AND RECOMMENDATIONS

The study examined leadership styles and the decision-making process on water conservation initiatives in Kenya, focusing on the Nairobi Water & Sewerage Company. The research concluded that situational leadership as the most influential in driving effective decision-making, followed by transformational, charismatic, and servant leadership, with each style contributing exclusively to conservation efforts. While leaders excelled in addressing urgent challenges and fostering community trust, the study observed weaknesses in employee empowerment, flexibility, and transparency, highlighting the need for more adaptive and inclusive practices.

The study recommends strengthening leadership practices at NCWSC through targeted improvements across all styles. Transformational leadership should enhance innovation and role modeling by introducing regular innovation workshops and demonstrating conservation practices to inspire active staff engagement. Servant leadership requires greater attention to employee input and empowerment through structured feedback forums, such as town hall meetings, and by delegating meaningful roles in conservation projects to promote inclusivity and collaboration. Situational leadership should adopt greater flexibility and autonomy by tailoring roles and leadership strategies to departmental needs, thereby improving adaptability in addressing diverse water management challenges. Lastly, charismatic leadership should balance enthusiasm with structured governance by integrating inspiration with clear, documented strategic plans and regular progress reviews to ensure long-term, effective conservation outcomes.

Future research should examine the effects of training, technology adoption, and stakeholder engagement on improving leadership adaptability and water conservation strategies.

REFERENCES

- Abasilim, A. N., & Chinyere, Q. O. (2020). The role of charismatic leadership in promoting sustainable development initiatives in public sector organizations. *African Journal of Business Management*, 14(5), 150–162. <https://doi.org/10.5897/AJBM2020.9123>
- Akello, V. A. (2014). *Strategic planning and organization performance at Nairobi City Water and Sewerage Company Limited* (Master's thesis, University of Nairobi). University of Nairobi Repository.
- Ali, M., & Konrad, A. M. (2019). Gender diversity in leadership and organizational performance: A meta-analysis. *Journal of Business Ethics*, 158(2), 347–366. <https://doi.org/10.1007/s10551-017-3759-y>
- Antonakis, J., & Day, D. V. (2018). *The nature of leadership* (3rd ed.). Sage Publications.
- Avolio, B. J., & Bass, B. M. (2004). *Multifactor Leadership Questionnaire manual* (3rd ed.). Mind Garden.
- Baruch, Y., & Holtom, B. C. (2020). Survey response rates: Trends and a validity assessment framework. *Human Relations*, 75(2), 351–375. <https://doi.org/10.1177/00187267211070769>
- Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*, 18(3), 19–31.
- Brown, R. R., & Farrelly, M. A. (2009). Sustainable urban water management champions: What do we know about them? *Water Science and Technology*, 59(5), 891–898. <https://doi.org/10.2166/wst.2009.875>
- Bryman, A. (2013). *Leadership and organizations*. Routledge.
- Ciulla, J. B. (2014). *Ethics, the heart of leadership* (3rd ed.). Praeger.
- Eva, N., Robin, M., Sendjaya, S., van Dierendonck, D., & Liden, R. C. (2019). Servant leadership: A systematic review and call for future research. *The Leadership Quarterly*, 30(1), 111–132.
- Ghasabeh, M. S., Soosay, C., & Reaiche, C. (2020). The emerging role of transformational leadership in achieving sustainable outcomes in organizations. *Journal of Cleaner Production*, 253, 119911.
- Goleman, D. (2000). Leadership that gets results. *Harvard Business Review*, 78(2), 78–90.
- Hidayati, N., Panggabean, H., & Suryana, A. (2022). Environmentally specific servant leadership and voluntary pro-environmental behavior in the workplace. *Frontiers in Psychology*, 13, Article 1027406. <https://doi.org/10.3389/fpsyg.2022.1027406>
- House, R. J. (1971). A path-goal theory of leader effectiveness. *Administrative Science Quarterly*, 16(3), 321–339.
- International Labour Organization. (2022). *World employment and social outlook: Trends 2022*. https://www.ilo.org/global/research/global-reports/weso/trends2022/WCMS_834081/lang--en/index.htm

- Jabareen, Y. (2009). Building a conceptual framework: Philosophy, definitions, and procedure. *International Journal of Qualitative Methods*, 8(4), 49–62.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5), 755–768.
- Koech, M., & Namusonge, G. S. (2019). The effect of leadership styles on the implementation of water conservation strategies in Kenyan public utilities. *International Journal of Project Management*, 37(4), 567–578. <https://doi.org/10.1016/j.ijproman.2019.02.005>
- Koech, P. M., & Namusonge, G. S. (2012). The effect of leadership styles on organizational performance at state corporations in Kenya. *International Journal of Business and Commerce*, 2(1), 1–12.
- Kotter, J. P. (1996). *Leading change*. Harvard Business Press.
- Luthans, F. (2011). *Organizational behavior: An evidence-based approach* (12th ed.). McGraw-Hill.
- Malului, G. M., & Kimencu, L. (2021). Strategic responses and organizational performance of Nairobi City Water and Sewerage Company, Kenya. *The Strategic Journal of Business & Change Management*, 8(4), 265–287.
- Mohd Zukhi, A. M. (2023). Questionnaire design and distribution strategies for high response rates in empirical research. *Journal of Survey Methodology*, 45(1), 23–40. <https://doi.org/10.1093/jssam/smac012>
- Mokgolo, M. P., Mokgolo, P. D., & Modiba, M. M. (2020). Transformational leadership in South African municipal water management: A case study. *South African Journal of Economic and Management Sciences*, 23(1), Article a2456. <https://doi.org/10.4102/sajems.v23i1.2456>
- Mumford, M. D., Zaccaro, S. J., Harding, F. D., Jacobs, T. O., & Fleishman, E. A. (2000). Leadership skills for a changing world: Solving complex social problems. *Leadership Quarterly*, 11(1), 11–35.
- Mwaniki, M. W. (2017). *Strategy implementation and performance of Nairobi City Water and Sewerage Company in Nairobi City County, Kenya* (Master's project, Kenyatta University). Kenyatta University Institutional Repository.
- Nairobi City Water and Sewerage Company. (2014). *Strategic plan 2014/15 – 2018/19*. Nairobi City Water and Sewerage Company.
- Nawaz, M. M., & Khan, A. (2021). Impact of charismatic leadership on organizational performance: A case study approach. *Journal of Leadership and Management Studies*, 5(2), 34–42.
- Northouse, P. G. (2021). *Leadership: Theory and practice* (9th ed.). Sage Publications.
- Nyaga, R. W. (2007). *Strategies adopted by the Nairobi City Water and Sewerage Company* (Master's project, University of Nairobi). University of Nairobi Repository.
- Ooko, O. J., & Omollo, A. (2018). The impact of transformational leadership on organizational performance: A case study of Nairobi City Water & Sewerage Company. *Journal of Leadership & Management Studies*, 5(2), 23–38.

- Pahl-Wostl, C., & Weisch, M. (2023). Power research in adaptive water governance and beyond: A review. *Ecology and Society*, 28(2), Article 22. <https://doi.org/10.5751/ES-14309-280222>
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, 1(2), 107–142.
- Rowe, W. G. (2001). Creating wealth in organizations: The role of strategic leadership. *Academy of Management Executive*, 15(1), 81–94.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson.
- Shahhosseini, M., Silong, A. D., Ismaill, I. A., & Uli, J. (2020). The influence of situational leadership style on decision-making effectiveness. *International Journal of Academic Research in Business and Social Sciences*.
- Spears, L. C. (1995). *Reflections on leadership: How Robert K. Greenleaf's theory of servant leadership influenced today's top management thinkers*. John Wiley & Sons.
- Sun, R. Y., & Wang, W. (2017). Transformational leadership, employee turnover intention, and actual voluntary turnover in public organizations. *Public Management Review*, 19(8), 1127–1148. <https://doi.org/10.1080/14719037.2016.1257063>
- Tannenbaum, R., & Schmidt, W. H. (1973). How to choose a leadership pattern. *Harvard Business Review*, 51(3), 162–180.
- Tavakol, M., & Dennick, R. (2019). Cronbach's alpha: A reliability coefficient? *Journal of Medical Education*, 38(2), 53–60. <https://doi.org/10.5812/jme.12131>
- Wang, H., Law, K. S., Hackett, R. D., Wang, D., & Chen, Z. X. (2005). Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior. *Academy of Management Journal*, 48(3), 420–432.
- Wang, Y., Wu, X., & Li, Y. (2024). Research on the impact of leadership on improving urban water resources protection policy efficiency: An empirical study based on Chinese provincial panel data. *Natural Resources Modeling*, 37(6), Article e12410. <https://doi.org/10.1111/nrm.12410>
- World Bank. (2020). *Kenya economic update: Navigating the COVID-19 pandemic*. World Bank Group. <https://www.worldbank.org/en/country/kenya/publication/kenya-economic-update-keu-june-2020>
- Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson.