INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON IMPLEMENTATION OF HUMAN RESOURCE MANAGEMENT POLICIES BY KAKAMEGA COUNTY GOVERNMENT, KENYA

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A Thesis Submitted to the Institute of Postgraduate Studies of Kabarak University in Partial Fulfilment of the Requirements for the Award of Doctor of Philosophy in Business Administration (Human Resource Management)

KABARAK UNIVERSITY

NOVEMBER, 2021

DECLARATION

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This research thesis entitled "**Influence of Transformational Leadership on Implementation of Human Resource Management Policies by Kakamega County Government, Kenya**" and written by **Bonface Okoth Okoth** is presented to the Institute of Postgraduate Studies of Kabarak University. We have reviewed the research thesis and recommend it be accepted in fulfilment of the requirements for award of Doctor of Philosophy in Business Administration (Human Resource Management).

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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 influence of transformational leadership on implementation of Human Resource Management policies by County Government of Kakamega. Five study objectives included; to establish the influence of idealized influence on implementation of Human Resource Management policies; to establish the influence of inspirational motivation on implementation of Human Resource Management policies; to establish the influence of intellectual stimulation on implementation of Human Resource Management policies; to establish the influence of individualized consideration on implementation of Human Resource Management policies; and to establish the moderating influence of political leadership on implementation of Human Resource Management policies by County Government of Kakamega. A descriptive research design and quantitative method involving use of questionnaire as the primary data collection instrument was adopted. The study population comprised all the 6,328 County Government of Kakamega permanent employees. Both stratified sampling and simple random sampling techniques were applied to get a sample size of 165 respondents. A pilot study was conducted in Bungoma County where the study checked for internal consistency and reliability of the instrument for data collection. Cronbach's coefficient alpha of 0.967 was obtained for internal reliability. Ethics governing research were accorded utmost consideration. A 93.3% 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 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, inspirational motivation, intellectual stimulation and individualized consideration when correlated with implementation of Human Resource Management Policies. The study however revealed a significant negative relationship between political leadership by Kakamega County Government and Implementation of Human Resource Management Policies. Partial Correlation in first order and zero order controlling for political leadership by Kakamega County government revealed that political leadership had a significant negative influence on the relationship between transformational leadership and implementation of Human Resource Management Policies. Study findings were in agreement with empirical evidence from previous studies on how idealized influence, inspirational motivation, intellectual stimulation and individualized consideration influenced implementation of Human Resource Management Policies, particularly in public organizations. Based on the study findings, it was concluded that transformational leadership had a significant positive influence on implementation of Human Resource Management policies by Kakamega County Government. The study therefore stretches the frontiers of knowledge on the nexus between transformational leadership and implementation of Human Resource Management policies and recommends enhancement of reward policy, strengthening of training and development policy and formulation of moderative discipline policy in Kenya.

Key words: *Transformational Leadership, Implementation, Human Resource Management Policies*

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ABBREVIATIONS AND ACRONYMS

CAS County Assembly Staff

CCO County Chief Officer

CECM County Executive Committee Member

CES County Executive Staff

HRM Human Resource Management

ID   Individualized Consideration

II   Idealized Influence

IM   Inspirational Motivation

IS   Intellectual Stimulation

KCG Kakamega County Government

MCA Member of County Assembly

MTN Mobile Telephone Network

OCB Organizational Citizenship Behaviour

SCA Sub-County Administrator

SPSS Statistical Package for Social Science

SRC Salaries and Remuneration Commission

TL   Transformational Leadership

VIF Variance Inflation Factor

CONCEPTUAL AND OPERATIONAL DEFINITION OF TERMS

County Government: The term County government as used in this study refers to territorial division exercising administrative, judicial and political functions in Kenya. The constitution of Kenya recognizes 47 counties within its territory, Kakamega County being one of them (Constitution of Kenya, 2010)

Human Resource Management Policies: Human Resource Management policies are continuing guidelines on the approach an organization intends to adopt in managing its employees. They define the philosophies and values of the organization on how employees should be treated (Armstrong, 2006). Human Resource Management policies as used in this study refers to discipline, reward, training and development.

Idealized Influence: Idealized influence refers to leader actions that make group values and goals salient. Result in there being role models for their employees (Bono & Judge, 2004). For this study idealized influence leadership attributes are role modelling, ethics, trust and team play.

Individualized Consideration: It includes practices by mentors to develop colleagues successfully to higher levels of potential by recognizing a supportive climate and practicing and monitoring whether subordinates need further support (Bass & Riggio, 2015). For this study, individualized consideration leadership attributes are, Individual needs, Mentorship, Coaching and Teaching.

Inspirational Motivation: Inspirational motivation is the degree to which the leader articulates a vision that is appealing and inspiring to employees (Kelly, 2003). For this study inspirational motivation leadership attributes are motivation, vision, optimism and confidence.

Intellectual Stimulation: Intellectual stimulation refers to a leader who encourages innovation and creativity as well as critical thinking and problem solving among employees (Bono & Judge, 2004). For this study intellectual stimulation leadership attributes are creativity, empowerment, independence and awareness

Transformational Leadership: Transformational leadership is the leadership that focuses on the enhancement of employees' involvement with goals of the organization leading to implementation of Human Resource Management policies (Stone, Russell & Patterson, 2004). Transformational leadership as used in this study refers to idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.

CHAPTER ONE

INTRODUCTION

This chapter covers the background of the study, statement of the problem, justification for the study, objectives of the study, research hypotheses, scope of the study, limitation and delimitations of the study and assumptions of the study.

1.1. Background of the Study

As a concept, leadership has been modeled both empirically and theoretically over the past decades (Jacobsen, 2016). (Barnett, 2001) viewed transformational leadership as being facilitative of change as it has been seen to influence implementation of Human Resource Management Policies. 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 New Public Management (Bouckaert, 2011)and privatization (Marino, 2005), but often without success (Layne, 2011).

The United Nations Development Programme (2003) highlighted that "for the public sector organizations to survive and succeed in today's unstable ever-changing environment they need to address leadership". Public service needs people who whilst operating within the framework of the rule of law, can apply transformational leadership skills when tackling extra-ordinary difficult challenges related to implementation of human resource management policies. In 2013, Rosenbaum established that worldwide, the governance trend is towards decentralization while according to Clegg 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.

The Italian context is characterized by the continuous change of leadership at the political summit (Mele & Ongaro, 2014). Transformational public leaders are constantly required to interface with new people which, from time to time, set different objectives and working methods. These sudden and constant changes could, therefore, demotivate employees in the performance of their activities hence negatively affecting implementation of Human Resource Management Policies.

In India, a literature review of scholarly articles on leadership in Indian organizations shows that some recent leadership research has focused on testing universal charismatic and transformational leadership theories (Giri & Santra, 2010). Studies conducted by Singh and Bhandarker (2011) used mixed research methodology and explored the construct of transformational leadership as "Change Maestros" in the Indian context. Singh and Bhandarker (2011) have posited basic competencies such as contextual sensitivity, compelling vision, and purpose, winning streak, people connect and engagement, meaning-making, contribution focus, speed, creativity in implementing Human Resource Management Policies.

Over the last two decades, decentralization has advanced considerably in Africa (Amusa & Mabugu, 2016). The concept is visible across all commonwealth and African nations. In Ethiopia, her Dire Dawa city administration has been implementing different reform policies such as Business Process Re-engineering (2009), Balanced Score Card (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 to create a committed workforce.

In Kenya, transformational leadership has a great influence on implementation of Human Resource Management Policies, and successful change management practices are crucial

to organizational survival in the present highly competitive and continuously evolving business environments (Rune, 2005). Transformational leaders are known to reduce the effects of uncertainty and change and positively affect a wide range of individual and organizational outcomes in a variety of contexts, including business, the public sector, and education (Mokgolo & Bernard, 2012).

Devolution was 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. Kakamega County had the highest number of sub-counties and wards in the devolved governance system of Kenya. Additionally, it was the second-largest in terms of population (G.O.K Census, 2019). Translation of Human Resource Management policies into development goals and service delivery had not been fully achieved. Therefore, the topical area being investigated was unique and had a knowledge gap.

1.2. Statement of the Problem

Past studies have been predominantly on overall transformational leadership rather than its dimensions. Most studies concentrated on the availability of human resource management policies and not their implementation. A study in Nigeria investigated the influence of individualized consideration leadership and disregarded other dimensions of transformational leadership. Implementation of human resource management policies by County governments in Kenya is an issue. Despite the county public service HR manual requirements, implementation of human resource management policies by Kakamega County Government has not been properly achieved.

The limited nature of research in this area and lack of empirical evidence on the link between transformational leadership and implementation of Human Resource

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Management policies created a gap and necessitated further investigation. By the time of this study, only 30% of implementation of Human Resource Management Policies had been attained. Therefore, this study aimed to deepen the knowledge on the subject by identifying how transformational leadership influences the implementation of Human Resource Management policies. In particular, the current study sought to examine idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration on the implementation of Human Resource Management policies with political leadership as a moderator by the County Government of Kakamega.

1.3. Justification for the Study

The County Government of Kakamega has the highest number of sub-counties and wards in the devolved governance structure of Kenya. Additionally, it is the second-largest in terms of population (G.O.K. Census, 2019) yet implementation of Human Resource Management policies that translate into service delivery has not been fully achieved. The topical area being investigated has knowledge gaps that need to be filled. Past studies indicate conceptual and contextual gaps in the literature linking transformational leadership and implementation of Human Resource Management policies by Kakamega County government, Kenya. Oluteyo (2016), rated Kakamega County Government as the best in terms of Policy Implementation and Project Completion.

This study examines whether idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are significantly associated with the implementation of Human Resource Management policies. Thereafter, the main contribution of this study is in taking into account the recommendations that will inform policy formulation. Finally, this study aims to contribute to the literature on the County

Government's leadership which needs further research, by focusing on the context of the County Government of Kakamega.

The findings of this study will therefore be of significance to the following groups.

1.3.1. Kakamega County Government and Other Counties in Kenya

Kakamega County Government and other County Governments in Kenya, which took effect with the new constitution dispensation may benefit a lot from the study findings primarily because the study addresses the influence of transformational leadership on the implementation of Human Resource Management policies. County Governments are expected to play a critical role in improving service delivery to the people through the implementation of Human Resource Management policies. This study may inform the County Assemblies and County Executives in Kenya on whether devolution has enhanced service delivery to the people through the implementation of Human Resource Management policies. Members of the County Assemblies in Kenya might use the findings of this research to align or revise the existing County legal frameworks, to promote the implementation of Human Resource Management policies that result in better service delivery as was expected by the constitution.

1.3.2. Western Kenya Region

This research will help the entire region as it seeks to examine the relationship between Transformational Leadership and implementation of Human Resource Management Policies. By demonstrating the Influence of Transformational Leadership on the implementation of Human Resource Management policies by Kakamega County, the findings might shape the future debate on service delivery development in the entire western Kenya region. The findings of this research may also create business and benefit the business community within the region including private practitioners by providing

them with an in-depth understanding of the link between Transformational Leadership and the implementation of Human Resource Management policies in terms of development.

1.3.3. Scholars and Researchers

This study will be of great help to scholars and researchers in the thematic area of transformational leadership and implementation of Human Resource Management Policies and its linkages to the performance of the County government. The research will add to the existing body of knowledge on Transformational Leadership and implementation of Human Resource Management Policies by Kakamega County and beyond. Thus, it will be beneficial to scholars wishing to undertake further studies aimed at improving Transformational Leadership structures in a local and national context. Researchers will be able to refer to the data that will be used in this study and benefit from the findings given that literature is unavailable on Kakamega County relating to Transformational Leadership and implementation of Human Resource Management policies. Additionally, the framework developed in the study may be a useful tool to scholars and researchers wishing to replicate this study in different counties, at the national level, and in other countries. Nevertheless, this study will be of benefit to academicians and future researchers who may be inspired to use it as the basis for further research to fill the identified research gaps on Transformational Leadership and implementation of Human Resource Management policies.

1.3.4. Government of Kenya

The best yardstick to measure government performance is through the implementation of policies that translate into service delivery to the people. The study will inform national government policy on the devolution and service delivery stimulated by transformational

leadership from the Kakamega County government. By illustrating the Influence of Transformational Leadership on the implementation of Human Resource Management policies by the Kakamega County government, policymakers may use the findings of this study to better align or revise the existing legal framework, policies, and guidelines of the devolution process. Additionally, the findings may influence the national government to develop appropriate policies to enhance devolution processes thus propel the country towards achieving vision 2030. Furthermore, the ministry of devolution might use the findings to come up with strategic interventions to be applied in other counties in Kenya. The study will finally come up with policy recommendations, which can be used by the national government to improve the implementation of Human Resource Management policies.

1.4. Objectives of the Study

1.4.1. General Objective of the Study

The purpose of this study was to establish the influence of transformational leadership on the implementation of human resource management policies by Kakamega County Government, Kenya.

1.4.2. Specific Objectives of the Study

This study was guided by the following specific objectives;

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

ii. To investigate the influence of inspirational motivation on implementation of Human Resource Management policies by Kakamega County Government, Kenya.

iii. To determine the influence of intellectual stimulation on implementation of Human Resource Management policies by Kakamega County Government, Kenya.

iv. To evaluate the influence of individualized consideration on implementation of Human Resource Management policies by Kakamega County Government, Kenya.

v. To examine the moderating influence of political leadership on the relationship between transformational leadership and implementation of Human Resource Management policies by Kakamega County Government, Kenya.

1.5. Research Hypotheses

This study sought to test the following research hypotheses;

H_01: Idealized influence has no statistically significant influence on the implementation of Human Resource Management policies by the County Government of Kakamega.

H_02: Inspirational motivation has no statistically significant influence on the implementation of Human Resource Management policies by the County Government of Kakamega.

H_03: Intellectual stimulation has no statistically significant influence on the implementation of Human Resource Management policies by the County Government of Kakamega.

H_04: Individualized consideration has no statistically significant influence on the implementation of Human Resource Management policies by the County Government of Kakamega.

H$_0$5   Political leadership has no statistically significant moderating influence on the implementation of Human Resource Management policies by the County Government of Kakamega.

1.6. Scope of the Study

This study was limited to the examination of the influence of transformational leadership on the implementation of Human Resource Management policies by the Kakamega County Government. The population of the study comprised of all the 6328 fulltime employees of Kakamega County Government. The study targeted 165 respondents being sample size. The conceptual scope of the study was limited to four transformational leadership independent variables namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Implementation of Human Resource Management policies (Reward, Discipline & Training and Development) was the dependent variable. The contextual scope of this study was limited to Kakamega County in Kenya that was established by the new constitution in 2010. Research data was collected for analysis and interpretation by end of May 2019. The study used a descriptive research design to establish the influence of transformational leadership and implementation of Human Resource Management Policies by the Kakamega County Government.

1.7. Limitations and Delimitations of the Study

The researcher was limited by several challenges; which didn't have a significant interference with the outcome of the study. Descriptive research design used does not identify cause behind a phenomenon and results of this research can change over a period of time. The design is less expensive and less time consuming than quantitative experiment.

Closed-ended questionnaire used limited respondents' opinion and did not cover all possible answers. It was easier and quicker for them to answer hence higher response rate received.

Further, it was not possible to study all Human Resource Management policies. The study was designed to establish an understanding of how transformational leadership influences the implementation of discipline, reward, training and development policies.

1.8. Assumptions of the Study

The study was guided by the following assumptions. Kakamega County Government fulltime employees adhere to employment Act, County Public Service HR Manual and SRC requirements. There is transformational leadership by the Kakamega County government. The respondents gave honest information as per the questionnaire items. Employees of the Kakamega County government have participated in the implementation of Human Resource Management policies in their respective capacities. Idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration have either a negative or positive influence on the implementation of Human Resource Management policies. The selected sample represented the population of the study in all the variables of interest and that the findings can be generalized to the population of the study. Human Resource Management policies in this study have a possibility of generalization. Time and context-free generalization are possible.

<center>**CHAPTER TWO**</center>

<center>**LITERATURE REVIEW**</center>

2.1. Introduction

This chapter presents Theoretical Framework, the Concept of Transformational Leadership, Implementation of Human Resource Management policies, Human Resource Management Policies, Summary of Reviewed Literature, Research Gaps and Conceptual Framework.

2.2. Theoretical Framework

A theory is an explanation of some aspect of a phenomenon. Theories are of practical value because they are used to better understand, predict and control various phenomena (Datche, 2015). The main aspect of the theory is to inform practice. It has been said that there is nothing as practical as a good theory. This study will be based on transformational leadership theories and the new public management theory.

2.2.1. Transformational Leadership Theory

Objectives one, two, three and four were anchored on 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 the 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 advance to a higher level of morale and motivation. Through the

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strength of their vision and personality, such leaders can inspire followers to change their expectations, perceptions, and motivation to work, leading to the 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 a good leader demonstrates 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 leader garner trust, respect, and admiration from their followers. They help their followers, under certain conditions employees, to rise above their self-interests and give extra effort to achieve the organization's mission. Further, Conger & Kamungo, (2014) and in like manner Bass, (1985) stated that such leaders can elicit this extra-ordinary performance on followers through behavior that motivates 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 lead 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 whose ability to motivate fellow employees motivates them to strive for greater achievements (Leithwood, 2009).

Over and above that, Bass (1990) insisted that Transformational Leadership occurs when leaders broaden and elevate the interests of their employees, generate awareness and acceptance of the purposes and mission of the team, and stir employees to look beyond

their self-interest for the good of the team. That Transformational Leadership fosters capacity development and brings higher levels of personal commitment amongst employees to achieve organizational objectives. Transformational leaders display behaviour that can potentially impact the level of engagement of their employees. Furthermore, transformational leaders are active leaders that have four distinguishing characteristics; idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1985; Conger & Kamungo, 2014). Correspondingly, Hay (1995) proclaimed that the four leadership dimensions stated enable leaders to behave as strong role models fostering followers' transformation into more successful and productive individuals. Such leaders devote significant energy to leading their employees and also respect the gifts and abilities of their workers. Bass and Riggio (2006), established that a transformational leader transforms employees' thinking in a manner that they adopt organization vision as if it were theirs. Employees are motivated by the transformational leader to overcome their interests and strive for collective goals.

2.2.2. New Public Management Theory

Objective five borrowed from The New Public Management Theory. The New Public Management Theory was proposed by Hood (2004) who stated that reconfiguring the state along with more cost-efficient (and effective) lines required new public management approaches. He further affirmed that the public sector is opened up to greater private sector influence. Besides, Mongkol (2011) and Hughes (2014) averred that the new public management reforms were aimed at improving the quality of public services, saving public expenditure, increasing efficiency of governmental operations, and most importantly, making policy implementation more effective. Additionally, Barbuto (2005) emphasized that the theory represents a set of ideas, values, and practices aimed at emulating private sector practices in the public sector.

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Andrews (2012) established that large and monopolistic public bureaucracies are inherently inefficient and this was the critical force driving the emergence of the new public management theory. Bourgon (2007) revealed that the three underlying issues that new public management theory attempts to resolve are: citizen-centered services, value for tax payer's money, and a responsive public service workforce. He further observed that the theory takes its intellectual foundation from markets, productivity, and managerialism; focuses on management approaches to achieve productivity gains. As well, the theory was supported by Zungura, (2014) who justified that the dominant theme of new public management is the use of market techniques to improve performance in the public sector. Eminently, the broad idea of new public management theory is the use of market mechanisms in the public sector to make managers and providers more responsive and accountable (Hughes, 2014; Mongkol, 2011).

This study will draw from the theory of new public management in understanding the influence of Transformational Leadership on the implementation of Human Resource Management policies by the Kakamega County government. The theory is important in understanding effective policy implementation which results in service delivery. The objective of establishing County governments and Kakamega County, in particular, is to ensure efficient service delivery. In this regard, the Kakamega County government is an important target for new public management reforms in improving policy implementation that translates into quality service delivery and increased efficiency of governmental operations.

2.3. Empirical Literature Review

Transformational leadership (TL) is described by Bass (1998), as a leadership approach that causes a change in individuals and social systems. In its ideal form, it creates valuable and positive change in followers with the end goal of developing followers into

leaders. Burns (1978), adds that it is a process whereby an individual engages with others and creates a connection that raises the level of information and morality in both leader and follower. Burns (1978), further argued that Transformational Leadership creates a significant change in the life of people and organizations. It redesigns the perceptions and aspirations of employees. It is not based on a "give and take" relationship, but on leaders' personality, traits, and ability to make a change through example, articulation of an emerging vision, and challenging goals.

Creating a high-performance workforce has become increasingly important in governments today. To do so, leaders must be able to inspire employees to go beyond their task requirements. As a result, new concepts of leadership have emerged, Transformational Leadership being one of them (Barnett, McCormick, & Conners, 2001). Transformational leadership is seen as the required leadership in that, such leaders transform the norms and values of employees, whereby the leader motivates the workers to perform beyond their expectations (Odumeru & Ogbonna, 2013). Here the leader focuses on the enhancement of followers' involvement with the goals of the organization leading to employee engagement first to their jobs and then to their organizations in the long run (Bass, 1998). Transformational leaders evaluate people from low levels of need, focused on survival (as expressed by Maslow's hierarchy of needs theory), to higher levels (Kelly, 2003). Feinberg, Ostroff, and Burke (2005) further opined that these leaders may also motivate followers to transcend their interests for some other collective purpose and typically help followers satisfy as many other individual human needs as possible by appealing notably to higher-order needs such as love, learn and to leave a legacy.

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Likewise, according to Barbuto (2005), this style of leadership is said to engender trust, admiration, loyalty, and respect amongst their followers. According to Chekwa (2001), Transformational Leadership is based on the self-reflective exchange of values and beliefs by the leader and their followers, such that leaders and followers raise one another's achievements to levels that might otherwise have been impossible on one's own. Furthermore, Bass (2008) indicated that transformational leadership requires that leaders engage with followers as "a whole" person rather than simply targeting certain employee aspects to emphasize the actualization of followers. Elsewhere, Bass and Avolio (2002) asserted that Transformational Leadership can be observed and measured at all organization levels although it is more likely to occur at the higher levels of management. According to Vera and Crossan (2004), transformational leaders help subordinates to unlearn past routines, develop creative solutions to ambiguous problems and respond appropriately to the new environment.

Transformational leaders, who are leaders who should push public employees to work in a context of change and exploit this change as an added value, have few motivational incentives on which to leverage: for example, in Italy, leaders cannot use economic or career incentives, but they must still do to motivate employees (Tahir, 2015). This can represent a theoretical and practical implication for those who are in charge of governing public structures; from a theoretical point of view, it would be important to consider new methods to increase public service motivation and thus make public administrations more efficient; from a practical point of view, it would be useful to implement concrete actions to address the inefficiencies of the public sector due to the strong discontinuity of the political system. An idea would be to find different tools than the spoils system to protect the work of employees and public managers in times of change, ensuring continuity of activities that go beyond the continuity of governments.

Leadership in public administration has been a topic of research and discussion over a good period (Boin, Ekengren and M. Rhinard, 2013). It also represents a subject matter so emblematic of the inefficiency of the public sector management (Campus & Pasquino, 2006). Its cyclic nature as with reforms in the Europe and US has overtime been inspired by the New Public Management doctrine (Lane, 2000), which 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, Higgs, Kickert, Larstummers, Grandia & Van der Voet, 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, Abdullah, Sazali and Muhammad (2019) 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. Public-sector leaders present an essential role towards achieving high levels of good governance elements (Birasnav, 2014). 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 (Masood, 2013; Trmal, Bustamam, & Mohamed, Z. A., 2015).

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 success. A period of long research into the correlation between physical and psychological inputs and their commensurate outputs has revealed several meta-analyses showing positive predictions of a wide variety of performance outcomes related to transformational leadership (Bass, 2008).

One of the main factors that influence good governance is the role of leadership. Leaders motivate individuals to achieve their targeted goals (Northouse, 2015). 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

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Understanding leader behaviors, particularly in the public sector, is a critical and vital issue. Public-sector leaders present an essential role towards achieving high levels of good governance elements (Atkins, 2008;Masood & Afsar, 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 behavior (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 (Masood, 2013; Mohamed et al., 2015). 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 to motivate and stimulate 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 (Riaz & Haider, 2010; Okafor, 2017), financial development

(Roe & Siegel, 2011), or inflation (Akeel & Indra, 2013), often focusing on quantitative and macroeconomic variables (Bernal-Verdugo, 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, Li, Ngin, and Teo (2008) 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., 2017); 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 (Teo et, al. 2008). Literature has, therefore, neglected the effects of policy and organizational changes on public management behaviors (Arellano-Gault, Demortain, Rouillard, & Thoenig, 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 in the County Government of Kakamega.

The authors studied the effects of transformational leadership on public service motivation. Moynihan, Pandi and Wright (2011)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 (Orazi, Turrini, Valotti, 2010).

Transformational leaders try to influence their followers through inspiring their visions, modeling their way, enabling the subordinates to challenge the way and to act, and encouraging the heart. In practicing transformational leadership managers usually meet stressful situations (Bass, 2014; Bennis &Nanus, 2015). Work-related stress remains a significant problem in many countries. For example, in Great Britain, it accounts for around a third of all new cases of work-related ill-health. In total, an estimated 10.5 million working days were lost in Great Britain to work-related stress, depression, and anxiety in the financial year 2005/06 (HSE, 2006). During that period, an estimated 420,000 reported that they were suffering from work-related stress to an extent that they became very ill. There is a general untested expression that stress levels among senior workers in the civil services of many developing/emerging economies are very high. But the fact remains that stress has ill effects on the individual, businesses, productivity and performance levels, and organizational image and reputation. However, in developing countries, the causes of work stress have not been documented properly.

An empirical literature review is a directed search of published works that discuss theory and presents empirical results that are relevant to the topic at hand (Dvir, Eden, Avolio & Shamir 2002). An empirical literature review is a comprehensive survey of previous

studies related to a research question, narrowly tailored, addressing only the inquiry that is directly related to the research question (Feinberg, Ostroff & Burke, 2005). According to Wagana, (2017), through the use of a systematic approach to previous scholarship, empirical literature review allows a researcher to place his or her research into an intellectual and historical context. Fundamentally, empirical literature review helps the researcher declare why their research matters. In this study, the empirical literature review discusses previous studies that are relevant in examining the relationship between transformational leadership and implementation of Human Resource Management policies based on identified variables.

For a long time, the relationship between transformational leadership and implementation of human resource management policies has been analyzed in literature (Bass, Avolio, Jung & Benson, 2003). Meta-analyses show a positive relation between transformational leadership, and implementation of Human Resource Management Policies (Lussier & Achua, 2004). These results hold different organizational contexts and different group success criteria such as group performance (Nielsen, Randall, Yakar & Brenner, 2008), project success in R&D departments, and innovation (Shin & Zhou, 2003).

Meta-analyses and reviews have evidenced the positive effects of transformational leadership on implementation of Human Resource Management Policies (Dumdum, Lowe & Avolio, 2002). According toNorthouse, (2010) transformational leadership accounted for 28.5 percent of the total explained variance in group performance and 22.8 percent of the explained variance in leader effectiveness. Saboe, Taing, Way, and Johnson (2015) conducted a study on the unique mediators that underline the effect of different dimensions of transformation leadership by looking at two dimensions of

idealized influence and individualized consideration on follower and organizational outcomes. The findings indicate that the dimensions of transformational leadership operate through unique channels. Kala (2014) conducted a study on the relationship between leadership styles and employee engagement using 150 employees from diverse sectors in Coimbatore. The study concludes that leadership styles influence employee engagement and have a significant relationship with all the factors in job engagement. Specifically, transformational leadership was found to be significantly related to employee engagement towards implementation of Human Resource Management Policies.

Ghafoor, Qureshi, Khan, and Hijazi (2011) studied transformational leadership, employee engagement, and performance among 270 employees and managers of telecom companies in Pakistan. His findings indicated a significant relationship between transformational leadership, employee engagement practices, and employee performance. The results also supported the mediation of psychological ownership in the relationship of these variables. Haider et, al. (2010) studied the link between supervisors' transformational leadership and staff nurses' extra-role performance as mediated by self-efficacy and work engagement. A direct relationship between transformational leadership and work engagement was found.

Zhang (2010) conducted a study on the relationship between perceived leadership style and employee engagement on implementation of Human Resource Management Policies among 439 sales assistants in Sidney Australia. The results showed that employee engagement on implementation of Human Resource Management Policies is associated with an employees' perception of leadership style in his or her direct supervisor, negatively when classical or transactional leadership styles are perceived and positively

in the case of transformational leadership. Moreover, three employee characteristics moderated the relationship between the perceived leadership style and employee engagement in different ways. In this study, Zhang concludes that leadership styles influence employee engagement on implementation of Human Resource Management policies. Wong, Millissa, and Cheung (2011) found work engagement to be a significant mediator between transformational leadership and implementation of Human Resource Management policies. Adnan and Mubarak (2010) found large significant positive correlations between turnover intentions and job satisfaction. In addition, hierarchical multiple regression revealed 46% of the variability in work engagement was accounted for by registered nurses' satisfaction with their professional status, interaction at work, and their status to quit.

De Rue and Ashford (2010) studied the relationship between the transformational leadership styles of officers and the levels of their followers' work engagement towards implementation of Human Resource Management policies. His findings indicated a significant correlation between transformational leadership of officers and their follower's work engagement on implementation of Human Resource Management Policies. Walumbwa, Lawler, and Avolio (2008) found a positive relationship between transformational leadership and work engagement while implementing Human Resource Management Policies. Schaufeli and Salanova (2007) found a particularly strong relationship between transformational leadership and work engagement while implementing Human Resource Management policies. There was also somewhat a weaker but still significant negative relationship between engagement and turnover intentions. Similarly, Hope (2012) demonstrated that employee engagement is negatively associated with turnover and positively associated with job satisfaction.

Barbuto Jnr., (2005) investigated the relationship between leaders' motivation and the use of charismatic, transactional, and transformational leadership, and the study findings revealed that inspirational motivation, idealized influence, and individualized consideration range r = .10 to .29 for self-reports while rates inspirational motivation, idealized influence, and individualized consideration r = .18 to .19. The role a transformational leader plays in staff retention received considerable attention in both nursing and management literature. Researchers have found significant relationships between transformational leadership, job satisfaction, job performance, and retention (Hope, 2012, Schauffeli & Salanova, 2007).

Markos and Sridevi (2010) in their work, transformative leadership: the key to improving organizational performance found that transformative leadership is a stronger predictor of organizational performance clearly showing the two-way relationship between employer and employee compared to the three earlier constructs of job satisfaction, employee commitment and organizational citizenship behavior (OCB). They found out that engaged employees are emotionally attached to their organizations and highly involved in their job with great enthusiasm for the success of their employer, going the extra mile beyond the employment contractual agreement.

Hughes (2014) determined the importance of transformational leadership in the social sector. He concluded that transformational leadership is an effective strategy to employ in the social sector and is one of the most prevalent common threads amongst high-impact non-profit organizations. In Poland, another study by Ann and Kotarba (2015) was carried out to empirically examine the leadership style, political interest, and rationality of municipal executive bodies in the implementation of public policies. The study found that there exists a significant relationship between leadership style and the

implementation of public policies. Transformational leadership values and competencies have an important role in achieving a health system that fosters community well-being and basic care for all. Newer concepts argue that client satisfaction cannot be achieved without the adoption of transformational leadership behavior and practical application of intellectual stimulation. This leads to new ways of improving the situation and enhancing the productivity of health professionals by its professional competency, innovation, creativity, knowledge, and skills that in turn results in client satisfaction (Avolio, Waldman and Yammarino, 1995). Pradeep and Prabhu (2011) conducted a comparison between selected public and private sector enterprises to explore the relationship between transformational, transactional, and Laissez fair leaderships and employee performance through correlation and regression analysis. The results indicated that transformational leadership style has a significant relationship with performance outcome. Additionally, Crompton (2012) examined the effects of mentorship on small and medium enterprises' performance and growth. Findings establish linkages between mentorship and employees' level of confidence and identified that mentorship as an antecedent to employee level of confidence (self-efficacy), is a non-direct influence of firm performance and growth.

Mpungal (2009) in another study determined the effect of transformational leadership on the performance of workers in organizations with the case study being Mobile Telephone Network (MTN), found out that transformational leadership had a positive contribution to the performance of workers and therefore transformational leader in a company was found to be having a positive impact on the staff to implement human resource management policies. Furthermore, Tahir (2015) investigated various leadership characteristics of transformational and transactional leadership and empirically analyze the effect of each type of leadership on organizational performance. It was established

that transformational leadership has a significant effect on employee performance hence organizational performance on implementation of policies.

In Kenya, Ogola, Sikalieh, and Linge (2017) analyzed the influence of individualized consideration leadership behavior on employee performance in small and medium enterprises. The study concluded that high performance is achieved when the leader recognizes employees' efforts, creates confidence, encourages self-development practices, effective communication as well as mentoring and coaching. Though an understanding of transformational leadership predicted on its outcomes appears to have been achieved, Leithwood and Jantzi (2000) observe that despite over four decades of work in this field the literature in educational leadership, there still exists no single and clear conceptions of the processes that constitute transformational leadership. For instance, McClesky (2014) remarks on the close relationship between charismatic and transformational leadership while pointing out the absence of notions of charisma in some works of transformational leadership.

The dimensions of transformational leadership have been an issue of debate among scholars (Saboe, Taing, Way & Johnson, 2015). According to McDonough and Nayab (2010), transformational leaders have four dimensions as; idealized influence (charisma), inspirational motivation (articulating a vision), intellectual stimulation (challenging assumptions), and individualized consideration (attending to follower needs) while Leithwood and Jantzi, (2000) suggest six. These are set out as building vision and goals; providing intellectual stimulation; offering individualized support; symbolizing professional practices and values; demonstrating high-performance expectations; and developing structures to foster participation in decisions.

While leadership paradigms have progressed over the years, certain aspects of leadership such as aesthetic, ethical, and social justice dimensions have received minimal attention. Moreover, leadership theories also tend to suggest a linear progression towards clarity and greater conceptual clarity while ignoring the detours and obstacles in the historical journey. This further entrenches the complexity and treacherous journey in the search for the true meaning of leadership.

Muralidharan and Pathak (2018) indicates that summaries of leadership theories are ritualistically repeated by author after author giving no new meaning. Also, the traditional theories are always addressed as separate and distinct and not structural-functionalist of which they indeed are. Collectively the theories appear an important contribution to an understanding of the study themes. The establishment of County governments under a devolved system of governance in Kenya is anchored in the 2010 constitution. This new governance system is just over six years. Despite several studies on transformational leadership, there seems to be inadequate literature specific to the influence of transformational leadership on the implementation of Human Resource Management policies in Kenya, and in particular, literature that is local to the Kakamega County government. Most of the literature reviewed showing that transformational leadership influences implementation of Human Resource Management policies is foreign and largely biased towards private sector institutions.

Additionally, the fact that devolution in Kenya is nine years old is a strong contributor to the pronounced lack of local empirical literature that is relevant to the study. There was a relatively small body of work and attempts to systematically establish the influence of transformational leadership on the implementation of Human Resource Management policies in Sub-Saharan Africa. Therefore, the link between transformational leadership and implementation of Human Resource Management policies in the context of Sub-

Saharan Africa is scarcely explored. Fundamentally, the near absence of research in Africa in this area raises a question as to whether transformational leadership influences the implementation of Human Resource Management policies in Kenya and Kakamega County in particular. Moreover, the literature reviewed indicates that there is an imbalance in the attention that has gone into studies on transformational leadership and Human Resource Management policies. Most studies tend to concentrate on the availability of Human Resource Management policies and not their implementation that result in quality service delivery.

Fenwick and Gayle (2008) concluded that despite a hypothesized leadership policy implementation relationship suggested by some researchers, recent findings are inconclusive. There is a need to realize that much is not known about how transformational leadership can be applied effectively to influence the implementation of Human Resource Management policies, thus gaps and unanswered questions remain (Mohamed, Yusuf, Sanni, Ifeyinwa, Bature & Kazeen, 2014). Another study gap is identified by Obiwuru, Okwu, Akpa, and Nwankwere (2011) who investigated the influence of individualized consideration leadership behavior on employee performance of top 100 Small and Medium Enterprise' companies in Nigeria. The study disregarded other dimensions of transformational leadership.

The apparent need to attain the development goals and quality service delivery by the Kakamega County Government requires successful implementation of Human Resource Management Polices guided by good public governance and driven by effective public transformational leadership. The limited nature of research in this area suggests the need to further investigate the influence of transformational leadership on the implementation of Human Resource Management policies. This study, therefore, sought to bridge these gaps by carrying out empirical research on the influence of idealized influence,

inspirational motivation, intellectual stimulation, and individualized consideration on implementation of Human Resource Management policies; thus, legitimizing the need for the study.

2.3.1. Idealized Influence

Idealized behavior is a dimension of transformational leadership which defines the need for change, developing a vision for the future, and mobilizing followers for commitment to achieve results beyond what is expected. In the concept of idealized influence, successful leaders are perceived to be role models who embody values and ethics. The leaders' success aim to lead by example (Jackson, Meyer, and Wang, 2013). Employees perceive that leading by example is an effective strategy that can be utilized by leaders to improve their performance, as they became better equipped to handle the tasks of the job. This idea of leading by example is also supported by expectations laid out in the Human Resource Management Employee Manual.

Idealized behavior refers to how the leaders build confidence and trust in the followers and also acts as a role model to them (Bono and Judge, 2004; Stone, Russel and Patterson, 2003). Idealized behaviour has two main components; namely idealized attributes (also called attributed charisma) and idealized behaviours (Yukl, 2006). These two components of transformational leadership incorporate the ideas of authors such as Weber (1947) and Nadler and Tushman (1990), who contributed to the development of the charismatic leadership theory. However, typical behaviour associated with idealized influence includes instilling pride in those led, going beyond self-interest for the good of the team as a whole, and building respect and displaying a sense of power and confidence (Pounder, 2008). In other words, the leader has certain attributes that the followers admire (Ruggie, 2009). Prabhakar (2012) conducted a study on switch leadership in Pakistan projects.

Idealized influence entails behaviors, which impart pride in subordinates for being linked with the leader and it's regularly connoted or equaled to charisma. It shows that a leader will go the extra mile beyond their personal self-interest for the greater benefit of the team and sacrifice for others. A transformational leader who has idealized attributes shows a sense of power and confidence and is capable of reassuring others that they are able to overcome challenges. They often discuss their most significant values and beliefs and the importance of trusting each other. They stress on an organizational mission and the significance of having a strong sense of purpose. The individuals in the organization frequently imitates the leaders who has idealized influence attributes, perceiving the leader as a charismatic personification of the values and mission of the organization (Hughes, 2014).

In this aspect of transformational leadership, leaders act in manners which lead them to being role models for their team. The leader turns to be liked, respected and believed by his followers who consequently want to imitate him. The followers recognizes the special abilities, persistence and determination in their leader and he is obviously ready to assume risks to attain organizational objectives or personal objective but takes up an ethical and moral conduct while doing that (Gomes, 2014). The word idealized influence refers simply to being influential over ideals. At the extreme level of morality, leaders and their subordinates could commit themselves to the best ideals. To a great extent the most effective trait-driven leadership style is charismatic (Ojokuku, Odetayo & Sajuyigbe, 2012). Transformational leaders ideally need to depict values that followers can learn and internalize and be associated with (Transformational Leadership, 2009). They should bear a vision and show strong commitment to the goals that bring them together as a team. Idealized influence according to Hughes (2014) can be interpreted as charisma which is demonstrated by how confident a leader is and the sense

of power that they exhibit. He further says that such leaders believe in trust and purpose to build it among their followers.

A transformational leader with idealized attributes is characterized by a sense of power and self believe and the ability to reassure others that they can overcome challenges. They only talk about their most important values and beliefs and emphasize the importance of trusting one another as a collective purpose (Hughes, 2014). Ackoff, (1999) argues that a positive vision that can transform individuals, organizations and society in general is attainable through idealized design which is the process in which vision formulators start by assuming that the current system subject to redesign has been ruined instantly while environmental factors are still constant, they then attempt to design a replacement of the current system. A transformational leader who exhibits idealized influence characteristics therefore, is one who can design or spearhead the formulation of an inspiring vision which is to be sought even if it is unattainable, it must however be approachable without limitations. Such a leader must also be able to encourage and facilitate the pursuit of the vision by making the process fun and satisfying and enjoyable regardless of all short-term sacrifices (Ackoff, 1999). One such process is the implementation of Human Resource Management Policies by organizations.

Ideally, when subordinates believe in the leader's goal, the results are much better than expected and during the transformational process, the leader has to consider what the employees treasure and would like to pursue as opposed to what transactional leadership would offer, which is more like a business exchange, the subordinates accomplish what the leader assigns and a reward is given (Rowold, 2010). Basically, idealized influence demonstrate the optimum of moral thought and perspective-taking capacity. Such leaders are ready to sacrifice their own benefit for the gain of their work team, business and or

organization (Conger, 2014). Therefore, this is an empirical study which reflects the importance of transformational leadership on implementation of Human Resource Management Policies success. Additionally, it can be stated that an effective transformational leadership is an important success factor on implementation of policies (Lechler, 2008 Gemuenden & Lechler, 2007). The capabilities of the people involved in resolving conflicts and unforeseen problems are an important key for the success of implementation of Human Resource Management Policies (Pinto, 2008; Pinto, Slevin, 2008; Zielasek, 2009).

Previous studies on implementation of Human Resource Management Policies in organizations and its success were carried out by Murphy, Baker and Fisher in U.S.A. (2004), Pinto and Slevin (2008) in USA, Gemuenden and Lechler (2007) in Germany (2007), and Shenhar, Levy and Dvir (2007) in Israel which dealt effectively with organizational performance. These studies established that in a leadership mix, idealized influence enhances implementation of Human Resource Management Policies geared towards attainment of organizational goals.

2.3.2. Inspirational Motivation

Inspirational Motivation is a dimension in the Transformational Leadership matrix where Transformational leaders that utilize this style attract followers toward the vision of the organization with their effective communicating personality. Yammarino and Dubnisky (1994) observed that inspirational motivation leadership is communicating a vision with fluency and confidence, increasing optimism and enthusiasm, and giving interesting talks that revitalize employees. This statement was echoed by Bass and Riggio (2006) who added transformational leaders get followers involved in envisioning attractive future; they create clearly communicated expectations that followers want to meet and also demonstrate commitment to goals and the shared vision. Inspirational

motivation is about encouragement to raise the consciousness of subordinates about the organization's mission, vision, and committing to the vision is a key theme of this factor so as to enhance performance. Sarros and Santora (2001), described the key indicators of inspirational motivation to be organizational vision, communication, employee encouragement, working with workers, and giving autonomy as the core values of inspirational motivation leadership. Organizations' management must therefore aspire have leadership that clearly articulates and fluently disseminates its vision, encourages its employees and gives greater autonomy to enhance employee commitment, a key ingredient for organizational performance.

Inspirational motivation represents the use of images and symbols that enable the supervisor raise the expectations and beliefs of their follower concerning the mission and vision (Johnson, 2006). In Inspirational motivation (IM), transformational leaders behave in ways that motivate and inspire those around them by providing meaning and challenge to their follower's work. According to Bass and Alivio (2004), as cited in Bolkan *et al.* (2011), in inspirational motivation, team spirit is aroused. Enthusiasm and optimism are displayed; leaders get followers involved in envisioning attractive future states; leaders create clearly communicated expectations that followers want to meet and also demonstrate commitment to goals and the shared vision. By using inspiration, transformational leaders' express confidence in subordinates and their shared vision. Through the content of this vision and behaviour that is consistent with the vision, inspirational motivation leaders energize followers to add extra effort in challenging situations.

In addition, the leaders champion collective action and team synergy (Sosik & Jung, 2010). Inspirational motivation leadership is about encouraging subjects in order to elevate their consciousness of about the organization's mission, vision and committing to

the vision is a key theme of this factor. The key indicators of inspirational motivation are organizational vision, communication, challenging to workers' encouragement, working with workers, and giving autonomy are the core values of inspirational motivation (Barine & Minja, 2014). Bass (1985) describes inspirational motivation as providing followers with challenges and meaning for engaging in shared goals. According to Kent, Crotts and Azziz (2001), inspirational motivation enables leaders to remain focused on the vision of the team despite any challenges that may arise.

Ndisya and Juma (2016) examined the application of components of transformational leadership at Safaricom. The study found a positive relationship between inspirational motivation and staff performance. Most respondents on average agreed with the presence of motivation to accomplish organizational goals and objectives, support for team building, leader's demonstration of the tasks employees should do, and assisting employees find meaning in their work. This means that the changes in the inspirational motivation had significant changes in employee performance such that when inspirational motivation increases, there would be a similar increase in employee performance. The study recommended that there is need on the organizational leadership to improve on its employees' response to improve service to the company.

Rajhans (2012) investigated the link between inspirational motivation and its overall impact on the staff performance using an empirical review. The results showed that inspirational motivation leadership plays an important role on performance of staff. The study recommended that there has to be upward and downward communication in an organization so that creative suggestions from the staff are used to assist management in decision making and improvement of the company. Employees' performance is determined by ability and motivation. If employees do not have such good ability, then they will also not be able to perform well in their job. To improve employees'

performance, a leader whose orientation is on changes and improvement on work environment, motivation, values, and patterns to improve overall organizational performance is needed (Crompton, 2012). According to Gomes (2014), leaders have employed inspirational motivation to embolden and inspire people and stimulate them intellectually to back up followers' inventive and creative work.

Inspirational Motivation Leaders are able to draw a strict and positive perception of the future, for their juniors and encouraged them to push toward the goals and mission of the organization (Hayati *et al*., 2014). These leaders inspire the people by taking challenges and acting as their role models (Jandaghi, Martin &Farjami, 2015). Inspirational motivational leadership allows leaders to clarify the meaning of challenges, which subordinates encounter and inspire them to achieve desired goals (Hayati, Charkhabi & Naami, 2014). Inspirational motivation is concerned with motivating employees to a higher level of contribution and productivity by dedicating attention to a higher cause and increasing followers' intrinsic motivation, commitment, and effort, which culminate in performance improvement (Barine & Minja, 2014). Leaders with inspirational motivation attributes are able to create a strong sense of team spirit among followers as a means of inspiring them toward fully implementation of Human Resource Management Policies that enhance organizational outcomes (Bass & Riggio, 2006).

Through inspirational motivation, transformational leaders communicate to organizational members' value-based visions that result in enhanced value congruence between the organization and its employees (Brown & Trevino, 2009). This enables employees to identify more closely with the organizations goals and objectives and an alignment of their performance to that of the organization. Leaders also use inspirational motivation to sustain employee motivation toward higher productivity levels (Barrick, Thurgood, Smith & Courtright, 2015). Through inspirational motivation, the leaders

encourage the junior level employees to communicate their ideas and opinions and in so doing enhance the amount of exchanges within the organization (Datche & Mukulu, 2015). Additionally, communication is perceived as occurring between equals between the leadership and the subordinate staff (Sophon, 2013). Nonetheless, Gomes (2014) found that inspirational motivation leadership, as an aspect of transformational leadership, had zero effect on the levels of communication within the organization.

Yukl (2010) identifies inspirational motivation behaviours as communicating an appealing vision, using symbols to focus subordinate effort, and modelling appropriate behaviours. Banjeriand Krishnan (2000) relate inspirational motivation to concepts of ethics, claiming that when supervisors show concern for organizational vision and follower motivation, they are more inclined to make ethical decisions. In inspiring their workforce, the management of an organization can build goodwill at the group level by creating an organizational culture that's friendly to employees. A worker-friendly organization can inspire both motivation and organizational loyalty. Appropriate leadership has the responsibility of enhancing inspiring motivation and enhancing job satisfaction. Successful implementation of Human Resource Management Policies requires and demands more than just decentralization, customer service, technology or renovation: the success of organizations will depend on inspiring employee motivation. Human resources are the only assets demanding generous nurturing (Salanova & Kirmanen, 2010). Kehinde and Banjo (2014) did a test of the impact of leadership styles on implementation of Human Resource Management Policies, with a specific study of department of Petroleum Resources. The implication of their study showed that inspirational motivational leadership would bring effective results in organizations because it motivates employees to go beyond ordinary expectations, appeals to follower's higher order needs and moral values, generates the passion and commitment

of followers for the mission and values of the organization, instils pride and faith in subordinates, communicates personal respect, stimulates subordinates intellectually, facilitates creative thinking and inspires employees to willingly accept challenging goals and a mission or vision of the future mission and objectives of organization, they recommend that transformational leadership style is good and appropriate for organizations that wish to successfully implement Human Resource Management Policies as a framework for their overall success.

2.3.3. Intellectual Stimulation

According to Bass and Rigio (2006), transformational leadership is comprised of four main parts: mystique, inspiration, intellectual stimulation, and individual consideration. According to Dvir, Kass, and Shamir (2004), transformational leadership includes the idea of commonly helpful goals, motivation, emotional connection, vision, and common values. Intellectual stimulation is a key factor of transformational leadership, through it, transformational leaders inspire supporters to challenge their own opinions, expectations and standards and when suitable those of the supervisor that could be obsolete or unsuitable for addressing the problem at hand (Sundi, 2013). Here, the leaders question the assumptions and beliefs of the organization and encourage employees to be innovative and creative, therefore approaching old problems in new ways. The leader empowers followers by persuading them to propose new and controversial ideas without fear of punishment or ridicule. They do not impose their ideas judiciously and certainly on employees (Orabi, 2016). The supervisor challenges the subordinates to see problems from a different perspective, thinking outside the box. In this way, the supervisor makes the workers active thinkers within the organization and consequently employees become more involved in the organization (Vasilagos, Polychroniou & Maroudas, 2017).

According to Anjali and Anand (2015) intellectual stimulation enhances employee loyalty, which affects the ability of the organization to attain its objectives based on the commitment and effort of employees. Intellectual stimulation leaders encourage permanent review of the prevailing organizational culture, inspire change in thinking mentality and plead the application of analogy and metaphor. Leadership style may influence flexibility of employees to work proficiently for the organization, which at the end improves workers' implementation of Human Resource Management policies. Selesho and Naile (2014) were of varied opinion, they held that transformational leadership will not enhance work gratification and productivity and it is the individual dedication to their work that promotes satisfaction and eventually enhancing performance.

Intellectual Stimulation leadership utilizes behavior to inspire individuals by providing a common benefit and a challenge to supporters (McCleskey, 2014). The supervisors by creating a challenge and providing employees with a purpose they are able to motivate them. Consequently, the leader upholds teamwork, enthusiasm and positivity among followers through a positive vision of the future and through relaying high expectations that subordinates would want to attain (Gomes, 2014). The positioning of personal needs in line with requirement of the organization is an important plan of intellectual stimulation. Intellectual Stimulation Leaders make an effort to cultivate the spirit of corporation and obligation by clarifying the vision, mission and important plans of the organization and making solid determination among the staff (Renjith, Renu & George, 2015).

From the transformational leadership perspective, intellectual stimulation is perhaps the most commonly understudied dimension (Rafferty & Griffin, 2004); nonetheless it may have a powerful impact on implementation of Human Resource Management Policies in

an organization. Through intellectual stimulation leaders continuously encourage team members to think and perform in new ways by challenging their own beliefs and supporting new and innovative ways of actions. Additionally, it is well known that leaders infuse positive psychological and affective states that help employees to increase both productivity and well-being (Pirola-Merlo, Härtel, Mann, & Hirst, 2002; Salanova et al., 2012).

Leadership studies points that certain leadership behaviors have an effect over employees' optimism and enthusiasm (Bono, Foldes, Vinson, & Muros, 2007), affective commitment (Rafferty & Griffin, 2004), and it can help to create a positive team environment (Hernández-Baeza, Araya Lao, García Meneses, & González Romá, 2009). The Broaden and Build theory avers that positive affectivity (i.e., emotions) broadens peoples' modes of thinking and action, and builds enduring resources (Fredrickson, 2001; Sekerka & Fredrikson, 2008). Furthermore, team positive effect has a significant influence on team dynamics, behaviors, and performance (Collins, Lawrence, Troth, & Jordan, 2013). As suggested by Rafferty and Griffin (2004), intellectual stimulation may have an effect on the affective responses of employees through the perception that leaders value their contribution and are concerned with the team development. Therefore, intellectual stimulation leadership may stimulate team learning by infusing positive effect, which can lead to followers to engage in collective learning.

Nielsen and Munir (2009), suggested that "through intellectual stimulation leaders encourage followers to make their own decisions and be creative and innovative in their work, and as such they may feel more challenged and thereby also more aroused". According to Rafferty and Griffin (2004) intellectual stimulation is perhaps the most underdeveloped component of transformational leadership; nonetheless, it encompasses a more focused and internally consistent set of behaviors. Intellectual

stimulation provide a social resource through which subordinates are challenged and encouraged to think creatively, experiment, participate, and solve problems in their daily work (Rafferty & Griffin, 2004; Zhou, Hirst, & Shipton, 2012).

When leaders stimulate employees intellectually, followers are able to increase their awareness to problems, which allows them new ways of looking at old problems (Rafferty & Griffin, 2004). This suggests a meaningful relationship between leadership behaviors and perceptions of a learning-supporting context (Hetland et al., 2011). Through intellectual stimulation leaders can create an environment for questioning assumptions, differing perspectives, encouraging new ways of thinking, and suggesting new ways of seeing problems. At the team level, Morgeson et al. (2010) suggest that one important function of leaders concerns challenging the team, which involves "challenging teams with regard to their task performance and confronting the team assumptions, methods, and processes in an effort to find the best ways of accomplishing the team's work". Intellectual Stimulation Leadership function is reflected in the intellectual stimulation sub-dimension of transformational leadership; however, traditionally this sub-dimension has been focused at the individual level, representing a limitation for the team level of analysis.

Through intellectual Stimulation, the leader takes risks to solicit followers' ideas. Leaders with this style stimulate and encourage creativity in their subordinates leading to engagement and thus organizational performance. Employees who encounter such leaders are empowered and rarely look up to their leader to solve problems arising from work. They instead think of creative and stimulating ways to solve challenging jobs or problems that lead to effectiveness in handling issues (Judge & Piccolo, 2014). Intellectual stimulation leadership provokes employees to think of new methods and means innovatively by getting them involved in the process of decision-making as well

as problem-solving that impacts their social, economic, environmental and political wellbeing (Alrowwad, Obeidat & Aqqad, 2017). Encouraging and expecting followers to challenge their old ways of doing things were critical ingredients that help to keep on changing.

Intelectual Stimulation Leaders see the advantages of creating unity through diversity. By bringing together and integrating a diverse range of perspectives, they can create genuinely new ideas and initiatives. The goal of intellectual stimulation is to continuously generate the highest levels of creativity from the subordinates (Thuan, 2019). It is therefore important that top management practice intellectual stimulation leadership to spur their employees into enhancing their self-efficacy at work. Ultimately efficient employees will enhance attainment of implementation of Human Resource Management Policies and thereby influencing on employee performance at both individual and organizational levels (Orabi, 2016).

2.3.4. Individualized Consideration

The success of organizations is contingent upon various dynamic factors which are considered as building blocks for the realization of institutional objectives (Knight & Trowler, 2001). In this regard, the organizational leadership has prominent influence in implementing Human Resource Management Policies (Yielder & Codling, 2004). In this connection, employees' performances matter a lot while stating about organizational success. For this reason, there are certain factors which are influence employees' performance in which leadership behavior and perception of employees are foremost (Ansari, Hung & Aafaqi, 2007). Therefore, individualized consideration leadership and fair relations, build mission and vision which is inspirational and motivational by

invoking employees' energeies and enthusiasm reflected in utmost organizational performance towards achieving its goals (Wang, Liao, Xia & Chang 2010).

Individualized consideration leadership entails the development of fellow employees through coaching, mentoring and teaching that are the central indicators of attaining implementation of Human Resource Management Policies (Kirkbride, 2006). It is a factor of transformational leadership style. The individualized consideration leader demonstrates high concern for their employees, identifies and treats them as individuals, and gets to know well about them and listens to both their concerns and ideas (Hoffman and Frost, 2006). This perspective to leadership deals with fundamental transformational leadership behaviours of treating individuals as important contributors to the organization. Leaders who use this style of leadership give due consideration for their subordinates' needs and coach them to bring sustainable development (Sarros and Santora, 2001). In sum, a leader who gives personal attention to followers, reflects the behaviour of treating each employee as an individual and initiate an interest in the long-term development of each employee.

Individualized Consideration Leaders provide coaching and training to employees on regular basis by considering each employee regarding to their individualities which in turn help them in developing their personalities (Bass, 1997). The leader interacts with each employee by working together thus giving consideration to their basic needs and provide aspirations which help them in developing their potentials, skills and abilities (Bass & Avolio, 2004). These Individualized Consideration Leaders emphasize on subordinates apprehensions and provide respect and kindness to their hesitations at workplaces (Bass & Bass, 2008). The leaders also provide directions and inspirations which in turn help employees in improving performances. Individualized consideration not only helps in instilling employees trust on a leader but help also in developing

interaction that is personalized amid leaders and employees (Odumeru, James & Ogbonna, 2013). Therefore, followers feel esteemed and supported as leader listens to them and respect their ideas which in turn helps in developing their confidence. As such supervisors develop a perception of employees' along with sense of respectable performances in organisations (Khawaja, Latif & Alam, 2018).

Transformational leaders provide distinct attention to every single employee's needs for attainment and development by assuming the responsibility of a coach or a mentor. The staff is made to progressively achieve higher levels of potential. Individualized consideration leadership is implemented after newly discovered opportunities are crafted alongside a supportive climate (Long, Yusof and Kowang, 2014). Avolio and Bass discuss individualized attention as occurring when a leader pays attention to the differences among followers and discovers what motivates each individual (Avolio and Bass, 1995). They propose that individualized attention allows leaders to become familiar with followers, enhances communication and improves information exchange. Theorists have begun to shift the focus of individualized attention from a means to promote familiarity with followers to a means to provide support.

Through individualized consideration, the leader provides socio-emotional support to employees thereby growing their potential to take their own decisions suitable with the situations which helps in aligning the balance between the leaders' vision and employees' efforts (Paracha, Qamar, Mirza & Waqas, 2012). Though, it might only succeed when leaders perceive, direct, control and offer reliable response and attention to subordinates. Individualized consideration become animated when a leader realizes employees' exceptional needs (Elgelal & Noermijati, 2014). In turn, the employees, are likely show utmost enthusiasm and performance in attaining leaders' vision. Similarly, the leader builds respectful affiliation with every employee by catering for their needs

and paying ultimate care to achieve the maximum results and outcomes (Mbithi, Obonyo & Awino, 2016). In this linking, leaders' fair decisions and respectful behavior in relations with employees along with impartial attitude over justifications affects employees' behavior, job satisfaction and performance in organizations (Gokhan & Kuzey, 2019).

Individualized consideration is the transformational leadership significant attribute which is widely researched as a predictor towards various organizational outcomes (Tucker & Russell, 2004). The leaders, through individualized considerations, motivate and inspires the subordinates towards organizational vision by providing challenging and meaningful tasks to their workforces (Limsila & Ogunlana, 2008). Individualized consideration leadership is vital in affecting employees' performances at workplaces thereby recognizing individual transformations about employees' needs and wants (Dijke, Cremer, Mayer & Quaquebeke, 2012). Therefore, individualized consideration is the magnitude by which leader provide considerations to employees needs by offering them socio-emotional support. Individualized consideration can be increased to optimistic extent when employees feel the fairness in organizational processes and decisions (Sharma & Singh, 2017). Thus, optimistic behavior on the part of leaders has significant influence on individuals' fairness perception as well as employees' self-efficacy and performance in organizations (Akar & Ustuner, 2019).

A large body of empirical evidences has demonstrated that leadership behaviours influence employee performance that strong leaders outperform weak leaders, and that transformational leadership generates high performance (Burns, 1978; Howell and Avolio, 1993). Research (Bass and Avoli, 1994; Kotter, 1988; Meyer and Bother, 2000) in organizational behaviour has identified transformational leadership as the most suitable for modern-day organizations. The current business environment requires this

innovative kind of leadership style; a style that empowers employees and raises employee performance in an effort to improve organizational performance and continued existence (Kotter, 1988). Evidence has been gathered in service, retail and manufacturing sectors, as well in the Armed Forces of the United States, Canada and Germany that points towards the strong, positive effects of transformational leaders (Brand, Heyl and Maritz, 2000). Additionally, in the Canadian financial industry it was found that transformational leadership is more strongly correlated with high employee satisfaction, individual and organizational performance (Brand et. al., 2000).

Under transformational leaders, employees may receive individualized attention from the leader. As a result, they tend to reciprocate by supporting the leader's agenda and performing beyond expectations. Hence, transformational leaders can develop high quality leader-member exchange relationships with subordinates, through which they influence their performance (Wang, Law, Hackett, Wang, Chen, 2005). Employees will be motivated to meet performance expectations and fulfil their end of the contract in order to be rewarded accordingly (Bass, 1985). A strong empirical support for the relationship between leaders' contingent reward and employee performance has been found (Podsakoff, Bommer, Podsakoff and MacKenzie, 2006). However, transformational leadership inspires followers with attractive vision, expresses optimism and high expectations for excellence and performance on the part of followers. It should be able to move followers beyond their normal level of performance (Bass, 1985). Tahir (2015) investigated the various leadership characteristics of transformational and transactional leadership and then to empirically analyse the effect of each type of leadership on the employee performance. The study concluded that Individualixed consideration attribute of Transformational Leadership has significant effect on employee performance.

Sibson (2003) asserts that it is important for a manager to have a relationship of familiarity with the subordinate, in order to give feedback, which results from observing the employee perform (Sibson, 2003). Coaching is a good opportunity for a leader to build a rapport with followers. Axmith (2005) found that coaching has been used by most organizations to assist newly-appointed employees to make a successful transition into a role (Axmith, 2005). Moreover, to help a valued employee with a specific performance problem develop new skills and make necessary – often difficult - behavioural changes. Axmith (2005) established linkages between mentorship and employees' level of confidence, and identified that mentorship, as an antecedent to employee level of self-efficacy, is a non-direct influence of firm performance and growth. The findings demonstrated clearly the importance of qualitative approaches by identifying that mentorship experience and knowledge, in addition to trust engendered throughout relationships are as important to outcomes as so-called hard, bottom-line results. Additionally, the findings suggested that firms and entrepreneurs who engage mentorship report deriving practical benefits that culminate in real firm employee performance (Crompton, 2012).

Furthermore, individualized consideration of each employee by the leadership and management, motivates the employee to make the individual contributions to the organizational performance. It is argued that individualized consideration supports if the employees are generally pleased with the interactional justice they are receiving from the organizational management. The group motivation is possible over general perception of interactional justice, while individualized consideration can inspire every single employee to work with concentration. Springer, Walkowiak and Bernaciak (2020) documented significant effect of intellectual stimulation and individualized consideration on transformational leadership in Poland. Similarly, Kieu (2010) underlined that

transformational leadership relates positively and essentially to organizational performance. The study uncovered that transformational leadership is a more grounded expert for the performance, satisfaction, and commitment within organizations. This builds commitment, empowerment, and demands a more serious level of regard and trust for the leader and therefore promoting implementation of Human Resource Management Policies. Intellectual stimulation and individualized consideration were found to improve organizational performance (Hancott, 2005).

In view of the investigations on leadership style and organizational performance the organizations today must be compliant and be able to meet the competing expectations of the partners in a way that is evident and moral, it is fundamental that leaders embrace transformational behaviors as the endurance of the organizations may rely upon it. So the characteristics of a leader like Curiosity, Simplicity, Risk-taking quality, and Adaptability increase the subordinate's job output, work productivity, and motivation which assume a crucial part in organizational performance. Leadership is a fundamental factor in improving organizational performance. Managers, as the key decision-makers, decide the acquisition, development, and deployment of organizational resources, the transformation of these resources into important products and services, and the conveyance of significant worth to organizational partners. These are solid wellsprings of long competitive advantage and management (Rowe, 2001). Through transformational leadership, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Avolio and Bass, 2004) promote implementation of Human resource Management Policies.

2.4. Implementation of Human Resource Management Policies

Implementation of Human Resource Management policies involves carrying out a basic policy decision, usually incorporated in a statute, but which can also take the form of

important executive orders or court decisions. The starting point is the authoritative decision. It implies centrally located actors, such as politicians, top-level bureaucrats, and others, who are seen as most relevant to producing the desired effects (Kihara, Bwisa and Kihoro, 2016). According to O'Toole (2003), implementation of Human Resource Management policies is what develops between the establishment of an apparent intention on the part of the government to do something or stop doing something and the ultimate impact of the world of actions. It refers to the connection between the expression of government intention and actual results. As part of the policy cycle, policy implementation concerns how the government puts policies into effect.

Likewise, Steward, Hedge, and Lester (2008) opined that implementation is an important stage in the policy-making process. This refers to the execution of the law, in which various stakeholders and organizations work together with the use of procedures and techniques to put policies into effect to help attain goals. Implementation is considered a process, output, and outcome and involves some techniques for control. It is a process of interactions between setting goals and actions directed towards achieving them (Chepkirui, 2012). The performance of the implementation of Human Resource Management policies can be categorized into three areas: first, output and outcome of the policy; Secondly, the impact of policy and lastly, assessment of whether the policy leads to the development of a County government as a whole. Successful policy outcome depends not only on designing effective systems but also on managing their implementation.

First Generation Implementation focused on how a single authoritative decision was carried out, either at a single location or at multiple sites. The first generation was a more

systematic effort in the 1980s to understand the factors that facilitated or constrained the implementation of public policies (Favaro, 2015).

Second Generation Implementation focused on describing and analyzing the relationships between policy and practice. The construction of models and research strategies immediately led to a major confrontation between the so-called top-down and bottom-up perspectives of policy implementation (Favaro, 2015).

Top-down Perspectives 'policy center' and represents the policy maker's views. The policymaker can exercise control over the environment and implementers. Implementation is concerned with the degree to which the actions of implementing officials and target groups coincide with the goals embodied in an authoritative decision. Interest is directed towards funding formulae, formal organization structures, and authority relationships between administrative units, regulations, and administrative controls like budget, planning, and evaluation requirements. It begins at the top of the process, with as clear a statement as possible of the policy-makers intent, and proceeds through a sequence of increasingly more specific steps to define what is expected of implementers at each level. They follow the implementation down through the system, with a specific interest in high-level decision-makers. They minimize the number of decision points that could be vetoed (Lekasi, 2014). Top-down perspectives have the following criticisms. First, it takes the statutory language as their starting point.

Second, it sees implementation as a purely administrative process and ignores the stakeholder's aspects or eliminates them (Ngure, 2013). Third, it puts exclusive emphasis on statute framers as key actors. They neglect the reality of policy modification or distortion at the hands of implementers. The bottom-up perspective directs attention to the formal and informal relationships constituting the policy sub-systems involved in

making and implementing policies (Mapetere, Mavhiki, Nyamwanza, Sikomwe, and Mhonde 2012). Its starting point is a problem in society. The focus is on individuals and their behaviour, and in this respect, street-level bureaucrats are made central in the implementation process. According to them, central initiatives are poorly adapted to local conditions. Program success depends on the skills of individuals in the local implementation structure, who can adapt the policy to local conditions.

Implementation of Human Resource Management policies takes place at two levels: macro and micro. At the macro implementation level, centrally located actors devise a government program; at the micro implementation level, local organizations react to macro-level plans: develop and implement their programs. This perspective has been criticized in that its rejection of the authority of policymakers is questionable in the light of standard theory. Policy control should be exercised by actors whose power derives from their elected representatives.

Third Generation Implementation; macro policymakers are integrated with micro policy implementers (Mapetere et al. 2012). The following are differences between Top-down and Bottom-up Implementation Perspectives.

Table 1:Differences between Top-Down and Bottom-up Implementation Perspectives

Variables	Top-down Perspective	Bottom-up Perspective
HR Policy decision-maker	HR Policy makers	Street-level bureaucrats
Starting point	Statutory language	Social problems
Structure	Formal	Both formal and informal
Process	Purely administrative	Networking, including administrative
Authority	Centralization	Decentralization
Output/outcomes	Prescriptive	Descriptive
Discretion	Top-level bureaucrats	Bottom-level bureaucrats

Factors that cause delays or failures of policy implementation include; Diversion of resources, deflection of policy goals, administrative dilemmas and lastly, dissipation of energies. Others are: poorly managed or compromised by political interference; sometimes personnel are not available or facilities are inadequate; lack of motivation or expertise by front-line implementers; lack of sufficient resources; lack of support from political class; governmental ineffectiveness due to corruption and negative disposition among implementers (Lipsky; 2010). Five models have been developed for successful policy implementation.

The Rational Model is primarily based on the assumption that implementation of Human Resource Management policies requires; clarity of policy goals, targets, and objectives; accurate and consistent planning; clear and detailed task assignments; accurate standardization, and lastly, proper monitoring.

Management Model is based on the belief that implementation of Human Resource Management policies depends on: sufficient and effective use of budget; right organizational structure; quick, clear and two-way communication; involvement of people as co-implementers; adequate equipment and appropriate technology and lastly, correct location.

Organizational Development Model assumes that the implementation of Human Resource Management policies debunks: effective leadership; motivation; engagement of people; team building and lastly, the accuracy of decisions.

The bureaucratic model is based on the assumption that Human Resource Management policy implementation depends on: proper discretion of frontline implementers; competency of frontline implementers; control of the behaviour of frontline implementers and lastly, the commitment of frontline implementers.

Political Model hypothesizes that Human Resource Management policy implementation depends on avoiding the complexity of joint actions; higher bargaining capacity; harmony among political actors; active political motivation and lastly, minimizing the influence of political pressure. The five variables under are;

2.4.1. Idealized Influence and Implementation of Human Resource Management Polices

Idealized behavior is an aspect of clear behavior from the leader leading by example. However, this encourages the team to emulate him, treat him with high esteem, and adopt his beliefs and principles. Idealized behaviour has two main components which are idealized attributes (also called attributed charisma) and idealized behaviour (Yukl, 2006). Murphy, Baker and Fisher (2004), Pinto & Slevin (2008) in USA, Gemuenden and Lechler (2007) in Germany, and Shenhar, Levy, and Dvir (2007) in Israel dealt effectively with the success of policy Human Resource Management policies implementation when idealized influence was used in organizations. However, they all agree that idealized influence was a significant predictor of Human Resource Management policy implementation success. Prabhakar (2012) in Pakistan investigated switch leadership in projects as an empirical study reflecting the importance of transformational leadership on the success of implementation of Human Resource Management policies across twenty-eight nations. Idealized influence was used as the construct for transformational leadership and findings pointed to a positive relationship between idealized influence and implementation of Human Resource management policies.

Idealized influence is a concept that argues that followers will believe and respect the leader who offer them support and the resources they need (Chu & Lai, 2012). Consequently, employees are willing and ready to accept the instructions of their leader

irrespective of their difficulty (Chu & Lai, 2012). Idealized influence could be described in the organization in the context of knowledge creation. Knowledge systems originate from people who have the ability to showcase knowledge through association. These interactions between individuals bring in social relationships when the organization deals with a greater social collective network that requires idealized influence (Simola, Barling and Thiner, 2012).

Leaders set the stage for success by developing the right organization conditions. For focused performance information application, fostering objective transparency and developmental culture are the right settings (Moynihan et. al, 2011). The company leadership explains the plans and values that it holds to the employees so that the entire company understands it. If employees do not accept the plan, it might be worth replacing them with others who will share in your values so that it can be achievable (Bass, 2006). Institutionalization, the institutionalization phase implements what was developed in stage one and presented in stage two. Institutionalization entails aligning all necessary areas of the policies in order to implement them effectively.

Often it involves coaching and training, creating an employee-benefits system, restructuring of power within the organization to encourage the new values, with the aim of meeting the employee needs within the organization. This is usually the transformational phase of Human Resource Management policy implementation (Bass, 2006). Maintenance, is the last stage and involves ensuring the changes that an organization previously implemented are retained. Usually, Human Resource Management policy implementation has effects on culture so it is good to make sure all the employees and hiring practices are within the confines of the new culture (Bass, 2006).

According to Mustapha, Aremu and Ilesanmi, (2013) there are four main categories of possible pitfalls in Human Resource Management policy implementation namely; executive inexperience, incomplete integration of organizational functions, lack of management ability and finally misuse of hierarchical position. This can be influenced by leadership style in the organization. The leadership may not be impacting their subordinates or explaining their vision clearly for them to internalize and own, this leads to a broken team and Human Resource Management policy implementation strategy is likely to fail. According to Odumeru and Ogbonna (2013) idealized influence is whereby the supporters identify with the leader who has a clear set of values and act as a mentor for the followers and the leader who behaves in a commendable way that convinces supporters.

Idealized influence entails behaviors, which impart pride in subordinates for being linked with the leader and it's regularly connoted or equaled to charisma. It shows that a leader will go the extra mile beyond their personal self-interest for the greater benefit of the team and sacrifice for others. A transformational leader who has idealized attributes shows a sense of power and confidence and is capable of reassuring others that they are able to overcome challenges. They often discuss their most significant values and beliefs and the importance of trusting each other. They stress on a communal mission and the significance of having a strong sense of purpose. The individuals in the company frequently imitates the leader who has idealized influence, perceiving the leader as a charismatic personification of the values and mission of the company and this has been lauded by research as the reason why idealized influence has positive outcomes on the implementation of Human Resource Management policies, particularly in public organizations (Hughes, 2014).

In this aspect of transformational leadership, leaders act in manners which lead them to being role models for their team. The leader turns to be liked, respected and believed by his followers who consequently want to imitate him. The followers recognize the special abilities, persistence and determination in their leader and he is obviously ready to assume risks to attain organizational objectives or personal objective but takes up an ethical and moral conduct while doing that (Gomes, 2014). The word idealized influence refers simply to being influential over ideals. At the extreme level of morality, leaders and their followers could commit themselves to the best ideals. To a great extent the most effective trait-driven leadership style is charismatic (Ojokuku, Odetayo & Sajuyigbe, 2012). Transformational leaders ideally need to depict values that followers can learn and internalize and be associated with. They should bear a vision and show strong commitment to the goals that bring them together as a team. Idealized influence according to Hughes (2014) can be interpreted as charisma which demonstrated by how confident a leader is and the sense of power that they exude. He further says that such leaders believe in trust and purpose to build it among their subordinates. A transformational leader with idealized attributes is characterized by a sense of power and self believe and the ability to reassure others that they can overcome obstacles. They only talk about their most important values and beliefs and emphasize the importance of trusting one another as a collective purpose towards implementation of Human Resource Management policies in organizations (Hughes, 2014).

Ackoff, (1999) argues that a positive vision that can transform individuals, organizations and society in general is achievable through idealized design which is the process in which vision formulators start by assuming that the current system subject to redesign has been ruined instantly while environmental factors are still constant, they then attempt to design a replacement of the current system. A transformational leader, therefore, is

one who can design or spearhead the formulation of an inspiring vision which is to be sought even if it is unattainable, it must however be approachable without limitations. The leader must also be able to encourage and facilitate the pursuit of the vision by making the process fun and satisfying and enjoyable regardless of all short-term sacrifices (Ackoff, 1999). One such process is the implementation of Human Resource Management policies. Ideally, when subordinates believe in the leader's goal, the results are much better than expected and during the transformational process, the leader has to consider what the employees treasure and would like to pursue as opposed to what transactional leadership would offer, which is more like a business exchange, the followers accomplishes what the leader assigns and a reward is given (Rowold, 2010).

Basically, idealized influence demonstrates the optimum of moral thought and perspective-taking capacity. Such leaders are ready to sacrifice their own benefit for the gain of their work team, business and or society (Conger, 2014).

2.4.2. Inspirational Motivation and Implementation of Human Resource Management Polices

Inspirational motivation is an aspect of transformational leadership that encompass those who convey optimism about the future and express a convincing vision for that future. They discuss about the objectives to be addressed and express a strong conviction that those objectives will be realized. According to Odumeru and Ogbonna, (2013) inspirational motivation is the extent to which leaders utter a vision that appeals to and inspires the members with positivity about future goals and offers meaning for the current tasks at hand. An individual who uses inspirational motivation also develops an interesting picture of that which is to be essentially considered. This kind of motivational behavior encourages a sense of teamwork, developing a common enthusiasm, more so towards difficult problems.

This aspect of transformational leadership is particularly applicable to the public sector because of the challenging nature of the nonprofit world, where interest and motivation are required so as to maintain optimism throughout all levels of the company (Hughes, 2014). It is argued that the of behavior of top managers such as board of directors, chief executives and top echelon executives, who provide organizational leadership, have emerged as one of the most important factors in the implementation of Human Resource Management policies and practices in organizations (Kassim & Sulaiman, 2011). According to Kassim and Sulaiman (2011) the leadership of top managers significantly affects the success of implementation of Human Resource Management policies because it embodies top management actions and behavior.

They observed that prior research has emphasized the importance of top management in fostering the formulation and implementation of Human Resource Management policies in organizations. Kassim and Sulaiman (2011) highlighted that many firms operating in service industries emphasize the importance of top management attributes like cohesiveness and teamwork in affecting implementation of Human Resource Management policies. The top management leadership is especially significant in Small and Micro Enterprises because top management is often directly involved with customers and vendors. Accordingly, Birasnav (2014) suggests that transformational leaders have the propensity to enhance the performance of organizations as this type of leadership inspires employees to be risk takers. As such, risk taking behaviors produce favorable impacts on organizational performance since policies are more effectively implemented and yet effective implementation of Human Resource Management policies has a significant correlation with organizational performance.

Transformational leaders motivate and encourage employees to innovate and to take challenges. These leaders also instill positive attitudes on employees and inspire

employees to seek new ways in solving work problems. As such, transformational leadership is regarded to have a positive impact on performances of organizations. Schaap (2012) study's findings revealed that consensus is vital in the Human Resource Management policy implementation process. The study also indicated that frequent communication up and down the organization structure enhances strategic consensus through the fostering of shared attitudes and values. According to the study, an organization which ties rewards to the success of the Human Resource Management policy implemented is rewarded with higher levels of organizational performance and concluded that Human Resource Management policy implementation plans must be clearly developed, indicating particular tasks for individuals, with clear-cut time frames, and identifying the people responsible for task completion.

Transformational leadership style has been found to have more motivational power and inspirational appeal compared to the other leadership style (Akeel & Indra, 2013). Akeel and Indra, (2013) noted that transformational leadership style requires close foresightedness on the part of leaders in order to identify and track the followers' needs, values and assess suitable motivational interest. In that way the followers can be positioned to fulfill the set goals within the organization as they move forward toward Human Resource Management policy implementation. Organizational leaders who practice transformational leadership by pursuing inspirational motivation act as a role model for the employees by accepting challenges they have to face in future thus motivate their workers to accomplish optimum results in the organization (Aunjum, Abbas, & Sajid, 2017). They create awareness in their followers about the vision of the organization that could be focused on customers' needs. Their courage stimulates the subordinates for work and encourages them for being paid more.

Followers when encouraged to express some new ideas they freely elaborate their interior feeling and distinctive ideas since they believe that their ideas will be supported. In this way the employees are able to constantly provide superior value for organizational customers hence achieving the positive outcomes in Human Resource Management policy implementation (Aunjum, Abbas, & Sajid, 2017). Motivation and inspiration are two common values of transformational leaders. Transformational leaders provide significant and challenging work, clearly explain their vision, and communicate the importance of the organization 's mission and objectives to their followers. They speak positively and passionately about the future and express confidence that organizational goals will be achieved. Transformational leaders also stimulate team spirit, generating hope and passion among followers. Leaders display inspirational motivation when they encourage employees to do their best and achieve beyond expectations.

For that reason, utilization of inspirational motivation helps to increase employees' feelings of self-reliance, enabling them to optimally carry out their jobs in a manner that enhances Human Resource Management policy implementation (Karaca, 2010). Further, Karaca (2010) noted that inspirational motivation represents the utilization of vision by transformational leaders. He mentioned that effective leaders are the ingenious craftsmen of their organization's mission. They communicate their missions in ways that create great fundamental demand. Vision is a key leadership behavior for increasing workforce support in organizational augmentation and Human Resource Management policy implementation.

Inspirational motivation measures vision by tracing the rate at which leaders utilize symbols, metaphors and basic emotional demands to raise awareness and understanding of commonly desired goals of the organizations as they steer towards effective Human

Resource Management policy implementation. Juma and Ndisya (2016) looked at the application of transformational leadership at Safaricom, they considered all the aspects of transformational leadership. Data was collected through questionnaires from 109 respondents that were obtained through proportional stratified sampling. Juma and Ndisya (2016) study found out that there is a positive correlation between inspirational motivation, Human Resource Management policy implementation and individual performance. Averagely, respondents agreed that there was motivation in the organization to attain organizational objectives, support for team building, leader's showcasing of the work staff ought to do and helping workers get meaning in their effort. Therefore, inspirational motivation change has a considerable consequence on Human Resource Management policy implementation and overall staff performance. Juma and Ndisya (2016) recommended that leadership in the organization should work to enhance employees' response to enhance services in the organization.

A transformational leader needs to be able to convey the future to his followers in a way that inspires them and gives them a sense of hope. Development of a shared vision in both economic and ideological terms so that the followers see meaning in them (McDonough & Nayab, 2010). Transformational leaders make the future seem more interesting and exciting, they give the people a chance to see the importance and meaning of what they do and set the bar really high (Hughes, 2014). The alignment of people's needs with those of the organization is an important strategy of inspirational motivation. Transformational leaders try to foster team spirit and dedication by clarifying the vision, mission and strategic objectives of the business and develop a strong sense of purpose in employees (Renjith, Renu & George, 2015).

Inspirational motivation translates to determination and positively portraying the vision, showing energy and eagerness so as to develop an interesting and convincing vision (Popa, 2012). Transformational leadership must thus act in a manner that inspires and motivates workers (Sundi, 2013). Such actions include implicitly showing enthusiasm and confidence of employees, stimulating team work, highlighting positive outcomes, benefits, stressing aims and encouraging workers.

Inspirational motivation originates from effective communication styles of influence. This behavior illustrates the importance of leaders communicating high anticipations to employees, motivating and inspiring the employees through offering meaning and challenge so as to create a common vision in the organization (McDonough et. al, 2010). Inspiration leaders make use of behavior to encourage and motivate their staff by providing a common meaning and a challenge to subordinates (McCleskey, 2014). The leader provides meaning and challenge, which inspire the effort of the workers.

To this end, the leader encourages teamwork, enthusiasm and optimism in workers through engaging them in a positive vision of the future and conveying great expectation in them that they want to attain (Gomes, 2014). In another instance Rajhans (2012) carried out an empirical review to examine the relationship between communication, motivation and its general effect on Human Resource Management policy implementation and employee performance. Rajhans (2012) findings revealed that organizational communication is significant in employee motivation and their performance. He suggested that there must be communication across the organization flowing both upward and downward. This is in order to harness the creativity of employees in the organization and inform the organizational decisions and change.

2.4.3. Intellectual Stimulation and Implementation of Human Resource Management Polices

Intellectual stimulation refers to a set of leadership attributes where a leader looks at various viewpoints in solving a problem and gets others to examine the problem from a different angle. According to Odumeru and Ogbonna (2013) intellectual stimulation is the level whereby a leader tests the abilities of supporters, speculations, inspires and increases originality among members by giving an outline to supporters to see how they should relate to the leaders, the institution, colleagues and organizational goal.

Transformational leaders who use intellectual stimulation inspire non-customary thinking and purpose new techniques of completing duties (Hughes, 2014). Intellectual stimulation is basically challenging the norms and encouraging creativity and innovativeness (Chen, Lin, Lin & McDonough, 2012). By causing trouble and posing questions, transformational leaders are continually challenging existing conditions and are not afraid of disappointment (Hein, 2013). A transformational leader looks at diverse perceptions when seeking solutions and inspires the subordinates to look at things critically and re-examine norms and challenge assumptions and generally think outside the box (Hughes, 2014).

Employees who are intellectually stimulated tend to be more committed to the organization which can positively impact implementation of Human Resource Management policies in the organization. Transformational leadership style benefits are not limited to a highly motivated staff but it also gives staff the autonomy to decide on things without waiting for their leaders' approval, they challenge the norms and do their work in a non-conventional way (Patiar & Lokman, 2009).

This is critical for any organization that is determined to put the interests of their customers ahead of everything. The impact in organizational behavior achieved by

transformational leadership includes a problem-solving culture that employs creativity in both present and future problems (Menguc, Auh, & Shih, 2007). Intellectual stimulation, encourages creativity and trying new ideas which leads to more innovation which positively affects the implementation of Human Resource Management policies and practices, particularly in public organizations.

Intellectual stimulation has been linked to increased creativity and fostering experimentation which leads to more innovativeness that can improve the implementation of Human Resource Management policies process (Menguc, Auh, & Shih, 2007). Yasin, Nawab, Bhatti, and Nazir (2014) did a study to investigate the association of intellectual stimulation, innovation, Human Resource Management policy implementation and organizational performance. Yasin, et. al (2014) used Pearson correlation and regression analysis to study the connection between these variables. According to the findings intellectual stimulation was shown to have the possibility of being used as a tool for the development of innovation, foster policy implementation and achieve greater organizational performance.

Peng, Lin, Schaubrock and McDonough (2016) present that innovative leader who show intellectual stimulating behaviors persuade their supporters to exploit better ways to approach their employments. Peng et al, (2016) contended that, scholarly stimulation center more around jobs, since it is coordinated toward changing how staff consider their work exercises and jobs. Transformational leadership is definitely and meaningfully related to the implementation of Human Resource Management policies and practices in organizations (Menguc, Auh & Shih, 2007). Social outcomes that are gotten from transformational authority, for example, such as intellectual stimulation leadership behavior, incorporate, more encouragement of staff workers to think creatively to take

care of present and future issues, take risks and challenge conventional methods for conducting assignments (Peng et al., 2016; Menguc, Auh & Shih, 2007).

These behaviors have a strong relationship with successful implementation of Human Resource Management policies in organizations and overall performance of organizations. Moreover, intellectual stimulation, one of the components of transformational leadership, should encourage more prominent originality and experimentation and in this way lead to more development separation techniques (Menguc, Auh & Shih, 2007). Menguc et. al, (2007) conducted research on transformational management and Human Resource Management policy implementation, utilizing two sources that are competent, transformational initiative as an administrative based competency and as a transformational-based competency, they established that transformational administration influences the implementation of management policies in organizations.

Research in Jordan, sought to establish the effect of transformational leadership on HRM policy implementation and organizations productivity (Orabi, 2016). The research randomly sampled a total of 249 respondents and survey questionnaires were sent out. Orabi (2016) used regression analysis to carry out the analysis, results revealed that intellectual stimulation has an important role in HRM policy implementation and developing employees' performance which later has an impact on the productivity of the organization.

Further Zhou, Aryee, Walumbwa and Hurtnell (2012) in study sought to find out the impact that transformational leadership and commitment has on employees' job satisfaction, Human Resource Management policy implementation and performance. Data was collected through questionnaire and regression analysis was done to evaluate

the impact of the independent variables on the dependent variable. According to the findings transformational leadership has a direct correction with Human Resource Management policy implementation, job satisfaction and performance among employees. Similarly, organizational commitment was also shown to have an optimistic influence on the job fulfillment and productivity. Zhou et al. (2012) as well found that intellectual stimulation and idealized influence correlate positively with intrinsic job satisfaction. In addition, Kirui, Iravo and Kanali (2015) explored the effect of intellectual stimulation and individual consideration on organizational performance using policy implementation as a moderating variable. They carried out their study in Rift Valley among Post Bank and National Bank branches. They had a target population of 137 employees. According to the regression results intellectual stimulation and individual consideration accounted for 63.7% of variation in organizational performance in government owned banks when policy implementation was used as a moderator.

2.4.4. Individualized Consideration and Implementation of Human Resource Management Polices

Individualized consideration constitutes developing followers with coaching, mentoring and teaching being the central indicators of the factor (Kirkbride, 2006; Hoffman & Frofst, 2006; Sarros & Santora, 2001). Individualized consideration is the first factor of transformational leadership style. The individualized consideration leader demonstrates high concern for their followers, treats them as individuals, and gets to know well about them and listens to both their concerns and ideas (Kirkbride, 2006; Hoffman & Frofst, 2006; Sarros & Santora, 2001).

Individualized consideration deals with fundamental transformational leadership behaviour of treating individuals as important contributors to the organization. Leaders who use this style of leadership give due consideration for their employee needs and

coach them to bring sustainable development (Sarros & Santora, 2001; Kirkbride, 2006; Hoffman & Frofst, 2006). In sum, a leader who gives personal attention to subordinates, reflect the behaviour of treating each employee as an individual and initiate an interest in the long-term development of each employee fosters sustainable Human Resource Management policy implementation (Hoffman & Frofst, 2006; Sarros & Santora, 2001; Kirkbride, 2006).

Transformational Leadership has significant positive effect on employee performance hence organizational performance. A review of the pertinent literature (Kauffman & Bachkirova, 2008) suggests that mentorship can be evaluated from physical and observable events, and/or alternatively, from perspectives of behavioral development and mental-emotional growth. There are four main reasons for investigating relationships between mentorship and performance of small and medium enterprise (SME). The first reason arises on account of a dearth of empirical research despite an emerging literature base (Grant, 2005). The cross-disciplinary nature of mentorship has given rise to a limited number of evidenced-based investigations emanating from disciplines such as psychology, business management, and leadership development, with workplace research focused mainly on executive mentorship and its role in implementation of Human Resource Management policies in organizations (Grant, 2003; Stober & Parry, 2005). Sibson (2003) asserts that it is important for a manager or leader to have a relationship of familiarity with the employee, in order to give feedback which results from observing the employee perform. Coaching is a good opportunity for a leader to build a rapport with followers. Axmith (2005) found that coaching has been used by most organizations to, assist newly-appointed employees to make a successful transition into a role. Also, to help a valued employee with a specific performance problem

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develop new skills and make necessary - often difficult - behavioral changes that directly impact on successful Human Resource Management policy implementation.

Crompton (2012) examined the effects of mentorship on SME performance and growth. Findings establish linkages between mentorship and employees' level of confidence, and identified that mentorship, as an antecedent to employee level of confidence (self-efficacy), is a non-direct influence of firm performance and growth. The findings demonstrated clearly the importance of qualitative approaches by identifying that mentorship experience and knowledge, in addition to trust engendered throughout relationships are as important to outcomes as so called hard, bottom-line results. Moreover, the findings suggested that firms and entrepreneurs who engage mentorship report deriving practical benefits that culminate in successful long-term Human Resource Management policy implementation and employee performance.

Pradeep and Prabhu (2011) conducted a comparison between selected public and private sector enterprises with data comprising of 43 middle level managers and 156 subordinates with the aim of exploring the relationship between transformational, transactional, laissez-faire leaderships and employee performance through correlation and regression analysis. The results indicated that the transformational leadership style has significant relationships with performance outcomes. Further, the individual consideration offered to every subordinate by the leaders tends to increase the effectiveness and satisfaction level of employees at 1 percent significance level.

Recognition has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity (Meyer & Peng, 2006). Also, with the present global economic trend, most employers of Labour have realized the fact that for their organizations to compete favorably, the performance of their employees goes a long way in determining the

success of the organization. On the other hand, the performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Meyer & Peng, 2006). Individualized consideration leaders create an urge for change and growth amongst subordinates (Yukl, 2002).

2.4.5. Political Leadership and Implementation of Human Resource Management Polices

Political stability is the ability of a people's government to share, access, or compete for power through non-violent political processes and to enjoy the collective benefits and services of the County government (Hasnain, 2008). The government effectiveness index captures perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of formulation and implementation, and the County government's commitment to its stated policies. Citizen participation is a process that provides individuals an opportunity to influence the public decision-making process (Indeche & Ayuma, 2015). A successful citizen participation program must be integral to the planning process and focused on its unique needs; designed to function within available resources of time, personnel, and money.

Political leadership in the country changed after the promulgation of the constitution of Kenya in 2010. The new system of governance has two levels of government, the national government headed by the president and the devolved governments, called County governments headed by governors. A County government consists of a County assembly and a County executive. Each County assembly has a speaker elected by the County assembly from among persons who are not members of the assembly (Wangari, 2014). The executive authority of the County is vested in and exercised by, a County executive committee. The County executive committee consists of the County Governor and the deputy County governor and members appointed by the County governor, with

the approval of the assembly, from among persons who are not members of the assembly (Constitution of Kenya, 2010).

Given that the legislative authority of a County is vested in, and exercised by its County assembly, they approve plans and policies of the County. On the other hand, a County executive committee implements County and national legislations to the extent required. Ozmen (2014) contents that political decentralization aims to give more authority to citizens and their elected representatives in decision making and public administration. Political decentralization also tends to support democratization by providing more opportunities for citizens and their elected representatives to affect the creation and implementation of policies. Political decentralization also means a set of constitutional amendments and electoral reforms designed to open new spaces for the political leadership of County policies. These policies are designed to devolve electoral capacities to County government actors (Falleti, 2004).

Additionally, Akorsh (2015) observed that political decentralization aims to give more authority to citizens and their elected political leaders in decision-making and public administration. Proponents of political decentralization argue that bringing citizens closer to government and allowing them to hold elected political leadership leads to accountability which is an important foundation to achieve better local government and public services (Gindle, 2007). Similarly, Sujarwoto (2012) observes that when the County government is brought closer to those receiving services, beneficiaries of these services would become active in demanding quality. The citizens through their elected political leaders are given more power in public decision-making and implementation of the same policies.

The Kenyan government in its policy papers and Vision 2030 has promoted transformational leadership. Senior public servants have been trained in this form of

leadership for quite some time now. They are therefore expected to practice the ideals of transformational leadership and work differently under the reform of state corporations. They are expected to be transformational leaders who meet high-performance criteria through performance contracting and high service levels to the citizens. Such changes have engendered high levels of managerial work stress in working for the public service (Wainwright & Calnan, 2002). Kouzes and Posner (1987) note that transformational leadership is filled with stress. Thus, the question of interest in this particular study is whether the potentially high-performing transformational leader can still be able to transform an organization if he or she is burdened by high levels of managerial stress.

2.5. Human Resource Management Policies

Human Resource Management policies are official guidelines and rules that are put in place by a company's Human Resource department to hire, train, evaluate and reward staff. Underlying effective Human Resource Management policies is collaboration on strategy between Human Resource Management and the organization's leadership because the company's success rests on its human capital (Armstrong, 2007). The three Human Resource Management policies focused on in this study are training and development, discipline, and reward.

2.5.1. Training and Development Policy

The County Government Policy on Training and Development is to ensure continuous upgrading of county employees core competencies, knowledge, skills and attitudes including their ability to assimilate technology to enable them create and seize opportunities for social advancement, economic growth and individual fulfilment (CPSHR Manual, 2013). Training programmes comprise both short and long-term courses in specific professions that are intended to impart required knowledge, skills and attitudes to enhance staff performance. In designing training programmes, the policy

stipulates that professionally qualified and experienced trainers are available; training programmes are cost-effective, efficient evaluation and feedback system to assess the impact of training on performance. The policy recognizes the following types of training: Induction training, undergraduate training, masters programmes and Ph.D. Programmes. Training and development refer to the company's learning and development programs and activities. In the modern competitive environment, employees need to replenish their knowledge and acquire new skills to do their jobs better. This will benefit both them and the company. Additionally, training and development can be defined as any activity designed to help individuals become more effective at their work by improving, updating, or refining their knowledge and skills. It encompasses a range of activities including involvement in various projects, attendance at training courses, conferences, or seminars, visits other organizations, work shadowing, formal study, coaching, and mentoring (https://resources.workable.com).

According to Rosenbaum (2013), authorities in business organizations during the early 19[th]Century failed to accord employees the required recognition and respect. But after the initiation of the theory of human capital, it was realized that Human Resource Management should be combined with the organization's overall business strategy. In this regard, it then became necessary for leadership to develop strategies to retain employees. This then introduced the issue of human resource development whose main objective was to increase the potentials of employees whilst being retained in their respective organizations. As a result, human resource practices play a crucial role in organizational performance.

Furthermore, it has been shown that happy and well-motivated employees contribute significantly to organizational performance whilst satisfied employers reinforce

employees' work satisfaction. The performance of an organization depends on the employees who deliver the service for the success of the organization. Birasnav (2014) argued that organizations need to recruit the right employees, train and develop employees to perform effectively. However, employees will be required to exercise a high degree of discretion in both interpretation and performance. The overall purpose of the policy is to set out guidelines and purpose for the training and development of employees that have skills need or career path. The policy emphasizes the importance of maintaining a continuous learning program to develop a core of well-trained individuals whose performance will enhance the company's abilities to perform at a level that is consistent with growth and profitability objectives (Krauss, 2007).

The policy of the company is to ensure that all personnel is trained and become sufficiently experienced to the extent necessary to competently and effectively undertake their assigned activities and responsibilities. It is also the aim of the company to encourage its employees to make the most of learning opportunities to realize the contentment of their job. The company shall attempt to create a learning environment where employees will be prepared to accept change, develop new skills, and take responsibility for their continuous learning, in partnership with their immediate manager and Managing Director, to ensure their effective contribution to the achievement of both business and personal goals (Tahir, 2015). The company's success will depend on the professionalism, skill, and commitment of all its employees. Government departments should ensure that: Sufficient funding is set aside in the financial budget to cover planned training expenditure for the current/impending financial year, employees fully understand their job function and expected performance standards through having accurate job descriptions and an annual appraisal review, each employee has the opportunity to learn and become more experienced in his primary job function, each

employee has the opportunity to learn and become experienced in secondary skills and each employee is enabled and actively encouraged to develop his/her potential.

2.5.2. Reward Policy

Reward management is concerned with the formulation and implementation of strategies and policies that aim to reward employees fairly, equitably, and consistently by their value to the organization. Reward policy consists of analyzing and controlling employee remuneration, compensation, and all of the other benefits for the employees. The policy aims to create and efficiently operate a reward structure for an organization. Reward structure usually consists of pay policy and practices, salary and payroll administration, total reward, minimum wage, executive pay, and team reward (Murlis, Michael & Hellen, 2004). The principle goal of reward policy is to increase employees' willingness to work in one's organization, to enhance productivity. Reward management is not only concerned with pay and employee benefits. It is equally concerned with non-financial rewards such as recognition, training, development, and job responsibility (Armstrong, M. 2007). There are two kinds of rewards; extrinsic rewards and intrinsic rewards. Extrinsic rewards are concrete rewards that employees receive. They include bonuses, salary raises, gifts, promotions, and other kinds of tangible rewards. Intrinsic rewards tend to give personal satisfaction to the individual. They include information/feedback, recognition, and trust empowerment (Buchanan & Huczynski, 2010).

Krauss (2007) assert that distributive justice ensures the fair distribution of rewards and resources and focuses on employee's beliefs and perception about the fairness to the outcomes of decisions. Distributive justice relates to policies such as remuneration and rewards. An ethical remuneration and rewards policy include ensuring employees are treated fairly and equally in terms of salaries and bonuses. Employee Reward covers how people are rewarded by their value to an organization. It is about both financial and non-

financial rewards and embraces the strategies, policies, structures, and processes used to develop and maintain reward systems. How people are valued can make a considerable impact on the effectiveness of the organization and is at the heart of the employment relationship (Krauss, 2007).

Employee reward policies and practices aim to help attract, retain and motivate high-quality people. Getting it wrong can have a significant negative effect on the motivation, commitment, and morale of employees. Robinson (2007) asserts that personnel and development professionals will be involved frequently in reward issues, whether they are generalists or specialize in people resourcing, learning and development, or employee relations. An integrated approach to Human Resource Management means that all these aspects have to be considered together so that a mutually reinforcing and interrelated set of personnel policies and practices can be developed.

Personnel and development practitioners are expected to play their part alongside line managers in maximizing the contribution of people to the achievement of corporate goals. They must understand the business context and the importance of adopting a strategic viewpoint when meeting business needs in partnership with their colleagues (Byant, 2003). This Standard defines how thinking performers can meet these requirements in the field of employee reward. It is relevant for any personnel/human resources practitioner at a relatively early stage in their career, responsible for a range of basic personnel operations and wanting to develop deeper and broader knowledge and skills and make a professional contribution to the employee reward process and lastly, externally-based consultants providing advice and services in many organizational types, sectors, and settings.

2.5.3. Discipline Policy

Discipline at a workplace is a means by which management correct behavioral deficiencies and ensure adherence to established organization rules. The purpose of discipline is to correct behavior. It is not designed to punish or embarrass the employee. Human Resource Management discipline policies are designed to provide employees with opportunities to correct objectionable behavior or improve job performance. The policies evolve from training, coaching, and counseling through various levels of consequential actions until negative behavior has been corrected or employment has been terminated. Human Resource Management discipline policies often follow a format known as progressive discipline. This disciplinary framework provides occasions to establish important documentation and employee appeals process. The powers of disciplinary control and removal of County Public officers from service are vested in the CPSBs or Authorized Officers as specialized in the County Government Act.

The Employee Discipline Policy is used by companies to establish the procedure that an organization will follow in the case that employee discipline is necessary. The Employee Discipline Policy outlines the steps and notification procedures that County Government should take, up to and including firing an employee. Behavioral problems in the workplace call for supervisors to take action to ensure that the problem is contained and remedied (Byant, 2003). The importance of discipline in the organization cannot be underestimated, since employee morale, productivity and even company profitability can be adversely affected. A positive approach may resolve a problem before it worsens; however, discipline should be used carefully by following company policy while respecting the worker's rights (Zungura, 2014).

Discipline may be a necessary response to employee misconduct. Misconduct is defined by the Business Dictionary as "unlawful or improper behaviour such as in dereliction of

duty." This can include insubordination, an unexcused absence, persistent tardiness, verbal abuse, dishonesty, theft, or the failure to follow departmental rules or policies. Such as operating a forklift without wearing a hardhat (Byant, 2003).

County Public Service HR Manual, (2013) stipulates disciplinary procedure to be followed by authorized officers in dealing with discipline cases as follows. Carry out preliminary investigations, issue "show cause" letter, the employee shall respond to the charges within 21 days from the date of the "show cause" letter and the case shall be presented to County Human Resource Management advisory committee. An employee affected by a decision must be given an opportunity to be heard and the person making the decision must not be biased. Everybody should be treated equally and no one is above the law. Forms of punishment include interdiction, suspension and dismissal. Discipline policy provides procedure to be followed when conducting investigations, interdiction, suspension and dismissal. Any employee dissatisfied by a decision made by the CPSB may appeal to the PSC against the decision, (Employment Act, 2012).

2.6. Summary of Reviewed Literature

This chapter reviewed various theories that explain the independent and dependent variables. Specifically, it reviewed transformational leadership theories and the new public management theory which increases efficiency in governmental operations and effectiveness on implementation of Human Resource Management policies. The chapter also presented the conceptualization of independent and dependent variables by analyzing the relationships between them. Further, the chapter discussed the four dimensions of transformational leadership namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Implementation of Human Resource Management policies; reward, discipline plus training and development by Kakamega County government employees were also discussed. Three

attributes of political leadership namely political stability, citizen participation, and County government effectiveness were listed in the conceptual framework to be controlled as moderating variables.

In summary, idealized influence leadership is admired, respected and trusted. Such a leader promotes cooperation and team work by becoming a role model. Inspirational motivation leadership puts a vision that inspires and motivates employees. Such leaders constantly challenge employees to higher levels of performance. They are optimistic and confident about the future. Intellectual stimulation leadership continuously generate higher levels of creativity and innovation from employees. Employees approach old challenges in new ways and are encouraged to question assumptions. They are empowered and independent to experiment and make mistakes. Individualized consideration leadership is the degree to which the leader supports an employee and acts as a mentor or coach, listens to concerns and needs. The leaders see employees as unique individuals who need specific individual attention.

2.7. Research Gaps

The establishment of County governments under a devolved system of governance in Kenya is anchored in the 2010 constitution. This new governance system was just over nine years. The fact that devolution in Kenya was nine years old is a strong contributor to the pronounced lack of local empirical literature that is relevant to the study. There is a relatively small body of work and attempts to systematically establish the influence of transformational leadership on the implementation of Human Resource Management policies in Kenya and Kakamega County in particular. According to Saboe, Taing, Way, and Johnson (2015) past researches on transformational leadership have been predominantly on overall Transformational Leadership rather than its dimensions. Moreover, the literature reviewed indicates that there is an imbalance in the attention that

has gone into studies on transformational leadership and Human Resource Management policies. Most studies tend to concentrate on the availability of Human Resource Management policies and not their implementation that result in quality service delivery. Fenwick and Gayle (2008) concluded that despite a hypothesized leadership policy implementation relationship suggested by some researchers, recent findings are inconclusive.

There is a need to realize that much is not known about how transformational leadership can be applied effectively to influence the implementation of Human Resource Management policies, thus gaps and unanswered questions remain (Mohamed, Yusuf, Sanni, Ifeyinwa, Bature & Kazeen, 2014). Another study gap is identified by Obiwuru, Okwu, Akpa, and Nwankwere (2014) who investigated the influence of individualized consideration leadership behavior on employee performance of top 100 Small and Medium enterprises companies in Nigeria. The study disregarded other dimensions of transformational leadership.

Datche (2015) investigated the influence of transformational leadership on the organizational performance of state corporations in Kenya. The study led to a contextual gap since it explored state corporations that are long-established compared to the Kakamega County government which is only six years old. Little is still known about the moderating influence of Political Leadership on the relationship between transformational leadership and the implementation of Human Resource Management policies. No known study has been conducted to establish the influence of transformational leadership on the implementation of Human Resource Management policies with political leadership as a moderator by Kakamega County, Kenya. This study intends to bridge these gaps by analyzing the influence of the four dimensions of

transformational leadership on the implementation of Human Resource Management policies by the Kakamega County government.

2.8. Conceptual Framework

According to Mugenda & Mugenda (2003), a conceptual framework is the diagrammatic presentation of a researcher's perception of how the dependent variable is affected by the independent variable. However, in normal circumstances, apart from the independent variable the dependent variable may also be affected by other factors within the environment. These are the moderating or intervening variables. To ensure the study is only focused on the influence of independent variables on the dependent variable, these other factors are held constant by being treated as intervening/moderating variables. This study will be guided by a conceptual framework illustrating the perceived link between the independent variable (transformational leadership) and the dependent variable (implementation of Human Resource Management policies) moderated by the political leadership. The conceptual framework is founded from the literature review, which depicts a relationship between leadership and policy implementation. The four dimensions of transformational leadership as adopted from Bass (1985) are; idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The dimensions were analyzed to determine their influence on the implementation of Human Resource Management policies.

Independent Variables were investigated using the following attributes: idealized influence (role modeling, ethics, trustworthy and team play); inspirational motivation (inspire and motivate, vision, optimism, and confidence); intellectual stimulation (creativity and innovativeness, empowerment, independence, and awareness) and individualized consideration (individual needs, mentorship, coaching & teaching). Moderating variable refers to a variable that can strengthen, diminish or alter the

relationship between independent variable and dependent variable (Cooper & Schindler, 2014). The moderating variable (political leadership) was controlled using the following attributes; political stability, County government effectiveness, and citizen participation. The dependent variable was examined using the following Human Resource Management policies; training and development, reward, and discipline.

The choice of training and development policy was informed by the fact that counties as devolved units are an emerging leadership intervention. Therefore, there is a need to train all County staff on what is expected of them if the mission and vision of devolution have to be attained. The counties as emerging leadership units recruited staff from different backgrounds which further created the need for training as a strategy for harmonization and development. The focus on the policy of discipline is based on the fact that discipline is the bedrock of effective service delivery. Moreover, discipline was the guiding principle for the transition from centralized to devolved leadership interventions. The focus on the policy of reward is because, in this study, the reward is perceived as the vehicle for motivation of County staff towards optimum service delivery and attainment of mission and vision of the County government.

The framework tries to understand the mechanisms with which County government leaders may influence the implementation of Human Resource Management policies through their subordinates. Political leadership is the moderator between transformational leadership and the implementation of Human Resource Management policies. The majority of empirical literature reveals that transformational leader articulates a vision clearly and appealingly, explain how to attain the vision, act confidently and optimistically express confidence in followers, emphasize values with symbolic actions, leads by example, and empowers followers to achieve the vision of the organization (Stone, Rusell & Patterson, 2003) causing their followers' commitment to

their jobs and organization. This in turn will lead to the implementation of Human Resource Management policies. An employee who receives support, inspiration, and quality coaching from the supervisor is likely to experience work as more challenging, involving, and satisfying and consequently become highly engaged with the job tasks. Thus, to gain a competitive edge, both leadership and employees are key players in the implementation of Human Resource Management policies by the Kakamega County government.

Conceptual Framework

Independent Variables	Moderating Variable	Dependent Variable

Idealized Influence
- Role model
- Ethical
- Trust worthy
- Team play

H_o1

Inspirational Motivation
- Inspire & motivate
- Visionary
- Optimistic
- Confident

H_o2

Implementation of Human Resource Management Policies
- Training & devt policy
- Reward policy
- Discipline policy

Intellectual Stimulation
- Creative & innovative
- Empowers
- Independence
- Arouses awareness

H_o3

H_o5

Individualized Consideration
- Individual needs
- Mentor
- Coach
- Teacher

H_o4

Political Leadership
- Political stability
- Government effectiveness
- Citizen participation

Figure 1: Conceptual Framework

(Source: Researcher)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter describes the methodology that was used to achieve the objectives of the study. As stated by Polit and Hungler (2004), research methodology is a way of obtaining, organizing, and analyzing data. Primarily, methodology refers to how the research is done and its logical sequence. The methodology included research design, location of the study, population of the study, sampling procedure and sample size, instrumentation, data collection procedure, data analysis and presentation and finally, ethical considerations.

3.2. Research Design

According to Kothari and Garg (2014), the research design is an arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose. Further, Bryman and Bell (2007) aver that research design is the blueprint for the collection, measurement, analysis of data, and a plan to obtain answers to research questions. Similarly, the research design is a plan or framework for data collection and its analysis which reveals the type of research (Cooper & Schindler, 2006). Essentially, therefore, the research design is a plan of how the research was carried out. The study adopted a descriptive research design where quantitative method involving the use of a questionnaire as the primary data collection instrument was employed.

Mugenda (2008) asserted that survey research seeks to obtain information that describes the existing phenomenon by asking individuals about their perceptions, attitudes, behaviour, or values. In agreement with Kasomo (2007), this type of research is important as it aids the researcher in collecting original data to describe a population that

is too large to observe directly. It involves obtaining information from a sample rather than the entire population at one point in time. As concluded by Opiyo (2014), the greatest strength of the survey approach is its versatility in data collection.

3.3. Location of the Study

Kakamega County is located in Western Kenya and covers an area of 3,224.9km^2 (ROK, 2010). It is located 50 km north of Kisumu city. The County is among the densely populated counties in Kenya with a population of 1,660,651 as per the 2009 population census. Kakamega County borders Vihiga County to the south, Siaya County to the west, Bungoma County to the north, Trans Nzoia County to the northeast, Uasin Gishu and Nandi Counties to the East. Main economic activities include large-scale sugar cane farming, mixed farming, and commercial businesses: wholesale and retail trade, jua kali enterprises, Boda boda transport business, tourism, and Gold Mining. Kakamega County has 12 constituencies/Sub counties namely: Lugari, Likuyani, Malava, Lurambi, Navakholo, Mumias West, Mumias East, Matunga, Butere, Khwisero, Shinyalu, and Ikolomani. The 12 constituencies are divided into 60 electoral wards. Kakamega Town hosts Regional Administrative offices for the whole of Western Kenya.

The study focused on the Kakamega County government because it was a pacesetter 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 her first governor was elected twice as chairman of the Council of governors in the republic of Kenya to share his transformational leadership experiences with other governors.

3.4. Population of the Study

The population of the study is the total collection of elements about which inferences are made and it refers to all possible cases which are of interest for the study. It is the group of people to whom the research results apply (Sekaran, 2006). It is the total of all the individuals who have certain characteristics and are of interest to a researcher (Kothari, 2011). Additionally, the population of the study is a group of individuals, objects, or items from which samples are taken for measurement (Saunders, Lewis & Thornhill, 2007). The study population is the total collection of people about which one wants to make deductions. They meet the criteria for inclusion in the study (Oso and Onen, 2011). The population of the study comprised of all the 6,328 full-time employees of Kakamega County government in the following categories; 13 County executive committee members, 90 members of the County assembly, 12 Sub-County administrators, 18 County chief officers, 35 County directors, 89 County assembly staff and 6,071 County executive staff.

Table 2: Population of the Study

	Stratum	Population (N)
1	County Executive Committee Member	13
2	Member of County Assembly	90
3	Sub-County Administrator	12
4	County Chief Officer	18
5	Directors	35
6	County Assembly Staff	89
7	County Executive Staff	6,071
	Total	**6,328**

Source: (KCG, 2018)

3.5. Sampling Procedure and Sample Size

The sampling frame is a list of the target population from which a sample is drawn (Keraro, 2014). This study relied on a sampling frame obtained from the human resources department of the Kakamega County government. A sample is a subset or representative of the target population to be studied. It is picked to be involved in a study (Mugenda and Mugenda, 2003). A good sample should be; truly representative of the target population, result in small sampling error, viable, economical, and systematic, and whose results can be applied to a universe with a reasonable level of confidence (Kothari, 2011). Sampling is the process of selecting items, persons, and objects from a target population so that it is representative (Coopers & Schindler, 2006). The sampling procedure and sample size used in this study are discussed below.

3.5.1. Sampling Procedure

According to Burns and Grove (2003), sampling is a process of selecting people with which to conduct a study. In this study, the researcher used stratified sampling and simple random sampling techniques. The target population was stratified into various categories to enable the collection of data. The categories of officers from the Kakamega County government involved in the study included: County executive committee members, members of the County Assembly, sub-County administrators, County chief officers, directors, County assembly staff, and County executive staff. A simple random sampling procedure where every officer had an equal chance of representation was used in each stratum of the study to get respondents.

3.5.2. Sample Size

Qualitative researchers do not normally know the number of people in research beforehand, the sample may change in size and type during research. 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). Sample size for CECM, MCA, SCA, CCO, Directors and CAS were obtained by calculating 25% of their respective populations in each stratum.

However, for County executive staff, the sample size was determined using the Nassiuma formula. Nassiuma (2002) asserts that in most surveys, a coefficient of variation in the range $20\% \leq c \leq 30\%$ and a standard error in the range of $2\% \leq e \leq 5\%$ is usually acceptable. Therefore, the researcher used a coefficient of 20% and a standard error of 2%. The lower limit for coefficient variation and standard error was selected to ensure low variability in the sample and minimize the degree of error. Nassiuma (2006), argues that in most descriptive and experimental researches, a coefficient of variation of at most 20% is acceptable and a standard error of 0.02can be used.

He gives the formula; -

$$n = \frac{Nc2}{c2 + (N-1)E2}$$

Where; -

n = sample size

N = population

c = Covariance

E = Standard error

$$n = \frac{6071 \times (0.2)2}{(0.2)2 + (6071 - 1)(0.02)2}$$

n = 98

Table 3: Sampling Table

	Stratum	Population (N)	Sample size (n)
1	County Executive Committee Member	13	4
2	Member of County Assembly	90	23
3	Sub-County Administrator	12	3
4	County Chief Officer	18	5
5	Directors	35	9
6	County Assembly Staff	89	23
7	County Executive Staff	6,071	98
	Total	**6,328**	**165**

The researcher used simple random sampling to get respondents for the study from each stratum. The study adopted the Kakamega County government as a unit of analysis (where generalizations were done) and respondents as a unit of observation from whom the required data for the analysis was collected.

3.6. Instrumentation

Data is anything given or admitted as a fact on which a research inference is based (Oso & Onen, 2011). On the other hand, data collection instruments are the tools and procedures used in the measurement of variables in research (Cooper & Schindler, 2006). This study relied on a questionnaire in the collection of data. The questionnaire was prepared by the researcher under the guidance of university supervisors. According to Coopers and Schindler (2011) and Burns & Burns (2012), a questionnaire is a collection of questions or statements that assesses attitudes, opinions, beliefs, biographical information, or other forms of information. A questionnaire ensures anonymity, permits the use of standardized questions and uniform procedures. Conforming to Kothari (2011), questionnaires can provide time for respondents to think about responses and are easy to administer and score. Likert scale type of statements was designed in the questionnaire and balanced between quantity and quality of data to be

collected. Respondents were asked to indicate against each statement the extent to which they agreed or disagreed on a five-point Likert scale ranging from strongly agrees to strongly disagree.

3.6.1. Pilot Study

A pilot study is conducted to ascertain the validity and reliability of the questionnaire. According to Kothari and Garg (2014), a pilot study is a replica and a rehearsal of the main survey. The purpose of the pilot study is to establish the accuracy and appropriateness of the research design and instrumentation (Saunders, Lewis & Thornhill, 2007). Alternatively, Cooper and Schindler (2003) allude to the fact that the purpose of a pilot study is to detect weaknesses in design and implementation and to provide a proxy for data collection of a probability sample. Recently, Opiyo (2017) affirmed that pilot testing helps in assessing the feasibility of a study, designing a research protocol and assessing whether it is realistic and workable, establishing whether the sampling frame and technique are effective, identifying logical problems which might occur with the methodology planned to be used, determining resources needed for the study to be undertaken and assessing the data analysis techniques to uncover potential problems. As reported by Lancaster, Dodd, and Williamson (2010) for high precision pilot studies, 1% to 10% of the sample size should constitute the pilot test size. For this study, pilot testing was undertaken in the neighboring Bungoma County government, where 10% (or 17 respondents) of the sample size were involved. The feedback received from the respondents of the pilot study informed the refinement of the questionnaire before administering it to the study respondents. The researcher also tested the validity and reliability of the data collection instrument.

The choice of Bungoma County for the pilot study was informed by the fact that it is a neighbor to Kakamega County and the two have one common origin since they were all

curved from the former western province of Kenya. This means that the two have a similar background in terms of leadership, public service requirements, and public service delivery. Additionally, the two have similar cultural and socio-economic inclinations. Public service delivery demands of the two counties are similar meaning that they practically require similar or related leadership interventions especially given that they are devolved units under one national government. Thus, they receive instructions, resources, and guidance from one source.

3.6.2. Validity of Research Instrument

Validity refers to the accuracy and meaningfulness of inferences based on the research results (Kothari, 2014). There are two most commonly used forms of validity in social science research; content and face validity. In keeping with Mugenda and Mugenda (2003), content validity is a measure of the degree to which data collected using a particular instrument represents a specific domain of indicators or content of a particular concept. Face validity is the degree to which an instrument is judged to be relevant in obtaining accurate and meaningful data on the variables of interest.

In like manner, Opiyo (2017) explained that content validity is the degree to which the sample test or instrument items represent the content that the instrument is designed for; while face validity is the degree to which an instrument appears to measure what is supposed to measure. The research instrument was discussed with colleagues, supervisors, and other research experts to check and interrogate them on content and face validity. Their feedback helped in making necessary adjustments to the instrument used in data collection. For this study, all items in the questionnaire were developed from the constructs in the conceptual framework and study objectives. This ensured that all variables of the study were accurately captured to elicit the required information.

3.6.3. Reliability of Research Instrument

Reliability of research instrument means that it must be stable, consistent, accurate, dependable, and predictable. According to Mugenda (2008), reliability is the degree to which a measure is consistent in producing the same reading or results when measuring the same thing at different times. Social scientists relying on the questionnaire as an instrument of data collection turn their attention to Cronbach's alpha as an indicator of scale reliability. This study conducted reliability tests considering Cronbach's alpha test statistic for internal consistency and scale reliability. Cronbach's alpha is often viewed as a quality label with high values certifying scale quality whereas, in cases of low values, there's a certain removal of several unwanted and/or cumbersome items. A Cronbach's test for reliability was conducted and the results are as shown in table 4 that follows; -

Table 4: Reliability Analysis

Item	Cronbach alpha	Cronbach's Based Standardized Items	Alpha on	No. of Items
Idealized influence	.967	.967		17
Inspirational motivation	.993	.993		17
Intellectual stimulation	.994	.994		17
Idealized consideration	.990	.990		17
Moderating effect of political leadership	.993	.993		17

About reliability tests Cronbach alphas that were obtained and summarized as in table 4, items within the study were deemed reliable due to their coefficients alphas that include; an idealized influence which had 17 items having a coefficient of .967, Inspirational motivation that had 17 items tested presented a Cronbach alpha of .993; Intellectual Stimulation with 17 items presented a Cronbach alpha of .994; Idealized consideration with 17 items produced a reliability Cronbach alpha of .990 and lastly Moderating effect

of political leadership that also had 17 items being tested and produced a reliability index alpha of .993 coefficient. Reliability coefficients for all the study variables derived above 0.7 that was termed acceptable according to George and Mallery's (2003) criteria. The coefficient range was excellent and signified a high level of internal consistency of the data collection instrument.

3.7. Data Collection Procedure

The study questionnaire was administered to the respondents using the drop and pick method. In this method, respondents were given the questionnaire and allowed up to two weeks to complete it. This was done with help of two research assistants who administered the questionnaire, explained its contents to the respondents, and collected it after they were filled.

3.8. Data Analysis and Presentation

Data analysis has three objectives; getting a feel for the data, testing the goodness of data, and answering a research question (Sekaran, 2009). Additionally, Mugenda and Mugenda (2003) describe data analysis as coding, categorizing, data entry, manipulation, and summarization of data. Furthermore, data analysis consists of running various statistical procedures and tests on data (Cooper & Schindler, 2006). The researcher used SPSS software to analyze data. The independent variables were tested for their reliability through the use of Cronbach's alpha which is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. Quantitative data were analyzed using descriptive statistics and tabulated in percentages and frequencies to describe the categories formed from the data. Data was then tabulated to permit interpretation and presentation.

In the same context, according to Kothari (2009) and in agreement with Mugenda and Mugenda (2003), descriptive statistics enable the researcher to meaningfully describe a distribution. The means were used to indicate the level of implementation of Human Resource Management policies based on transformational leadership. In keeping with Mugenda and Mugenda (2003), the mean takes into account each score in the distribution. Standard deviations were used to show the extent of variance in the implementation of Human Resource Management policies. As reported by Kothari and Garg (2011), the standard deviation is the most widely used and stable measure of dispersion and takes into account each score in the distribution.

3.8.1 Descriptive Statistics

In this study, frequencies, percentages, and cumulative percentages were used to establish the scores in the demographic data. Means and standard deviations were used to establish the typical average value or deviations in the distribution of independent variables. Reliability analysis using Cronbach's alpha coefficient as well as factor analysis was conducted to establish the consistency of measurements in the data collection instrument.

3.8.2 Inferential Statistics

This study conducted inferential statistics through a multiple regression analysis model and moderated multiple regression analysis model using SPSS software. Multiple regression analysis was used to establish the nature and magnitude of the relationship between the independent variables and dependent variables. Moderated multiple regression analysis was used to establish the moderating effect of political leadership on the relationship between Transformational Leadership and implementation of Human Resource Management policies to test the hypothesized relationships. Importantly, Mason, Lind, and Marchal (2009) stated that the regression model is preferred due to its

ability to show whether there is a positive or negative relationship between independent and dependent variables. First, the independent variables were correlated with political leadership and the implementation of Human Resource Management policies, to determine the direction of relationships and significance for each independent variable first on the moderating variable and then on the dependent variable.

A Sobel test for moderating variable as proposed by Baron and Kenny (1986) was used for moderating analysis. Moderating models are concerned with explaining the mechanisms by which independent variables (transformational leadership dimensions) exert influence on a dependent variable (implementation of Human Resource Management policies) via a moderating variable (political leadership). In this study, multiple regression analysis was conducted to establish the nature and magnitude of the relationship between the dimensions of transformational leadership as independent variables first on, implementation of Human Resource Management policies as the dependent variable, and then on political leadership as the moderating variable. Thereafter, a hierarchical regression analysis was done to predict the causal relationships and significance between the study variables.

3.8.2.1. Multiple Regression Analysis Model

$$Y = \beta_o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots \quad 1.1$$

Where;

Y = implementation of Human Resource Management policies

X_1 = idealized influence

X_2 = Inspirational motivation

X_3 = Intellectual stimulation

X_4 = Individualized consideration

ε = error term

β_o= constant (Y- intercept)

β_i = regression coefficients of each Xi (i=1, 2, 3, 4)

3.8.2.2. Moderated Multiple Regression Analysis Model

Moderator is a variable that affects the direction and the strength of the relationship between an independent variable and a dependent variable (Baron & Kenny, 1986). This variable may reduce or enhance the direction of the relationship between an independent variable and a dependent variable. This study used moderated multiple regression analysis (stepwise method) to establish the moderating effect of political leadership (z) on the relationship between Transformational Leadership and implementation of Human Resource Management policies. To determine the direction and the effect of the moderating variable on each of the independent variables and the total effect on the dependent variable, model 1.1 was used while model 1.2 was used to test the joint moderating effect.

$$Y = \beta_o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_z Z + \beta_{iz} X_i Z + \varepsilon, \ (i=1,2,3,4,5) \ \ldots\ldots\ldots \quad 1.2$$

Where;

Y is implementation of Human Resource Management policies (dependent variable), X_1 is idealized influence, X_2 is inspirational motivation, X_3 is intellectual stimulation, X_4 is individualized consideration and Z is the hypothesized moderator (political leadership). $X_i Z$ is the interaction term of political leadership with each of the independent variables $(X_1, X_2, X_3,$ and X4)

β_{iz} is the coefficient of $X_i Z$ the interaction term between political leadership and each of the independent variables for i=1, 2, 3, 4.

β_o is a constant (Y-intercept) which represents the value of Y when X = 0

3.8.3. Test of Hypotheses

Table 5: Hypothesis Test Statistic and Decision Rule

Hypothesis	Hypothesis Test	Decision Rule
$H_0 1$: Idealized influence has no statistically significant influence on implementation of Human Resource Management policies by County Government of Kakamega.	– Pearson Correlation – Multiple Regression – F – test (ANOVA)	Reject H01 if p – value ≤ 0.05, otherwise fail to reject H01 if p-value > 0.05
$H_0 2$: Inspirational motivation has no statistically significant influence on implementation of Human Resource Management policies by County Government of Kakamega.	– Pearson Correlation – Multiple Regression – F – test (ANOVA)	Reject H02 if p – value ≤ 0.05, otherwise fail to reject H02 if p-value > 0.05
$H_0 3$: Intellectual Stimulation has no statistically significant influence on implementation of Human Resource Management policies by County Government of Kakamega.	– Pearson Correlation – Multiple Regression – F – test (ANOVA)	Reject H03 if p – value ≤ 0.05, otherwise fail to reject H03 if p-value > 0.05
$H_0 4$: Individualized consideration has no statistically significant influence on implementation of Human Resource Management policies by County Government of Kakamega.	– Pearson Correlation – Multiple Regression – F – test (ANOVA)	Reject H04 if p – value ≤ 0.05, otherwise fail to reject H04 if p-value > 0.05
$H_0 5$: Political leadership has no statistically significant moderating influence on implementation of Human Resource Management policies by County Government of Kakamega.	– Pearson Correlation – Multiple Regression – F – test (ANOVA)	Reject H05 if p – value ≤ 0.05, otherwise fail to reject H05 if p-value > 0.05

3.8.4. Summary of Variable Measurement

This study involved measurement of four independent variables namely idealized influence, inspirational motivation, intellectual stimulation and individualized consideration and dependent variable, implementation of Human Resource Management policies. The study used 5-point Likert scale. Likert scales are good because they show the strength of person's feelings to whatever is in the questionnaire, they are easy to

analyze, they are easy to collect data, they are more expansive and they are quick (Creswell, 2008). Each statement will have 5-point scale ranging from 5=Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 1 = Strongly Disagree. Measurement in this research will be conceptualized as given in Table 3.4.

Table 6: Summary of Variable Measurement

Variables	Indicators	Measurement
Independent variables		
1. Idealized Influence	• Role model • Ethical • Trustworthy • Team player	Overall, on a scale of 1 to 5, where 5 is the scale of the highest level of idealized influence and 1 is the lowest.
2. Inspirational Motivation	• Inspire • Motivate • Visionary • Optimistic • Confident	Overall, on a scale of 1 to 5, where 5 is the scale of the highest level of inspirational motivation and 1 is the lowest.
3. Intellectual Stimulation	• Creative and innovative • Arouse awareness • Empowers • Independence	Overall, on a scale of 1 to 5, where 5 is the scale of the highest level of intellectual stimulation and 1 is the lowest.
4. Individualized Consideration	• Individual needs • Mentor • Teacher • Coach	Overall, on a scale of 1 to 5 where 5 is the scale of the highest level of individualized consideration and 1 is the lowest.
Moderating Variable		
5. Political Leadership	• Political stability • Government effectiveness • Citizen participation	Overall, on a scale of 1 to 5 where 5 is the scale of the highest level of individualized consideration and 1 is the lowest.
Dependent Variable		
6. Implementation of Human Resource Management Policies	• Training and development • Reward • Discipline	Overall, on a scale of 1 to 5, where 5 is the scale of the highest level of implementation of Human Resource Management policies and 1 is the lowest.

3.9. Ethical Considerations

For this study, data collection procedure involved seeking for authorization from Kabarak University to allow the researcher to collect data. A research permit was obtained from National Commission for Science, Technology and Innovation. Further, the researcher sought permission from Kakamega County governor's office in order to be allowed to collect data from county government officials. Data was collected through use of questionnaire. The questionnaire was presented to respondents under a questionnaire – forwarding letter accompanied by an introductory letter from Kabarak University. The researcher identified respondents, introduced himself and requested to drop the questionnaire, allowed them adequate time to complete and later collected answered instruments.

Respondents were assured that strict confidentiality will be maintained in dealing with responses. Respondents were made to understand the aim of the study and the importance of the information provided. They were informed of their freedom to withdraw whenever they deemed fit and assured of confidentiality and the information got from them was used for intended purpose only. This was guaranteed by ensuring anonymity where respondents were not required to disclose their identity.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSION

4.1. Introduction

This chapter presents data analysis, presentation and discussions according to the objectives and hypotheses set out in the research methodology. The findings are on; - idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, and political leadership. The study findings of the response rate and study sample characteristics are presented first. The chapter then provides a detailed analysis of descriptive and inferential statistics showing how each hypothesis was tested. The study linked the findings with reviewed literature to enable interpret the data, draw a conclusion and make recommendations.

4.2. Diagnostic Data Testing

It is always essential to ensure non-violations of the assumptions of the classical linear regression model (CLRM) before attempting to estimate a regression relationship. Estimating this relationship in an equation when the assumptions of the linear regression were violated runs the risk of obtaining biased, inefficient, and inconsistent parameter estimates (Brooks, 2008). Consequently, the normality, multicollinearity & heteroscedasticity tests were conducted to ensure proper specification of regression equations.

4.2.1. Normality Test

To determine if the collected data was appropriate for such an analysis, the Kayser-Meyer-Olkin (KMO) measure of sampling adequacy was applied to give a value that indicates the sampling adequacy for the study. Field (2009), referring to Hutcheson and Sofroniou (1999), states that values above 0.9 are superb; values between 0.8 and 0.9 are great; values between 0.7 and 0.8 are good, and values between 0.5 and 0.7 are mediocre.

This study recorded a value of 0.894, which implied that the study data was significantly adequate (Table 7).

Bartlett's Test of Sphericity was also conducted to test if there were any relationships at all in the correlation matrix or if the matrix was an identity matrix (in an identity matrix all correlation coefficients would be zero). For the data at hand, Barlett's Test gave a highly significant result at a 0.05 level of significance. In conclusion, the data was significantly adequate and appropriate for this kind of statistical analysis.

Table 7: Test of Sampling Adequacy and Sphericity of Data

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.897	
Bartlett's Test of Sphericity	Approx. Chi-Square	32519.934
	Df	2695
	Sig.	.000

Due to the nature of this study where the influence of transformational leadership on implementation of Human Resource Management policies by Kakamega County Government, Kenya was investigated, assumed univariate and multivariate normality were analyzed. Typically, there are two ways of analyzing normality. Firstly, graphical tests plot data of empirical observations and their distribution in comparison to a theoretical distribution, to identify mismatches. Secondly, numerical tests can be used to derive skewness and kurtosis statistics. Although graphical tests are more intuitive and potentially easier to interpret, numerical tests are more objective (Namusonge, 2009); therefore, the numerical method was employed. Univariate normality was analyzed by merging responses from the study respondents and conducting the Shapiro-Wilk D statistics on the total factor scores (table 8). The statistical procedure analyzed if the distribution as a whole deviate from a normal distribution.

Table 8: Test for Normality in Data Distribution for the Study

Variables	Shapiro-Wilk		
	Statistic	Df	Sig.
Idealized influence	.869	45	.001
Inspirational motivation	.857	45	.001
Intellectual stimulation	.924	45	.002
Individualized consideration	.877	45	.001

1. Test statistic is normal
2. Test statistic is uniform
   N =154 listwise

The test resulted in significant results, indicating that the data for this study were normally and uniformly distributed. This is shown by all coefficients 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.

4.2.2. Multicollinearity Test

Multicollinearity refers to the extent to which the independent variables are highly correlated among themselves (Polit & Hungler, 2004). The study tested for multicollinearity by observing the variance inflation factor (VIF) values from the collinearity test in the regression model. There is no Multicollinearity problem when the VIF value lies between 1-10 (Alin, 2010). Multicollinearity was measured by a variance inflation factor (VIF). Usually, where the Variance inflation factor value > 10 it means independent variables are highly correlated hence leading to multicollinearity problem. Study findings revealed Variance Inflation factors between 1 and 10 for all variables implying that the study model was well specified and did not suffer from multicollinearity problems.

Table 9: Test for Tolerance using Variance Inflation Factor

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)	2.592	4.901
	II	.814	1.228
	IM	.979	1.022
	IS	.827	1.209
	IC	.950	1.053
	PL	.901	1.009

4.2.3. Heteroscedasticity Test

Heteroscedasticity refers to the circumstance in which the variability of the error term across the repressors (range of values of the independent variables) is not uniform (Creswell, 2008). The existence of heteroscedasticity is a major concern in the application of regression and analysis of variance. This is because it invalidates statistical tests of significance which assume that the modeling errors are uncorrelated and uniform hence their variances do not vary with the effects being modeled. The inverse of heteroscedasticity is homoscedasticity, which indicates that the variability of the error term in the dependent variable is equal across values of an independent variable.

The study used the White test which allows the independent variables to have a non-linear and interactive effect on the error variance. The model summary gave all confidence values (at 0.05 confidence) as above 0.05 hence leading to the rejection of the homoscedasticity hypothesis. This implies an absence of heteroskedasticity as tests for the same were all insignificant at the specified confidence interval (95%).

Table 10: Heteroscedasticity Test

Variable	Coef.	Std. Err.	t	(95% Conf.)	Interval
Constant	6.209986	.7695022	8.07	4.6952	7.72284
II	1.664925	.5883219	3.64	.0837	.89323
IM	1.710324	.6284662	5.27	.0699	.93434
IS	2.105327	.4183654	2.94	.1032	.73259
IC	1.394271	.4923435	4.81	.1185	.77490
PL	2.193246	.5003243	3.93	.0927	.69993

4.3. Demographic Characteristics of Respondents

The study was interested in 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 categories 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 11: Frequency Distribution for the Gender of Respondents

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

Findings indicated that the majority of respondents in the study were employees of the masculine gender represented by 64.9% (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," for example, 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 (Anjali & Anand, 2015). 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 (Juma & Ndisya, 2016). Eagly and Karau (2011) claimed that in small groups, men focused somewhat more than women did on the strictly task-oriented aspects of the group process, and women-focused somewhat more than men on the interpersonally oriented aspects. Early and Johnson (2011) 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 12: 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	45.5
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 a higher level of companies' performance than the middle or older age group of the respondent within the organization. Maturity helps to understand policy implications. It may also be treated as an aspect of experience hence the significance of considering the age of respondents. A majority of employees were between 36 – 43 years because the administration of the County government inherited staff from the 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 a leadership position at a place of work and through this influence implementation of Human Resource Management policies can be understood. The respondent's 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 13: 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 13 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 policy implementation success (Rivkin, Gavetti &Levinthal, 2005). Some studies found that employees' experience and educational qualifications significantly influenced the implementation of HR policies within organizations (Njeru & Orodho, 2003; Asikhia, 2010; Yala & Wanjohi, 2011; Olaleye, 2011). Moreover, a study done by Adaramola and Obomanu (2011) in Nigeria found that lack of qualified workers led to consistently 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 14; -

Table 14: Response Rate

Category	Sample	Respondents	Percentage
County Executive Committee Member	4	4	2.60
Member of County Assembly	23	20	12.98
Sub-County Administrator	3	3	1.95
County Chief Officer	5	5	3.25
Directors	9	9	5.84
County Assembly Staff	23	21	13.63
County Executive Staff	98	92	59.74
Total	**165**	**154**	**100**

This study targeted 165 respondents, out of which 154 completed their questionnaire and returned as shown in Table 14. This gave the study a response rate of 93.3%. The result from table 14 indicates that from the responses acquired by the study, 59.74% of the population were County executive staff, followed by a 13.63% and 12.98% that were County Assembly Staff and Member of County Assembly respectively, 5.84% that were Directors, 3.25% that were Chief officers, 2.60% County Executive Committee Members and lastly 1.95% Sub-County Administrators, all being full-time employees within the County government ranks.

4.4. Idealized Influence and Implementation of Human Resource Management Policies

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

4.4.1. Descriptive Statistics on Idealized Influence

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 employee's benefits; supervisor talks about Kakamega County government's most important values and beliefs; supervisor emphasizes the 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 15 that follows;

Table 15: Idealized Influence Descriptive Analysis

Indicator	N	Mean	Std. Deviation
respondents' opinion on supervisors instilling pride in them	154	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 workplaces (M=3.1); supervisor encouraging values of the County government (M=3.08); supervisor emphasizing on a 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.

4.4.2. Inferential Statistics on Idealized Influence and Implementation of Human Resource Management Policies

Correlation Analysis between idealized influence and implementation of Human Resource policies was performed and results presented in Table 16.

Table 16: 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).Source: Research Data (2020)

A correlation coefficient statistic that describes the degree of linear association between idealized influence and implementation of Human Resource Management policies by 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 by the County Government of Kakamega (r= 0.609; P<0.05). This implies that increased application of idealized influence results in the improved implementation of Human Resource Management policies by 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 teamwork by instilling in followers a desire to work towards common goals. Similarly, a study by Conger and Kamungo (2014) revealed that leaders achieve idealized influence by articulating a group vision and fostering

acceptance of the group goals. Further still, Podsakoff, MacKenzie, and Bommer (2003) 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 the implementation of Human Resource Management policies.

Table 17: 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	.298[a]	.194	0.189	.91077	1.802

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

The study determined whether there was autocorrelation through calculation of Durbin – Watson statistic. The statistic has to lie between $1.5 - 2.5$ for there to be the absence of autocorrelation (Garson, 2012). Durbin –Watson coefficient of 1.802 was realized and since it was between 1.5 and 2.5, there was hence no autocorrelation in the data residual. Thus, a 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 on implementation of human resource management policies when idealized influence was applied by 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 on

implementation of Human Resource Management policies by the County Government of Kakamega.

The ANOVA for the 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 by the County Government of Kakamega and findings presented in Table 18:

Table 18: 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	153	.130		
	Total	21.610	154			

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

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 18 above for influence of idealized influence on the implementation of Human Resource Management policies by the County Government of Kakamega revealed an F - value = 14.842 which is statistically significant with a P-value = 0.001 meaning that the overall model was significant in the prediction of implementation of Human Resource Management policies by the County Government of Kakamega. The study, therefore, shows that the application of idealized influence significantly influences the implementation of Human Resource Management policies by the County Government of Kakamega.

Table 19: 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 the implementation of Human Resource Management policies by Kakamega County is 0.109 with a t-value of 3.853 and a 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 on implementation of Human Resource Management policies by the County Government of Kakamega. The regression equation to estimate the influence of idealized influence on the implementation of Human Resource Management policies by the County Government of Kakamega can hence be stated as:

$Y = 0.489 + 0.109X_1$, where y is the implementation of Human Resource Management policies, 0.489 is the constant, 0.109 is the coefficient of determination and e is the stochastic error term.

$H_0$1: Idealized influence has no statistically significant influence on the implementation of Human Resource Management policies by the County Government of Kakamega.

Results: P-value = 0.015 <α= 0.05, β = 0.109.

Since study findings revealed that idealized influence had a statistically significant influence on the implementation of Human Resource Management policies by the

County Government of Kakamega at the level of significance of 0.05, the null hypothesis is hereby rejected and its alternative adopted;

Idealized influence has statistically significant influence on the implementation of human resource management policies by the county government of Kakamega.

4.5. Inspirational Motivation and Implementation of Human Resource Management Policies

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

4.5.1. Descriptive Statistics on Inspirational Motivation

Respondents were asked on their opinions on items within inspirational motivation for factors that include; supervisors talking enthusiastically about what needs to be done; supervisor expressing confidence that goals were achieved; supervisors talking optimistically about the future; supervisor articulating a compelling vision for a department; supervisor creating an exciting image of what is essential to consider; supervisor motivating employees and supervisor being a visionary leader. Means and resulting standard deviation measures for statistical description within populations that were obtained were ranked from the most influencing factor to the least and are as shown in table 20 that follows; -

Table 20: Inspirational Motivation Descriptive Analysis

Indicator	N	Mean	Std. Deviation
respondents' opinion on supervisor talking enthusiastically about what needs to be done	154	3.20	1.178
respondents' opinion on supervisor expressing confidence that goals will be achieved	154	3.18	1.172
respondents' opinion on supervisor's optimism	154	3.11	1.175
respondents' opinion on supervisor being a visionary leader	154	3.1	1.165
respondents' opinion on supervisor articulating a compelling vision for the department	154	3.09	1.174
respondents' opinion on supervisor creating an exciting image of essentials	154	3.08	1.16
respondents' opinion on supervisor motivating employees	154	3.08	1.163

From the results, it was established that; opinion on supervisor talking enthusiastically about what needs to be done (M = 3.20); opinion on supervisor expressing confidence that goals will be achieved (M = 3.18); opinion on supervisor's optimism (M = 3.11); opinion on supervisor being a visionary leader (M = 3.1); opinion on supervisor articulating a compelling vision for the department (M = 3.09); opinion on supervisor creating an exciting image of essentials (M = 3.08); and opinion on supervisor motivating employees (M = 3.08) ranked in their order of influence. From the results, supervisors talking enthusiastically about what needs to be done ranked first with a mean of 3.20 whereas supervisors motivating employees ranked last with a mean of 3.08 within inspirational motivation.

4.5.2. Inferential Statistics on Inspirational Motivation and Implementation of Human Resource Management Policies

Inferential statistics were computed for the influence of inspirational motivation on the implementation of Human Resource Management policies. Pearson Product Moment

correlation coefficient, regression, and ANOVA were computed to establish the direction and strength of influence of inspirational motivation on implementation of Human Resource Management policies by the County Government of Kakamega.

A correlation Analysis between inspirational motivation and implementation of Human Resource Management policies was done and results are presented in Table 21.

Table 21: Correlations for Inspirational Motivation and Implementation of Human Resource Management Policies

		Inspirational motivation	Implementation of HRM Policies
Inspirational Motivation	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	154	
Implementation of HRM Policies	Pearson Correlation	.568**	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 inspirational motivation and implementation of Human Resource Management policies was performed and study findings revealed that there was a statistically significant positive relationship between inspirational motivation and implementation of Human Resource Management policies by the County Government of Kakamega (r= 0.568; P< 0.05). This implies that the use of inspirational motivation by management at Kakamega County government results in the improved implementation of Human Resource Management policies. The findings of this study corroborate findings from other empirical studies on the influence of inspirational motivation on the implementation of Human Resource Management policies. Empirical studies by Kelly (2005); Stone, Russell, and Patterson (2003) revealed that through the vision, an inspirational leader offers to followers the opportunity to see meaning in their work. Over and above that,

followers are challenged with high standards and the leader encourages them to become part of the overall organizational culture and environment. A study by Koech and Namusonge (2012), revealed that Inspirational motivation puts a vision that inspires and motivates employees since Inspirational motivation leadership refers to leaders who can inspire and motivate followers. According to findings from a study by Bono and Judge (2004), inspirational leaders have a strong vision for the future based on values and ideals. Here the leader articulates a vision that is appealing and inspiring to followers. Findings from a study by Barbuto (2005) established that due to inspirational motivation, followers are willing to invest more effort in their tasks, feel encouraged and optimistic about the future, and believe in their abilities.

Study data relating to inspirational motivation was subjected to regression analysis to predict implementation levels for Human Resource Management policies by the County Government of Kakamega and findings presented in Table 22.

Table 22: Model Summary for Iinspirational Motivation and Implementation of Human Resource Management Policies

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.315[a]	.173	.167	.86210	1.842

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

Study findings in Table 22, show that the value of R squared was 0.173 which implies that inspirational motivation accounted for 17.3% of the variance in the implementation of Human Resource Management policies by the County Government of Kakamega. The study investigated the presence of autocorrelation through the calculation of the Durbin – Watson statistic. The statistic has to lie between 1.5 – 2.5 (Garson, 2012). Durbin – Watson coefficient of 1.842 was realized which signified no autocorrelation. Absence of autocorrelation allowed for the use of a regression model in their study.

ANOVA was computed to determine how well the model of the study was fitted to predict implementation of Human Resource Management policies and findings presented in Table 23.

Table 23: ANOVA for Inspirational Motivation and Implementation of Human Resource Management Policies

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.499	1	1.499	11.812	.000[b]
	Residual	20.111	153	.132		
	Total	21.610	154			

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

ANOVA for the linear model presented in Table 23 inspirational motivation as a predictor for implementation of Human Resource Management policies revealed an F value = 11.812 which is significant within 99% confidence interval with p-value = 0.000 meaning that the overall model was significant in the prediction of implementation of Human Resource Management policies by Kakamega County.

Table 24: Regression Coefficients for Inspirational Motivation and Implementation of Human Resource Management Policies

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.564	.085		6.650	.000
	Inspirational motivation	.086	.026	.263	3.366	.001

a. Dependent Variable: Implementation of Human Resource Management Policies

Results presented in the table show that the unstandardized regression coefficient (β) value of the implementation of Human Resource Management policies by the County Government of Kakamega is 0.086 with a t-value of 3.336 and a significance level of

p=0.001. This indicated that holding all other factors constant, a unit change in inspirational motivation resulted in 0.086-unit changes on implementation of Human Resource Management policies by the County Government of Kakamega. The regression equation to estimate the influence of inspirational motivation on implementation of Human Resource Management policies by the County Government of Kakamega can hence be stated as:

$Y = 0.564 + 0.086X_2$, where y is the implementation of Human Resource Management policies, 0.564 is the constant, 0.086 is the coefficient of determination and e is the stochastic error term.

$H_0 2$: Inspirational motivation has no statistically significant influence on the implementation of Human Resource Management policies by the County Government of Kakamega.

Results: P-value = 0.01 $<\alpha = 0.05$, $\beta = 0.086$.

Since study findings revealed that inspirational motivation had a statistically significant influence on the implementation of Human Resource Management policies by the County Government of Kakamega at the level of significance of 0.05, the null hypothesis is hereby rejected and its alternative adopted;

Inspirational motivation has statistically significant influence on the implementation of human resource management policies by the county government of Kakamega.

4.6. Intellectual Stimulation and Implementation of Human Resource Management Policies

The third objective of the study sought to determine the influence of intellectual stimulation on the implementation of Human Resource Management policies by the Kakamega County Government. Both descriptive and inferential statistics were used to

predict variations in the implementation of Human Resource Management policies as a result of changes in intellectual stimulation.

4.6.1. Descriptive Statistics for Intellectual Stimulation

Respondents were asked to state their opinions as concerns factors within intellectual stimulation. Their responses were captured on a Likert scale instrument and respective mean and standard deviations obtained by the study to enable ranking of the items with their capacities of influence. The factors therein included; supervisor reexamining critical assumptions as to whether they are appropriate; supervisor looking into problems from different angles; supervisor seeking different opinions when solving problems; supervisor does not impose ideas on employees; supervisor empowering employees to come up with new ways of doing their job; supervisor arousing awareness among employees and supervisor encouraging innovation and creativity at work. These factors were described by their means and standard deviations to check on how they ranked in influencing implementation of human resource management policies by the County Government of Kakamega within the main theme; Intellectual stimulation. Results obtained are as posted in Table 25 that follows; -

Table 25: Intellectual Stimulation Descriptive Analysis

Indicator	N	Mean	Std. Deviation
respondent's opinion on supervisor re-examining critical assumptions for appropriateness	154	3.21	1.153
respondents' opinion on supervisor empowering employees to come up with new ways of doing their job	154	3.12	1.149
respondents' opinion on supervisor exploring problems at work places	154	3.11	1.158
respondents' opinion on supervisor arousing awareness among employees	154	3.11	1.141
respondents' opinion on supervisor not imposing ideas on employees thus allowing independence	154	3.08	1.149
respondent's opinion on supervisor seeking different opinions when solving a problem	154	3.08	1.135
respondents' opinion on supervisor encouraging innovation and creativity at work	154	3.06	1.147

From the table, it was established that; supervisors re-examining critical assumptions for appropriateness (M = 3.21, SD = 1.153); supervisors empowering employees to come up with new ways of doing their job (M = 3.12, SD = 1.149); supervisors exploring problems at workplaces (M = 3.11, SD = 1.158); supervisor arousing awareness among employees (M = 3.11, SD = 1.141); supervisors not imposing ideas on employees thus allowing independence (M = 3.08, SD = 1.149); supervisors seeking different opinions when solving a problem (M = 3.08, SD = 1.135) and lastly supervisors encouraging innovation and creativity at work (M = 3.06, SD = 1.147). it can be reported that in their order of ranking for influence, respondents opined that supervisor re-examining critical assumptions for appropriateness ranked first (M=3.21, SD = 1.153) while supervisors encouraging innovation and creativity at work ranked last (M = 3.06, SD = 1.147).

4.6.2. Inferential Statistics on Intellectual Stimulation and Implementation of Human Resource Management Policies

To determine the strength of the relationship between intellectual stimulation and implementation of Human Resource Management policies, study data were subjected to Pearson product moment correlation coefficient and findings presented in Table 26.

Table 26: Correlations Analysis for Intellectual Stimulation and Implementation of Human Resource Management Policies

		Intellectual Stimulation	Implementation of HR Policies
Intellectual Stimulation	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	154	
Implementation of HR Policies	Pearson Correlation	.601[**]	1
	Sig. (2-tailed)	.001	
	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 intellectual stimulation and implementation of Human Resource Management policies was computed and findings in Table 26 revealed a statistically significant and positive relationship between intellectual stimulation and implementation of human resource management policies by the County Government of Kakamega (r=0.601; P<0.05). This implies the increased application of intellectual stimulation leads to improved implementation of Human Resource Management policies by the County Government of Kakamega. Findings from this study were compared with findings from previous studies that investigated the influence of intellectual stimulation on the implementation of Human Resource Management policies. In the study by Nwaghara (2010) conducted in Nigeria, it was revealed that intellectual stimulation provokes employees to be innovative and creative when making decisions and in problem-solving. Hughes (2014)

in his study established that Intellectual stimulation continuously generates higher levels of creativity from employees. Transformational leaders stimulate their employees' effort to become creative and innovative by approaching old challenges in new ways and questioning assumptions. Employees are allowed to make mistakes in their course of duty. They are included in the problem-solving and decision-making process. Another study by Koech and Namusonge (2012) found that a transformational leader encourages employees to innovate and challenge their potential.

Findings from a study by Kelly (2005) revealed that intellectual stimulation involves leaders arousing and challenging followers' awareness of problems and their capacity to solve those problems. Here, the leaders question the assumptions and beliefs of the organization and encourage followers to be innovative and creative, thus approaching old problems in new ways. This finding is also shared by Barbuto (2005); Stone, Russell, and Patterson (2003). Estes and Ward (2002) also looked into the relationship between intellectual stimulation and implementation of Human Resource Management policies and found that intellectual stimulation makes followers empowered to act independently in solving problems.

The results for regression analysis where intellectual stimulation was used to predict implementation of Human Resource Management policies by County Government of Kakamega was performed and findings presented in Table 27.

Table 27: Model Summary for Intellectual Stimulation and Implementation of Human Resource Management Policies

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.432[a]	.265	.259	.79501	1.947

a. Predictors: (Constant), Intellectual stimulation
b. Dependent Variable: Implementation of Human resource management policies

From the results in table 27, the value of R squared was 0.265 which implies that intellectual stimulation accounted for 26.5% of the variance on implementation of Human Resource Management policies by the County Government of Kakamega.

The study investigated the presence of autocorrelation through the calculation of the Durbin − Watson statistic. The statistic has to lie between 1.5 − 2.5 for there to be the absence of autocorrelation (Garson, 2012). Durbin − Watson coefficient of 1.947 was realized which signified no autocorrelation. Absence of autocorrelation allowed for the use of a regression model in their study.

ANOVA was computed to determine how well the model of the study was fitted to predict implementation of Human Resource Management policies and findings presented in Table 28.

Table 28: ANOVA for Intellectual Stimulation and Implementation of Human Resource Management Policies

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.862	1	1.862	14.333	.005[b]
	Residual	19.748	153	.130		
	Total	21.610	154			

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

ANOVA for the linear model presented in Table 28 for intellectual stimulation as a predictor for implementation of Human Resource Management policies revealed an F value = 14.333 which is significant within 99% confidence interval with p-value = 0.005 meaning that the overall model was significant in the prediction of implementation of Human Resource Management policies by Kakamega County government.

Table 29: Regression Coefficients for Intellectual Stimulation and Implementation of Human Resource Management Policies

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.307	.085		6.209	.000
	Intellectual stimulation	.252	.026	.294	3.786	.000

a. Dependent Variable: Implementation of Human Resource Management Policies

Results presented in the table show that the unstandardized regression coefficient (β) value of the implementation of Human Resource Management policies by Kakamega County is 0.252 with a t-value of 3.786 and a significance level of p=0.000. This indicated that holding all other factors constant, a unit change in intellectual stimulation resulted in a 0.252-unit change on implementation of Human Resource Management policies by the County Government of Kakamega. The regression equation to estimate the influence of intellectual stimulation on implementation of Human Resource Management policies by the County Government of Kakamega can hence be stated as:

$Y = 0.307 + 0.252X_3$, where y is the implementation of Human Resource Management policies, 0.307 is the constant, 0.252 is the coefficient of determination concerning intellectual stimulation and e is the stochastic error term.

$H_0$3: Intellectual stimulation has no statistically significant influence on the implementation of Human Resource Management policies by the County Government of Kakamega.

Results: P-value = 0.000<α = 0.05, β = 0.252.

Since study findings revealed that intellectual stimulation had a statistically significant influence on the implementation of Human Resource Management policies by the

County Government of Kakamega at the level of significance of 0.05, the null hypothesis is hereby rejected and its alternative adopted;

Intellectual stimulation has statistically significant influence on the implementation of human resource management policies by the county government of Kakamega.

4.7 Individualized Consideration and Implementation of Human Resource Management Policies

The fourth objective sought to evaluate the influence of individualized consideration on the implementation of Human Resource Management policies by the Kakamega County Government. Both descriptive and inferential statistics were used to predict variations on implementation of Human Resource Management policies as a result of changes in individualized consideration.

4.7.1. Descriptive Statistics for Individualized Consideration

Respondents were asked to state their opinions as concerns factors within the idealized influence. Their responses were captured on a Likert scale instrument and respective mean and standard deviations obtained by the study to enable ranking of the items with their capacities of influence. The factors therein included; supervisors treating employees as individuals rather than as members of a group; supervisors spending time teaching and coaching employees; supervisors helping employees to develop their strengths; the supervisor is empathetic and supportive to employees; supervisor promotes self-development among employees; supervisor listens to employees concerns about work and supervisor cares about individual need. These factors were analyzed by describing how they ranked in influencing the implementation of human resource management policies by the County Government of Kakamega and the results are as shown in Table 30;

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Table 30: Individualized Consideration Descriptive Analysis

Indicator	N	Mean	Std. Deviation
respondents' opinion on supervisor helping employees develop their strengths	154	3.43	1.158
respondents' opinion on supervisor treating employees as individuals rather than members of a group	154	3.31	1.161
respondents' opinion on supervisor promoting self-development among employee	154	3.12	1.167
respondents' opinion on supervisor spending time teaching and coaching employees	154	3.07	1.161
respondents' opinion on supervisor being empathetic and supportive to employees	154	3.06	1.133
respondents' opinion on supervisor caring about individual needs	154	3.04	1.165
respondents' opinion on supervisor listening to employees concerns about work	154	3.02	1.163

Respondents were asked to indicate their opinion on the extent to which their supervisors help employees develop their strengths and findings revealed a mean of 3.43 and standard deviation of 1.158. Regarding whether supervisors treat employees as individuals rather than members of a group the mean was 3.31 with a standard deviation of 1.161. As to whether supervisors promote self-development among employees the mean was 3.12 with a standard deviation of 1.167. Respondents' opinion on supervisor spending time teaching and coaching employees revealed a mean of 3.07 and a standard deviation of 1.161. Respondents were asked whether supervisors were empathetic and supportive to employees and the mean was 3.06 with a standard deviation of 1.133. Respondents' opinion on supervisors caring about individual needs posted a mean of 3.04 and a standard deviation of 1.165. As to whether supervisors listened to employees'

concerns about work, study findings revealed a mean of 3.02 and a standard deviation of 1.163.

It was established from the results that, within individualized consideration; supervisors re-examining critical assumptions for appropriateness (M = 3.30, SD = 1.161); supervisors empowering employees to come up with new ways of doing their job (M = 3.22, SD = 1.148); supervisors exploring problems at workplaces (M = 3.17, SD = 1.152); supervisors arousing awareness among employees (M = 3.11, SD = 1.149); supervisors seeking different opinions when solving a problem (M = 3.08, SD = 1.134); supervisors not imposing ideas on employees and allowing them independence (M = 3.07, SD = 1.125) and lastly supervisors encouraging innovation and creativity at work (M = 3.06, SD = 1.148) came in that order of ranking. Supervisor's critical re-examination of assumptions for appropriateness ranked first in influence (M = 3.30, SD = 1.161) whereas supervisors encouraging innovation and creativity has the least influence on the implementation of human resource management policies by the County Government of Kakamega with a mean of 3.06, SD 1.148.

4.7.2. Inferential Statistics on Individualized Consideration and Implementation of Human Resource Management Policies

To determine the strength of the relationship between individualized consideration and implementation of Human Resource Management policies, study data were subjected to Pearson product-moment correlation coefficient. A Correlation Analysis between individualized consideration and implementation of Human Resource Management policies by the County Government of Kakamega was performed and results presented in table 31.

Table 31:Correlation Results for Individualized Consideration and Implementation of Human Resource Management Policies

		Individualized consideration	Implementation of HRM Policies
Individualized consideration	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	154	
Implementation of HRM Policies	Pearson Correlation	.002	1
	Sig. (2-tailed)	.522*	
	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 individualized consideration and implementation of Human Resource Management policies was performed and study findings reveal a statistically significant and positive relationship between individualized consideration and implementation of Human Resource Management policies by the County Government of Kakamega (r= 0.522; P<0.05). This implies that increased application of individualized consideration results in the improved implementation of Human Resource Management policies by the County Government of Kakamega.

Findings from this study were compared with findings from empirical studies that looked into the association between individualized consideration and its role in the implementation of Human Resource Management policies. An empirical study by Saboe, Taing, Way, and Johnson (2015) revealed that individualized consideration exhibits a social relationship between a leader and the follower and involve showing respect and caring for the follower's needs. They further found that the leader becomes an advisor, mentor, and coach for the followers. New learning opportunities are created with a supportive and conducive working environment. In this way, employees are developed to higher potential levels. Shin and Zhou (2003) established that Individual differences in

terms of needs and desires are identified and catered for. The leader cares about the individual needs of employees. Individualized consideration leadership refers to the degree to which a leader attends to each follower's needs, acts as a mentor, coaches the follower, and listens to the follower's concerns. In agreement with Chekwa (2001), this study has observed that people are treated individually and differently based on their talents and knowledge and to allow them to reach higher levels of achievement that might otherwise have not been achieved.

Study data relating to individualized consideration was subjected to regression analysis to predict implementation levels for Human Resource Management policies by the County Government of Kakamega and findings presented in Table 32.

Table 32: Model Summary for Individualized Consideration and Implementation of Human Resource Management Policies

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.397[a]	.128	.124	.77745	1.722

a. Predictors: (Constant), Individualized consideration
b. Dependent Variable: Implementation of Human resource management policies

From the results in table 32, the value of R squared was 0.128 which implied that individualized consideration accounted for 12.8% of the variance on implementation of Human Resource Management policies by the County Government of Kakamega.

The study investigated the presence of autocorrelation through the calculation of the Durbin – Watson statistic. The statistic has to lie between1.5 – 2.5 for there to be the absence of autocorrelation (Garson, 2012). Durbin – Watson coefficient of 1.722 was realized which signified no autocorrelation. Absence of autocorrelation allowed for the use of a regression model in their study.

ANOVA was computed to determine how well the model of the study was fitted to predict implementation of Human Resource Management policies and findings presented in Table 33.

Table 33: ANOVA Output for Individualized Consideration and Implementation of Human Resource Management Policies

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.626	1	1.626	12.370	.001[b]
	Residual	19.984	153	.131		
	Total	21.610	154			

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

ANOVA for the linear model presented in Table 33 for individualized consideration as a predictor for implementation of Human Resource Management policies revealed an F value = 12.370 which is significant within 99% confidence interval with p-value = 0.001 meaning that the overall model was significant in the prediction of implementation of Human Resource Management policies by Kakamega County.

Table 34: Regression Coefficients for Individualized Consideration and Implementation of Human Resource Management Policies

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.549	.085		6.445	.000
	Individualized consideration	.092	.026	.274	3.517	.001

a. Dependent Variable: Implementation of Human Resource Management Policies

Results presented in the table show that the unstandardized regression coefficient (β) value of the implementation of Human Resource Management policies by Kakamega County is 0.092 with a t-value of 3.517 and a significance level of p = 0.001. This indicated that holding all other factors constant, a unit change in individualized

consideration resulted in a 0.092-unit change on implementation of Human Resource Management policies by the County Government of Kakamega. The regression equation to estimate the influence of intellectual stimulation on implementation of Human Resource Management policies by the County Government of Kakamega can hence be stated as:

$Y = 0.549 + 0.092X_4$, where y is the implementation of Human Resource Management policies, 0.549 is the constant, 0.092 is the coefficient of determination concerning individualized consideration and e is the stochastic error term.

$H_0 4$: Individualized consideration has no statistically significant influence on the implementation of Human Resource Management policies by the County Government of Kakamega.

Results: P-value = $0.001 < \alpha = 0.05$, $\beta = 0.092$.

Since study findings revealed that individualized consideration had a statistically significant influence on the implementation of Human Resource Management policies by the County Government of Kakamega at the level of significance of 0.05, the null hypothesis is hereby rejected and its alternative adopted;

Individualized consideration has a statistically significant influence on implementation of human resource management policies by the county government of Kakamega.

4.8. Moderating Influence of Political Leadership on the Relationship Between Transformational Leadership and Implementation of Human Resource Management Policies

The fifth objective of the study sought to examine the moderating effect of political leadership on the relationship between transformational leadership and the implementation of Human Resource Management policies.

Both descriptive and inferential statistics were used to predict variations in the implementation of Human Resource Management policies as a result of changes in the influence of political leadership.

4.8.1. Descriptive Statistics on Political Leadership

Within political leadership as a factor, opinions on the factors tested were tabulated to derive descriptive means and standard deviations to obtain a ranking of the items in their order of influence. For this study, factors called for respondent reaction on Likert scale items.

Table 35: Political Leadership Descriptive Analysis

Indicator (Political Stability)	N	Mean	Std. Deviation
The County government respects human rights	154	3.94	1.147
The County government has full authority to formulate policies	154	3.25	1.155
The County government has power to pass laws relating to County governance	154	2.73.	1.117
The County government is elected by popular vote	154	2.21	1.009
Indicator (Government Effectiveness)	**N**	**Mean**	**Std. Deviation**
The County government effectively implements policies	154	4.31	1.517
The County government ensures hiring and promotion of staff is based on merit.	154	4.09	1.108
The County government efficiently ensures revenue mobilization and budget management.	154	4.05	1.163
The County government has ensured quality health care for its employees.	154	2.20	1.493
Indicator (Citizen Participation)	**N**	**Mean**	**Std. Deviation**
The County government usually involves the public in selecting development projects and budget making	154	4.17	1.179
The citizens frequently submit proposals for development projects to be prioritized by County government	154	3.27	1.361
The citizens usually attend meetings organized by County government to discuss development and service delivery	154	2.92	1.718

From the Table, it was established that within the construct political stability; the county government respects human rights (M=3.94, SD = 1.147); the County Government has full authority to formulate policies (M=3.25, SD = 1.155); the County Government has power to pass laws relating to County governance (M = 2.73, SD = 1.117) and lastly the County Government is elected by popular vote (M = 2.21, SD = 1.009).

For government effectiveness: the county government effectively implements policies (M=4.31, SD = 1.517); the County government ensures hiring and promotion of staff based on merit (M= 4.09, SD = 1.108); the County Government efficiently ensures revenue mobilization and budget management (M=4.05, SD = 1.163) and lastly the County Government has ensured quality health care for its employees (M = 2.20, SD = 1.493).

For citizen participation, the County Government usually involves the public in selecting development projects and budget making (M= 4.17, SD = 1.179); the citizens frequently submit proposals for development projects to be prioritized by County government (M= 3.27, SD = 1.361) and lastly the citizens usually attend meetings organized by County Government to discuss development and service delivery (M = 2.92, SD = 1.718).

4.8.2 Inferential Statistics for the Moderating Influence of Political Leadership on the Relationship between Transformational Leadership and Implementation of Human Resource Management Policies

To measure the influence of political leadership on the relationship between transformational leadership and implementation of human resource management policies, the study subjected data on the three variables to partial correlation in zero order and in first order.

In this regard study data relating to political leadership's influence was computed using partial correlation in zero order and first order to investigate the direction and magnitude

of change in the influence of transformational leadership on the implementation of Human Resource Management policies.

Table 36: Partial Correlation (first-order) for the Influence of Political Leadership on the Relationship Between Transformational Leadership and Implementation of Human Resource Management Policies

Variables	Political Leadership	Transformational Leadership	Implementation of HRM Policies
Political Leadership	1.0000		
Transformational leadership	-.307 P=.001	1.0000	
Implementation of HRM Policies	-.491 P=.000	.661 P=.002	1.0000

(Coefficient/D. F/α=0.05, α =0.01 2-tailed significance)

Table 36 shows a statistically significant negative relationship between political leadership and transformational leadership (r=-0.307: P=0.001) and a negative relationship between political leadership and implementation of Human Resource Management policies (r=-0.491:P=0.000). Transformational leadership was however found to significantly and positively influence the implementation of Human Resource Management policies (r=0.661: P=0.002). The presence of political leadership was controlled to determine the direction and magnitude of change in the relationship between transformational leadership and implementation of Human Resource Management policies and results presented in Table 37.

Table 37:Results of Partial Correlation Controlling Political Leadershi (zero-order)

Variables	Transformational Leadership	Implementation of HRM Policies
Transformational Leadership	1.0000	
Implementation of HRM Policies	.699 P=.000	1.0000

(Coefficient/D. F/α=0.05, α =0.01 2-tailed significance)

The partial correlation results were compared with those of the first-order correlation coefficient to determine the magnitude and direction of change in the relationship between transformational leadership and implementation of Human Resource Management policies by the County Government of Kakamega. The results suggested that there was an increase in the strength of the relationship between transformational leadership and implementation of Human Resource Management policies from r=0.661 (p<0.05) to r=0.699 (p<0.05) in the absence of political leadership. The implication of this is that the absence of political leadership significantly enhances the relationship between transformational leadership and the implementation of Human Resource Management policies.

$H_0$5: Political leadership has no statistically significant moderating influence on the implementation of Human Resource Management policies by the County Government of Kakamega.

Results: P-value = 0.000 <α = 0.05, β = -0.491.

Since study findings revealed that political leadership had a significant negative influence on the relationship between transformational leadership and implementation of Human Resource Management policies by the County Government of Kakamega at the

level of significance of 0.05, the null hypothesis is hereby rejected and its alternative adopted;

Political leadership has statistically significant moderating influence on the implementation of human resource management policies by the county government of Kakamega.

4.9. Overall Correlation for Transformational Leadership and Implementation of Human Resource Management Policies

The overall correlation for the study variables was computed and findings are presented in Table 38.

Table 38: Correlations for Transformational Leadership and Implementation of Human Resource Management Policies

Variables	Correlation coefficients	1	2	3	4	5
Idealized influence	Pearson Correlation	.554*				
	Sig. (2-tailed)	.015				
	N	154				
Inspirational motivation	Pearson Correlation	.575*	1			
	Sig. (2-tailed)	.001				
	N	154	154			
Intellectual stimulation	Pearson Correlation	.556**	.531	1		
	Sig. (2-tailed)	.000	.602*			
	N	154	154	154		
Individualized consideration	Pearson Correlation	.542**	.027	.423	1	
	Sig. (2-tailed)	.000	.519*	.000		
	N	154	154	154	154	
Political leadership	Pearson Correlation	-.301	-.227	-.413	-.196	1
	Sig. (2-tailed)	.041	.051	.047	.064	.039
	N	154	154	154	154	154

** Correlation is significant at the 0.05 level (2-tailed).
* Correlation is significant at the 0.01 level (2-tailed)

The overall correlation results in table 38 reveal a significant positive relationship between idealized influence and implementation of Human Resource Management policies (r=0.554;p<0.05), a significant positive relationship between inspirational motivation and implementation of Human Resource Management policies (r=0.575;p<0,05), a significant relationship between intellectual stimulation and implementation of Human Resource Management policies (r=0.556;p<0.05) and a significant positive relationship between individualized consideration and implementation of Human Resource Management policies (r=0.542;p<0.05). Relationships between political leadership and all the study independent variables revealed negative correlations.

4.10. Overall Multiple Regression Transformational Leadership and Implementation of Human Resource Management Policies

Findings in Table 39 present the results of multiple regression for transformational leadership as a predictor of implementation of Human Resource Management policies by the County Government of Kakamega. This model presents the combined effect of independent variables on the dependent variable of the study.

Table 39: Model Summary for Transformational Leadership and Implementation of Human Resource Management Policies

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.791[a]	.797	.769	.8168	1.717

a. Predictors: (Constant), II, IM, IS, IC
b. Dependent Variable: Implementation of Humana resource management policies

Study findings in table 39 reveal the value of R square as being 0.797 which implies that the combined effects of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration accounted for 79.7% of the variance on implementation of Human Resource Management policies by the County Government of

Kakamega. This implies that the remaining 20.33% unexplained variance on implementation of Human Resource Management policies was largely due to variation in other factors that were not of interest to this study and which were taken care of by the stochastic error term. The table shows the autocorrelation test result which tests the residuals from linear regression is independent. The rule of the thumb is that the value of Durbin Watson has fallen between 1.5 and 2.5 for there to be no autocorrelation, a condition that was fulfilled by the overall regression output for this study with a Durbin–Watson value of 1.717.

4.11. Overall ANOVA Results for Transformational Leadership and Implementation of Human Resource Management Policies

Analysis of variance was performed to gauge the overall goodness of fit for the study model and findings presented in Table 40.

Table 40: ANOVA Results for Transformational Leadership and Implementation of Human Resource Management Policies

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	54.899	1	18.300	28.170	.000[a]
	Residual	191.637	153	.650		
	Total	**246.536**	**154**			

a. Predictors: (Constant), II, IM, IS, IC
b. Dependent Variable: Implementation of Human resource management policies.

The ANOVA output was a significant predictor of influence between study variables as shown by the level of significance 0.000 and F value of 28.170. This implies that the model was significantly stable and well-fitted to predict the influence of transformational leadership on the implementation of Human Resource Management policies.

4.12. Coefficients for Transformational Leadership and Implementation of Human Resource Management Policies

Study findings in table 41 show Coefficients for Transformational Leadership and implementation of Human Resource Management policies in side-by-side comparison to reflect the variations in direction and magnitude of influence of the various independent variables on the dependent variable:

Table 41:Regression Coefficients for Transformational Leadership and Implementation of Human Resource Management Policies

Model 1	Unstandardized Coefficients		Beta Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.462	.408		3.581	.000		
Idealized Influence	.121	.023	.377	3.678	.000	.829	1.207
Inspirational Motivation	.073	.021	.253	3.359	.305	.992	1.008
Intellectual Stimulation	.101	.029	.299	3.779	.003	.833	1.200
Individualized Consideration	.097	.025	.271	3.519	.000	.842	1.003
Political Leadership	-.113	.041	-.296	3.841	.009	.899	1.119

a. Dependent Variable: Implementation of Human resource management policies

The VIF values in table 41 are all less than 10 so there was no multicollinearity problem. Analysis of the regression model coefficients shows beta coefficients were all positive except for political leadership which posted a -0.113 with a p-value = 0.009 which is highly significant within the parameters of 99% confidence interval. This implies that

idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration had a significant positive influence on the implementation of Human Resource Management policies by the County Government of Kakamega while political leadership was found to have a significant negative influence on the implementation of Human Resource Management policies by the County Government of Kakamega.

In precise terms of interpretation of the study model, holding all other factors constant, a unit change in idealized influence resulted in a 0.121-unit change on implementation of Human Resource Management policies by the County Government of Kakamega. The model also reveals that holding all other factors constant, a unit change in inspirational motivation resulted in a 0.073-unit change on the implementation of Human Resource Management policies by the County Government of Kakamega. Holding all other factors constant, a unit change in intellectual stimulation resulted in a 0.101-unit change on implementation of Human Resource Management policies by the County Government of Kakamega. Holding all other factors constant, a unit change in individualized consideration resulted in 0.097 unit change on implementation of Human Resource Management policies by the County Government of Kakamega while holding all other factors constant, a unit change in political leadership resulted in -0.113 unit change on implementation of Human Resource Management policies by the County Government of Kakamega

The regression model then becomes

$Y = 1.462 + 0.121X_1 + 0.073X_2 + 0.101X_3 + 0.097X_4 + - 0.113X_5$

Where Y Implementation of Human Resource Management Policies,

X_1 denotes Idealized Influence

X_2 denotes Inspirational Motivation

X_3 denotes Intellectual Stimulation

X_4denotesIndividualized Consideration

X_5denotesPolitical Leadership

4.13. Factor Analysis

In this section, the factor analysis for each of the sub-variables of the transformational leadership questionnaire is presented.

4.13.1Factor Analysis for Idealized Influence on Implementation of Human Resource Management Policies

Study data from the study questionnaire was subjected to factor analysis to determine the adequacy and appropriateness of the collected data to the study. Table 42 showing the results of the factor analysis concerning idealized influence.

Table 42: KMO and Barlett's Test for Idealized Influence and Implementation of Human Resource Management Policies Questionnaire

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.593
Bartlett's Test of Sphericity	Approx. Chi-Square	49.771
	Df	10
	Sig.	.000

Two tests were carried out to determine whether factor analysis was appropriate and the results reveal that Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) results indicate a value of 0.593 which is higher than the recommended value of 0.5 (William, Brown & Osman, 2010). Bartlett's test of sphericity on the other hand showed a p-value of 0.000 which was lower than 0.05 with 10 degrees of freedom. The two tests indicate that it was desirable to perform principal component analysis.

Table 43: Total Variance Explained

| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
II	1.377	27.544	27.544	1.377	27.544	27.544
IM	1.177	23.531	51.074	1.177	23.531	51.074
IS	1.002	20.041	71.115	1.002	20.041	71.115
IC	.781	14.842	85.957			
PL	.762	14.043	100.000			

Extraction Method: Principal Component Analysis.

Findings in Table 43, three factors were extracted the first test item fitted in component 3 the second and third items to component 2, and items three and four to component one. Factor analysis was carried out with a threshold of a factor loading of 0.3. As a rule of thumb, all-composite measures that give a factor loading of less than 0.3 are dropped. However, all test items from the idealized influence questionnaire had factor loadings between 0.762 and 1.377 hence all the questionnaires were used in subsequent analysis.

4.13.2. Factor Analysis of Inspirational Motivation and Implementation of Human Resource Management Policies Questionnaire.

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) results indicate a value of 0.700 which is higher than the recommended value of 0.5 (William, Brown & Osman, 2010). Bartlett's test of sphericity on the other hand showed a p-value of 0.000 which was lower than 0.05 (Tabachnick & Fidell, 2007). The two tests indicate that it was desirable to perform principal component analysis.

Table 44:KMO and Bartlett's Test for Inspirational Motivation and Implementation of Human Resource Management Policies Questionnaire

KMO		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.700
Bartlett's Test of Sphericity	Approx. Chi-Square	181.739
	Df	10
	Sig.	.000

Table 44 composite measures on inspirational motivation were subjected to principal component analysis and the results in table 44 indicated that all of the items had measures loaded between 0.539 and 0.712. This means that all the factors had a factor loading of more than 0.4 (David, Patrick, Phillip, & Kent, 2010). Therefore, all the composite measures were retained as critical drivers of the implementation of Human Resource Management policies.

4.13.3 Factor Analysis of Intellectual Stimulation and Implementation of Human Resource Management Policies Questionnaire

Factor analysis was done to determine the adequacy and appropriateness of data collected on intellectual stimulation and findings presented in Table 45 showing the Factor analysis for intellectual stimulation questionnaire:

Table 45: KMO and Bartlett's Test on Intellectual Stimulation and Implementation of Human Resource Management Policies Questionnaire

KMO		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.722
Bartlett's Test of Sphericity	Approx. Chi-Square	196.703
	Df	10
	Sig.	.000

Two tests were carried out to determine whether factor analysis was appropriate. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) results indicate a value of

0.722 which is higher than the recommended value of 0.5 (William, Brown& Osman, 2010). Bartlett's test of sphericity on the other hand showed a p-value of 0.000 which was lower than 0.05 with 10 degrees of freedom. The two tests indicate that it was desirable to perform principal component analysis. All test items from the Intellectual stimulation questionnaire had factor loadings between 0.575 and 0.727 hence the study questionnaire was used in subsequent analysis.

4.13.4. Factor Analysis of Individualized Consideration and Implementation of Human Resource Management Policies Questionnaire

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) results indicate a value of 0.728 which is higher than the recommended value of 0.5 (William, Brown & Osman, 2010). Bartlett's test of sphericity on the other hand showed a p-value of 0.000 which was lower than 0.05 (Tabachnick & Fidell, 2007). The two tests indicate that it was desirable to perform principal component analysis.

Table 46: KMO and Bartlett's Test for Individualized Consideration and Implementation of Human Resource Management Policies Questionnaire

KMO		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.728
Bartlett's Test of Sphericity	Approx. Chi-Square	189.461
	Df	10
	Sig.	.000

The 46 composite measures on individualized consideration were subjected to principal component analysis and the results indicated that all of the items had measures loaded between 0.571 and 0.803. This means that all the factors had a factor loading of more than 0.4 (David et al., 2010). Therefore, all the composite measures were retained as critical drivers of individualized consideration, and the results are presented in the table

below. The rest of the study used all 4 measures as the composite measure of individualized consideration.

4.13.5. Factor Analysis Results for Responses on Implementation of Human Resource Management Policies Questionnaire

Factor analysis was undertaken to determine adequacy and relevance of items on implementation of Human Resource Management policies questionnaire and findings presented in Table 47.

Table 47: Factor Analysis for Responses on Implementation of Human Resource Management Policies Questionnaire

	Test Item	Factor Loadings
1	Training and development environment for continuous training and development among employees	.812
2	Employees are rewarded fairly, equitably in accordance with their value to the County government.	.860
3	County government employees get annual salary increments as part of their motivational strategy.	.707
4	Counselling and verbal warnings take place when an employee commits a mistake for the first time	.786

Factor analysis was carried out with a threshold of a factor loading of 0.3. All composite measures that gave a factor loading of less than 0.3 were to be dropped. However, all test items from the implementation of the Human Resource Management policies questionnaire had factor loadings between 0.786 and 0.86 hence all the questionnaire items were used in subsequent analysis.

Table 48: KMO and Bartlett's Test for Implementation of Human Resource Management Policies Questionnaire

KMO		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.794
Bartlett's Test of Sphericity	Approx. Chi-Square	377.031
	Df	6
	Sig.	.000

Two tests were carried out to determine whether factor analysis was appropriate and the results are presented in Table 48. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) results indicate a value of 0.794 which is higher than the recommended value of 0.5 (William, Brown &Osman, 2010). Bartlett's test of sphericity on the other hand showed a p-value of 0.000 which was lower than 0.05 (Tabachnick & Fidell, 2007). The two tests indicate that it was desirable to perform principal component analysis. All test items on implementation of Human Resource Management policies had factor loadings between 0.581 and 0.795 hence the study questionnaire was used in subsequent analysis

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the summary of findings of the study, conclusions, and recommendations on the influence of transformational leadership on the implementation of Human Resource Management policies by the County Government of Kakamega, Kenya.

5.2. Summary of the Findings

This study was conducted on the premise that transformational leadership influences the implementation of Human Resource Management policies. The study reviewed both theoretical and empirical literature on transformational leadership together with its variables and implementation of Human Resource Management policies. From the review of related literature, a conceptual framework was constructed to conceptualize the relationship between transformational leadership and the implementation of Human Resource Management policies by the Kakamega County government. The hypothesized relationship was then tested empirically and was guided by the following specific objectives; idealized influence, inspirational motivation, intellectual stimulation, individualized consideration and political leadership's moderating influence.

These relationships were modeled as shown in the conceptual framework. Using the conceptual framework together with the objectives of the study, the research used primary tools for data collection. Questionnaires for each of the independent variables and the dependent variables were used in this thesis. The questionnaire was prepared and tested both for reliability using Cronbach's alpha (α) and validity (using factor analysis for construct validity) through a pilot study. The questionnaire was then used to collect

primary data for both independent variables and dependent variables from employees of different cadres within the County Government of Kakamega.

Multiple regressions for univariate analysis were conducted. Multiple linear regression analysis was used to test the combined effect of all the independent variables and the moderating effect of political leadership on the relationship between transformational leadership and implementation of Human Resource Management policies by the Kakamega County government. The correlation between independent variables and the dependent variable was performed to establish the strength of relationships between variables. The independent variables were tested for multicollinearity using variance inflation factors (tolerance) while Durbin –Watson test statistic was used to test for autocorrelation among the study variables.

The following is a summary of the study findings;

5.2.1. Idealized Influence

The study sought to establish the influence of idealized influence on the implementation of Human Resource Management policies by Kakamega County Government, Kenya. Correlation Analysis between idealized influence and implementation of Human Resource management policies was performed and findings revealed a statistically significant and positive relationship between idealized influence and implementation of Human Resource Management policies by the County Government of Kakamega ($r= 0.609$; $P<0.05$). This implied that increased application of idealized influence results in the improved implementation of Human Resource Management policies by the County Government of Kakamega. Regression analysis was conducted to determine the amount of variation on implementation of human resource management policies when idealized influence was applied by 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 on implementation of Human resource management policies by the County Government of Kakamega.

The unstandardized regression coefficient (β) value for the implementation of Human Resource Management policies by the Kakamega County Government was 0.109 with a t-value of 3.853 and a significance level of p=0.015. This indicated that holding all other factors constant, a unit change in the application of idealized influence resulted in 0.109-unit changes on the implementation of Human Resource Management policies by the County Government of Kakamega.

5.2.2. Inspirational Motivation

The study sought to investigate the influence of inspirational motivation on the implementation of Human Resource Management policies by Kakamega County Government, Kenya. A correlation coefficient statistic that describes the degree of linear association between inspirational motivation and implementation of Human Resource Management policies was performed and study findings revealed that there was a statistically significant positive relationship between inspirational motivation and implementation of Human Resource Management policies by the Kakamega County government (r= 0.568; P< 0.05). This implied that the use of inspirational motivation by management at Kakamega County government results in the improved implementation of Human Resource Management policies.

Study data relating to inspirational motivation was subjected to regression analysis to predict implementation levels for Human Resource Management policies by the County Government of Kakamega revealed a value of R squared as 0.173 which implied that

inspirational motivation accounted for 17.3% of the variance on the implementation of Human Resource Management policies by the County Government of Kakamega.

Results for unstandardized regression coefficient (β) value for the implementation of Human Resource Management policies by Kakamega County Government was 0.086 with a t-value of 3.336 and a significance level of p=0.001. This indicated that holding all other factors constant, a unit change in inspirational motivation resulted in 0.086-unit changes on implementation of Human Resource Management policies by the County Government of Kakamega.

5.2.3. Intellectual Stimulation

The study sought to establish the influence of intellectual stimulation on the implementation of Human Resource Management policies by the Kakamega County Government. A correlation coefficient statistic that describes the degree of linear association between intellectual stimulation and implementation of Human Resource Management policies was computed and findings revealed a statistically significant and positive relationship between intellectual stimulation and implementation of human resource management policies by the Kakamega County Government. This implied that increased application of intellectual stimulation leads to improved implementation of Human Resource Management policies by the County Government of Kakamega. From regression results, the value of R squared was 0.265 which implied that intellectual stimulation accounted for 26.5% of the variance on implementation of Human Resource Management policies by the County Government of Kakamega.

Results for unstandardized regression coefficient (β) value regarding implementation of Human Resource Management policies by Kakamega County Government was 0.252 with a t-value of 3.786 and a significance level of p=0.000. This indicated that holding all other factors constant, a unit change in intellectual stimulation resulted in a 0.252-unit

change on implementation of Human Resource Management policies by the County Government of Kakamega.

5.2.4. Individualized Consideration

The study sought to evaluate the influence of individualized consideration on the implementation of Human Resource Management policies by the Kakamega County Government.

A correlation coefficient statistic that describes the degree of linear association between individualized consideration and implementation of Human Resource Management policies was performed and study findings reveal a statistically significant and positive relationship between individualized consideration and implementation of Human Resource Management policies by the County Government of Kakamega (r= 0.522; P<0.05). This implied that increased application of individualized consideration results in the improved implementation of Human Resource Management policies by the County Government of Kakamega. From regression analysis results, the value of R squared was 0.128 which implied that individualized consideration accounted for 12.8% of the variance on implementation of Human Resource Management policies by the County Government of Kakamega.

Results for unstandardized regression coefficient (β) value of the implementation of Human Resource Management policies by Kakamega County is 0.092 with a t-value of 3.517 and a significance level of p=0.001. This indicated that holding all other factors constant, a unit change in individualized consideration resulted in a 0.092-unit change on implementation of Human Resource Management policies by the County Government of Kakamega.

5.2.5. Moderating Influence of Political Leadership

The study sought to examine the moderating influence of political leadership on the relationship between transformational leadership and the implementation of Human Resource Management policies. In this regard, study data relating to political leadership was computed using partial correlation in zero order and first order to investigate the direction and magnitude of change in the influence of transformational leadership on the implementation of Human Resource Management policies. Study findings revealed a statistically significant negative relationship between political leadership and transformational leadership (r= -0.307: P=0.001) and a statistically significant negative relationship between political leadership and implementation of Human Resource Management policies (r=-0.491: P=0.000). Transformational leadership was however found to significantly and positively influence the implementation of Human Resource Management policies (r= 0.661: P=0.002).

The presence of political leadership was controlled to determine the direction and magnitude of change in the relationship between transformational leadership and implementation of Human Resource Management policies and partial correlation results were compared with those of first-order correlation coefficient to determine the magnitude and direction of change in the relationship between transformational leadership and implementation of Human Resource Management policies by the County Government of Kakamega. The results suggested that there was an increase in the strength of the relationship between transformational leadership and implementation of Human Resource Management policies from r=0.661 (p<0.05) to r=0.699 (p<0.05) in the absence of political leadership. The implication of this is that the absence of political leadership significantly enhances the relationship between transformational leadership and the implementation of Human Resource Management policies.

The overall correlation results revealed a significant positive relationship between idealized influence and implementation of Human Resource Management policies (r=0.554;p<0.05), a significant positive relationship between inspirational motivation and implementation of Human Resource Management policies (r=0.575; p<0,05), a significant positive relationship between intellectual stimulation and implementation of Human Resource Management policies (r=0.556;p<0.05) and a significant positive relationship between individualized consideration and implementation of Human Resource Management policies (r=0.542;p<0.05). Relationships between political leadership and all the study independent variables revealed negative correlations.

The overall regression equation revealed the value of R square as being 0.797 which implied that the combined effects of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration accounted for 79.7% of the variance on implementation of Human Resource Management policies by the County Government of Kakamega. This implied that the remaining 20.33% unexplained variance on implementation of Human Resource Management policies was largely due to variation in other factors that were not of interest to this study and which were taken care of by the stochastic error term.

Study Coefficients for Transformational Leadership and implementation of Human Resource Management policies in side-by-side comparison to reflect the variations in direction and magnitude of influence of the various independent variables on the dependent variable.

In precise terms of interpretation of the study findings, holding all other factors constant, a unit change in idealized influence resulted in a 0.121-unit change on implementation of Human Resource Management policies by the County Government of Kakamega. The

model also reveals that holding all other factors constant, a unit change in inspirational motivation resulted in a 0.073-unit change on implementation of Human Resource Management policies by the County Government of Kakamega. Holding all other factors constant, a unit change in intellectual stimulation resulted in a 0.101-unit change on implementation of Human Resource Management policies by the County Government of Kakamega. Holding all other factors constant, a unit change in individualized consideration resulted in 0.097 unit change on implementation of Human Resource Management policies by the County Government of Kakamega while holding all other factors constant, a unit change in political leadership resulted in -0.113 unit change on implementation of Human Resource Management policies by the County Government of Kakamega.

5.3. Conclusions

In light of the study findings, the following conclusions are made;

A correlation Analysis between idealized influence and implementation of Human Resource management policies was performed and findings revealed a statistically significant and positive relationship between idealized influence and implementation of Human Resource Management policies by the County Government of Kakamega. This was supported by regression analysis results that depicted idealized influence as influencing the implementation of Human Resource Management policies. Based on the findings a conclusion is made that idealized influence has a statistically significant influence on the implementation of Human Resource Management policies by Kakamega County Government, Kenya.

A correlation coefficient statistic that describes the degree of linear association between inspirational motivation and implementation of Human Resource Management policies was performed and study findings revealed that there was a statistically significant

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positive relationship between inspirational motivation and implementation of Human Resource Management policies by Kakamega County. This result was supported by regression results that revealed a significant prediction power of inspirational motivation on implementation of Human Resource Management policies by the County Government of Kakamega. Regarding these findings, it is concluded that inspirational motivation has a statistically significant influence on the implementation of Human Resource Management policies by Kakamega County Government, Kenya.

A correlation coefficient statistic that describes the degree of linear association between intellectual stimulation and implementation of Human Resource Management policies was computed and findings revealed a statistically significant and positive relationship between intellectual stimulation and implementation of human resource management policies by the Kakamega County Government. Results from regression analysis revealed that intellectual stimulation significantly predicted the implementation of Human Resource Management policies by the County Government of Kakamega. In light of these findings, a conclusion is made that intellectual stimulation has a statistically significant influence on the implementation of Human Resource Management policies by Kakamega County, Kenya.

Correlation coefficients statistic for the degree of linear association between individualized consideration and implementation of Human Resource Management policies was performed and study findings reveal a statistically significant and positive relationship between individualized consideration and implementation of Human Resource Management policies by the County Government of Kakamega. Regression analysis revealed statistically significant results for the prediction power of individualized consideration as a predictor for implementation of Human Resource Management policies by the County Government of Kakamega. About findings in this

study, a conclusion is made that individualized consideration has a statistically significant influence on the implementation of Human Resource Management policies by Kakamega County Government, Kenya.

In this regard, study data relating to political leadership was subjected to Partial correlation in zero order and first order to investigate the direction and magnitude of change in the influence of transformational leadership on the implementation of Human Resource Management policies. Study findings revealed a statistically significant negative relationship between political leadership and transformational leadership and a statistically significant negative relationship between political leadership and implementation of Human Resource Management policies. Transformational leadership was however found to significantly and positively influence the implementation of Human Resource Management policies.

The presence of political leadership was controlled to determine the direction and magnitude of change in the relationship between transformational leadership and implementation of Human Resource Management policies and partial correlation results were compared with those of first-order correlation coefficient to determine the magnitude and direction of change in the relationship between transformational leadership and implementation of Human Resource Management policies by the County Government of Kakamega and results suggested that there was an increase in the strength of the relationship between transformational leadership and implementation of Human Resource Management policies in the absence of political leadership. Based on the study findings, a conclusion is made that political leadership has a significant undermining effect on the relationship between transformational leadership and implementation of Human Resource Management policies.

5.4. Recommendations

From the findings of the study, it came out clearly that all transformational leadership dimensions had a statistically significant positive effect on the implementation of Human Resource Management policies by the County Government of Kakamega.

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

The 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.

Further, the study confirmed that inspirational motivation positively influences the implementation of Human Resource Management policies by the County Government of Kakamega. The researcher recommends that the County Government of Kakamega should enhance inspirational motivation by motivating employees and articulating a compelling vision through visionary leadership.

The study also confirmed that intellectual stimulation has a statistically significant positive influence on the implementation of Human Resource Management policies by the County Government of Kakamega. The researcher recommends that the County Government of Kakamega should come up with strategic interventions to promote intellectual stimulation that will enhance the implementation of Human Resource

Management policies. Specifically, the County Government of Kakamega should put in place structures that encourage innovation and creativity among its employees.

The study also established that individualized consideration significantly influences the implementation of Human Resource Management policies by the County Government of Kakamega. Therefore, it is recommended that the County Government of Kakamega should continue practicing individualized consideration when dealing with employees. Specifically, the County Government of Kakamega to enhance elaborate individualized consideration practices that include focusing on employee's unique needs, mentoring newly employed workers, and coaching to enhance the acquisition of new skills.

Lastly, study findings revealed a statistically significant negative influence of political leadership on the implementation of Human Resource Management policies by the County Government of Kakamega. The study recommends that the County Government of Kakamega should embrace good governance by strengthening citizen participation. Specifically, the County Government of Kakamega through members of the County assembly should utilize these findings to revise the existing County legal framework on training and development, reward, and discipline to ensure political stability, government effectiveness, and citizen participation.

5.4.1. Policy Implications

The study found that all the transformational leadership dimensions that include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration had a statistically significant positive influence on the implementation of Human Resource Management policies by the County Government of Kakamega. The policy implications arising from this finding are that the significant positive influence of transformational leadership on the implementation of Human Resource Management

policies (training and development, reward and discipline) cannot be wished away. The study, therefore, stretches the frontiers of knowledge on the nexus between transformational leadership and implementation of human resource policies and recommends the adoption of Human Resource Management practices that harness the benefits of transformational leadership at workplaces not only by the County Government of Kakamega but in Kenya and beyond. Specifically, the County Government of Kakamega to enhance human resource management reward policy, secondly. Strengthen training and development policy and lastly formulate human resource management discipline policies.

5.4.2. Theoretical Implications

This study together with its findings significantly lends its contribution to the growing body of knowledge and fundamentally stretches the frontiers of knowledge regarding the nexus between transformational leadership and implementation of Human Resource Management policies and these findings can be applied in diverse work setting ranging from private and public organizations. Specifically, a deep understanding of how leadership behavior influences Human Resource Management policy outcomes will not only bridge a gap in theory but also provide more enhanced knowhow to Human Resource Management practitioners on how to conceive and implement training programs for leaders and subordinates in workplaces that focus on bringing out visible leadership behavior that facilitates engagement and trust between leaders and subordinates.

5.4.3 Managerial Implications

Managers must focus on the dimensions of transformational leadership that have been tested and found to be predictors of implementation of Human Resource Management policies, thus, idealized influence, inspirational motivation, intellectual stimulation, and

individualized consideration. Less focus should be put on political leadership since the same has been found to undermine efforts towards the implementation of Human Resource Management policies. Political leaders within County governments need to give managers and all other employees a fair opportunity and support to implement key Human Resource Management policies that would ultimately transform workplaces into good places to operate in.

5.5. Suggestions for Further Research

Although the objectives of the study were successfully covered, some areas remain unclear and require further investigation. More research is recommended especially on the issue of investigating the moderating effect of variables such as gender, age, educational and professional qualification, and job experience on the relationship between transformational leadership and implementation of Human Resource Management policies in other County governments of Kenya.

Further, the study established the link between transformational leadership and implementation of Human Resource Management policies based on one County. Though the approach has the advantage of presenting a more detailed and focused view, the study does not help to provide national comparison and cross-country empirical evidence. Therefore, the researcher suggests that future studies extend the sampling to other counties to enable National comparisons and cross-County empirical evidence. The study applied a questionnaire survey and descriptive design. Further studies should be done using mixed methods to enrich study findings. Lastly, studies should be done to examine influence of swift change in national politics on counties in Kenya.

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APPENDICES

Appendix I: Letter of Introduction

Date:

To……………………………………

………………………………………….

Dear Sir/ Madam,

I am a postgraduate student currently pursuing a PhD in Human Resource Management at Kabarak University. The title of my thesis is "**Influence of Transformational Leadership on Implementation of Human Resource Management Policies by Kakamega County Government, Kenya."**

A questionnaire has been developed addressing several factors related to transformational leadership and implementation of Human Resource Management policies. Based on your work experience and knowledge, please indicate the extent to which you agree or disagree with a given statement in the space provided. The questions have been simplified and therefore should not take more than 30 minutes to complete.

You have been randomly selected to participate in this study by filling the questionnaire to enable the collection of the needed data for analysis. The information collected is for academic research only and was treated with utmost CONFIDENTIALITY.

I hope you find completing this questionnaire enjoyable and let me thank you for taking your time to complete it. If you have any queries or further information about this study, please do not hesitate to contact me on the phone below.

Thank you for your assistance.

Yours sincerely,

Bonface Okoth Okoth

Email: obokoth@gmail.com

Tel. 0722 658 350

This questionnaire is to assist the researcher to gather some information on his PhD thesis titled "**Influence of Transformational Leadership on Implementation of Human Resource Management Policies by Kakamega County Government, Kenya.**"

Please complete the following section by ticking the right choice answer. The information you provide will only be used for academic purposes and was treated with strict confidentiality.

Part A: General Information

1. Please tick your gender.

        Male   ()

    Female ()

2. Please indicate the position you hold by Kakamega County government.

      a) County Executive Committee Member   ()

      b) County Chief Officer   ()

      c) Director   ()

      d) Sub County Administrator   ()

      e) Member of County Assembly   ()

      f) County Assembly Staff   ()

      g) County Executive Staff   ()

3. Please tick your age bracket

    a) 18-25 years   ()

    b) 26 – 35 years ()

    c) 36 – 43 years ()

    d) 44 – 55 years ()

4. What is your highest level of academic achievement?

    a. Diploma   ()

    b. Undergraduate ()

    c. Masters   ()

    d. Doctorate   ()

Part B: Transformational Leadership

The following are some of the transformational leadership related statements. Please indicate to what level you agree with the following statements by ticking (√)

Key: SA- Strongly Agree; A-Agree; N- Neutral; D- Disagree and SD- Strongly Disagree

	Statement	SA	A	N	D	SD
5	**Idealized Influence**					
	My supervisor instills pride in employees for being associated with them					
	My supervisor goes beyond self-interest for the good of the group					
	My supervisor displays a sense of power					
	My supervisor makes personal sacrifices for employees' benefits					
	My supervisor talks about Kakamega County government's most important values and beliefs					
	My supervisor emphasizes collective mission of employees					
	My supervisor encourages teamwork at our place of work					
6	**Inspirational Motivation**					
	My supervisor talks enthusiastically about what needs to be done					
	My supervisor expresses confidence that goals was achieved					
	My supervisor talks optimistically about the future					
	My supervisor articulates a compelling vision for our department					
	My supervisor creates exciting image of what is essential to consider					
	My supervisor motivates employees					
	My supervisor is a visionary leader					
7	**Intellectual Stimulation**					
	My supervisor re-examines critical assumptions as to whether they are appropriate					
	My supervisor looks at problems from many different angles					
	My supervisor seeks different opinions when solving problems					
	My supervisor does not impose ideas on employees, allows independence					
	My supervisor empowers employees to come up with new ways of doing their job					
	My supervisor arouses awareness among employees					
	My supervisor encourages innovation and creativity at work					
8	**Individualized Consideration**					

		SA	A	N	D	SD
	My supervisor treats employees as individuals rather than as members of a group					
	My supervisor spends time teaching and coaching employees					
	My supervisor helps employees to develop their strengths					
	My supervisor is empathetic and supportive to employees					
	My supervisor promotes self-development among employees					
	My supervisor listens to employees' concerns about work					
	My supervisor cares about my individual needs					

Part C: Political Leadership

The following are some of the political leadership related statements. Please indicate to what to what level you agree with the following statements by ticking ($\sqrt{}$)

	Statement	SA	A	N	D	SD
9	**Political Stability**					
	The County government is elected by popular vote					
	The County government has power to pass laws relating to County governance					
	The County government respects human rights					
	The County government has full authority to formulate policies					
10.	**Government Effectiveness**					
	The County government effectively implements policies					
	The County government efficiently ensures revenue mobilization and budget management.					
	The County government ensures hiring and promotion of staff is based on merit.					
	The County government has ensured quality health care for its employees.					
11	**Citizen Participation**					
	The County government usually involves the public in selecting development projects and budget making					
	The citizens usually attend meetings organized by County government to discuss development and service delivery					
	The citizens frequently submit proposals for development projects to be prioritized by County government					

Part D: Implementation of Human Resource Management Policies

The following are some of the statements related to implementation of Human Resource Management policies. Please indicate to what level you agree with the following statements by ticking (√)

	Statement	SA	A	N	D	SD
12	**Training and Development**					
	Employees are trained to meet the changing work demands					
	Kakamega County government provides a conducive working environment for continuous training and development among employees					
	Training and development motivate employees of Kakamega County government					
	Each employee has equal opportunity to be selected for training to become more equipped with required skills					
	All new staff members are given a timely program of induction					
	All staff members are given opportunities to enhance their ICT skills					
	All staff members receive general health and safety training					
	All approvals for training are based on training and development policy guidelines					
	There is sufficient funding for training and development of County government staff					
13	**Reward**					
	Employees are rewarded fairly, equitably and consistently in accordance with their value to the County government					
	Employees are willing to continue working with the County government because of better pay					
	Promotion of employees by Kakamega County government is based on merit and improved work performance					
	County government recognizes and rewards employees who are outstanding on their job					
	Employees access information required for their job easily					
	Feedback of employee appraisal on job performance is given quarterly					
	Increments in salaries and remuneration are based on the reward policy					
	County government employees get annual salary increment as part of a motivational strategy					
	County government reimburses employees who pay for themselves to pursue training in approved courses					
14	**Discipline**					
	Counseling and verbal warning takes place when an employee commits a mistake for the first time					
	A warning letter is written when an employee's behaviour is still not satisfactory					

	A final warning letter is issued to an employee who has not improved in behaviour/performance of duty					
	When an employee is suspended from duty; sober, objective and non-biased investigations are conducted.					
	Termination of employment is issued after all avenues have been exhausted and the employee is unable to improve					
	An employee who has been dismissed is allowed to appeal					
	All disciplinary procedures adhere to the provisions of the discipline policy					
	Some officers exhibit high-handedness when disciplining errant employees					
	Disciplinary cases take too long to be concluded					

Appendix III: NACOSTI Research Authorization

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/19/27961/29989**

Date: **2nd May 2019**

Bonface Okoth Okoth
Kabarak University
Private Bag - 20157
KABARAK.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Influence of transformational leadership on implementation of Human Resource Management policies by Kakamega County Government, Kenya."* I am pleased to inform you that you have been authorized to undertake research in **Kakamega County** for the period ending **2nd May, 2020.**

You are advised to report to **the County Commissioner and the County Director of Education, Kakamega County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

[signature]

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Kakamega County.

The County Director of Education
Kakamega County.

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified

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Appendix IV: Research Approval by KCG

REPUBLIC OF KENYA
KAKAMEGA COUNTY

OFFICE OF THE GOVERNOR

MINISTRY OF PUBLIC SERVICE AND ADMINISTRATION

Telephone: 056 -31850/31852/31853
Fax: 056 -31854
Email: kakamegacountygov@gmail.com

The Head Human Resources
Kakamega County Government
P.O. BOX 36-50100,
KAKAMEGA

Our Ref: PF No. CGK/PSA/HRM/VOL.11

Date: 3rd March, 2019

TO WHOM IT MAY CONCERN

RE: RESEARCH APPROVAL FOR OKOTH BONFACE OKOTH

This refers to the application we received from the above named Doctoral student in Human Resource Management at Kabarak University, to collect research data at the County Government of Kakamega.

Subsequently, we write to inform you that the management of the County has granted you permission to collect research on "influence of transformational leadership on implementation of human resource management policies by Kakamega County Government". This approval is on condition that you will treat the data collected with utmost confidentiality.

Any assistance accorded to him will be highly appreciated.

COUNTY GOVERNMENT OF KAKAMEGA
COUNTY HEAD
HUMAN RESOURCE MANAGEMENT
P.O. Box 36 - 50100 KAKAMEGA

Dr. Dominic C. Muteshi
Head of Human Resource Management

Appendix V: List of Publications

Influence of Inspirational Motivation on Implementation of Human Resource Management Policies by Kakamega County Government, Kenya

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

Abstract
This study aimed to establish the influence of inspirational motivation 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 154 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 inspirational motivation and implementation of Human Resource Management Policies. Based on the study findings, it was concluded that inspirational motivation as a construct of transformational leadership had a significant positive influence on implementation of Human Resource Management policies at Kakamega County Government. The study therefore stretches the frontiers of knowledge on the nexus between transformational leadership and implementation of Human Resource Management policies and recommends the adoption of Human Resource Management practices that harness the benefits of transformational leadership at the work places not only at the County Government of Kakamega but in all public and private organizations in Kenya and beyond.
Keywords: Idealized Influence, Implementation, Human Resource Management Policies
DOI: 10.7176/JRDM/75-05
Publication date: May 31st 2021

1.1 Background of the Study

The origins of the concept of public service motivation go back to an article published by Rainey in 1982 in which the author investigated the behavior of middle managers of four public and four private organizations in order to understand if there were differences in the intrinsic and extrinsic attitudes and motivations of individuals. The results of the study showed that public managers were statistically more sensitive to the issues related to public service compared to private managers. Therefore, even without explicitly talking about public service motivation, Rainey (1982) put forward the idea that the motivational levers of public and private employees are different: the former, in particular, are particularly attracted to motivations related to public interest.

In India, literature review of scholarly articles on leadership in Indian organizations shows that some recent leadership research has focused on testing universal charismatic and transformational leadership theories (Giri and Santra, 2010; Singh and Krishnan, 2007). On the other hand, there are studies conducted by Indian researchers who have developed indigenous leadership model and theories. Sinha (1980) developed a culturally contingent leadership model, the nurturant-task leadership model, which has been tested and found to be extremely relevant in Indian context. Sinha (1995) presented evidence from more than 40 field studies showing support for the effectiveness of the nurturant-task leadership style in Indian context. Nurturant-task leadership model has been tested in some recent empirical studies conducted in Indian organization (Palrecha, 2009; Sayeed, 2010; Suar et al., 2006). Another study by Singh and Krishnan (2007) used a combination of qualitative and quantitative methods to develop a new scale to measure Indian transformational leadership. Studies conducted by Singh and Bhandarker (2011) used mixed research methodology and explored the construct of transformational leadership as "Change Maestros" (2011) in the Indian context. Singh and Bhandarker (2011) have posited basic competencies such as contextual sensitivity, compelling vision and purpose, winning streak, people connect and engagement, meaning making, contribution focus, speed, creative destruction as defining feature of change maestros. An extensive literature review of leadership studies suggest that positive traits of leaders have been given a lot of importance by Indian leadership researchers (Kanungo and Misra, 2004; Singh and Bhandarker, 1990; Sinha, 1995). In the course of developing a scale to assess transformational leadership in Indian context Singh and Krishnan (2007) identified positive dimensions of leadership (performance-oriented and humane,

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.

Keywords: Idealized Influence, Implementation, Human Resource Management Policies

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).

Appendix VI: Map of Kakamega County