Idealized Influence and Implementation of Human Resource Management Policies by Kakamega County Government, Kenya

Okoth Bonface Okoth
Doctoral Candidate, Institute of Postgraduate Studies, Kabarak University

Prof. Ronald K. Chepkilot
Professor of Human Resource Management, School of Business And Economics, Kabarak University

Dr. Charles Zakayo
Senior Lecturer of Human Resource Management, School of Business And Economics
Kabarak University

Abstract

Implementation of Human Resource Management policies by governments in developing countries has not translated into development and quality service delivery. Leadership is integral to achieving government goals. This study aimed to establish the influence of idealized influence on implementation of Human Resource Management policies by County Government of Kakamega. A descriptive research design and sample survey method involving use of questionnaire as the primary data collection instrument was adopted. The study population was 6,328 County Government of Kakamega employees. Simple random sampling technique was applied to get a sample size of 165 respondents with a pilot study being conducted in Bungoma County where the study checked for internal consistency and reliability of the instrument for data collection. Cronbach's coefficient alpha of 0.867 was obtained for internal reliability. Ethics governing research were accorded utmost consideration. A 92.7% return rate was attained, good for social statistics analysis. The Statistical Package for the Social Sciences (SPSS) was used to analyze data in the study. Pearson Product Moment Correlation Coefficient and linear regression were used in analysis within 95% confidence interval to test for associations, relationships and independence of indicators. Study findings revealed a significant and positive relationship between idealized influence and implementation of Human Resource Management Policies. Study findings were in agreement with empirical evidence from previous studies on how idealized influence affected implementation of Human Resource Management Policies, particularly in public organizations.

1.1. Introduction

As a concept, leadership has been modeled both empirically and theoretically over the past decades (Jacobsen & House, 2015). Barnet et. Al (2001) viewed transformational leadership to being facilitative of change as it has been seen to contribute towards organizational improvement, its effectiveness and overall institutional culture. To face this challenging and constantly changing environment, public administrations in many Countries have attempted to integrate the public organizational structure with private sector tools in terms of NPM (Pollitt and Bouckaert, 2011) and privatization (Marino, 2005), but often without success (Lin and Lee, 2011). A number of studies have focused on the key role of leaders' behavior during organizational change, as leaders devote time and resources in supporting employees to deal with change and to face resulting uncertainty about careers and roles, communication, relationship and skills (Jones et al., 2008).

In Japan research and development (R&D) performance is one of the key ways by which Japanese companies maintain an international competitive advantage. Many studies have attempted to determine the factors affecting the performance of Japanese R&D processes (Clark and Fujimoto, 1991; Nonaka and Takeuchi, 1995). However, few studies have dealt with leadership in Japanese R&D settings, although leadership is one of the most important factors that influence team performance. There are many studies on leadership in R&D settings around the world. Some researchers have directed their attention toward transformational leadership in particular. According to Elkins and Keller (2003), transformational leadership can be effective in R&D settings. Their principal finding is that transformational leaders can often create conditions in R&D labs that, as in other work environments, are conducive to exceptional team effort and creativity. This, in turn, can lead to enhanced group performance. Indeed, some previous studies showed that transformational leadership had a positive impact on team efficacy (Jung and Sosik, 2002; Walumbwa, Peng, Lawler, and Kan, 2004). Team efficacy is a shared belief team members have about the ability of the team to achieve its goals (Bandura, 1977). It is positively related to a high level of team performance because it influences the aspirations that members have for their team, and their level of effort (Gully, Joshi, Incalcaterra, and Beaubien, 2002).

In Ethiopia, Organizational commitment of employees is seen as very essential for the success of an organization. Committed employees perform better than their uncommitted coworkers. They are willing to put more efforts to meet the job requirements. They play an important role to promote the organization as a conducive work place. Leadership style is the most important factor influencing employees' attitudes, behaviors and organizational commitment. Managers have followed different leadership styles such as participative or relationship oriented approach, directive or task oriented style while dealing with their subordinates in order to achieve the desired organizational performance. Choosing a particular leadership style is dependent on the qualities of leaders, subordinates' willingness to accept their leaders, 'preparedness to take up responsibilities, task complexity and organizational members 'belief, cultural norms and values. Dire Dawa city administration in Ethiopia has been implementing different reform tools such as, BPR (2009), BSC (2011), change army (2014), citizen charter since, 2014, good governance and kaizen since 2011. These measures expect leaders of the administration to become more transformational in order to create committed workforce. The pilot study has indicated that the three leadership styles namely Transformational, Transactional and Laissez-Faire have been practiced in Dire Dawa Administration. Both short term and long term public organizational plan scan be successfully accomplished with the help of committed work force. Hence, the role of leaders in this endeavor will be highly significant

The United Nations Development Programme (2003, p.2) highlighted that "for the public sector organizations to survive and succeed in today's unstable ever changing environment they need to address leadership". It also put emphasis on the public service needs a corps of people who whilst operating within the framework of the rule of law, are able to apply transformational leadership skills when tackling extra-ordinary difficult challenges. In 2013, Rosenbaum established that worldwide, the governance trend is towards decentralization while according to Elegg and Creg (2010), decentralization has been approved as an important tool in bringing services closer to the people in large and densely populated economies like the United States of America. Over the last two decades, decentralization has advanced considerably in Africa (Amusa & Mabugu, 2016). The concept is visible across all commonwealth and Africa nations and has also been constitutionalized in Kenya's new constitution (ICJ Kenya, 2015). A total of 47 county governments were formed inclusive of Kakamega County government the unit of analysis of this study.

The relationship between transformational leadership and Human Resource Management policies is that every manager must fulfill leadership role in the work place. Most managers often make the assumption that by simply being managers, they are also leaders and that their subordinates will automatically follow them (Gronn, 1996). This is not always the case and organizations must make concerted effort to have leaders who are able influence their subordinates in many spheres (such as implementation of Human Resource Management policies) if they are to achieve organizational objectives. Transformational leadership rests on the assertion that leader behaviour can arouse followers to a higher level of thinking. By appealing to follower ideals and values, transformational leaders enhance subordinates' commitment to a well-articulated vision and inspire them to develop new ways of thinking and solutions to problems. Indeed, the positive association between the transformational leader and follower is well documented and many studies too have begun to examine the process by which it influences implementation of Human Resource Management policies (Bono & Judge, 2003).

1.2 Statement of the Problem

Implementation of policies by governments and organizations in developing countries is an issue. Implementation is the gap that exists between policy intent and outcomes; service delivery (Mazmanian, 1989). Despite the requirements by Kenyan Constitution (2010), implementation of Human Resource Management policies by Kakamega County government has not been properly achieved. The objective of implementation of Kakamega County government has not been fully achieved in terms of translation of policies into development goals and quality service delivery, hence the existence of results gap. Researchers have generally supported the position that transformational leadership influences implementation of Human Resource Management policies. Empirical evidence supports existence of a relationship between transformational leadership and policy implementation (Amanya & Rebecca, 2006; Buabeng, 2005).

Only a limited number of studies have so far examined the influence of idealized influence as a transformational leadership approach on implementation of Human Resource Management policies in the context of Kenya. A study by Datche (2015) suffered a contextual gap given it explored Kenyan state corporations that were long established organizations compared to Kakamega County government which was only six years old. The limited nature of research in this area and lack of empirical evidence on the link between transformational leadership and implementation of Human Resource Management policies by Kakamega County government suggests the need for further investigation, hence this study.

1.3 Study Objective

This study was guided by the following specific objective;

To establish the influence of idealized influence on implementation of Human Resource Management policies by Kakamega County Government, Kenya.

1.4 Research Hypothesis

This study sought to test the following research hypothesis;

H_{01} Idealized influence does not have a statistically significant influence on implementation of Human Resource Management policies by County Government of Kakamega.

1.5 Literature Review

Empirical as well as theoretical literature relating to the study is reviewed below.

1.5.1 The concept of transformational leadership

Leadership in public administration has been a topic of research and discussion over a good period of time (Boin and Hart, 2003; Boin et al., 2016). It also represents a subject matter so emblematic of the inefficiency of the public sector management (Campus and Pasquino, 2006; Cotta, 1982; Verzichelli and Cotta, 2000). It's cyclic nature as with reforms in the European and US countries, has overtime been inspired by the New Public Management doctrine (Lane, 2000), that has been seen to refocus the interest of both practitioners and scholars on the role of leadership in enhancing and improving performance and effectiveness of public entities (Donati, 2013; Kuipers et al., 2014; Orsina, 2010). One of the main factors that influence good governance is the role of leadership. Leaders motivate individuals to achieve their targeted goals (Northouse, 2015). To date, leading academics and several studies do not agree on which style of leadership can be successful in a specific situation (Ladkin, 2010; Lord & Dinh, 2014). Syed et al. (2012) found that the concept of leadership is not well understood in developing countries. A lot of basic characteristics that are essential for effective leadership in the public sector are still absent. Recently, it seems that leaders face other challenges, citizens have rapidly viewed the activities of public sector leaders through increasing levels of public awareness and the widespread of social media (Ceron, Curini, Iacus, & Porro, 2014; Madge, Meek, Wellens, & Hooley, 2009).

Understanding leader behaviors, particularly in the public sector, is a critical and vital issue. In fact, public-sector leaders present an essential role towards achieving high levels of good governance elements (Atkins, 2008; Masud, 2013). On the one hand, despite having some general thoughts on relying on bureaucracy in the government sectors, some researchers found that improvement in organizations depends first and foremost on leadership type and behaviour (Islam, 2010). On the other hand, scholars found that transformational leadership is at least as common and useful in the public sector (Dumdum, Lowe, & Avolio, 2002; Wright & Pandey, 2009). There is a growing emphasis on the practice of transformational leadership as a way to understand how leaders play a significant role in building organizations, and influencing the elements of good governance (Masud, 2013; Mohamad et al., 2014).

The extent to which a leader is transformational, is measured first, in terms of his influence on the followers. The followers of such a leader feel trust, admiration, loyalty and respect for the leader and because of the qualities of the transformational leader are willing to work harder than originally expected. These outcomes occur because the transformational leader offers followers something more than just working for self-gain; they provide followers with an inspiring mission and vision and give them an identity. The leader transforms and motivates followers through his or her idealized influence (earlier referred to as charisma), intellectual stimulation and individual consideration. In addition, this leader encourages followers to come up with new and unique ways to challenge the status quo and to alter the environment to support being successful. A period of long research into the correlation between physical and psychological inputs and their commensurate outputs has revealed a number of meta-analyses showing positively predictions of wide variety of performance outcomes related to transformational leadership (Bass, 2008).

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play a significant role in building organizations, and influencing the elements of good governance (Masud, 2013; Mohamad et al., 2014). A full range of leadership here introduces the four elements of transformational leadership.

Van der Voet (2014) identified in transformational leadership a fundamental variable to face the processes of change with the aim of motivating and stimulating employees in working activities within the organizations. Karp and Helgø (2008) suggested that public managers act as effective leaders in changing contexts when they influence the patterns of human interactions, paying attention to people, identity and relationships. Because of the unpredictability of the organizational and administrative environment, many times the reasons for change are not clear also for managers, who are likely to experience a feeling of uncertainty and instability, with relevant consequences on their work.

Literature has shown that public organizational change can have negative consequences for countries' economy (Haider et al., 2011; Okafor, 2017), financial development (Roe and Siegel, 2011) or inflation (Aisen and Veiga, 2006), often focusing on quantitative and macroeconomic variables (see an example in Bernal-Verdugo et al., 2013). Most contributions on the subject have been also based on antecedents (Kuipers et al., 2014) and only some isolated studies have analyzed these effects on individuals' behavior in public administrations. For example, Jung and Ritz (2014) have dealt with the effects of public reforms and goal ambiguity on affective organizational commitment in public administrations, Paul Battaglio and Condrey (2009) analyzed employment at will systems and managerial trust, Teo et al. (2016) studied how, in context of change, public service motivation positively influences job satisfaction, while Walker and Boyne (2006) provided an empirical test of the impact of a public management reform program on organizational performance. Despite these contributions, public administration literature needs further research seeking to create public value in changing circumstances (Bryson et al., 2014); more specifically, in examining the changes induced by public reforms and the impact on organizational behaviors, so far scholars mainly focused on public employees without investigating public management or other apical positions (see an example in Jones et al., 2008 or Pick and Teo, 2017). Literature has, therefore, neglected the effects of policy and organizational changes on public management behaviors (Arellano-Gault et al., 2013) despite the key role of public management in exercising leadership and in planning strategic activities. This study aims to study transformational leadership on implementation of Human Resource Management policies inCounty Government of Kakamega.

Authors studied the effects of transformational leadership on public service motivation. Moynihan et al. (2009) hypothesized the presence of a direct and positive relationship between this kind of leadership and public service motivation, so, in a context of change, public managers can focus on this lever to obtain results linked to the value of the public mission; Park and Rainey (2008) have shown that transformational leadership and public service motivation have a strong positive correlation with job satisfaction, performance and quality of work and a negative correlation with turnover intention; finally, Paarlberg and Lavigna (2010), based on a review of the literature, proposed a new framework that links transformative leadership, person–organization fit, socialization, work environment, goal-setting theory and self-determination theory with public service motivation (Valotti et al., 2010).

1.5.2 Transformational Leadership Theory

The study was underpinned by Burn's transformational leadership theory (1978) and Bass transformational leadership theory (1985). According to Barnett, McCormick and Conners (2001), transformational leadership was initially introduced by Burns (1978) while distinguishing between ordinary (transactional) leaders, who exchanged tangible rewards for work and loyalty of followers; and extraordinary leaders (transformational) leaders who engaged with followers, focused on higher order intrinsic needs and raised consciousness about significance of specific outcomes and new ways in which those outcomes might be achieved. As earlier observed, Burns (1978) proclaimed that transformational leadership can be seen when leaders and followers make each other to advance to a higher level of morale and motivation. Through the strength of their vision and personality, such leaders are able to inspire followers to change their expectations, perceptions and motivation to work, leading to achievement of organizational goals. The idea of transformational leadership was developed further by Bass (1985), who disputed Burns' conceptional and transformational leadership as opposites on a continuum. He suggested instead that the two, are separate concepts and that good leaders demonstrate characteristics of both (Judges & Piccolo, 2004). Bass expanded upon Burns original ideas and developed what is today referred to as Bass Transformational leadership theory. According to him, Transformational Leadership can be defined based on the impact such leaders will have on followers.

As well, Bass (1985) averred that transformational leaders garner trust, respect and admiration from their followers. They help their followers, under certain conditions employees, to rise above their own self-interests and give extra effort in order to achieve the organization's mission. Further, Conger & Kamungo, (1998) and in like manner Bass, (1985) stated that such leaders are able to elicit this extra-ordinary performance on followers through behaviour that motivate exceptional performance, leading to organizational performance. Both Burns (1978) and Bass (1985) theories explained the interaction between employees and management, especially how

the relationship is managed in ways that ultimately leads to employees going beyond their self-interest in support of organizational goals. Moreover, Fullan (2004) purports that nonlinearity of thought is a postulate of transformational leaders who's ability to motivate fellow employees motivates them to strive for greater achievements (Leithwood, 2009).

1.5.3 Idealized Influence
A leader engages in promoting an employee to generate trust and follow the leader. Idealized influence leadership refers to leader actions that make group values and goals salient, transformational leaders behave in ways that result in there being role models for their followers. These leaders are admired, respected and trusted. Followers identify with leaders and want to emulate them. Saboe, Taing, Way and Johnson (2015) noted that such leaders promote cooperation and team work by instilling in followers a desire to work towards common goals. Similarly, the leader does this by articulating a group vision. (Conger & Kamungo, 1998) and likewise fostering acceptance of the group goals (Podsakoff, MacKenzie & Bommer, 1996). Emphasizing group goals is essential as it elevates employee values and goals from self-interest to social interest and hence cultivates group cohesion.

Moreover, Bono and Judge (2004) stated that such leaders demonstrate high ethical norms and becomes a role model for the employees. Idealized influence and inspirational motivation are together called Charisma. According to Wekwete (2007), charismatic leaders have a positive influence on their followers and can change the self- focus of employees from negative influence to a positive focus. Further, House (1995) opined that the subordinates become more involved with the vision of the leader and are willing to make more sacrifices for that vision, leading to commitment to their organizations and achievement of organizational goals.

1.6 Research Design and Methodology
The methodology employed in the study is described below;

1.6.1 Research Design
Further, Bryman and Bell (2007) aver that research design is the blue print for collection, measurement, analysis of data and a plan to obtain answers to research questions. Similarly, research design is a plan or framework for data collection and its analysis which reveals the type of research (Cooper & Schindler, 2006). Essentially therefore, research design is a plan of how the research was carried out. A Descriptive research design and sample survey method involving use of questionnaire as the primary data collection instrument was adopted.

The study focused on Kakamega county government because it was a pace setter among the 47 county governments in Kenya. That was exhibited by the higher rate of development, minimum complaints from the public about service delivery and peaceful county government operation systems. It was against that exemplary performance that His Excellency, Mr. Wycliffe Oparanya was elected chairman of the council of governors in the republic of Kenya so as to share his transformational leadership experiences with other governors.

Population of the study comprised of all the 6,328 employees of Kakamega County government in the following categories; 13 county executive committee members, 90 members of county assembly, 12 sub county administrators, 18 county chief officers, 35 county directors, 89 county assembly staff and 6,071 county executive staff.

The target population was stratified into various categories to enable collection of data. The categories of officers from Kakamega County government involved in the study included: county executive committee members, members of county assembly, sub county administrators, county chief officers, directors, county assembly staff and county executive staff. Simple random sampling procedure where every officer had equal chance of representation was used in each stratum of the study to get respondents.

A sample size of 20% to 25% is representative enough of the target population and that findings obtained from such a sample can be generalized to the population of the study (Kothari & Garg, 2014). The study sampled 154 respondents from the study population.

This study relied on questionnaires in the collection of data. The questionnaire was prepared by the researcher under guidance of university supervisors.

1.7 Study Findings
Table 1: Test for Normality in data distribution for the study

	Shapiro-Wilk		
Variables	**Statistic**	**Df**	**Sig.**
Idealized influence	.869	45	.001

    a.   Test statistic is normal
    b.   Test statistic is uniform
   N =154 listwise

The test resulted in significant results, indicating that the data for this study was normally and uniformly distributed. This is shown by coefficient above 0.5 with p values less than 0.05. Such normal and uniform

distribution made it safe for the researcher to use statistical procedures that assume normality and uniformity in data distribution such as regression analysis and Correlation.

1.7.1 Demographic Characteristics of Respondents.

The study was interested with the demographic of the respondents that constituted the targeted sample within the employment ranks in the county government. The county government's organizational layout presents the characteristics of the corporations that participated in the study. In the study, the following factors were considered relevant when choosing from demographics that explained the population under study; the factors were studied considering their frequencies and percentages, they include the following;

Table 2. Frequency distribution for gender of respondents

Category	Frequency	Percent
Male	100	64.9
Female	54	35.1
Total	154	100.0

Findings indicated that majority among respondents in the study were employees of the masculine gender represented by 64.1% (100) and their female compatriots were 35.1% (54) in number. These findings coincide with various researchers whose studies on the differences in group-processes due to gender. Women are characterized as being relatively submissive and passive and they possess "feminine traits," e.g., they are kind and selfless whereas men are aggressive and independent (Feather, 1984). Women place less emphasis on competitive success and more on doing tasks well and promoting harmonious relationships (Betz, O'Connell, & Shephard, 1989). A meta-analysis conducted by Eagly and Johnson (1990) indicated that the task-oriented leadership behavior by females and males varied according to the extent of gender congeniality. Women were more task-oriented as compared to men in roles that were gender congenial for females. Therefore, where leadership is defined in feminine terms, women are more likely to adopt a task-oriented leadership style as compared to men. Women are very similar to men in their leadership styles, but are often higher in the supporting role (Gregory, 1990). Eagly and Karau (1991) claimed that in small groups, men focused somewhat more than women did on the strictly task-oriented aspects of group process, and women focused somewhat more than men on the interpersonally oriented aspects. Eagly and Johnson (1990) analyzed 162 studies and showed that when formal leadership positions were not being held, women used a more participative and inclusive style of leadership and men were more likely to use a directive, controlling style.

Also, the study was interested in their age brackets that also related to their experiences working within such organization and the following were the findings;-

Table 3. Frequency distribution of respondents' age bracket

Category	Frequency	Percent
18 - 25 years	6	3.9
26 - 35 years	6	3.9
36 - 43 years	72	46.8
44 - 55 years	70	3.9
Total	154	100.0

Findings revealed a majority among respondents being employees whose ages fall between 36 – 43 years that were represented with 72 (46.8%) followed by those within 45 – 55 years that were represented by 70 (45.5%) and a joint 6 (3.9%) that aged between 18 – 25 years and 26 – 35 years. According to Netha (2011), HR managers focus on bridging the gap between present and future requirements of the company through succession planning initiative organized by the company, which result in younger age group contributes to higher level of companies' performance than the middle or older age group of respondent within the organization. Mutation helps to understand policy implications. It may also be treated as an aspect of experience hence the significance of considering age of respondents. A majority of employees were between 36 – 43 years owing to the fact that the administration of county government inherited staff from municipal council. Age was considered an important element of the study because it is one of the factors that influence an employee's access to leadership position at a place of work and through this influence implementation of Human Resource Management policies can be understood. The respondents' level of education was the third item which the study thought is a factor within demographics that can give a direction in correlation to job experience, and also understanding of Human Resource Management policies and practices. Respondents were quizzed to state their educational attainment and the results were as follows;-

Table 4. Frequency distribution for respondents level of education

Category	Frequency	Percent
Diploma	30	19.9
Bachelor's degree	72	46.8
Master (post graduate)	43	27.9
Doctor of Philosophy	9	5.8
Total	154	100.0

Results from table 4 revealed a majority of employees within the County Government of Kakamega being bachelor's degree holder in different fields as presented with 72 (46.8%) followed by Master degree holders that had 43 (27.9%), diploma holders with 30 (19.9%) and lastly Ph.D. holders with 9 (5.8%). There has never been a consensus reached among researchers on the specific individual factors that influence human resource policies implementation success (Rivkin et al., 2005). Some studies found that employees' experience and educational qualifications significantly influenced implementation of HR policies within organizations (Njeru and Orodho, 2003; Asikhia, 2010; Yala and Wanjohi, 2011; Olaleye, 2011). Moreover, a study done by Adaramola and Obomanu (2011) in Nigeria found that lack of qualified workers led to consistent poor performance of public service in government institutions. Further, the study lastly asked the respondents to state their working positions as tagged with their responsibilities and the results were as follows in table 5;

Table 5. Frequency distribution for respondents position held in County Government of Kakamega

Category	Frequency	Percentage
County Executive Committee Member	4	2.60
Member of County Assembly	23	12.34
Sub-County Administrator	3	1.95
County Chief Officer	5	3.25
Directors	9	4.55
County Assembly Staff	23	12.34
County Executive Staff	98	62.99
Total	**154**	**100**

Result from table 5 indicate that from the responses acquired by the study, 62.9% of the population were County executive staff, followed by a joint 12.34% that were Members of the County Assembly and County Assembly staff respectively, 4.6% that were Directors, 3.25% that were Chief officers, 2.60% County Executive committee members and lastly 1.9% sub-county directors, all being employees within the county government ranks.

1.7.2 Idealized influence and implementation of Human Resource Management policies

The objective of the study sought to establish the influence of idealized influence on implementation of Human Resource Management policies by Kakamega County Government, Kenya. Data on idealized influence and data on implementation of Human Resource Management policies were subjected to descriptive and inferential statistics and findings presented below.

Within idealized influence, respondents in the study were asked to point out their opinions as to whether their supervisors;- instilled pride in employees for being associated with them; the supervisor goes beyond self-interest for the good of the group; supervisor displayed a sense of power; supervisor makes personal sacrifices for the employees benefits; supervisor talks about Kakamega county government's most important values and beliefs; supervisor emphasizes collective mission of employees and whether the supervisor encourages teamwork at their places of work. Results obtained when means and standard deviation were performed were ranked from the most influencing factor to the least and are as shown in table 6 that follow;-

Table 6: Idealized Influence descriptive analysis

Indicator	N	Mean	Std. Deviation
Respondents' opinion on supervisors instilling pride in them	153	3.43	0.901
Respondents' opinion on supervisor displaying a sense of power	154	3.12	1.149
Respondents' opinion on supervisor making personal sacrifices for their benefits	154	3.1	1.159
Respondents' opinion on supervisors encouraging teamwork at work places	154	3.1	1.165
Respondents' opinion on supervisor encouraging values of the county government	154	3.08	1.166
Respondents' opinion on supervisors emphasizing on collective mission of employees	154	3.08	1.154
Respondents' opinion on supervisor going beyond self-interests for the team	154	3.06	1.145

In the seven questions, results derived in their means scores ranked supervisor instilling pride in employees (M=3.43); supervisor displaying a sense of power (M=3.12); supervisor making personal sacrifices for their benefits (M=3.1); supervisor encouraging teamwork at work places (M=3.1); supervisor encouraging values of the county government (M=3.08); supervisor emphasizing on collective mission for employees (M=3.08) and lastly supervisor going beyond self-interests for them (M=3.06) in their order of influence. Supervisors instilling pride in employees ranked first while supervisors going beyond self-interests for employees ranked last.

Correlation Analysis between idealized influence and implementation of human Resource policies was performed and results presented in table 7.

Table 7: Correlation Results for idealized influence and implementation of Human Resource Management policies

		Idealized Influence	Implementation of HR policies
Idealized Influence	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	154	
Implementation of HR policies	Pearson Correlation	.609*	1
	Sig. (2-tailed)	.000	
	N	154	154

* Correlation is significant at the 0.05 level (2-tailed).

A correlation coefficient statistic that describes the degree of linear association between idealized influence and implementation of Human Resource Management policies at the County Government of Kakamega was performed and study findings reveal a statistically significant and positive relationship between idealized influence and implementation of Human Resource Management policies at the County Government of Kakamega (r= 0.609;P<0.05). This implies that increased application of idealized influence results in improved implementation of Human Resource Management policies at the county government of Kakamega. Finding from this study are consistent with findings from previous empirical studies on the association between idealized influence and implementation of Human Resource policies. A study by Saboe, Taing, Way and Johnson (2015) revealed that a leader engages in promoting an employee to generate trust and follow the leader. These leaders are admired, respected and trusted. Followers identify with leaders and want to emulate them. They further noted that such leaders promote cooperation and team work by instilling in followers a desire to work towards common goals. Similarly, a study by Conger and Kamungo (1998) revealed that leader achieve idealized influence by articulating a group vision and through fostering acceptance of the group goals. Further still, Podsakoff, MacKenzie and Bommer (1996) Emphasized group goals as being essential in elevating employee values and goals from self-interest to social interest and hence cultivates group cohesion. All these findings allude to an environment that nurtures and fosters acceptance and implementation of Human Resource Management policies.

Regression analysis was performed to determine the direction and extent of influence of idealized influence on implementation of Human Resource Management policies.

Table 8: Model Summary for idealized influence and implementation of Human Resource Policies

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.298a	.194	0.189	.91077	1.802

a. Predictors: (Constant), Idealized influence
b. Dependent Variable: Implementation of HR Policies

The study determined whether there was autocorrelation through calculation of Durbin – Watson statistic. The statistic has to lie between 1.5 – 2.5 (Garson, 2012). Durbin –Watson coefficient of 1.802 was realised and since it was between 1.5 and 2.5, there was hence no autocorrelation in the data residual. Thus, linear regression model was appropriate for this study. Ogundipe, Idowu and Ogundipe (2012) in their research used Durbin – Watson test to determine whether there was autocorrelation in their data residuals. This justified the use of the regression model in their study.

Regression analysis was conducted to determine the amount of variation in human resource policy implementation when idealized influence was applied at the county government of Kakamega. The coefficient of determination (R^2) was 0.194 implying that idealized influence accounted for 19.4% of the variance in Human Resource Management policy implementation at the county government of Kakamega.

The ANOVA for influence of idealized influence was computed to determine how well the model of the study was fitted to predict implementation of Human Resource Management policies at the county government of Kakamega and findings presented in table 9:

Table 9: ANOVA Results for Idealized Influence and Implementation of Human Resource Management Policies

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.922	1	1.922	14.842	.001[b]
	Residual	19.688	152	.130		
	Total	21.610	153			

A one way analysis of variance (ANOVA) that provided information about levels of variability within the regression model and which formed a basis for tests of significance was used. ANOVA for the linear model presented in Table 9 above for influence of idealized influence on implementation of Human Resource Management polices at the county government of Kakamega revealed an F - value = 14.842 which is statistically significant with P value = 0.001 meaning that the overall model was significant in the prediction of implementation of Human Resource Management policies at the county government of Kakamega. The study therefore shows that the application of idealized influence significantly influences implementation of Human Resource Management policies at the county government of Kakamega.

Table 10: Regression Coefficients for Idealized influence and Implementation of Human Resource Management Policies

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.489	.093		5.234	.000
	Idealized influence	.109	.028	.298	3.853	.015

a. Predictors: (Constant), Idealized influence
b. Dependent Variable: Implementation of Human Resource Management Policies

Results presented in the table show that the unstandardized regression coefficient (β) value of implementation of Human Resource Management policies in Kakamega County is 0.109 with a t-value of 3.853 and significance level of p=0.015. This indicated that holding all others constant, a unit change in the application of idealized influence resulted in 0.109 unit changes in implementation of Human Resource Management polices at the county government of Kakamega. The regression equation to estimate the influence of idealized influence on implementation of Human Resource Management policies at the county government of Kakamega can hence be stated as:

Y = 0.489 + 0.109 + ε , where y is implementation of Human Resource Management policies, 0.480 is the constant, 0.109 is the coefficient of determination and ε is the stochastic error term

The following null hypothesis was formulated for the study;

H$_0$1: Idealized influence does not have a statistically significant influence on implementation of Human Resource Management policies by County Government of Kakamega. Since study findings revealed that idealized influence had a statistically significant influence on implementation of Human Resource Management policies by County Government of Kakamega at the level of significance of 0.05, the null hypothesis is hereby rejected and its alternative adopted.

1.8 Conclusion

In light of the study findings, the following conclusion is made;

The objective of the study sought to establish the influence of idealized influence on implementation of Human Resource Management policies by Kakamega County Government, Kenya. Correlation Analysis between idealized influence and implementation of human Resource policies was performed findings revealed a statistically significant and positive relationship between idealized influence and implementation of Human Resource Management policies at the County Government of Kakamega. This was supported by regression analysis results that depicted idealized influence as influencing implementation of Human Resource Management policies. Based on the findings with regard to the study objective, a conclusion is made that idealized influence has a statistically significant influence on implementation of Human Resource Management policies at Kakamega county government.

1.9 Recommendation

The study found that idealized influence has a positive statistical significance on implementation of Human Resource Management policies by County Government of Kakamega. The study recommends that County Government of Kakamega should put in place deliberate structures and policies that support and institutionalize actualization of practices that will promote an environment where idealized influence can be realized.

County Government of Kakamega should review existing policies that relate to idealized influence with a view of ensuring role modeling among employees, ethical approaches to job related issues, trustworthiness and

team play in administrative structures.

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