
Leadership Practices, Organizational Support, and Challenges as Predictors of Employee Empowerment in Local Water Districts

REYNALYN B. VARGAS

Senior Corporate Accountant A
Virac Water District, San Isidro Village, Virac, Catanduanes
vargasreynalyn1015@gmail.com
ORCID No.: 0009-0001-7880-4397

PEDRITO JOSE V. BERMUDO, EdD, PhD

Dean College of Business Administration and Director for Research. Catanduanes Colleges
pete_bermudo@yahoo.com
ORCID No. 0000-0002-5944-7128

ENGR. JOHNMAR F. CORDIAL, PHD

Faculty Member, Catanduanes State University-Panganiban Campus (CatSU-PC)
cordialjohnmar96@gmail.com
ORCID No. 0000-0003-4151-1934

Abstract — Employee empowerment has become a strategic imperative in public utilities, where empowered personnel demonstrate enhanced commitment, accountability, and service responsiveness amid growing operational and governance demands. In the Philippine context, local water districts face institutional constraints, governance fragmentation, and resource limitations that necessitate strengthening leadership and organizational support systems to enable effective employee performance. Despite the recognized importance of empowerment, limited empirical evidence exists on the combined influence of leadership practices, organizational support, and challenges on employee empowerment in decentralized provincial water districts, particularly in geographically isolated settings. This study examined the leadership practices, organizational support, organizational challenges, and employee empowerment among 117 employees from the six local water districts in Catanduanes Province, Philippines, using a descriptive-correlational and predictive research design. Findings revealed that leadership practices (GWM=3.30) and organizational support (GWM=3.25) were highly evident, while challenges were occasionally encountered (GWM=2.95). Employee empowerment was high

(AWM=3.30). Organizational support exhibited the strongest positive relationship ($r=0.612$) and predictive influence ($\beta=0.38$, $p<.001$), followed by leadership practices ($\beta=0.24$, $p=.007$), while challenges negatively predicted empowerment ($\beta=-0.20$, $p=.019$), collectively explaining 53.9% of variance ($R^2=0.539$). Organizational support is the most critical determinant of employee empowerment, surpassing leadership practices in predictive strength, highlighting the foundational importance of resources, training, and managerial assistance. A strategic intervention plan addressing recognition, mentoring, delegation, and workload management is proposed to strengthen empowerment in local water districts.

Keywords: employee empowerment; leadership practices; organizational support; organizational challenges; local water districts; Philippines

I. INTRODUCTION

Employee empowerment has become a strategic priority in contemporary organizations because it enhances employee commitment, accountability, innovation, and organizational performance. In public utilities such as local water districts, empowered employees are more capable of responding to operational challenges, delivering quality services, and sustaining organizational effectiveness amid increasing environmental, technological, and governance demands. Leadership practices and organizational support are widely recognized as essential antecedents of employee empowerment because they foster participation, autonomy, trust, and professional growth. Consequently, examining how these organizational factors influence employee empowerment has become increasingly important for strengthening institutional performance and ensuring sustainable public service delivery (Wan et al., 2023; Theng, 2023).

Globally, effective water governance depends not only on infrastructure and technology but also on leadership quality and institutional capacity. Wan et al. (2023) emphasized that sustainable water resources management requires accountable leadership, coordinated governance, and strong institutional collaboration to address climate change and growing water demand. Similarly, Kansara (2020) found that effective management systems and empowered employees significantly improve water service quality, while Braimah, Amponsah, and Asibey (2016)

highlighted that participatory leadership and employee accountability are essential for sustaining rural water facilities. Furthermore, Theng (2023) demonstrated that leadership-driven employee motivation positively influences productivity, reinforcing the importance of supportive leadership in enhancing workforce performance. Collectively, these studies establish that leadership practices and organizational support are indispensable mechanisms for promoting employee empowerment and improving organizational outcomes.

Within Asia, rapid urbanization, climate-related risks, and technological advancements have intensified the need for responsive leadership and empowered employees in water utilities. Wan et al. (2023) observed that many Asian countries continue to experience increasing water stress, requiring integrated governance and effective institutional leadership. Likewise, Huang et al. (2026) emphasized that advances in water treatment and separation technologies require technically competent employees who are empowered to adapt to innovation and operational complexity. These developments demonstrate that employee empowerment has evolved beyond a human resource concern into a strategic organizational capability necessary for maintaining service quality, operational resilience, and sustainable development.

In the Philippine context, local water districts operate within a decentralized governance system characterized by varying institutional capacities and resource availability. Velasco et al. (2020) identified governance fragmentation, financial constraints, and institutional inefficiencies that adversely affect water service delivery, while Blanco (2019) emphasized the need to strengthen managerial and organizational capacities to improve domestic water governance. Similarly, Lee et al. (2020) demonstrated that the 2019 Metro Manila water crisis exposed significant governance vulnerabilities requiring proactive leadership and institutional coordination. These studies collectively underscore the importance of strengthening leadership practices and organizational support systems that enable employees to perform effectively despite operational constraints.

Despite the growing literature, important research gaps remain. Existing studies have primarily examined organizational culture, employee engagement, governance systems, or water service performance independently (Galamiton et al., 2025; Velasco et al., 2020). Although these investigations recognize the importance of leadership and organizational support, few have

simultaneously examined the combined influence of leadership practices, organizational support, and organizational challenges on employee empowerment. Moreover, previous Philippine studies have focused predominantly on national-level governance issues or large water utility providers, leaving limited empirical evidence from decentralized provincial water districts. Likewise, studies have rarely employed predictive statistical models to determine the relative contribution of these organizational factors to employee empowerment. Consequently, the organizational mechanisms that most strongly influence empowerment within local water districts remain insufficiently understood, particularly in geographically isolated provinces such as Catanduanes.

To address these gaps, this study examined the leadership practices, organizational support, organizational challenges, and employee empowerment among the six local water districts in the Province of Catanduanes. Specifically, it determined the relationships among these variables and identified their predictive influence on employee empowerment. By providing localized empirical evidence, the study contributes to the limited body of knowledge on employee empowerment in Philippine local water districts and offers evidence-based insights for strengthening leadership development, organizational support systems, and human resource policies that promote sustainable organizational performance and improved public water service delivery.

Statement of the Problem

This study aimed to determine the leadership practices, organizational support, and challenges affecting employee empowerment in the local water districts of the Province of Catanduanes.

Specifically, this study sought to answer the following sub-problems:

- 1 To what extent are leadership practices implemented in promoting employee empowerment in the local water districts of the Province of Catanduanes in terms of:

- 1.1 Collaborative Decision Practices;

1.2 Communication Feedback Systems;

1.3 Responsibility and Authority Delegation, and

1.4 Employee Recognition and Motivation?

2. To what extent is organizational support provided to promote employee empowerment in the

local water districts of the Province of Catanduanes in terms of:

2.1 Professional Development Programs;

2.2 Resource and Tool Provision;

2.3 Administrative and Managerial Support; and

2.4 Monitoring and Mentoring Assistance?

3. To what extent are organizational challenges encountered in promoting employee empowerment

in the local water districts of the Province of Catanduanes in terms of:

3.1 Resistance to Change;

3.2 Resource and Budget Constraints;

3.3 Workload and Operational Pressures; and

3.4 Policy and Organizational Barriers?

4. What is the level of employee empowerment in the local water districts of the Province of Catanduanes?

5. Is there a relationship between:

5.1 leadership practices and employee empowerment;

5.2 organizational support and employee empowerment; and

5.3 challenges encountered and employee empowerment?

6. To what extent do leadership practices, organizational support, and challenges predict employee

empowerment in the local water districts of the Province of Catanduanes?

7. Based on the findings of the study, what strategic intervention plan may be proposed to

strengthen leadership practices, enhance organizational support, address organizational

challenges, and promote employee empowerment in the local water districts of the Province of

Catanduanes?

Null Hypotheses

The following null hypotheses were tested at the 0.05 level of significance:

1. There is no significant relationship between leadership practices and employee empowerment in the local water districts of the Province of Catanduanes.
2. There is no significant relationship between organizational support and employee empowerment in the local water districts of the Province of Catanduanes.
3. There is no significant relationship between the challenges encountered and employee empowerment in the local water districts of the Province of Catanduanes.
4. Leadership practices, organizational support, and challenges encountered do not significantly predict employee empowerment in the local water districts of the Province of Catanduanes.

Scope of the Study. This study was conducted in the six local water districts of the Province of Catanduanes during the calendar year 2026, involving managerial and support personnel. It examined leadership practices, organizational support, challenges encountered, and employee empowerment, and determined the significant relationships and predictive influence of leadership practices, organizational support, and challenges on employee empowerment using descriptive, correlational, and predictive analyses. The findings served as the basis for developing a Strategic Intervention Plan to strengthen leadership practices, enhance organizational support, address organizational challenges, and improve employee empowerment in the local water districts of the Province of Catanduanes.

Theoretical / Conceptual Framework. The present study is primarily anchored on the *Empowering Leadership Theory* of Spreitzer (1995), which emphasizes the critical role of leaders in fostering employee empowerment through participative decision-making, delegation of authority, autonomy, effective communication, and recognition. The theory posits that when leaders empower employees by providing opportunities to participate in organizational decisions, entrusting them with responsibilities, and recognizing their contributions, employees develop greater competence, accountability, motivation, and commitment toward organizational goals. These empowering leadership behaviors cultivate a supportive work environment where employees feel valued and confident in performing their roles. Consistent with this perspective, Arshad, Qasim, Farooq, and Rice (2022) reported that empowering leadership practices significantly enhance employees' work engagement by promoting a stronger sense of ownership and responsibility. In the context of this study, the theory provides the foundation for examining how leadership practices influence employee empowerment in the local water districts of the Province of Catanduanes.

The study is further supported by the *Organizational Support Theory* of Eisenberger et al. (1986), which explains that employees are more committed, engaged, and productive when they perceive that their organization values their contributions and supports their professional and personal well-being. Organizational support is demonstrated through the provision of professional development opportunities, adequate resources and tools, administrative and managerial

assistance, and continuous monitoring and mentoring. Such support strengthens employees' confidence, organizational commitment, and willingness to contribute to institutional success. Kurtessis et al. (2017) affirmed that perceived organizational support positively influences employee commitment, engagement, and performance. However, the theory also recognizes that organizational challenges, including resistance to change, resource and budget constraints, workload pressures, and policy barriers, may limit the effectiveness of leadership and organizational support in promoting employee empowerment. Consequently, the integration of these theories provides a comprehensive explanation of how leadership practices, organizational support, and organizational challenges collectively shape employee empowerment.

Figure 1 presents the conceptual paradigm of the study, illustrating the relationships among leadership practices, organizational support, organizational challenges, and employee empowerment in the local water districts of the Province of Catanduanes. The framework identifies leadership practices, organizational support, and organizational challenges as the independent variables, while employee empowerment serves as the dependent variable. It assumes that leadership practices and organizational support positively influence employee empowerment, whereas organizational challenges may constrain its development. Moreover, the framework examines both the relationships and predictive influence of these organizational factors to identify strengths, existing gaps, and areas requiring improvement. Ultimately, the findings of the study will provide empirical bases for developing a strategic intervention plan aimed at strengthening leadership practices, enhancing organizational support, addressing organizational challenges, and promoting employee empowerment in the local water districts of the Province of Catanduanes.

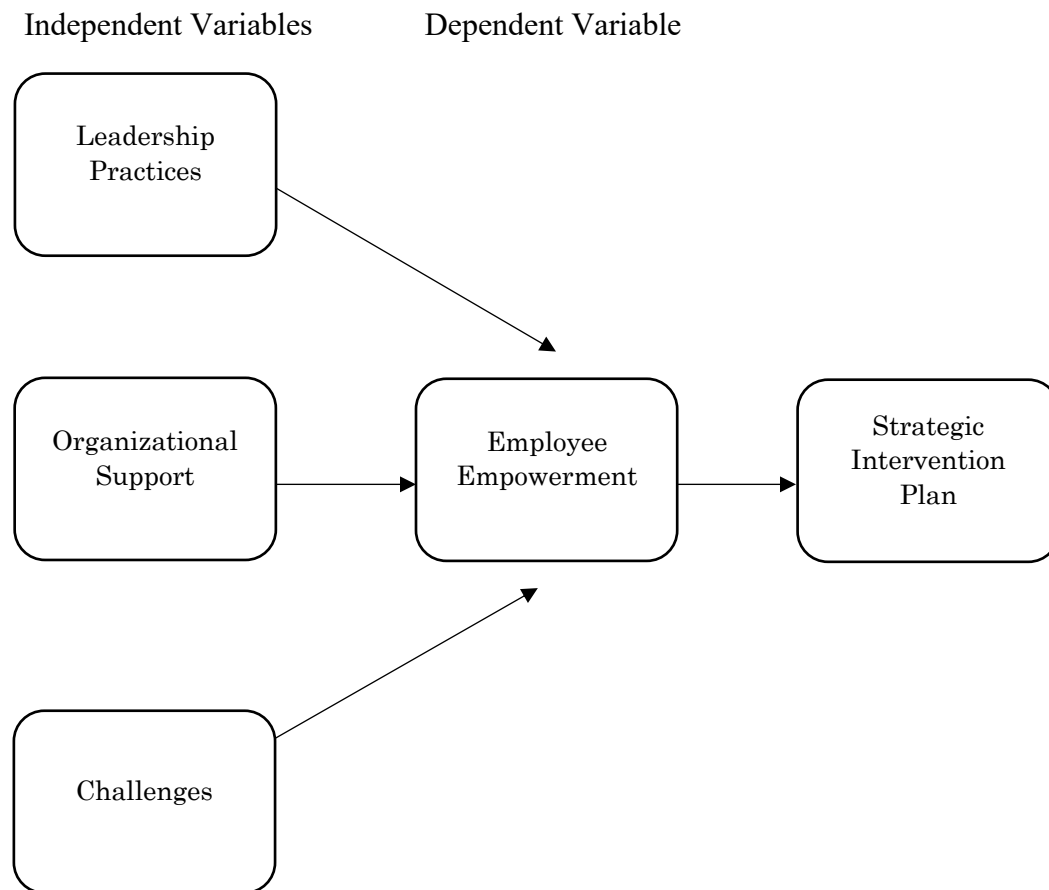


FIGURE 1
CONCEPTUAL MODEL OF THE STUDY

LITERATURES.

This section reviews relevant literature and empirical studies that provide the theoretical and empirical foundation for the present investigation. Specifically, it synthesizes existing evidence on leadership practices and organizational support as key determinants of employee empowerment, as well as the organizational challenges that influence its successful implementation. The review also identifies existing knowledge gaps, particularly within the context of local water districts, thereby establishing the need for the present study and providing a basis for the proposed research framework.

Leadership Practices and Their Influence on Employee Empowerment.

Leadership practices are widely recognized as key drivers of employee empowerment by fostering motivation, autonomy, accountability, and participation in organizational processes. Transformational and empowering leadership encourage participative decision-making, continuous feedback, recognition, and delegated responsibility, thereby enhancing employee performance and organizational effectiveness (Eliyana et al., 2019; Kumari & Sinha, 2023). Likewise, leadership integrated with continuous learning develops employees' confidence, engagement, and problem-solving capabilities (Imam, 2025). In local water districts, these practices strengthen initiative, commitment, and service delivery.

Participative, authentic, and supportive leadership further promotes employee empowerment by building trust, ownership, and organizational commitment. Leaders who involve employees in decision-making, communicate clear goals, and provide mentoring and recognition encourage innovation and responsibility (Kungwola, 2023; Wang et al., 2021). Similarly, intrinsic and extrinsic motivational strategies enhance employee engagement and empowerment (Nguyen & Liu, 2024), while role clarity and structured feedback reinforce confidence and accountability (Pahi et al., 2020). Moreover, leadership commitment through employee development, resource provision, motivation, and organizational support sustains empowerment and organizational performance (Qalati et al., 2022; Din et al., 2025; Kaunda & Yangailo, 2023).

Empirical evidence further demonstrates that leadership commitment characterized by accountability, feedback, participation, professional development, and appropriate reward systems improves employee morale, engagement, operational performance, and service responsiveness (Africa-Fandino, 2026; Dupe et al., 2023; RAM & Mohan, 2021; Bachman & Asbury, 2019). However, previous studies primarily examined broad leadership approaches across diverse organizational settings, with limited attention to collaborative decision practices, communication feedback systems, responsibility and authority delegation, and employee recognition and motivation in local water districts. Likewise, few studies have simultaneously examined their extent, relationship, and predictive influence on employee empowerment. These gaps justify the present study, which investigates these leadership dimensions in the local water districts of the

Province of Catanduanes and provides empirical evidence for developing a strategic intervention plan.

Organizational Support to Promote Employee Empowerment.

Organizational support is a vital factor in promoting employee empowerment by providing the resources, policies, and management practices that enable employees to perform effectively. Employees who perceive strong organizational support demonstrate greater commitment, engagement, and accountability toward organizational goals (Velasco et al., 2021). Likewise, professional development through training and capacity-building enhances employees' competence, confidence, and decision-making abilities (Lemma, 2024), while adequate resources, equipment, and technological support improve operational efficiency and service delivery in local water districts (Tantoh & McKay, 2020).

Administrative and managerial support further strengthens employee empowerment by fostering trust, collaboration, and shared responsibility. Supportive leadership, participative decision-making, effective delegation, and clearly defined roles encourage employees to exercise initiative, innovation, and accountability (Torach, 2018; Ontiri, 2018). Similarly, continuous monitoring, coaching, and mentoring enhance employees' competence and commitment by providing constructive feedback and professional guidance (Sekgobela, 2023). These support mechanisms promote active participation in organizational improvement and problem-solving (Motieri & Minja, 2019).

Moreover, investments in infrastructure, workplace resources, and leadership-driven mentoring create an enabling environment that enhances employee performance and professional growth (Mate & Deshpande, 2024). Mentoring and knowledge-sharing opportunities further strengthen employees' decision-making capabilities and innovation (Putera et al., 2020), while aligning employee roles, expectations, resources, and engagement initiatives promotes sustained empowerment, organizational commitment, and continuous improvement (Komen & Mose, 2025). Collectively, these studies affirm that organizational support is essential for enhancing employee empowerment and organizational effectiveness.

Despite these findings, previous studies have generally treated organizational support as a broad organizational construct, with limited attention to its specific dimensions in local water districts. Few studies have comprehensively examined the combined influence of professional development programs, resource and tool provision, administrative and managerial support, and monitoring and mentoring assistance on employee empowerment in Philippine public water utilities. Accordingly, the present study addresses these gaps by determining the extent of organizational support, examining its relationship with employee empowerment, and assessing its predictive influence in the local water districts of the Province of Catanduanes.

Challenges Encountered in Promoting Employee Empowerment

Employee empowerment initiatives often face organizational and motivational barriers that limit employees' participation in decision-making and organizational improvement. Adequate motivation, effective leadership, and sufficient organizational resources are essential for fostering initiative, autonomy, and engagement. Conversely, poor communication, inconsistent leadership, and limited access to training, technology, and other resources constrain employees' capacity to contribute effectively (Anderson, Woods-Wells, Amal, & Bass, 2018; Meng, 2024; Chacha, 2018).

Organizational culture and structural constraints further impede empowerment. Hierarchical structures, limited psychological safety, bureaucratic procedures, inconsistent motivational practices, and inadequate professional development reduce employees' confidence, innovation, and decision-making capability, thereby weakening empowerment initiatives, particularly in public sector organizations (Achieng, 2018; Murugayya, 2019; Mutuyimana & Sikubwabo, 2024; Abd Razak, 2025).

Operational demands also influence the sustainability of empowerment. High workloads, resource shortages, excessive job demands, resistance to change, unclear performance standards, and diverse employee needs diminish participation and organizational effectiveness. These challenges require flexible leadership, supportive human resource policies, and well-defined performance systems to sustain employee empowerment (Azis et al., 2019; Albrecht, Green, &

Marty, 2020; Bakker & Demerouti, 2017; Bass & Avolio, 1994; Alsobaey & Alkhateeb, 2025; Bandhu et al., 2024; Bashir, Hameed, Bari, & Ullah, 2023).

Previous studies have identified organizational and behavioral barriers including resistance to change, resource limitations, workload pressures, bureaucratic structures, and policy constraints as key challenges to employee empowerment (Meng, 2024; Chacha, 2018; Bakker & Demerouti, 2017; Bashir et al., 2023). However, these factors have largely been examined independently or outside public water utilities. Limited empirical evidence exists on their combined influence alongside leadership practices and organizational support in local water districts. Thus, the present study addresses this gap by comprehensively examining these variables and providing empirical evidence to inform a strategic intervention plan for strengthening employee empowerment in the local water districts of the Province of Catanduanes.

II. METHODOLOGY

Research Design. This study employed a quantitative descriptive–correlational research design to determine the extent of leadership practices, organizational support, organizational challenges, and employee empowerment in the local water districts of the Province of Catanduanes, examine the relationships between these organizational factors and employee empowerment, and assess their predictive influence. The descriptive component was used to systematically describe the existing conditions of the study variables, while the correlational component determined the strength and direction of their relationships and the extent to which leadership practices, organizational support, and organizational challenges predict employee empowerment. This design is appropriate for describing organizational phenomena, examining naturally occurring relationships among variables, and generating empirical evidence to support the development of a strategic intervention plan for strengthening employee empowerment in local water districts (Creswell & Creswell, 2023; Fraenkel, Wallen, & Hyun, 2019; Saunders, Lewis, & Thornhill, 2019).

Population of the Study. The study population comprised all 117 employees from the six local water districts in the Province of Catanduanes, namely Baras, Bato, Pandan, San Andres, Viga, and Virac Water Districts. Given the relatively small and accessible population, total enumeration was employed, allowing all employees to participate as respondents. The respondents included managerial and rank-and-file personnel occupying permanent, casual, and job-order positions who were actively involved in the daily operations and organizational processes of their respective water districts. Total enumeration is appropriate when the target population is manageable, as it maximizes population coverage, minimizes sampling error, and enhances the representativeness and generalizability of the findings to the entire population under investigation (Creswell & Creswell, 2023; Taherdoost, 2016).

Instrumentation and Validation. A researcher-developed structured questionnaire served as the primary data-gathering instrument for this study. It was developed in accordance with the study objectives and consisted of four parts: (1) leadership practices, (2) organizational support, (3) organizational challenges, and (4) employee empowerment. Leadership practices covered collaborative decision practices, communication feedback systems, responsibility and authority delegation, and employee recognition and motivation; organizational support included professional development, resource and tool provision, administrative and managerial support, and monitoring and mentoring assistance; while organizational challenges encompassed resistance to change, resource and budget constraints, workload and operational pressures, and policy and organizational barriers. Employee empowerment was measured in the final section. Responses were obtained using a four-point Likert scale, with higher scores indicating more favorable perceptions of the corresponding construct.

The instrument underwent content validation by experts in organizational leadership, human resource management, public administration, and research to ensure its relevance and alignment with the study objectives. It was subsequently pilot-tested among 30 employees from a local water district outside the Province of Catanduanes, who were excluded from the actual study. Internal consistency was established using Cronbach's alpha, yielding a coefficient of 0.939, indicating excellent reliability and confirming the instrument's suitability for data collection

(Creswell & Creswell, 2023; DeVellis & Thorpe, 2021). The evaluation and scoring scheme used in the study is presented in Table 1.

TABLE 1
EVALUATION AND SCORING GUIDE FOR THE STUDY VARIABLES

Assigned Points	Numerical Range	Leadership Practices	Organizational Support	Organizational Challenges	Employee Empowerment
4	3.25–4.00	Highly Evident	Highly Supported	Frequently Encountered	Highly Empowered
3	2.50–3.24	Evident	Supported	Occasionally Encountered	Empowered
2	1.75–2.49	Less Evident	Less Supported	Rarely Encountered	Less Empowered
1	1.00–1.74	Not Evident	Not Supported	Not Encountered	Least Empowered

Data Collection. Prior to data collection, the researcher obtained formal approval from the heads of the six local water districts in the Province of Catanduanes through letters of request. Upon approval, coordination was undertaken with the respective offices to facilitate the administration of the researcher-developed questionnaire. Participants were informed of the study's objectives, the voluntary nature of their participation, and the confidentiality and anonymity of their responses before completing the questionnaire in either printed or electronic format. The accomplished questionnaires were subsequently retrieved through the agreed mode of submission, and all data were securely stored and used solely for research purposes in accordance with established ethical principles on informed consent, confidentiality, and responsible data management (Creswell & Creswell, 2023; American Psychological Association, 2020).

Data Analysis. The data were analyzed using appropriate descriptive and inferential statistical techniques. Weighted mean was employed to determine the extent of leadership practices, organizational support, and organizational challenges, as well as the level of employee empowerment. The Pearson product-moment correlation coefficient was used to examine the relationships between leadership practices, organizational support, organizational challenges, and employee empowerment, while multiple regression analysis determined the predictive influence of these independent variables on employee empowerment. All statistical analyses were performed using appropriate statistical software, with the level of significance set at 0.05 to determine statistically significant relationships and predictive effects (Creswell & Creswell, 2023; Field, 2018).

Ethical Considerations. The study was conducted in accordance with established ethical principles governing human participants in research. Prior to data collection, permission was obtained from the appropriate authorities, and informed consent was secured after participants were adequately informed of the study's purpose, procedures, voluntary nature, and their right to withdraw at any stage without penalty. Participants' anonymity and confidentiality were safeguarded by excluding personal identifiers, securely storing all research data, and restricting access to authorized individuals for academic purposes only. Furthermore, the principles of beneficence, non-maleficence, and research integrity were upheld by minimizing potential risks, protecting participants' rights and welfare, and ensuring that the findings were reported objectively, honestly, and solely for scholarly purposes (American Psychological Association, 2020; World Medical Association, 2013).

III. RESULTS

This section presents, analyzes, and interprets the findings of the study in accordance with the specific problems identified. The presentation follows the sequence of the research objectives and integrates relevant literature to explain the results. The findings provide empirical evidence on the extent of leadership practices, organizational support, and organizational challenges influencing employee empowerment in the local water districts of the Province of Catanduanes, as

well as their relationships and predictive influence, serving as the basis for the proposed strategic intervention plan.

Leadership Practices in Promoting Employee Empowerment.

Table 2 presents the composite summary of leadership practices employed in promoting employee empowerment. Overall, leadership practices were highly evident ($GWM = 3.30$, $SD = 0.75$), indicating that leaders consistently foster employee involvement, autonomy, and engagement. Among the dimensions, collaborative decision practices obtained the highest rating ($WM = 3.39$, $SD = 0.71$), suggesting that employees are actively involved in organizational decision-making. This was followed by responsibility and authority delegation ($WM = 3.33$, $SD = 0.72$), reflecting leaders' practice of entrusting employees with greater responsibility and decision-making authority. Communication feedback systems ranked third ($WM = 3.30$, $SD = 0.76$), indicating that open communication and regular feedback are generally maintained. Meanwhile, employee recognition and motivation received the lowest rating ($WM = 3.19$, $SD = 0.80$), although still evident, suggesting that recognition and motivational efforts are less consistently practiced than other leadership dimensions. The relatively low standard deviations ($SD = 0.71$ – 0.80) indicate consistent perceptions among respondents. Overall, the findings demonstrate that leadership in the participating local water districts emphasizes collaboration, delegation, and communication to promote employee empowerment, while recognition and motivation remain an area for improvement.

TABLE 2
COMPOSITE SUMMARY OF LEADERSHIP PRACTICES EMPLOYED IN
PROMOTING EMPLOYEE EMPOWERMENT (N = 117)

Dimensions	Weighted Mean	Standard Deviation	Verbal Interpretation	Rank
1. Collaborative Decision Practices	3.39	0.71	Highly Evident	1
2. Communication Feedback Systems	3.30	0.76	Highly Evident	3
3. Responsibility & Authority Delegation	3.33	0.72	Highly Evident	2
4. Employee Recognition & Motivation	3.19	0.80	Evident	4
Grand Weighted Mean	3.30	0.75	Highly Evident	--

Notes: 3.25-4.00-Strongly Agree / Highly Evident; 2.50-3.24 -Agree / Evident; 1.75-2.49-Disagree / Less Evident; 1.00-1.74 Strongly Disagree / Not Evident

Organizational Support in Promoting Employee Empowerment

Table 3 presents the composite summary of organizational support provided to promote employee empowerment. Overall, organizational support was perceived as highly supported (GWM = 3.25, SD = 0.86), indicating that respondents generally viewed their organizations as providing adequate support to foster employee empowerment. Among the dimensions, resource and tool provision received the highest rating (WM = 3.44, SD = 0.69), suggesting that employees are sufficiently equipped with the resources needed to perform their duties effectively. This was followed by administrative and managerial support (WM = 3.29, SD = 0.86), reflecting leaders' active involvement in facilitating employee performance and organizational goals. Professional

development programs ranked third (WM = 3.14, SD = 0.98), indicating that training and capacity-building opportunities are generally available but could be strengthened. Monitoring and mentoring assistance obtained the lowest rating (WM = 3.13, SD = 0.91), although still supported, suggesting that guidance and coaching mechanisms are present but are less consistently provided than other forms of organizational support. The relatively low standard deviations (SD = 0.69–0.98) indicate generally consistent responses among participants. Overall, the findings demonstrate that organizational support is primarily manifested through adequate resources and strong managerial assistance, while greater emphasis on professional development and mentoring could further enhance employee empowerment.

TABLE 3
COMPOSITE SUMMARY OF ORGANIZATIONAL SUPPORT PROVIDED TO
PROMOTE EMPLOYEE EMPOWERMENT (N = 117)

Dimensions	WM	SD	Verbal Interpretation	Rank
1. Professional Development Programs	3.14	0.98	Agree / Supported	3
2. Resource Tool Provision	3.44	0.69	Strongly Agree / Highly Supported	1
3. Administrative Managerial Support	3.29	0.86	Strongly Agree / Highly Supported	2
4. Monitoring and Mentoring Assistance	3.13	0.91	Agree / Supported	4
Grand Weighted Mean	3.25	0.86	Strongly Agree / Highly Supported	--

Notes: 3.25–4.00 Strongly Agree / Highly Supported; 2.50–3.24 Agree / Supported; 1.75–2.49 Disagree / Less Supported; 1.00–1.74 Strongly Disagree / Not Supported.

Organizational Challenges Encountered in Promoting Employee Empowerment

Table 4 shows that organizational challenges in promoting employee empowerment were occasionally encountered overall (GWM = 2.95, SD = 0.91), suggesting that these concerns are present but not overwhelming in the day-to-day operations of the local water districts. Among the identified challenges, workload and operational pressures emerged as the most pressing concern (WM = 3.06, SD = 0.90), implying that employees often work under conditions where time, tasks, and service demands leave limited room for deeper participation and empowerment initiatives. This was followed by policy and organizational barriers (WM = 2.95, SD = 0.90), indicating that internal rules and structural limitations sometimes slow down or complicate empowerment efforts. Resource and budget constraints ranked third (WM = 2.93, SD = 0.92), reflecting that while support may exist, financial and material limitations still create noticeable friction in implementation. Change resistance issues received the lowest mean (WM = 2.85, SD = 0.90), yet still fell within the occasionally encountered range, suggesting that hesitation toward new practices exist but is not the most dominant obstacle. The close spread of standard deviations points to fairly consistent perceptions among respondents. Overall, the findings suggest that the road to empowerment is not blocked, but it is often slowed by the weight of work demands, policy limitations, and resource constraints—challenges that call for more agile systems, responsive leadership, and practical support mechanisms.

TABLE 4
COMPOSITE TABLE ON THE CHALLENGES ENCOUNTERED IN PROMOTING
EMPLOYEE EMPOWERMENT (N = 117)

Dimensions	WM	SD	Verbal Interpretation	Rank
1. Change Resistance Issues	2.85	0.90	Occasionally Encountered	4
2. Resource Budget Constraints	2.93	0.92	Occasionally Encountered	3
3. Workload Operational Pressures	3.06	0.90	Occasionally Encountered	1
4. Policy and Organizational Barriers	2.95	0.90	Occasionally Encountered	2
Grand Weighted Mean	2.95	0.91	Occasionally Encountered	---

Notes : 3.25–4.00 = Strongly Agree / Frequently Encountered ; 2.50–3.24 = Agree / Occasionally Encountered ; 1.75–2.49 = Disagree / Rarely Encountered ; 1.00–1.74 = Strongly Disagree / Not Encountered.

Level of Employee Empowerment

Table 5 presents the level of employee empowerment among the respondents. Overall, employees were highly empowered (AWM = 3.30, SD = 0.70), indicating that they generally experience a work environment that promotes autonomy, accountability, and active participation. The highest-rated indicators were feeling accountable for work results and being given leeway to take initiative in improving service delivery (WM = 3.42, SD = 0.63), suggesting that employees are trusted to take ownership of their responsibilities and contribute to organizational improvement. This was followed by having access to the information needed to perform tasks effectively (WM = 3.40, SD = 0.61), highlighting the importance of information accessibility in supporting empowered performance. Conversely, having authority to make decisions related to their work (WM = 3.19, SD = 0.73) received the lowest rating, although it remained within the empowered category, implying that decision-making authority is exercised to a lesser extent than other aspects of empowerment. The relatively low standard deviations (SD = 0.61–0.79) indicate consistent perceptions among respondents. Overall, the findings suggest that employee empowerment is characterized by high levels of accountability, initiative, and access to information, while greater decision-making authority could further strengthen empowerment in the participating local water districts.

TABLE 5
LEVEL OF EMPLOYEE EMPOWERMENT (N = 117)

Indicators	WM	SD	Verbal Interpretation	Rank
1. Employees are given autonomy in performing their assigned tasks.	3.25	0.70	Highly Empowered	7
2. Employees have the authority to make decisions related to their work.	3.19	0.73	Empowered	10
3. Employees are encouraged to participate in organizational decision-making.	3.23	0.79	Empowered	8
4. Employees' ideas and suggestions are considered by management.	3.28	0.77	Highly Empowered	5.5
5. Employees can influence outcomes related to their job responsibilities.	3.33	0.64	Highly Empowered	4
6. Employees are trusted to carry out their duties independently.	3.28	0.72	Highly Empowered	5.5
7. Employees are involved in problem-solving and planning activities.	3.22	0.79	Empowered	9
8. Employees have access to information needed to perform their tasks effectively.	3.40	0.61	Highly Empowered	3
9. Employees feel accountable for the results of their work.	3.42	0.63	Highly Empowered	1.5
10. Employees are given leeway to take initiative in improving service delivery.	3.42	0.63	Highly Empowered	1.5
Average Weighted Mean	3.30	0.70	Highly Empowered	---

Notes: 3.25–4.00 indicates Strongly Agree / Highly Empowered; 2.50–3.24 indicates Agree / Empowered; 1.75–2.49 indicates Disagree / Less Empowered; and 1.00–1.74 indicates Strongly Disagree / Least Empowered.

Relationship Between Organizational Factors and Employee Empowerment

Table 6 presents the relationships between organizational factors and employee empowerment. The findings revealed that leadership practices were moderately and positively associated with employee empowerment ($r = 0.548$, $p < .05$), indicating that stronger leadership practices correspond to higher levels of employee empowerment. Organizational support exhibited the strongest positive relationship with employee empowerment ($r = 0.612$, $p < .05$), suggesting that employees are more empowered when they receive adequate organizational resources, guidance, and managerial support. In contrast, challenges encountered in promoting employee empowerment demonstrated a moderate negative relationship with employee empowerment ($r = -0.486$, $p < .05$), implying that increasing organizational barriers and operational challenges are associated with lower levels of employee empowerment. Since all computed correlation coefficients exceeded the critical value ($r = 0.182$), all null hypotheses were rejected. Overall, the findings underscore the pivotal role of supportive leadership and organizational support in fostering employee empowerment while highlighting the detrimental effect of organizational challenges on empowerment outcomes.

TABLE 6
RELATIONSHIP BETWEEN LEADERSHIP PRACTICES, ORGANIZATIONAL SUPPORT, CHALLENGES ENCOUNTERED, AND EMPLOYEE EMPOWERMENT (N = 117)

Variables	Statistical Test	Computed Value (r)	Critical Value @ .05	Decision	Interpretation
Leadership Practices and Employee Empowerment	Pearson r	0.548	0.182	Reject Ho	Significant Moderate Positive Relationship
Organizational Support and Employee Empowerment	Pearson r	0.612	0.182	Reject Ho	Significant Strong Positive Relationship
Challenges Encountered in Promoting Employee Empowerment and Employee Empowerment	Pearson r	-0.486	0.182	Reject Ho	Significant Moderate Negative Relationship

Note: Ho = There is no significant relationship between the variables. $\alpha = 0.05$ level of significance, two-tailed test. $df = N - 2 = 115$; critical r-value = 0.182. All computed r values exceed the critical value (in absolute terms for the negative correlation), thus all null hypotheses are rejected.

Predictive Influence of Organizational Factors on Employee Empowerment

Table 7 presents the multiple regression analysis examining the predictive influence of organizational factors on employee empowerment. The regression model was statistically significant ($F = 43.62$, $p < .001$) and demonstrated a moderate-to-strong relationship ($R = 0.734$), explaining 53.9% of the variance in employee empowerment ($R^2 = 0.539$; Adjusted $R^2 = 0.526$). Among the predictors, organizational support emerged as the strongest positive predictor ($\beta = 0.38$, $p < .001$), indicating that greater organizational support substantially enhances employee empowerment. Leadership practices also significantly and positively predicted employee empowerment ($\beta = 0.24$, $p = .007$), suggesting that effective leadership contributes to higher empowerment levels. Conversely, challenges encountered significantly and negatively predicted employee empowerment ($\beta = -0.20$, $p = .019$), implying that increasing organizational barriers reduce employee empowerment. Overall, the findings demonstrate that organizational support, effective leadership, and reduced organizational challenges collectively play a significant role in shaping employee empowerment, with organizational support exerting the greatest influence.

TABLE 7
MULTIPLE REGRESSION ANALYSIS OF THE COLLECTIVE INFLUENCE OF LEADERSHIP PRACTICES, ORGANIZATIONAL SUPPORT, AND CHALLENGES ON EMPLOYEE EMPOWERMENT (N = 117)

Variables	B (Coefficient)	Std. Error	β (Beta)	t	p- value	Interpretation
Constant (Intercept)	0.98	0.29	—	3.38	.001	Baseline level of employee empowerment
Leadership Practices	0.22	0.08	0.24	2.75	.007	Significant positive predictor
Organizational Support	0.33	0.07	0.38	4.71	<.001	Strongest positive predictor

Challenges Encountered	-0.19	0.08	-0.20	- 2.38	.019	Significant negative predictor
Model Summary						
R	0.734					Moderate-to-strong relationship
R ²	0.539					53.9% variance explained
Adjusted R ²	0.526					Stable model fit
F-statistic	43.62				<.001	Model is statistically significant

Proposed Strategic Intervention Plan for Enhancing Employee Empowerment

Drawing from the findings, the proposed strategic intervention plan focuses on strengthening the leadership and organizational conditions that promote employee empowerment, while addressing the operational and structural barriers that hinder it. The plan gives priority to organizational support, since it emerged as the strongest predictor of employee empowerment, and likewise targets leadership practices and empowerment indicators that need further enhancement, particularly employee recognition, mentoring, decision-making participation, and authority delegation.

TABLE 8
PROPOSED STRATEGIC INTERVENTION PLAN FOR ENHANCING EMPLOYEE EMPOWERMENT

Key Result Area	Evidence from Findings	Objectives	Strategies / Activities	Persons Involved and Resources Needed	Timeline	Expected Output	Success Indicators
Strengthening Collaborative Decision-Making	Collaborative decision practices were highly evident and ranked highest (WM = 3.39).	Sustain employee involvement in organizational decisions.	Conduct participatory planning sessions, consultation meetings, and joint problem-solving forums.	Managers, supervisors, team leaders, employees; meeting venue, facilitation materials, documentation forms.	Quarterly	Greater employee participation in decisions.	Increased participation in planning and decision-making activities.
Enhancing Delegation and Communication Feedback	Responsibility delegation and communication feedback were highly evident (WM = 3.33 and 3.30).	Improve clarity of roles, accountability, and feedback flow.	Implement structured delegation guidelines, regular feedback sessions, and open communication channels.	Managers, supervisors, employees; feedback tools, communication platforms, templates.	Monthly	Clearer responsibilities and stronger feedback culture.	Improved work performance and communication satisfaction.
Improving Employee Recognition and Motivation	Employee recognition and motivation obtained the lowest rating among leadership practices (WM = 3.19).	Increase recognition and motivation among employees.	Introduce recognition programs, incentive mechanisms, and appreciation rituals.	Management, HR/unit heads, employees; awards, certificates, incentive fund, recognition materials.	Monthly / Quarterly	Stronger morale and appreciation culture.	Higher employee motivation and recognition ratings.
Strengthening Organizational Support Systems	Resource provision and administrative support were highly supported (WM = 3.44 and 3.29), while mentoring and development were lower.	Expand support through training, mentoring, and resource access.	Conduct training programs, mentoring sessions, and regular needs-based support assessment.	Administration, HR, supervisors, employees; training funds, modules, equipment, mentoring guides.	Semi-annually	Better-equipped and more capable employees.	Increased participation in training and mentoring activities.
Reducing Organizational Challenges	Workload pressures, policy barriers, and budget constraints were occasionally encountered (WM = 3.06–2.85).	Minimize barriers that weaken empowerment efforts.	Review workload distribution, simplify procedures, and prioritize resource planning.	Management, planning officers, finance staff, employees; policy review tools, workload matrix, budget plans.	Ongoing	More manageable work processes and fewer barriers.	Reduced reports of workload stress, policy delays, and resource gaps.
Sustaining Employee Empowerment	Employee empowerment was highly evident overall (AWM = 3.30).	Maintain and further strengthen empowerment outcomes.	Regular empowerment audits, employee feedback surveys, and performance monitoring.	Management, HR, employees; survey forms, monitoring tools, data reports.	Ongoing	Continuous improvement in empowerment practices.	Sustained or improved empowerment scores.

General Implementation Framework

The plan shall be implemented through a participatory, data-driven, and continuous improvement approach. It emphasizes strong organizational support, responsive leadership, and regular feedback to ensure that empowerment is sustained and strengthened across the local water districts.

Evaluation Mechanism

The effectiveness of the plan shall be assessed through pre- and post-intervention surveys, employee feedback, training participation records, recognition reports, and periodic monitoring of empowerment indicators.

IV. DISCUSSION

The empirical model validated the tripartite theoretical interplay among leadership practices, organizational support, and workplace challenges, collectively accounting for 53.9% of the variance in employee empowerment ($R^2 = 0.539$, $F = 43.62$, $p < .001$). Notably, organizational support emerged as the paramount driver ($\beta = 0.38$), surpassing leadership practices ($\beta = 0.24$), while challenges exerted a significant though lesser suppressive effect ($\beta = -0.20$). This hierarchical ordering underscores that systemic resource allocation and managerial infrastructure are more foundational than dyadic leadership interactions alone in the context of public water utilities, extending prior assertions that primarily emphasized individual leader behaviors (Eliyana et al., 2019; Kumari & Sinha, 2023).

Within leadership practices, collaborative decision-making and responsibility delegation were highly evident (WM = 3.39 and 3.33), reflecting leaders' consistent engagement in participative processes that stimulate psychological ownership and accountability through social exchange mechanisms (Wang et al., 2021). However, employee recognition and motivation received the lowest rating (WM = 3.19), a deficit mechanistically attributable to bureaucratic

inertia and the absence of formalized reward infrastructures, which constrain spontaneous appreciative practices commonly observed in private-sector settings (RAM & Mohan, 2021; Bachman & Asbury, 2019). Concurrently, organizational support demonstrated the strongest relational and predictive influence ($r = 0.612$; $\beta = 0.38$), with resource and tool provision rated highest (WM = 3.44). This primacy is mechanistically rooted in organizational support theory (Eisenberger et al., 1986), wherein tangible resource adequacy enhances employees' self-efficacy and psychological safety, enabling proactive role engagement (Tantoh & McKay, 2020; Lemma, 2024). Yet, professional development and mentoring assistance ranked lower (WM = 3.14 and 3.13), signaling that while basic operational tools are supplied, systematic capacity-building and coaching remain under-institutionalized—often displaced by pressing operational urgencies (Sekgobela, 2023; Putera et al., 2020).

Conversely, organizational challenges were only occasionally encountered overall (GWM = 2.95), but their moderate negative correlation ($r = -0.486$) and significant predictive weight ($\beta = -0.20$) confirm that even moderate barriers meaningfully dampen empowerment. Workload and operational pressures ranked as the foremost obstacle (WM = 3.06), consistent with the job demands-resources model (Bakker & Demerouti, 2017): excessive job demands deplete employees' cognitive and emotional reserves, curtailing discretionary behaviours such as initiative-taking and participative problem-solving (Azis et al., 2019; Albrecht et al., 2020). Resource constraints and policy barriers, while present, were perceived as less immediately obstructive than daily workflow inefficiencies, suggesting that micro-level operational friction rather than macro-structural rules poses the more immediate threat to empowerment sustainability.

A critical empirical paradox emerged: while employees demonstrated high accountability and initiative (WM = 3.42), their perceived authority to make independent decisions was notably lower (WM = 3.19). This divergence reveals a structural misalignment wherein personnel are held responsible for outcomes yet lack commensurate jurisdictional autonomy—a hallmark of hierarchical decision-making ossification commonly observed in public-sector utilities (Ontiri, 2018; Torach, 2018). Mechanistically, this gap perpetuates learned helplessness and reduces intrinsic motivation, as accountability without authority undermines the very psychological ownership that empowerment seeks to cultivate (Bandhu et al., 2024).

Synthesizing these findings, this study conclusively establishes that employee empowerment in local water districts is contingent upon a tripartite equilibrium where material and administrative support serves as the non-negotiable foundation, yet its efficacy is critically moderated by leadership's capacity to provide consistent recognition and by the organization's agility in mitigating operational stressors. Crucially, the results challenge the over-reliance on charismatic or transformational leadership as a panacea, advocating instead for a systemic re-engineering of support architectures and authority frameworks to sustain intrinsic motivation and proactive service delivery. The moderate influence of leadership relative to organizational support further implies that investments in infrastructural resources and managerial enabling systems yield higher marginal returns for empowerment than leader-development programs alone—a nuanced conclusion that refines contemporary empowerment discourse.

Translating these conclusions into actionable strategy, interventions must pivot toward formalizing structured recognition schemes and institutionalizing mentorship frameworks to bridge the developmental gap, while simultaneously streamlining workflow protocols and delegating genuine decision-making purview to frontline echelons. Specifically, periodic participatory planning forums and clear delegation guidelines should be operationalized to transform accountability into authentic autonomy. Concurrently, workload distribution reviews and procedure simplification are imperative to alleviate the resource-depleting effects of operational pressures. An iterative evaluation mechanism, comprising pre- and post-intervention empowerment audits, employee feedback surveys, and performance monitoring, is indispensable to ensure that resource enhancements, leadership development, and procedural simplifications yield measurable, sustained improvements in empowerment indices. Ultimately, these interconnected interventions (implemented through a participatory, data-driven continuous improvement approach) will systematically fortify the organizational conditions that enable employees to thrive, thereby enhancing both individual fulfilment and institutional effectiveness in public water service delivery.

REFERENCES

- [1.] Abd Razak, M. J. (2025). Enhancing employee performance in the public sector. *International Journal of Business and Management Cases*, 5(40), 1–12.
- [2.] Achieng, M. B. (2018). *Motivation and employee performance in local government: A case study of Busakira Sub County Mayuge District* (Doctoral dissertation, Makerere University). College of Humanities and Social Sciences, Makerere University. <http://hdl.handle.net/10570/7281>
- [3.] Africa-Fandino, E. (2026). Motivation on employee performance through top leadership commitment in the local water district in Laguna Province. *Research Journal of Business and Management*, 12(2), 60–73.
- [4.] Albrecht, S. L., Green, C. R., & Marty, A. (2020). Organizational resources, organizational engagement climate, and employee engagement. *Career Development International*, 26(1), 1–17. <https://doi.org/10.1108/CDI-04-2020-0096>
- [5.] Alsobaey, M., & Alkhateeb, T. (2025). Determinants of employee performance in Bahrain's public sector: A mixed-methods analysis. *International Journal of Public Administration*, 48(3), 210–225.
- [6.] American Psychological Association. (2020). *Publication manual of the American Psychological Association* (7th ed.). <https://doi.org/10.1037/0000165-000>
- [7.] Anderson, J. C., II, Woods-Wells, T. M., Amal, T. M., & Bass, R. T. (2018). Examining the relationships among motivational factors and the academic achievement of students enrolled in a comprehensive agricultural education program. *Journal of Career and Technical Education*, 33(1), 27–40. <https://doi.org/10.21061/jcte.v33i1.a3>
- [8.] Azis, M., et al. (2019). The role of leadership in employee motivation and performance in public sector organizations. *Journal of Management*, 45(3), 123–135.

-
- [9.] Bachman, M., & Asbury, R. (2019). In-house grit removal system design-build approach demonstrates a resilient sewer district's commitment to fiscally-smart operational success and employee empowerment. *Proceedings of the Water Environment Federation*, 2019(11), 3845–3852. <https://doi.org/10.2175/193864718825158652>
- [10.] Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
- [11.] Bandhu, D., Mohan, M. M., Nittala, N. A. P., Jadhav, P., Bhadauria, A., & Saxena, K. K. (2024).
- [12.] Theories of motivation: A comprehensive analysis of human behavior drivers. *Acta Psychologica*, 244, Article 104177. <https://doi.org/10.1016/j.actpsy.2024.104177>
- [13.] Bashir, M., Hameed, A., Bari, M. W., & Ullah, R. (2023). Tailoring HR policies to age-specific motivational needs: Exploring the role of leadership in employee performance. *Journal of Organizational Behavior*, 44(6), 855–874. <https://doi.org/10.1002/job.2701>
- [14.] Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage Publications.
- [15.] Blanco, L. R. (2019). Public sector reform and local governance in the Philippines: Urban water supply sector. *Journal of Developing Societies*, 35(3), 390–412. <https://doi.org/10.1177/0169796X19859082>
- [16.] Braimah, I., Amponsah, O., & Asibey, M. O. (2016). Integrated water resources management and local community participation in Ghana. *Journal of Sustainable Development*, 9(2), 191–205. <https://doi.org/10.5539/jsd.v9n2p191>
- [17.] Chacha, J. J. (2018). *Factors affecting employees motivation at urban water supply and sanitation authorities in Tanzania: A case of Tabora Urban Water Supply and Sanitation Authority* (Doctoral dissertation, The Open University of Tanzania). Institutional Repository. <http://hdl.handle.net/20.500.12661/1283>
-

-
- [18.] Creswell, J. W., & Creswell, J. D. (2023). *Research design: Qualitative, quantitative, and mixed methods approaches* (6th ed.). Sage.
- [19.] DeVellis, R. F., & Thorpe, C. T. (2021). *Scale development: Theory and applications* (5th ed.). Sage. <https://us.sagepub.com/en-us/nam/scale-development/book268051>
- [20.] Din, M., Tanveer, M., & Khan, M. F. (2025). The green shift: Harnessing leadership, HR, and culture for sustainable success. *Waste Management Bulletin*, 3(4), Article 100220. <https://doi.org/10.1016/j.wmb.2024.100220>
- [21.] Dupe, F., Sarong, Y. S., Astuti, I., Foeh, R. E., Giri, E., & Lay, E. (2023). The effects of transformational leadership on commitment, motivation, compensation and employee performance of local water supply companies in Timor Tengah Selatan Regency, Indonesia. *International Journal of Social Science Research and Review*, 6(5), 112–125.
- [22.] Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iemeen.2019.05.001>
- [23.] Field, A. (2018). *Discovering statistics using IBM SPSS Statistics* (5th ed.). Sage.
- [24.] Galamiton, R., et al. (2025). Organizational culture, employee engagement, and service performance in public utility sector. [In press / Early Access publication].
- [25.] Huang, C., et al. (2026). Advances in membrane separation and water treatment technologies for sustainable urban utility operations. *Desalination and Water Treatment*, 312, Article 100412. <https://doi.org/10.1016/j.dwt.2025.100412>
- [26.] Imam, S. F. (2025). Analyzing the influence of leadership, learning, and employee empowerment on public sector performance. *Heliyon*, 11(1), Article e008150. <https://doi.org/10.1016/j.heliyon.2025.e008150>
-

-
- [27.] Kansara, M. (2020). Impact of total quality management and empowered employees on water service quality. *International Journal of Operations & Production Management*, 40(8), 1105–1128. <https://doi.org/10.1108/IJOPM-01-2020-0045>
- [28.] Kaunda, M., & Yangailo, T. (2023). Motivation on employee performance through top leadership commitment. *International Journal of Management, Knowledge and Learning*, 12(1), 143–162.
- [29.] Komen, B. K., & Mose, T. (2025). Employee engagement strategies and performance of Meru County Government, Kenya. *International Journal of Management and Business Research*, 7(1), 364–378.
- [30.] Kumari, N., & Sinha, S. (2023). The role of transformational leadership in enhancing employee motivation and performance: Evidence from Indian manufacturing sector. *International Journal of Management Studies*, 12(1), 78–93.
- [31.] Kungwola, K. (2023). Leadership styles and employee commitment. *E3S Web of Conferences*, 452, Article 05004. <https://doi.org/10.1051/e3sconf/202345205004>
- [32.] Lee, S., et al. (2020). Managing urban water crises: Lessons from the 2019 Metro Manila water shortage. *Water International*, 45(6), 650–670. <https://doi.org/10.1080/02508060.2020.1812130>
- [33.] Lemma, J. (2024). *The role of employees' empowerment in improving organization effectiveness: The case of Addis Ababa Water & Sewerage Authority* (Master's thesis, St. Mary's University). St. Mary's University Digital Repository.
- [34.] Mate, S. A., & Deshpande, A. M. (2024, March). Identifying infrastructural needs for employment, empowerment centre for local community at Khadakwasla, Pune. In *International Students Conference—Research in Architecture* (p. 434). Allied Publishers.
- [35.] Meng, M. (2024). Research on the impact of leadership on improving urban water resources protection policies. *Natural Resources Management*, 12(4), 1–10.
-

-
- [36.] Motieri, S. O., & Minja, D. (2019). Influence of employee participation on service delivery: A case of Nairobi City Water and Sewerage Company, Nairobi City County, Kenya. *American Journal of Public Policy and Administration*, 4(2), 18–33. <https://doi.org/10.47672/ajppa.423>
- [37.] Murugayya, V. (2019). A study on employee motivation of Aasai Packaged Drinking Water at Trichy. *Scholar: National School of Leadership*, 8(2.1), 45–58.
- [38.] Mutuyimana, V., & Sikubwabo, C. (2024). Employees' motivation practices and the performance of public institutions: A case of Musanze District, Rwanda. *Journal of Human Resource & Leadership*, 8(3), 103–121. <https://doi.org/10.47672/jhrl.2140>
- [39.] Nguyen, H. T., & Liu, S. X. (2024). Leadership styles and employee engagement in the public sector: The role of intrinsic and extrinsic motivation. *Public Administration Review*, 84(1), 23–39.
- [40.] Ontiri, M. S. (2018). *Employee participation on service delivery: A case of Nairobi City Water and Sewerage Company, Nairobi City County* (Master's thesis, Kenyatta University). Kenyatta University Institutional Repository. <http://ir-library.ku.ac.ke/handle/123456789/19210>
- [41.] Pahi, M. H., Ahmed, U., Sheikh, A. Z., Dakhan, S. A., Khuwaja, F. M., & Ramayah, T. (2020). Leadership and commitment to service quality in Pakistani hospitals: The contingent role of role clarity. *SAGE Open*, 10(3), 1–14. <https://doi.org/10.1177/2158244020945728>
- [42.] Putera, A., Sukotjo, E., Dharmawati, T., & Mokodompit, E. A. (2020). Model of community empowerment based on local wisdom through corporate social responsibility in North Konawe District. *Asia Pacific Journal of Management and Education*, 3(2), 1–10. <https://doi.org/10.32535/apjme.v3i2.836>
- [43.] Qalati, S. A., Hussain, M., & Iqbal, F. (2022). The impact of leadership commitment on organizational performance in SMEs in Pakistan. *Journal of Small Business Management*, 60(2), 213–227.
-

-
- [44.] Ram, B. M. V., & Mohan, V. (2021). Employee engagement and organizational commitment in local government agencies: A case study of select bodies in Greater Visakha, Andhra Pradesh. *International Journal of Social Sciences and Management Research*, 15(1), 13–24.
- [45.] Sekgobela, M. I. (2023). *The role of employee motivation in promoting basic health care services: A case study of Department of Health, Greater Tzaneen Subdistrict, Limpopo* (Master's thesis, University of Limpopo). University of Limpopo Repository.
- [46.] Taherdoost, H. (2016). Sampling methods in research methodology: How to choose a sampling technique for research. *International Journal of Academic Research in Management*, 5(2), 18–27.
- [47.] Tantoh, H. B., & McKay, T. J. (2020). Rural self-empowerment: The case of small water supply management in Northwest, Cameroon. *GeoJournal*, 85(1), 159–171. <https://doi.org/10.1007/s10708-018-9954-4>
- [48.] Theng, L. S. (2023). The influence of leadership styles on employee motivation and organizational productivity. *Asian Journal of Business and Management*, 11(2), 45–58. <https://doi.org/10.24203/ajbm.v11i2.7120>
- [49.] Torach, M. L. (2018). *Employee empowerment and service delivery in National Water and Sewerage Corporation, Kampala, Uganda* (Doctoral dissertation, Kampala International University). KIU Institutional Repository.
- [50.] Velasco, L. G., Diokno-Sicat, C. J., Castillo, A. F. G., & Maddawin, R. B. (2021). The Philippine local water sector: Institutional issues in supply governance. *Philippine Journal of Development*, 45(2), 23–47.
- [51.] Velasco, P. M., et al. (2020). Governance challenges and institutional fragmentation in local water districts in the Philippines. *Philippine Journal of Public Administration*, 64(1), 22–45.
- [52.] Wan, X., et al. (2023). Sustainable water resource management and integrated water governance under climate change in Asia. *Journal of Environmental Management*, 328, Article 116980. <https://doi.org/10.1016/j.jenvman.2022.116980>
-

-
- [53.] Wang, H., Sui, Y., Luthans, F., Wang, D., & Wu, Y. (2021). Impact of authentic leadership on performance: Role of followers' positive psychological capital and organizational identification. *Leadership & Organization Development Journal*, 42(1), 130–143. <https://doi.org/10.1108/LODJ-01-2020-0005>
- [54.] World Medical Association. (2013). World Medical Association Declaration of Helsinki: Ethical principles for medical research involving human subjects. *JAMA*, 310(20), 2191–2194. <https://doi.org/10.1001/jama.2013.281053>