

## Drivers influencing the Growth of Corporate Entrepreneurship in Nairobi City and Sewerage Company

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### ABSTRACT

*Corporate entrepreneurship has therefore been identified as a key obstacle towards the realization of organization strategic goals. The main objective of the study is to assess drivers influencing the growth of corporate entrepreneurship in Nairobi City Water & Sewerage Company. The study is guided by the following objectives; To establish whether organizational culture on the growth of corporate entrepreneurship in Nairobi City Water & Sewerage company, to find out how leadership influence the growth of corporate entrepreneurship in Nairobi City Water & Sewerage company, to assess the effect of ICT on the growth of corporate entrepreneurship in Nairobi City Water & Sewerage company and to establish the effect of Employee competences on the growth of corporate entrepreneurship in NCWSC. Descriptive research design was preferred since the study intended to gather quantitative and qualitative data that described the nature and characteristics of drivers/factors affecting the growth of Corporate Entrepreneurship in water service organizations. Quantitative data analyzed by employing descriptive statistics and inferential analysis using statistical package for social science (SPSS). The data was then presented using frequency distribution tables, bar charts and pie charts for easier understanding. The study concluded that employee competence influences the growth of corporate entrepreneurship positively and Training improves employee awareness about corporate entrepreneurship and helps in preparing employees towards managing the corporate entrepreneurship ideology in the organization. The study further concluded that leadership support contribute to policies on the growth of corporate entrepreneurship at NCWSC. The study concluded that the NCWSC had invested in*

*information technology to enhance growth of corporate entrepreneurship and that technology had led to reduction in inventory costs.*

**Keywords:** *Corporate entrepreneurship, organizational culture, organizational growth, entrepreneurship and leadership.*

## Introduction

Entrepreneurship is increasingly recognized as an important driver of economic growth, productivity, innovation and employment, and it is widely accepted as a key aspect of economic dynamism. History shows that economic progress has been significantly advanced by pragmatic people who are entrepreneurial and innovative, able to exploit opportunities and willing to take risks (Hisrich, 2005). Many organizations today, including Nairobi City water & Sewerage Company, are faced with the challenge of sustainability of service provision and responsiveness to customer's ever changing tastes and preferences, (G.o.K, 2010). According to (World Bank, 2012), about 13% of urban water users get water at insufficient pressure. Furthermore, 60% of China's 661 cities face seasonal water shortage, and over 100 cities have severe water constraints. Pollution of drinking water from feces is a critical health problem in China, as in other developing countries that cause severe illnesses such as diarrhea and viral hepatitis. A recent survey by UNICEF in 11 provinces found that over half of all drinking water samples contained unsatisfactorily high levels of bacteria (Jiane, 2011).

Water supply in Germany is continuous, at good pressure, and drinking water quality is excellent, and as evidenced by the universal compliance with the drinking water instruction. 94% of municipal wastewater is managed according to the utmost standards including nutrient exclusion, a much higher percentage than in France (36 percent) or in England and Wales 39%, Bundestag (2010). According to a 2007 national survey for the business associations 92% of customers were satisfied or very satisfied with the quality of their drinking water. 82% were satisfied or very satisfied with the service delivered by their drinking water provider. 79% were satisfied or very contented with the service provided by their wastewater utility.

Corporate Entrepreneurship is increasingly recognized as an important driver of economic growth, productivity, innovation and employment, and it is widely accepted as a key aspect of economic dynamism. Transforming ideas into economic opportunities is the decisive issue of entrepreneurship. History shows that economic progress has been significantly advanced by pragmatic people who are entrepreneurial and innovative, able to exploit opportunities and willing to take risks (Hisrich, 2005). Corporate entrepreneurship is a strategic issue that plays major role towards determination of the state of organization's performance and revenue generation. The level of the achieved

customer satisfaction is a strategic measure of the efficiency and effectiveness of organization customer service delivery processes. Water service organizations in Kenya face major challenges in embracing effective systems and processes for managing customer service delivery functions given the ever changing customer preferences. This has been as result of lack of strategic measures on the core factors hindering corporate entrepreneurship growth to bring on board new ways of doing things in terms of production and packaging of water and delivery of services.

Strengthening water service delivery is a key strategy towards the achievement the millennium development goals and hence investigation of factors affecting growth of corporate entrepreneurship in water service organizations with a specific reference to Nairobi City Water and Sewerage Company (NCWSC) was justifiable to help in bringing major reforms for improving water service delivery in various water organizations.

### **Statement of the Problem**

Many organizations today, including Nairobi City water & Sewerage Company, are faced with the challenge of sustainability of service provision and responsiveness to customer's ever changing tastes and preferences because of failure to adopt corporate entrepreneurship (G.o.K 2011). In most Water Service Organizations, the rate of growth in corporate entrepreneurship is wanting. This calls for innovative, flexible and appropriate management approaches which lead to achieving of streamlined operations systems geared towards customer satisfaction and in return optimize creation of more than 80% wealth to the organization (Lukalo, 2011). The process of corporate entrepreneurship has been characterized by delay in response to customer complaints and generally poor service delivery. Some of the factors affecting the growth of corporate entrepreneurship in this sector have been identified and include; a weak organization culture, poor leadership style, use of obsolete technology and recruitment of incompetence workers (Ibrahim, 2009).

In spite of having various studies undertaken on water service provision organizations by authors like Cliff (2011), Alois (2011), Timothy (2010), Lukalo (2011) and Odhiambo (2010), currently, there lacks a study that has managed to address the corporate entrepreneurship problems facing water service organizations and in particular the Nairobi City Water and Sewerage Company (NCWSC). This has created a knowledge gap on effective development and use of corporate entrepreneurship in water service delivery in NCWSC it's against this backdrop that this study is being conducted.

### **General Objective**

The main objective of the study is to assess drivers influencing/affecting growth of corporate entrepreneurship in Nairobi City Water & Sewerage Company.

### **Specific Objectives**

The study was guided by the following specific objectives;

- i. To establish the effect of organizational culture on the growth of corporate entrepreneurship in Nairobi City Water & Sewerage company.
- ii. To find out the effect of leadership on the growth of corporate entrepreneurship in Nairobi City Water & Sewerage company.
- iii. To assess the effect of ICT on the growth of corporate entrepreneurship in Nairobi City Water & Sewerage company.
- iv. To establish the effect of Employee competences on the growth of corporate entrepreneurship in Nairobi City Water & Sewerage company.

### **LITERATURE REVIEW**

One of the most mysterious aspects of organizational culture is how it comes to be that two companies with similar external environments, working in similar technologies on similar tasks and with founders of similar origins, come to have entirely different ways of operating over the years.

Organizational culture is a pattern of shared basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that have worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems (Schein, 2010). Existence of weak organizational culture that is characterized by the practice of poor customer service delivery process influences the organization employees to continue following poor customer service delivery procedures

Leadership is the art of motivating a group of people to act towards achieving a common goal (Rennaker, 2008). Lack of effective leadership in the organization affects formulation and execution of major corporate decisions for corporate governance practices (Berns, 2009). Application of ineffective leadership styles such as autocratic leadership, bureaucratic leadership and Laissez-Faire Leadership triggers frequent cases of organization conflicts and this affects application of effective customer service delivery procedures

Quality leadership plays a big part in creating and delivering set goals. To lead is to motivate, inspire, guide and coach- “a process whereby an individual influences a group of individuals to achieve a common goal” (Northouse, 2004, p. 3). Business expert Peter Drucker (1909-2005), describes the entrepreneur who has to be a leader as someone who actually searches for change, responds to it, and exploits change as an opportunity. The immense diversity, the use of information and communication technologies (ICT) is skyrocketing in living environments, an unprecedented and unifying global media culture has developed challenges and often surpasses such traditional forms of socialization as family and school, hence the need to use it in ensuring customer needs and preference are met.

Information Communication Technology (ICT) may be defined as computer hardware and software and telecommunications technology. ICT has opened new channels for service delivery in areas such as e-government, education, e-health and information dissemination (Ibrahim (2009). Integration of customer service delivery processes with ICT greatly helps to improve the quality of customer service delivery since much of the manual customer service delivery procedures are computerized.

Employee competency is the ability of an individual employee to perform a job properly. A competency is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees (Walsh & Taylor, 2007). Low level of employee’s competency on customer service delivery makes it difficult for the employees to effectively handle various customer care complaints and effectively execute various customer service delivery functions. Competency is the technical and functional expertise which is core knowledge and abilities, described in observable and measurable terms that are essential in order to perform a particular type or level of work activity. Technical and useful know-how naturally reflects a career-long experience in the job or occupational area (Armstrong, 2012). Pinnington (2011) contended that, core competencies are specific skill sets that bring a competitive advantage to business operating in an economic market. These proficiencies are seen as important factors that improve the end products produced by the company.

### **Theoretical Review**

A Theory is a set of statements or principles devised to explain a group of facts or Phenomena especially one that has been repeatedly tested or is widely accepted and can be used to make predictions about natural phenomena (Popper, 1963). A formal theory is syntactic in nature and is only meaningful when given a semantic component by applying it to some content (i.e. facts and relationships of the actual historical world as it is unfolding (Zima, 2007). This section will discuss Resource Based Theory, Schein’s model, and transactional leadership theory:

### Resource Based Theory

According to Resource Based Theory, resources are efforts into a firm's production procedure which can be classified into three groups as; physical capital, human capital and organizational capital (Crook, 2008). A capability is a capacity for a set of resources to perform a stretch task of an activity. Each organization is a group of distinctive resources and competences that offers the foundation for its strategy and the main source of its yields. In the 21st-century hyper-competitive landscape, a firm is an assembly of developing competences that is managed vigorously in pursuit of above-average yields. Thus, variances in firm's performance through time are driven primarily by their distinctive resources and competences rather than by an industry's structural features (Crook, 2008).

O' Rielly, Chatman & Caldwell (2009) developed a model based on the belief that cultures can be distinguished by values that are reinforced within organizations. Their Organizational Profile Model (OCP) is a self-reporting tool which makes distinctions according to seven categories as Innovation, Stability, and respect for people, outcome orientation, and attention to detail, team orientation, and aggressiveness. The model is not intended to measure how organizational culture's effects on organizational performance, rather it measures associations between the personalities of individuals in the organization and the organization's culture.

### Schein's model

Ankrah, Proverbs & Debrah, (2009), in Schein's model, explained that culture exists on three levels, the first level is artifacts which are difficult to measure and they deal with organizational aspects that can be observed, felt and heard as an individual enters a new culture. The second level is Values that deals with the espoused goals, ideals, norms, standards, and moral principles and is usually the level that is usually measured through survey questionnaires. The third level is underlying assumptions that deal with phenomena that remain unexplained when insiders are asked about the values of the organizational culture. Information is gathered in this level by observing behavior carefully to gather underlying assumptions because they are sometimes taken for granted and not recognized. According to Schein, the essence of organizational culture lies in this level (Schein, 2010).

Management study guide (2013) explained that the trait model of leadership is founded on the features of many leaders, both effective and ineffective and is used to forecast leadership efficiency. The subsequent lists of traits are then equated to those of potential leaders to assess their probability of success or failure. Mc Coll-Kennedy & Anderson (2005) mentioned that Researchers taking the trait approach endeavored to identify



physiological individualities such as appearance, height, and weight, demographic traits like age, personality traits, education and socio-economic background, like self-assurance, and assertiveness, intellectual traits such as intelligence, firmness, judgment, with leader appearance and leader efficiency.

### **Transactional Leadership Theory**

In recent years the concept of transformational and transactional leader behavior (Bass, 1985) has received a lot of attention by social scientists. Many empirical studies demonstrated that transformational leadership, defined as leader behaviour that inspires and motivates people to perform beyond expectation, and transactional leadership, defined as leader behaviour that is focused on standard performance, are related to a vast array of positive employee attitudes and behaviours in large organisations (Bass & Bass, 2008; Bass & Riggio, 2006; Judge & Piccolo, 2004).

The transactional leadership theory was first described by Max Weber in 1947 and then by Bernard Bass in 1981. This style is most often used by the managers. It focuses on the basic management process of controlling, organizing, and short-term planning. Management study guide (2013) explains the famous examples of leaders who have used transactional technique to include McCarthy and de Gaulle. Transactional leadership involves motivating and guiding followers mainly through engaging to their own self-interest. The authority of transactional leaders comes from their official authority and obligation in the organization. The main goal of the follower is to follow the instructions of the leader.

### **Empirical Review**

A study by Schneider (2009) described organization culture as the way we do things around here to succeed or more formally that it is a pattern of shared basic assumptions that is learned by a group within an organizational setting through solving its problems of external adaptation and internal integration, which having worked well enough, is considered valid and taught to new members as the correct way to perceive, think, and feel in relation to challenges. Eldridge & Crombie (2005) defined it as the unique conformation of norms, values, beliefs, ways of performing and so on that characterize the manner in which groups and individuals trust to get things done. Nakata (2009) also defined it as the collective mental programming that distinguishes the members of one organization from another, and McNamara (2004) contended that organizational culture comprised of the assumptions, morals, customs and physical signs (artifacts) of organization members and their conducts', with new members of an organization, intentionally or unintentionally, soon coming to sense the particular culture of the organization just as they would another person.

Knowledge of business is determined by leaders Knowledge of industry and other

technical matters. Emotional Maturity is determined by if the leader is well adjusted and does not suffer from severe psychological disorders. Other traits include charisma, creativity and flexibility. The trait theory offers positive material about leadership which can be used by people at all ranks in all types of organizations Ryan & Brown, (2011). Managers can utilize the information from the theory to evaluate their position in the organization and to assess how their position can be made stronger in the organization. They can get an in-depth understanding of their identity and the way they will affect others in the organization. This theory makes the manager aware of their strengths and weaknesses and thus they get an understanding of how they can develop their leadership qualities (McColl-Kennedy & Anderson, 2005).

Hanson & Hassell (2009) explained that organizations that are succeeding in cost-effectively modernizing and upgrading their ICT infrastructure for a well-connected employees are those that are equipping their employees with new tools in different ways, creating a flexible working culture that is popular all round. Drawing new employees and clients through a more modern and diverse image is an essential part of business today. Providing employees for flexible working is therefore an essential part of today's business environment, and one that must be considered within any modern, secure and compliant ICT programme.

Gerolimos (2009) stated that information communication technology infrastructure is the physical hardware used to integrate computers and users. Infrastructure entails the broadcast media, for example telephone lines, cable television lines, and satellites and antennas, and also the routers, aggregators, repeater, and other devices that regulate transmission paths. Infrastructure also includes the software used to send, receive, and manage the signals that are transmitted. In some practices, infrastructure denotes to interlocking hardware and software and not to computers and other devices that are interlocked. However, to some information technology users, infrastructure is observed as everything that backs the flow and handling of information. Infrastructure companies contribute significantly in providing an allowing environment for growth of entrepreneurial skills in organizations.

According to Gachoka (2006), the immediate goals of the telecommunications sector reform were to increase telecommunication supply. The immediate result of the reform has been seen in high growth in all areas that were open for rivalry. Low growth was noted in the zones without rivalry notably in the provision of fixed line services.

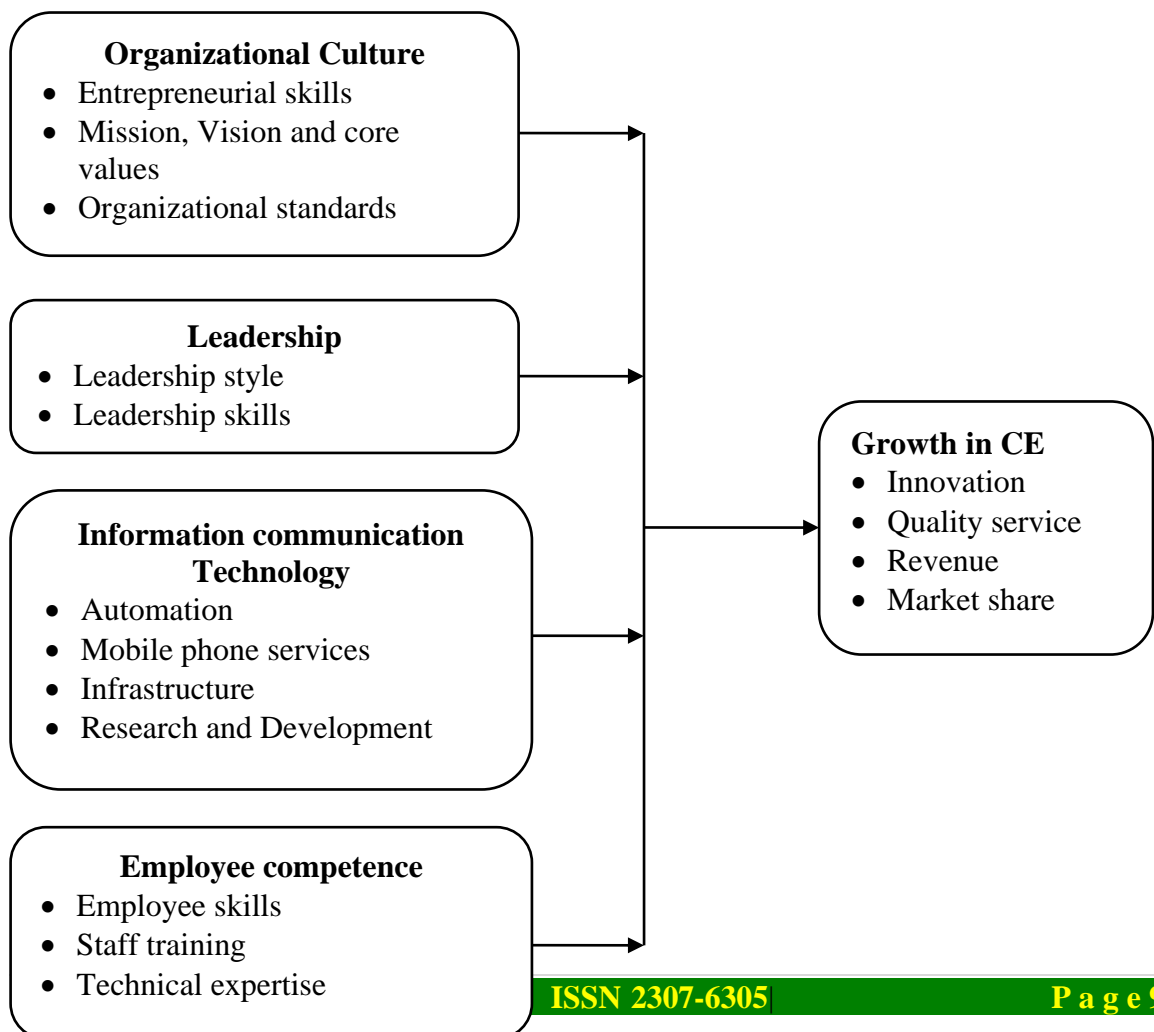
Valentini Kalargyrou, Robert & Woods (2011) stated that management of organizational competencies and the "Organizational Competency Gap" is critical to ensuring that the company's systemic risk level does not increase. While many companies have systems in place to identify "competency gaps" e.g. missing skills it is only those companies that are



able to see competencies as transcending skills that are able to manage operational risk in a systemic manner. Once the company has a clear understanding of its required organizational competencies, management can then dissect them to determine what combination of employees, skills, processes, systems, facilities, partnerships and so forth are necessary to maintain and cause innovation. This then forms part of the data base used in selection and recruitment.

Moses (2005) indentified that professionalism is another element that companies must deliver to customers. A customer service representative must maintain certain decorum and not get angry with the customer, though the customer may be upset. Customer service representatives must also be knowledgeable about their particular business. Kane (2007) affirmed that people are busy today, so customer service delivery also entails handling transactions or refunds in a timely manner. No one wants to stand in line for 10 or 15 minutes. When customer service representatives see a line queue, they should allocate more staff to serve the customers. Customers also want their orders to be accurate.

### Conceptual Framework



### Research Methodology

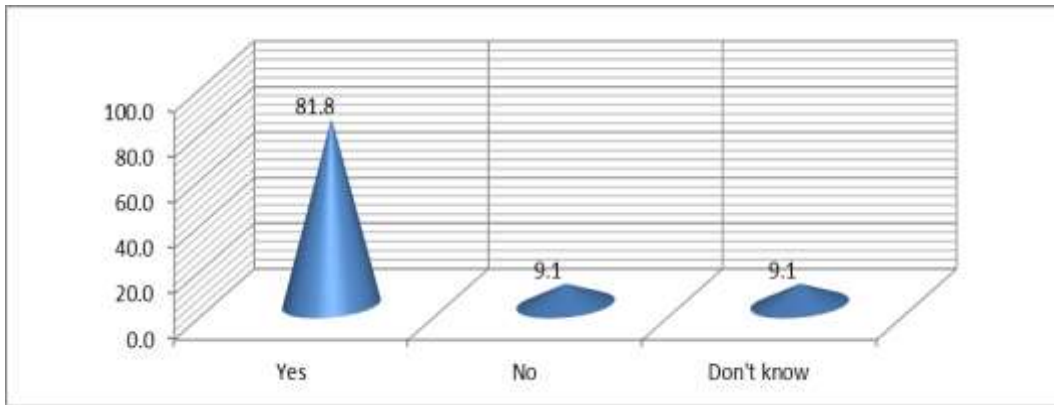
The study adopted a descriptive research design since the study intended to gather quantitative and qualitative data that described the nature and characteristics of drivers influencing the growth of Corporate Entrepreneurship in water service organizations. The study population comprised of a total of 920 employees working at Nairobi City Water and Sewerage Company offices in the six regional offices (NCWSC, 2012). Stratified random sampling technique was used to select a sample size of 184 respondents. Simple random sampling was used to select 20% of the population on each stratum by listing the number of staff in each management level, folding the papers and placing them in a basket and randomly selecting them. A sample size of 20% was justified since according to Orodho (2009), 10%-50% of the sample gives unbiased representation of all respondents' opinions in the target population and this assists in generalization of research findings when the study design is descriptive. Data collection instruments were questionnaires containing both open ended and close ended questions.

The data was collected, coded, categorized per each of the research variables and then analyzed using descriptive analysis such as measures of central tendencies. Pearson correlation was carried out in Statistical Package for Social Sciences (SPSS) to establish the relationship between the research variables (Kothari, 2008). The findings were presented using tables, since tables are user friendly and show response frequencies as well as percentages of the respondents' opinions on customer service delivery problems. Qualitative data from open ended questions will be analyzed based on themes emanating from the research objectives.

### Findings, Conclusion and Recommendations

The study sought to find whether organizational culture helps in implementation of corporate entrepreneurship in NCWSC to a great extent, the study also revealed that organizational culture acts as main motive for the growth of corporate entrepreneurship, From the findings the study revealed that majority (82%) of the respondents agreed that organizational culture helps in the implementation of corporate entrepreneurship through the advertisements and meetings of the stake holders. 81.8% of the respondents agreed that organizational culture is dependent on the factors that influence growth of corporate

entrepreneurship, 9.1% were not in agreement with the statement while 9.1% of the respondents were not aware of the statement. Refer to Figure 4.6 below



**Figure 4.1:** Organizational culture is dependent on the factors that influence growth of corporate entrepreneurship

The study also established that organizational culture is dependent on the factors/drivers that influence the growth of corporate entrepreneurship because the company give guidelines and bring together all the stakeholders. The study showed that the respondents agreed that organizational expectations, organizational philosophy, organizational values and organizational experience affect the growth of corporate entrepreneurship because of a mean score range of 0-2.5 ( $1 \leq \text{Agree} \leq 2.5$ ).

The study revealed that majority of the respondents believe the senior management is responsible for corporate entrepreneurship, followed by middle level management, board of directors, other stakeholders and supervisors are responsible for the growth of the corporate entrepreneurship in NCWSC. The study revealed that most of the respondents agreed that top level management enhances competitive advantage through information sharing and making joint decisions about implementation of corporate entrepreneurship. The study found out that respondents agree that the top management are committed to staff development and career as shown by a mean of 2.00 and a standard deviation of 0.92; the respondents agreed that the top management encouragement encourage collaborative relationships with supplier for innovative corporate entrepreneurship as shown by a mean of 2.50 and a standard deviation of 0.86; that the Top level management train employees on the importance of corporate entrepreneurship as shown by a mean of 2.95 and a standard deviation of 1.21. The respondents agreed that Top

management were in the fore front to initiate a culture of corporate entrepreneurship processes as shown by a mean of 2.50 and a standard deviation of 1.22 and that that the respondent were in agreement that The implementation of the corporate entrepreneurship practices includes the constructs of management commitment to improve the quality of service to the customers as shown by a mean of 2.45 and a standard deviation of 1.14.

The study sought to establish whether obsolete technology affects the growth of corporate entrepreneurship in the organization and from the findings 91% of the respondents agreed that obsolete technology affects the growth of corporate entrepreneurship in the organization. The study revealed that majority of the respondent strongly agreed that new technologies are promising to save costs, to improve customer and supplier relationships, business processes and performance and to open new business opportunities for corporate entrepreneurship as shown by mean of 1.09, the respondents agreed that IT allows organizations to respond better to existing challenges and improve the anticipation of future developments of corporate entrepreneurship as shown by mean of 1.59, The respondents strongly agreed that IT provides tools to enable organization operations to consistently offer exemplary service delivery that may meet and exceed customer expectations thus growth of corporate entrepreneurship as shown by mean of 1.50, that Unified data gives you the information integrity required to develop corporate entrepreneurship as shown by mean of 1.59 and finally that IT is a competitive tool in the organization for realizing its corporate competitive as shown by a mean of 1.87. According to Closs (1966), technology helps synchronize and balance the two opposing business objectives of achieving ultimate customer service at a low cost.

All the respondents agreed that Employee training is necessary in the implementation of corporate entrepreneurship management. Most of the respondents agreed that training affect the implementation of corporate entrepreneurship as shown by 77.3%. 55% of the respondents disagreed that Training program is about the implementation of corporate entrepreneurship in the organization coordination in time and finally majority (86.4%) of the respondents agreed that Employee training improves the implementation of corporate entrepreneurship in the firm whereas 13.6% of the respondents were of the contrary opinion. The study showed that the respondents agreed that training improves employee awareness about corporate entrepreneurship; that training helps in preparing employees towards managing the corporate entrepreneurship ideology in the organization; that there is need for training and capacity building; that training is argued to be a powerful building block of business in the achievement of its aims and objectives. Further respondent strongly agreed that Training equips employee with the necessary skills and techniques of the corporate entrepreneurship improvement as shown by a mean of 1.45 and a standard deviation of 0.91. see table 4.3 below

**Table 4. 1:** Respondent's opinion and rating on statements on the leadership support on the growth of corporate entrepreneurship at NCWSC

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std dev
Top management are committed to staff development and career	31.8	45.5	13.6	9.1	0.00	2.00	0.92
Top management encouragement encourage collaborative relationships with supplier for innovative corporate entrepreneurship	9.1	45.5	31.8	13.6	0.00	2.50	0.86
Top level management train employees on the importance of corporate entrepreneurship	9.1	31.8	27.3	18.2	13.6	2.95	1.21
Top management are in the fore front to initiate a culture of corporate entrepreneurship processes	18.2	40.9	27.3	0.00	13.8	2.50	1.22
The implementation of the corporate entrepreneurship practices includes the constructs of management commitment to improve the quality of service to the customers	13.6	54.5	13.6	9.1	9.1	2.45	1.14

According to Vinnova (2009) he suggested that this staff competence includes technical competence of the innovation as well as competence to manage the procurement process. This whole process is usually left to procurement professionals. However, in many cases, the procurers are not the users of the innovation so may not fully understand the need of innovation. This may result in the production of a tender specification that does not satisfy the needs of the innovation.

The study concludes that employee competence influence the growth of corporate entrepreneurship. The staffs should have experience and skills and especially the management team contributing to the growth of corporate entrepreneurship so as to make informed decisions. Continuous employee training will promote and improve their skills. Training improves employee awareness about corporate entrepreneurship and helps in preparing employees towards managing the corporate entrepreneurship ideology in the organization. The study concluded that there is need for capacity building and training that is the powerful building block of business in the achievement of its aims and objectives. The study further concluded that leadership support contribute to policies on the growth of corporate entrepreneurship at NCWSC.

The study concluded that the NCWSC had invested in information technology to enhance growth of corporate entrepreneurship and that technology had led to reduction in inventory costs. It was concluded that information technology had improved employee productivity and that technology use had led to cost reduction thus enhancing profitability therefore leading to growth of corporate entrepreneurship.

The following recommendations were made based on the summary and conclusions of the study: The study recommended that the organization should organize clinics (between customers & staff) to enhance entrepreneurship of the company. The study recommended that the growth of corporate entrepreneurship ought to be one of the most important objectives of every organization. The recommended that staffs should have experience and skills and especially the management team contributing to the growth of corporate entrepreneurship so as to make informed decisions. Continuous employee training will promote and improve their skills. The study recommended that top level management should competitive advantage through information sharing and making joint decisions about implementation of corporate entrepreneurship, they should be committed to staff development and career, encourage collaborative relationships with supplier for innovative corporate entrepreneurship, train employees on the importance of corporate entrepreneurship to promote the growth of corporate entrepreneurship in NCWSC. The top management should be in the fore front to initiate a culture of corporate entrepreneurship processes and the implementation of the corporate entrepreneurship practices includes the constructs of management commitment to improve the quality of service to the customers. The survey recommended that obsolete technology should manage the growth of corporate entrepreneurship in the organization. The study recommended that new technologies are promising to save costs, to improve customer and supplier relationships, business processes and performance and to open new business opportunities for corporate entrepreneurship. The study recommends that organizational expectations, organizational philosophy, organizational values and organizational experience should be taken into serious attention of the management team of NCWSC to enhance the growth of corporate entrepreneurship.



### Multiple Regression

As per the SPSS generated

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon \text{ become:}$$

$$Y = 0.502 + 0.027X_1 - 0.235X_2 + 0.449X_3 + 0.265X_4 + \varepsilon$$

Where Y is the dependent variable (growth of corporate entrepreneurship), X<sub>1</sub> is the Organizational Culture, X<sub>2</sub> is Leadership Support and X<sub>3</sub> is Information Communication Technology, X<sub>4</sub> is the Employee competence. According to the regression equation established, taking all factors into account (Organizational culture, Leadership Support, Information communication Technology, and Employee competence) as constant at zero, the growth of corporate entrepreneurship will be 0.502. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in organizational culture will lead to a 0.027 increase in the growth of corporate entrepreneurship; a unit increase in leadership support will lead to a 0.235 decrease in the growth of corporate entrepreneurship; a unit increase in information communication Technology will lead to a 0.449 increase in growth of corporate entrepreneurship and a unit increase in employee competence will lead to a 0.265 increase in growth of corporate entrepreneurship This infers that information communication technology contribute more to the growth of corporate entrepreneurship in Nairobi city water & sewerage company (NWSC). Refer to Table 4.11 below.

**Table 4. 2: Multiple Regressions**

		Coefficients (a)				
Model		Unstandardized		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.502	.548		2.584	.019
	organizational culture	.027	.203	.032	.132	.006
	Leadership support	-.235	.303	-.199	.775	.031
	Information Communication Technology	.449	.544	.434	.825	.001

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Employee competence	.265	.533	.253	.497	.026
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At 5% level of significance and 95% level of confidence; organizational culture showed a 0.006 level of significant; leadership support showed a 0.031 level of significant; information communication technology showed a 0.001 level of significant and employee competence showed a 0.026 level of significant. The significance value is 0.042 which is less than 0.05 thus the model is statistically significance in predicting how Organizational culture, Leadership Support, Information communication Technology, and Employee competence affect the growth of corporate entrepreneurship in Nairobi city water & sewerage company (NWSC). The F critical at 5% level of significance was 2.928. Since F calculated (value = 3.974) is greater than the F critical, this shows that the overall model was significant.

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