EFFECT OF IDEALIZED INFLUENCE ON STRATEGY IMPLEMENTATION IN COUNTY GOVERNMENTS IN WESTERN REGION, KENYA

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Abstract

Despite the fact that reforms have been implemented, the performance of the majority of Kenya's county governments is still a matter of contention, despite the fact that they have been in effect in Kenya since 2013. Therefore, in order to attain remarkable performance in the present volatile and unpredictable socio-economic climate, a combination of buoyant leadership capabilities and potent management styles is necessary. This is the case since the environment itself is dynamic. The concept of transformational leadership has been put up as a potential solution to problems of this kind. The study sought to determine how idealized influence affects strategy implementation. The study was anchored on power and influence theory of leadership. A pilot study was conducted in Trans Nzoia County. The study was a census targeting 268 respondents and was anchored on positivism paradigm and utilized descriptive-correlational research design. Data was collected using questionnaires and an interview guide. Data was analyzed using descriptive and inferential statistics by aid of SPSS 23. The findings revealed that individual consideration significantly accounts for 46.4% variation in strategy implementation. Further, idealized influence (β=0.654, P=0.000) have significant statistical effect

on strategy implementation. The study concluded that idealized influence has significant effect strategy implementation. The study recommends that county governments management need to consider applying the practices associated with idealized influence including articulation of the organization's goals, role modelling and goal setting in promoting positive behavior.

Keywords: Transformational Leadership, Idealized influence, Strategy Implementation, County Governments

INTRODUCTION

As a result of the continued growth in performance expectations throughout the globe in the vast majority of sectors, organizations are coming up with more efficient tactics to enhance their competitiveness in a variety of fields. According to (Küng, 2016; Ansoff, Kipley, Helm-Stevens & Ansoff, 2018; & Wunder, 2019) the practice of strategic management has transitioned through a number of stages, assumed a variety of shapes, and undergone significant changes in its characteristics. The concept and the practice of putting plans into action have been widely accepted all over the globe and in a broad range of sectors because of the perceived contribution they make to the overall effectiveness of organizations and to improvements in performance (Thompson & Strickland, 2007; Birasnav, 2014; Yamamoto & Yamaguchi, 2019). Today, organizations both public and private have taken it seriously to the practice of implementing strategic plans to guide the performance of these organizations (Suphattanakul, 2017; Kihara, Bwisa & Kihoro, 2016).

Nonetheless, the implementation of strategic plans continues to be a major concern for many organizations, and the ways in which this problem is tackled significantly vary from country to country. Over sixty percent of plans are put into action in developed nations, particularly in Western Europe, the North Atlantic, Japan, and Australia. This is possible as a result of competent and responsive leadership, as well as the availability of resources and technology. However, the vast majority of studies conducted in developing nations have concluded that the implementation of strategies has become the most important obstacle, with fewer than fifty percent of all devised plans being put into practice in organizations (Kotlyar & Karakowsky, 2016 Azhar et al., 2013; Mintzberg, 1994; Mubarak & Yusoff, 2019). According to yet another survey conducted on Chinese corporations in the year 2016, just 17% of them have a solid process of implementation (Chen, Lin & Song, 2019). In sub-Saharan Africa, only thirty percent of strategies are carried out as intended, whereas in the Asian Tigers, the Middle East, and North Africa, not more than fifty percent of strategies that were formulated in the past ten years have been carried out (Asongu & Andrés, 2020; Ugwu, 2019; Herbst & Garg, 2017).

In Kenya, strategy implementation is still a challenge which has attracted attention of many scholars and practitioners. Studies have indicated that strategy implementation in public sector is facing numerous challenges as compared to private sector (Kahuari, Muraguri & Kinyua, 2019; Kihara, 2017). According to ICPAK (2020), implementation of various county plans including CIDP has not met the potential required in most counties. Majority (92%) of the County governments in Kenya are experiencing low performance due to issues of strategy implementation (Nkatha, 2018; Kihara et al., 2016).

Researchers have uncovered a number of challenges associated with leadership capacities in the process of strategy implementation (Mubarak & Yusoff, 2019; Hayati, Atefi & Ahearne, 2018; Lekasi, 2014). Leadership is a highly crucial aspect of every organization since it is the primary component that decides how successful or unsuccessful it will be. Therefore, its significance cannot be understated because it is essentially an organization's source of life force. Therefore, one could say that in today's hyper-competitive and globalized world, in order for leaders to achieve success in government projects and sustained relevance, they need to adopt effective leadership styles that are responsive to the dynamic operating environment. This is because the world is becoming increasingly interconnected and competitive (Mitul & Kabir, 2019). If there is not strong leadership in place, there will be a reduced level of harmonization, which will lead to an increase in the number of competing priorities. This will occur because employees may believe that top management is trying to avoid confronting troubling or intimidating situations. As a result, the organization may have difficulty putting its strategy into action.

Even though there are various types of leadership, transformational leadership has been adequately associated with strategy implementation. Such leadership style empowers followers to exude exceptionally high employee outcomes and as a result, better organizational performance is achieved. Asrar-ul-Haqa and Kuchinke (2016) concur that when transformational leadership style results in emotional attachment of the followers' trust and respect towards the leader, in reciprocal, employees exhibit extraordinary behavior to fulfill their leader's shared vision. This is echoed by Jooste and Fourie, (2016) who assert that leaders must become innovative and creative in the ever-changing environment in order to remain competitive and to grow successful organizations. This style of leadership comprises of the components of idealized influence, inspiration motivation, intellectual stimulation and individualized consideration and has been suggested widely as the optimum style for managing change (Boal & Hooijberg, 2014; Suphattanakul, 2017; Yamamoto & Yamaguchi, 2019).

In Kenya, transformational leadership and strategy implementation has attracted attention of scholars and strategic management practitioners. However, the gap between private and public sector focus has continued to widen with the latter attracting less attention. Notable conflicting

empirical results have been revealed. For instance, Kyalo, Katuse and Kiriri (2016) found that motivation and reward of employees that are key roles of organization leaders, positively correlated with profit realization which measures the success of strategy implementation in Kenya Government Tourist Agencies. Similarly, Mbithi, K'Obonyo and Awino (2016) study on transformational leadership, employee outcomes, and performance established a positive and statistically significant relationships between transformational leadership and performance and transformational leadership and employee outcomes. Similar results were also reported in Judiciary (Ayacko, 2018), Diamond Trust Bank (Joel, 2016) and commercial banks (Kimeto, Angela & Kefah, 2017) further proving transformational leadership practices influences strategy implementation.

In contrast some studies in Kenya have also found insignificant and/or negative effect of transformational leadership on organizational outcomes. For example, Datche and Mukulu (2015) examined the effects of transformational leadership on employee engagement in civil service in Kenya. Supervisors' inspirational motivation of leader was weak and insignificant while idealized influence was negatively related to employee. Comparably, Agoi (2019) while examining the relationship between organizational leadership styles and job satisfaction among the practicing nurses in Kenyatta National Hospital' results disagree with this study where by individualized consideration had insignificant positive effect on job satisfaction. Another study by Kiragu (2020) found out that intellectual stimulation has insignificant impact on organizational performance of the Engineers Board of Kenya. Majority of these studies were conducted in public sector and common suggestion was that organizational factors may have an influence on transformational leadership and organizational performance (Agoi, 2019; Ngaithe & Ndwiga, 2016).

In County governments in Kenya, limited studies have examined transformational leadership, organizational factors and strategy implementation. Of these studies, majority of them have focused on transformational leadership with different aspects of organizational outcome leaving significant knowledge gaps. For, instance (Tipape and Kepha (2016; Daud, Ouma & Ong'era (2022); Koske (2021) sought to establish the influence of transformational leadership on change management among devolved units in Kenya. The study established that transformational leadership significantly influence change management. In contrast, Tipape and Kepha (2016) assessed the effects of transformative leadership on governance in Kajiado County government and found out that transformative leadership have a significant negative relationship on governance.

Leadership and strategic management elements have been shown to become ubiquitous over the last two decades with strategy implementation becoming a critical issue for organizational. Jooste and Fourie (2016) view implementation of strategy in terms of a five-step

process of envisioning, activating, installing, ensuring and recognizing. He further observes that strategic plan implementation is recognized as a major management challenge with difficulty in knowing which aspects above often fail or contribute less to the implementation effectiveness (Strøm, Willumsen, Oehmen & Heck, 2018). Many scholars have argued that transformational leadership is fundamental to successful strategy implementation which has also been supported by transformational leadership theory. However, empirical studies have continued to report mixed outcomes on the relationship between transformational leadership and strategy implementation in county governments (Kirui & Muturi, 2019). Various reasons have been accounted for this mix up, however, organizational factors have stand out to be suggested by most studies. While much has been written, little is known about the transformational leadership, organizational factors and strategy implementation in four counties of Western Kenya.

Statement of the Problem

It has been widely accepted that transformational leadership has an impact on the way organizations approach the execution of strategies in almost every aspect of their operations (Sila & Gichinga, 2016). Many Kenyans have been filled with optimism ever since the establishment of county governments in 2013. They believe that these devolved governments would be able to provide public services in a more efficient manner. In order to improve the quality of services provided, all county governments were required to create a County Integrated Development Plan (CIPD) for the next five years. This document also served as a strategic plan, and the leadership was tasked with putting the devolution goals contained in these plans into action. When there is a strategic plan in place, it is anticipated that the leadership will put the proposed strategies into action in order to accomplish the intended result (Bey, Hauschild & McAloone; 2013; Bolden, 2016; Mubarak & Yusof. 2019).

However, since the promulgation of 2010 Constitution, the public sector has faced challenges which have derailed the counties' push towards attaining effectiveness and quality service delivery (Nyamunga, 2016). Poor performance has been witnessed as citizens have complained of unsatisfactory service delivery, inefficiency, corruption, absenteeism of county official and negligence (Abass, Munga & Were, 2017: Mwangi, Kiarie & Kiai, 2018). According to the Auditor General's report (2017), Western Kenya Counties could not account for billions of shillings set aside for project development, many of which remained incomplete years after the expiry of timelines for construction. Various irregularities were reported by County Public Service Board in Ethics and Anti-Corruption Commission report 2014/2015 which include irregular appointments, unfair recruitment practices, corruption, nepotism and favoritisms. Such scenarios indicate the existence of an inconsistent situation that calls for an in-depth analysis to

determine the extent to which transformational leadership practices are emphasized during strategy implementation.

Despite CIDP; poor performance, pending bills, absenteeism, corruption, inefficiency and negligence is still observed (Abass, Munga & Were, 2017: Mwangi, Kiarie & Kiai, 2018). Further, some counties are implementing projects which are not in the strategic plan\CIDP despite such entities having top leadership responsible for strategy implementation. Whereas studies have been done on Transformational Leadership and Strategy Implementation, many have been done in the private sectors and different countries neglecting the public sector more so the County Governments despite the influence such governments have on national development (Chege, Wachira & Mwenda, 2015). In addition, some study findings have yielded mixed results with some holding that transformational leadership has a major influence on strategy implementation while others hold a contrary opinion. Further, some have been anchored on different theories, for instance Owuor's (2018) study concluded that idealized influence affected the overall organizational performance while Khaleji (2019) found insignificant effect of transformational leadership on strategy implementation.

Despite many efforts and significant investments made in strategic planning, time and resources, implementation of strategies remains a challenge in most public organizations. To bridge this gap, therefore, this study sought to assess the effect of idealized influence on strategy implementation in Western Region, Kenya.

Objective of the Study

To determine the effect of idealized influence on strategy implementation in County Governments in Western Region, Kenya.

Research hypothesis

Ho1: Idealized influence has no significant statistical effect on strategy implementation in County Governments in Western Region, Kenya.

LITERATURE REVIEW

Theoretical Framework

The study was guided by transformational leadership theory. This leadership theory was conceptualized by James Macgregor Burns in his descriptive research on political leaders in 1978 and later improved by Bass in 1985. The theory holds that a leader works with teams to identify needed change, creates a vision to guide that change through inspiration and executes it in tandem with committed members of groups. According to Burns (2018) transformational

leadership is a process whereby leaders and followers raise one another to higher levels of morality and motivation. In their classic text, *Transformational Leadership,* authors Bass and Riggio explained transformational leaders as those leaders who stimulate and inspire followers to both achieve extraordinary outcomes and, in the process, develop their own leadership capacity.

According to Bass (1985), there are four key behaviors of transformational leaders, which are: intellectual stimulation which makes followers to be creative and innovative to assist them to challenge their own beliefs as well as those of the leader and the organization. They promote critical thinking and problem solving in an effort to make the organization better. Idealized influence describes leaders who are exemplary role models for associates. They can be trusted and respected by associates to make good decisions for the organization. Inspirational motivation describes leaders who motivate associates to commit to the vision of the organization (Bass, 1985). They encourage team spirit to reach goals of increased revenue and market growth for the organization. Individualized consideration are leaders who act as coaches and advisors to the associates. They encourage associates to reach goals that help both the associates and the organization (Banks, McCauley, Gardner & Guler, 2016). This theory can be depicted in a model as shown in Figure 1.
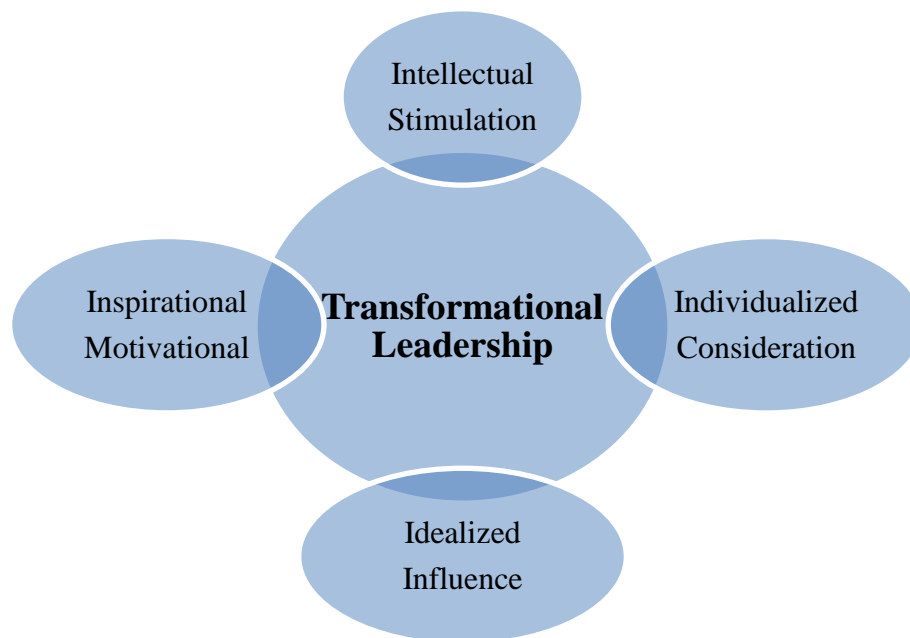
Figure 1: Model of Transformational Leadership

One of the major assumptions of the model is that each component contributes equally towards the results. As Anderson and Sun (2017) noted most of the studies have used

transformational leadership theory since it is strongly related to follower job satisfaction, inspiration and organization performance and follower commitment to change. Further, transformational leadership emphasizes collective grounds, shared values, and ideology among team members by enunciating a persuasive vision, establishing a role model for the team, and nurturing acceptance of shared goals (Dong et al., 2017).

The strength of this theory to my study was the emphasis it placed on idealized influence on positive values, beliefs and morals on the followers. This theory enabled my study to address problems in strategy implementation in county governments in western Kenya and showed mitigation ways. Thus, it was the anchor theory of the study.

Some critics hold that the theory calls for charisma from the leader and not everybody can be charismatic and not all leaders are charismatic. The theory believes that people are motivated by the task that must be performed. People give their all to the organization which can be their primary need and they will place their individual interests second (Groves, 2016). An extreme case of transformational leadership would be anarchy and if the members of an organization have assertive personalities and intelligence, it may take considerable time to arrive at decisions and perform the required tasks. Consequently, indecision may lead to the organization's ruin, especially if there are a number of individuals that are more predisposed to being followers rather than decision-makers. In addition, the theory emphasizes too much on the leadership personality thus requiring the leader to be a perfect person in all areas since it emphasizes too much on the heroic aspect of the leader which is not practical in ideal situation.

Conceptual Review
Idealized Influence

According Bass and Riggio (2006), transformational leaders are admired, respected, and trusted whereby their subordinates identify them with charismatic personality and are attracted to emulate them. Besides, these leaders are recognized by their followers as having extraordinary capabilities, persistence, and determination. Idealized leadership, at its core, represents the highest levels of moral reasoning and perspective-taking capacity. They set high standards for work conduct and are a role model for those standards. This describes leaders who are exemplary role models for employees. Leaders with idealized influence can be trusted and respected by employees to make good decisions for the organization. This aspect of transformational leadership has both idealized attributes and idealized behavior, and provides a way to distinguish between attribute and behavioral aspect of the idealized influence (Wang et al., 2013). Idealized attribute looks at the followers' perceptions of their leaders while idealized behavior evaluates the followers' observations of the leader's behavior (Elgelal & Noermijati,

2015). Transformational leadership is value-based, which is necessary for sustainable change and ensures that the results achieved are underpinned with a strong moral and ethical foundation, hence are able to manage any uncertainty or resistance to change accordingly (Effelsberg et al., 2014).

Strategy Implementation

Strategy implementation may be said to consist of securing resources, organizing these resources and directing the use of these resources within and outside the organization (Mintzberg, 1994). It is the action stage of the strategic management process an involving circle between strategy formulation and control but has become the most significant management challenge. However, Rajasekar (2014) found that strategy implementation is more problematic than strategy formulation. Strategy implementation ensures that the elements of a strategic plan are actualized by the authorized execution officers within set timelines and with expected outcomes. Pearce and Robinson (2007) view implementing strategy as the process through which a set of agreed work philosophies is translated into functional and operational targets. This is supported by Kotter and Best (2016) who state that implementation addresses who, where, when and how, and it is thus the tactic that drives the strategy of the company.

Jooste and Fourie (2016) views implementations of strategy in terms of a five-step process of envisioning, activating, installing, ensuring and recognizing. He further observes that strategic plan implementation is recognized as a major management challenge with difficulty in knowing which aspects above often fail or contribute less to the implementation effectiveness (Strøm, Willumsen, Oehmen & Heck, 2018). Successful strategy implementation has been explored in the dimensions of "soft" and "hard" factors (Ansoff & McDonnell, 2015). The hard and soft elements need to fit together with the soft elements being the behaviors, while the hard elements comprise the analytical dimensions to the process of making and implementation of the strategy. He contends a strategic fit between soft and hard elements and organizational variables is paramount.

Idealized influence is a concept that argues that followers will believe and respect the leader who offers them support and the resources they need (Chu & Lai, 2012). It refers to the behavior of a transformational leader that evokes his or her followers' trust, admiration, respect and their desire to emulate the leader. Those behaviors embody considering the wants of their followers higher than the leader's own interests or gains, and demonstrate consistency and smart ethics in their conduct (Bass & Avolio, 1994). Researchers Bass and Riggio (2006) note that transformational leaders are admired, respected, and trusted. Their subordinates identify them with charismatic personality and are attracted to emulate them. Besides, these leaders are

endowed by their followers as having extraordinary capabilities, persistence and determination. They set high standards for work conduct and are a role model for those standards. Some literature equates idealized influence with charismatic leadership and explains that these transformational leaders act in a manner that predisposes them to be considered as role models (Gomes, 2014; Ngaithe, K'Aol, Lewa & Ndwiga, 2016).

Empirical Review

In a descriptive study on the influence of the transformational leadership style on organizational performance in three banks operating in Jordan, Orabi (2016) established that idealized influence behavior of a leader was not a contributing factor in the variance in organizational performance. The study findings contradicted findings by Caillier (2014), who had established that idealized influence involves the ability of leaders to inspire followers to align personal and organizational goals to achieve positive outcomes simultaneously. Similarly, Chen (2014) suggested that idealized influence has a positive influence on employee commitment and job satisfaction. In addition, leaders influence employees by adding values and purpose in their work and inspiring them in a way that they become concerned about the work itself (Jackson, 2020). The Jordan, Orabi (2016) study findings negated the idealized influence construct of transformational leadership, which is a contradiction even from other studies like Caillier (2014) and Chen (2014), who came up with positive findings. The study adopted a questionnaire only in data collection and was carried out in the banking industry in Jordan while the current study utilized both the questionnaire and interviews and was conducted in county governments in Kenya.

A correlational cross-sectional survey conducted by Tetteh and Brenyah (2016) in the mobile telecommunication sector of Ghana sought to investigate leadership styles and their impact on employee job satisfaction. The study findings established a significant and positive relationship between idealized influence and the perceptions individuals have about the work they do in the organization. The findings were consistent with Bass (1999), who proposed that leaders who formulate clear goals and inspire followers to achieve these goals will enhance followers' satisfaction of their jobs and the organization within which they work.

A study was carried out by Ansar, Aziz, Majeed and Rasool (2016) on the impact of charismatic leadership style on organizational effectiveness. Analysis of the data indicated that charismatic leaders motivated their employees and as a result enhanced employee commitment to the organizational goals. Further analysis indicated that charismatic leaders were able to identify skills and abilities that their employees had and used this to match the skills and abilities with organizational tasks. This resulted to employee's improved productivity increasing as well

as commitment to the assigned tasks increased. The study, therefore, concluded by asserting that charismatic leaders enhance organizational effectiveness and positive organizational outcomes such as organizational commitment. This study is supported by a previous study conducted by Chagatai et al. (2015) who found out that leaders who are ethical have followers who are highly engaged.

Similarly, findings from Zhang, Zhou and Mao (2018) ascertained that indeed, leaders should embrace value based and ethical leadership to influences the followers' beliefs and attitudes which eventually increase their engagement and commitment to the organization. In addition, Kimeto and K'Aol (2018) found that ethical leadership has a significantly positive influence on organizational commitment among commercial bank employees in Kenya. This study investigated the influence of ethical leadership on employee engagement whereby ethical leadership is a sub construct of idealized influence of transformational leadership. It utilized quantitative research method and data was collected using the questionnaire only while the current study interrogated transformational leadership and its four constructs, utilized qualitative research method and utilized both the questionnaire and interview guide.

Another study was carried out by Ayacko, K'Aol& Linge (2017) on the influence of transformational leadership style on the performance of judicial staff in Kenya. Correlation analysis revealed the existence of positive and significant relationships between performance of judicial staff and individualized consideration. The study concluded that idealized influence positively and significantly influenced the performance of judicial staff. The study established that organization structure positively moderated the relationship between transformational leadership style and the performance of judicial staff. The study concluded that transformational leadership style significantly influences the performance of judicial staff in Kenya. This study is supported by previous studies (Avolio &Yammarino, 2012; Ngaithe, K'Aol, Lewa and Ndwiga 2016; Gomes, 2014). The above study was carried out in the judiciary and was on performance thus a conceptual gap, a questionnaire only was used in data collection and adopted stratified random sampling while the current study was on strategy implementation in county governments, used a questionnaire and interview guide and adopted purposive sampling method.

A study conducted by Ngaithe (2016) examined the effects of transformational leadership on staff performance in state owned enterprises (SOE) in Kenya. The study found that idealized influence was positively and significantly correlated with staff performance. Multiple linear regressions revealed that idealized influence significantly predicted staff performance. This study is supported by Jackson, (2020) who assets that leaders influence employees by adding values and purpose in their work. According to Chen et.al, idealized

influence has more strength than other components of TFL. To echo these sentiments, Mi et.al (2019) explains idealized influence as the charisma of TFL that can make followers to trust their leaders. Idealized influence develops respect towards the leader's decisions and makes the followers follow the leaders. According to this literature idealized influence enhances employee's identifications with their leaders. While the above study rhymes with the current study, a moderator was not utilized and it was carried out in state owned enterprises in Kenya, used stratified random sampling method and utilized only a questionnaire in data collection while the current study will utilized organizational factors as a moderator, questionnaire and an interview guide in data collection and purposive sampling method.

Another study by Datche and Mukulu (2015) examined the effects of transformational leadership on employee engagement: a survey of civil service in Kenya. The results revealed that although transformational leadership is positively related to employee engagement in general, there was a negative relationship between idealized influence and employee engagement. In support of the above findings Mansor, Furhana and Tarmizi (2017) argued that there is no significant relationship between a leader's idealized influence on employee engagement among Generation Y.

In addition, Datche and Gachunga (2015) examined the effects of transformational leadership on employee engagement within the public service in Kenya. The findings revealed that the idealized influence of a leader is negatively related to employee engagement. The above studies are in contradiction with a study conducted by Maher (2017) which found that charismatic leaders significantly and positively influence employee engagement. This is because the charismatic leaders are themselves deeply engaged and have a strong belief on the organization, therefore, have the ability to enhance their followers' cognitive and physical engagement. Also, followers of leaders with charisma admire and try to emulate them (Bass & Riggio, 2006). They are proud to associate with a leader who is bold and courageous (Ritzenhöfer, Brosi & Welpe, 2017). The above study findings were negative, thus exist conceptual and contextual gaps the current study critically evaluated. In addition, the studies were conducted in different public sectors hence the results cannot be generalized. Only cross sectional survey and stratified random sampling techniques were utilized and no moderator was adopted while the current study utilized descriptive - correlational research designs, purposive sampling technique and utilized organizational factors as a moderator.

Zhang, Zhou and Mao Otieno (2018) carried out a study on the influence of idealized influence on employee engagement in parastatals in the energy sector in Kenya. The study sought to determine the moderating influence of employee motivation on the relationship between idealized influence and employee engagement. The findings showed that employee engagement

had a statistically significant relationship with charisma, ethical leadership and teamwork. Multiple linear regression analysis revealed that employee motivation positively and significantly moderates the relationship between idealized influence and employee engagement. The study concluded that charisma, ethical leadership, teamwork, and employee motivation positively enhance employee engagement. The above study investigated the influence of idealized influence on employee engagement in parastatals in the energy sector of Kenya and employee motivation was utilized as a moderator with while the current study was on transformational leadership and strategy implementation in county governments in Western Region, Kenya with organizational factors as a moderator. The study adopted correlational research design, multi linear regression analysis and a questionnaire only while the current study utilized descriptive - correlational research designs, utilized both simple regression and multi linear regression analysis and both the questionnaire and interview schedule in data collection were utilized.

Another study was carried out by Langat, Linge, and Sikalieh, (2019) to determine the influence of idealized influence on employee job performance. The study concluded that idealized influence significantly predicted employee job performance. In addition, the study inferred that employee work value congruence had a significant moderating effect on the relationship between transformational leadership and employee job performance among lower-level managers in the insurance sector in Kenya. The above study was carried out in the insurance industry in Kenya and the population of study was only mid-level managers while the current study was carried out in county governments specifically in Western Region, Kenya, and the population of study was all managers from executive to line managers. In data collection the study utilized only a questionnaire and stratified random and systemic sampling designs were utilized while the current study utilized questionnaires and interview guide, purposive sampling and descriptive and correlational research designs. Further the study utilized employee work value congruence as a moderator while the current study utilized organizational factors as a moderator.

A study by Ogola, Sikalieh, and Linge (2017) sought to investigate the influence of idealized influence leadership behavior on organizational performance in Small and Medium Enterprises in Kenya. The study findings revealed that the idealized influence leadership behavior and organizational performance in SMEs in Kenya had a strong positive and significant relationship. The study concluded that if a leader inculcated trust in employees, practiced high ethical values, acted as a role model to the employees and encouraged them to take risks then the employees' work outcomes would be positively affected and hence high-performance levels. This study adopted quantitative method of data analysis while the current study will utilize qualitative and quantitative methods. Only a questionnaire was used in data collection while the current study will utilized both the questionnaire and interviews. In addition, the study was

carried out in SMEs in Kenya while the current study was conducted in county governments in Western Region, Kenya.

In preceding studies by Jordan, Orabi (2016), Tetteh and Brenyah (2016),Ansar, Aziz, Majeed and Rissole (2016),Ayacko, K' Aol, and Linge (2017), Ngaithe (2016), Datche and Mukulu (2015), Mansor, Furhana, and Tarmizi (2017), Datche and Gachunga (2015), Zhang, Zhou and Mao Otieno (2018) and Ogola, Sikalieh, and Linge,(2017), conceptual and empirical gaps are evident. Some of their findings negate the idealized influence construct of transformational leadership like Datche and Mukulu (2015), Mansor, Furhana, and Tarmizi (2017) and Datche &Gachunga (2015), which are in contradiction with other studies like Maher 2017, Caillier (2014) & Chen (2014) who found out that charismatic leaders significantly and positively affect transformational leadership, a gap which the current study intends to critically analyze and come up with findings. Further, some adopted a questionnaire only in data collection, were done in different sectors and in foreign countries, did not utilize a moderator or utilized different moderators, differing research designs, data analysis methods, some studies' conclusions were not clear whether the findings could be generalized and some adopted quantitative research method while some adopted both, The current study, however, utilized both the questionnaire and interview guide in data collection, organizational factors as a moderator, was carried out in county governments in Western Region, Kenya, utilized descriptive- correlational research designs and purposive sampling method, critically evaluated its findings for generalizability and applicability, adopted qualitative and quantitative approaches and a simple and multi linear regression in data analysis.

Conceptual Framework

A conceptual framework is a scheme of concepts/variables which the researcher operationalizes in order to achieve the objectives of the study (Ljungholm, 2014). In this study, idealized influence was considered as independent variable while strategy implementation was the dependent variable. Idealized influence was theorized to directly affect strategy implementation through the perspective of transformational theory.

Independent Variable   *Dependent Variable*

Idealized Influence
– Admiration
– Ethical behavior
– Communication

→

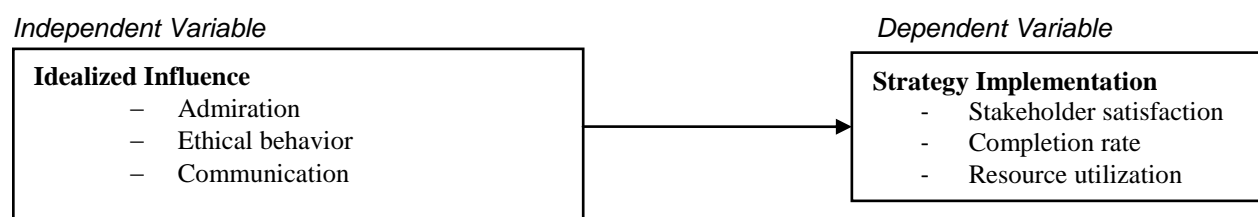| **Strategy Implementation** |
| :--- |
| - Stakeholder satisfaction |
| - Completion rate |
| - Resource utilization |

Figure 2: Conceptual Framework

RESEARCH METHODOLOGY

This study was anchored on the positivism paradigm as it sought to objectively establish facts by empirically establishing relationships among variables. According to positivism philosophy, research strategy is approached based on data collection and hypothesis development (Hughes & Sharrock, 2016). This study adopted a mixed method that is; descriptive correlational research design. The descriptive design constitutes the blueprint for collection, measurement and analysis of data. Correlational research design is a non-experimental research technique that helps researchers to establish a relationship between two closely connected variables. This study was conducted in county governments in Western Region of Kenya. It is made up of a total of 33 sub counties in the four county governments with Kakamega County having 12, Bungoma 9, Busia 7 and Vihiga 5 respectively.

The target population of this study was 268 respondents who were all managers from executive to line managers in the four county governments. The sampling frame included Governors, Deputy Governors, the County Secretaries, CECs, Chief Officers and Directors. These are employees who are involved in the day-to-day implementation of programs, projects and tasks that impact on the overall strategy. The study selected all two hundred and sixty-eight (268) respondents part of the population thus a census study. The distribution is as shown in the Table 1.

Table 1: Study Population

Respondents	Kakamega	Vihiga	Busia	Bungoma	Total
Governors	1	1	1	1	4
Deputy Governors	1	1	1	1	4
County Secretaries	1	1	1	1	4
County Government Ministers (CECs)	10	10	10	10	40
Chief Officers	20	12	13	13	58
Directors	58	30	30	40	158
Total	**91**	**55**	**56**	**66**	**268**

Primary data was collected using questionnaire and interview guide designed by the researcher herself. The questionnaires collected mainly quantitative data while the interview guide collected qualitative data. The questionnaire comprised of closed ended questions which were guided by the concepts of the study theories and other previous studies. The questionnaire was administered to the Chief Executive Committee Members, Chief Officers and

Directors. The questionnaire was based on 5- point Likert scale ranging from 1= strongly disagree, 2= Disagree, 3 = Fairly Agree, 4 = Agree and 5= strongly agree. The study also conducted interview on the governors, deputy governors and county secretaries to collect qualitative data.

Pilot study was conducted in Trans Nzoia County. Ten percent of the target population of 268 respondents was deemed appropriate for the pilot study (Creswell, 2014). Cronbach's alpha was used to determine the internal consistency of the research instruments. Idealized Influence had Cronbach Alpha of 0.909 and strategy implementation also had Cronbach Alpha of.909. Validity was measured using construct and content validity. The study employed expert judgment from supervisors, other experts from the school of Business and Economics, Masinde Muliro University of Science and Technology and two managers (1 CEC and 1 Director) randomly selected in Trans Nzoia County. Construct validity was measured using factor analysis. Strategy implementation yielded a factor loading with an average of 0.776 while idealized influence had factor loading of 0.598 which were above 0.5.

Data analysis was for examining both descriptive and inferential statistics to make deductions and inferences. Descriptive statistics, namely frequencies, percentages, mean and standard deviations were used to describe the characteristics of the collected data on key variables of the study (Ho & Yu, 2015). The inferential analysis that was used in this study comprises of regression analysis and correlation analysis. Content analysis was done for qualitative data derived from open-ended questions. Data collected was analyzed using SPSS Version 21. Data was presented using pie charts, bar charts and graphs, percentages, and frequency tables. Qualitative data was analyzed using content analysis to generate a continuous prose report.

RESULTS AND DISCUSSION

The study presented results based on the descriptive and inferential statistics so as to appropriately achieve study's objective on the influence of idealized influence on strategy implementation.

Descriptive Statistics

The respondents were asked to indicate their level of agreement from 1 strongly disagree to 5 strongly agree in regards to five statements on Idealized influence. The pertinent results are presented in Table 2.

Table 2: Descriptive Results for Idealized influence

Idealized influence	5	4	3	2	1	Mean	SD
1. Top management act as role models	28.7% (52)	22.7% (41)	35.4% (64)	5.5% (10)	7.7% (14)	3.6	1.18
2. Top management treats others as individuals rather that just as members of the organization	10.5% (19)	13.8% (25)	45.3% (82)	19.3% (35)	11.1% (20)	2.9	1.09
3. Moral and ethical consequences of decisions are considered	10.5% (19)	47.5% (86)	14.4% (26)	18.2% (33)	9.4% (17)	3.3	1.17
4. Top management talks about the most important values and beliefs	27.1% (49)	24.9% (45)	34.8% (63)	6.2% (11)	7.2% (13)	3.6	1.16
5. Integrity and fairness is upheld	13.8% (25)	55.8% (101)	15.5% (28)	6.6% (12)	8.3% (15)	3.6	1.07
Aggregate Score						**3.4**	**1.134**

N=181; KEY: 1= Strongly Disagree; 2= Disagree; 3= Fairly Agree;
4= Agree; 5=Strongly Agree; SD= Standard Deviation.

The table 2 indicates that out of 181 respondents who took part in the study 28.7% strongly agreed, 22.7% agreed, 35.4% fairly agreed while 5.5% disagreed and 7.7% strongly disagreed with the statement that the top management acts as role models. The line had a mean of 3.6 and standard deviation of 1.18, which is an indicator that the top management acted as role models. On the statement that the top management treats others as individuals rather that just as members of the organization, 10.5% strongly agreed, 13.8% agreed, 45.3% fairly agreed, 19.3% disagreed and 11.0% strongly disagreed. The statement had a mean of 2.9 and standard deviation of 1.09 and indication that the top management fairly treats others as individuals rather that just as members of the organization.

On moral and ethical consequences of decisions are considered, of the respondents who took part in the study, 10.5% strongly agreed, 47.5% agreed, 14.4% fairly agreed while 18.2% disagreed and 9.4% strongly disagreed. The statement recorded a mean of 3.3 and standard deviation of 1.17. Out of 181 respondents who participated in this study, 27.1% strongly agreed, 24.9% agreed and 34.8% fairly agreed while 6.1% disagreed and 7.2% strongly disagreed that with the statement that Top management talks about the most important values and beliefs. The statement had a mean of 3.6 and standard deviation of 1.16 implying that the top management talked about the most important values and beliefs. Majority of the respondents agreed 55.8% and 13.8% strongly agreed that integrity and fairness is upheld although 15.5% of the respondents fairly agreed, 6.6% disagreed and 8.3% strongly disagreed. The statement had a mean of 3.6 and standard deviation of 1.07.

In general, respondents fairly agreed with small variation in their responses (Aggregate Mean=3.4, Aggregate SD=1.134) that their county governments practice idealized influence as a strategy in transformational leadership. These entail top management; Acting as role models, treating others as individuals rather that just as members of the organization, considering moral and ethical consequences of decisions, Talking about the most important values and beliefs, and upholding integrity and fairness.

Some literature equates idealized influence with charismatic leadership and explains that these transformative leaders operate in a way that makes them more likely to be viewed as role models (Gomes, 2014; Ngaithe, K'Aol, Lewa, and Ndwigia, 2016). Zhang, Zhou, and Mao (2018) further confirmed that leaders should adopt value-based and ethical leadership to affect the beliefs and attitudes of their followers, which in turn increases their engagement and commitment to the organization. Idealized influence, as defined by Mi et al. (2019), is the charisma of TFL that can inspire trust in their leaders. When others look up to a leader, they naturally tend to accept their judgment and follow their direction.

Interview results indicated that there is evidence of idealized influence which is instrumental in strategy implementation in the four counties of Western Kenya. This was evident by various strategies employed to ensure that county staff uphold values and beliefs. Some of the strategies included acting as role model to subordinate, encouraging innovative activities and supporting employees to exceed their expectations. Idealized influence enables employees to not only identify with the leader, but also leads to the employees genuinely wanting to be like the leader. The end state of idealized influence is employee respect, trust, and confidence. In this regards, transformational leaders are able to achieve this by putting their employees' needs over their own. The interviewees further revealed idealized influence to some extent has enabled employees to perform their duties effectively because they are happy to be associated with strategy implementation, putting extra effort at work because they have complete faith in the county management and are satisfied with their work because the county management acts in ways that make them feel happy

However, one of the County Secretaries confirmed that not all employees in managerial/leadership position are exhibiting idealized influence in regards to how county resources are managed. This was after probing on its influence on strategy implementation in county governments. The interviewee affirmed that his county was unable to fully implement strategic Plan 2013-2017 because some leaders misused country resources and a practice that was cascaded to their juniors. However, moving forward, adequate checks and balances have been initiated to ensure strategic plans are implemented by all the four Deputy Governors.

These qualitative results confirm descriptive and inferential statistics that idealized influence has an effect on strategy implementation in county governments of western Kenya. The followers of a transformational leader look up to them, respect them, and trust them because of how they conduct themselves. They show others how to achieve goals by modeling successful behavior; they chart new courses; they forge ahead as cultural innovators; and they shape the culture of their organizations. Those who follow leaders do so because they see themselves in their heroes and because they admire the leaders' outstanding qualities, persistence, and determination. When leaders place an emphasis on the group's overall mission, they help their followers shift their focus from individual self-interest to the greater good of the group as a whole. One may typically put their trust in these leaders to act morally and ethically at all times.

Respondents were asked to indicate their level of agreement by ticking each one of the given statements as they apply to their county's strategy implementation. This was measured using stakeholder satisfaction, completion rate and resource utilization (Tables 3, 4 and 5).

Table 3: Stakeholder Satisfaction

Stakeholder Satisfaction	5	4	3	2	1	Mean	Stdev
1. Top management has put mechanisms in place to ensure quick response to customer complaints.	10.5% (19)	25.4% (46)	49.7% (90)	6.6% (12)	7.8% (14)	3.2	1.00
2. A customer feedback evaluation tool is in place to analyze their satisfaction levels	10.5% (19)	30.4% (55)	33.1% (60)	16% (29)	10% (18)	3.2	1.12
3. The services and products offered by this county are of high quality/standards	12.2% (22)	35.9% (65)	42.5% (77)	6.1% (11)	3.3% (6)	3.5	0.90
4. This county has highly satisfied clientele	6.6% (12)	35.9% (65)	44.2% (80)	7.7% (14)	5.6% (10)	3.3	0.91
5. The number of customer complaints within the last 6 months has noticeably decreased	28.7% (52)	34.3% (62)	22.1% (40)	8.3% (12)	6.6% (2)	3.0	1.08
6. Customer satisfaction is a priority	21.5% (39)	34.3% (62)	28.7% (52)	7.8% (14)	7.7% (14)	3.5	1.14
Aggregate Score						**3.28**	**1.025**

N=181; KEY: 1= Strongly Disagree; 2= Disagree; 3= Fairly Agree;
4= Agree; 5=Strongly Agree; SD= Standard Deviation.

Table 3 reveals that 10.5% and 25.4% of the respondents strongly agreed and agreed respectively that the top management has put mechanisms in place to ensure quick response to customer complaints and further 49.7% fairly agreed with a mean of 3.2 and standard deviation of 1.00. This implied that the top management has fairly put mechanisms in place to ensure quick response to customer complaints. However, 6.6% disagreed and 7.7% strongly disagreed with the same statement. The results further revealed that, 10.5% of the respondents strongly agreed that the customer feedback evaluation tool is in place to analyze their satisfaction levels and 30.4% agreed with a mean of 3.2 and standard deviation 1.12. This postulates that there is some customer feedback evaluation tool is in place to analyze their satisfaction levels. However, 33.1% fairly agreed, 16.0% disagreed and 9.9% strongly disagree with the same assertion. With a mean of 3.5 and standard deviation of 0.90, 12.2% of the respondents strongly agreed and further 35.9% agreed that the services and products offered by their county are of high quality/standards. On the hand, 42.5% of the respondents fairly agreed and 6.1% disagreed and 3.3% strongly disagreed on the same assertion.

In regards to the county has highly satisfied clientele, slight majority of the respondents were in agreement as shown by 35.9% of the respondents who agreed and 6.6% who strongly agreed while 7.7% disagreed and 5.5% strongly agreed. Furthermore, 44.2% of the respondents fairly agreed with a mean of 3.3 and standard deviation of 0.91 an indication that the county has fairly satisfied clientele. Moreover, 28.7% of the respondents strongly agreed as well as 34.3% agreed that the number of customer complaints within the last 6 months has noticeably decreased. On the other hand, 22.1% of the respondents fairly agreed, 6.6% disagreed and 1.1% strongly disagreed with a mean of 3.0 and standard deviation of 1.08 implying the number of customer complaints within the last 6 months has fairly decreased. Finally, 21.5% and 34.2% of the respondents strongly agreed and agreed respectively that customer satisfaction is a priority while on the other hand, 28.7% of the respondents fairly agreed, 7.7% disagreed and 7.7% strongly disagreed with a mean of 3.5 and standard deviation of 1.14 implying customer satisfaction is a priority.

In general Table 3 reveals that respondents fairly agreed with small variation in their responses (Aggregate Mean=3.28, Aggregate SD=1.025) that their county governments have a satisfied stakeholder. This is due to the following approaches undertaken by top level management; Putting mechanisms in place to ensure quick response to customer complaints, having a customer feedback evaluation tool to analyze satisfaction levels, offering quality products and services, having a highly satisfied clientele, decreasing the number of customer complaints within the last 6 months, and Having customer satisfaction is a priority.

The results of this study corroborate those of a previous study by Macharia (2011), who found that when stakeholders are actively engaged in an organization's affairs, it fosters an environment conducive to partnership, collaborative problem solving, and broad support for decisions, all of which contribute to the effective implementation of those strategies and, ultimately, the achievement of the organization's goals.

Table 4: Completion Rate

Completion Rate	5	4	3	2	1	Mean	Stdev
1. Top management has created a culture of observing timelines	19.3% (35)	46.4% (84)	19.3% (35)	6.2% (11)	8.8% (16)	3.6	1.13
2. A policy reinforcing adherence to deadlines is in place	11.6% (21)	40.9% (74)	19.3% (35)	18.8% (34)	9.4% (17)	3.3	1.17
3. There's a code of conduct in place signed by every employee of the county	22.1% (40)	29.3% (53)	32% (58)	9.9% (18)	6.7% (12)	3.5	1.14
4. The structure allows fast and effective capabilities for decision-making down the line of the organization	14.4% (26)	34.8% (63)	35.4% (64)	12.2% (22)	3.2% (6)	3.4	0.99
5. Timelines are observed across the county	14.4% (26)	27.6% (50)	37.6% (68)	13.2% (24)	7.2% (13)	3.3	1.09
Aggregate Score						**3.42**	**1.104**

N=181; KEY: 1= Strongly Disagree; 2= Disagree; 3= Fairly Agree;
4= Agree; 5=Strongly Agree; SD= Standard Deviation.

The findings above indicate that out of 181 respondents who participated in the study, 19.3% strongly agreed, 46.4% agreed and 19.3% fairly agreed that the top management has created a culture of observing timelines while 6.1% disagreed and 8.8% strongly disagreed with the same statement. The statement had a mean of 3.6 and standard deviation of 1.13, which implies that the top management has created a culture of observing timelines. On the statement that a policy reinforcing adherence to deadlines is in place, 11.6% strongly agreed, 40.9% agreed, 19.3% fairly agreed, 18.8% disagreed and 9.4% strongly disagreed. The statement had a mean of 3.3 and standard deviation of 1.17 implying that there is policy reinforcing adherence to deadlines. In regards to there's a code of conduct in place signed by every employee of the

county, of the respondents who took part in the study, 22.1% strongly agreed, 29.3% agreed, 32% fairly agreed while on the other hand, 9.9% disagreed and 6.6% strongly disagreed. The statement recorded a mean of 3.5 and standard deviation of 1.14 suggesting that there's a code of conduct in place signed by every employee of the county.

Further, out of 181 respondents who participated in this study, 14.4% strongly agreed, 34.8% agreed and 35.4% fairly agreed on contrary 12.2% disagreed and 3.3% strongly disagreed that with the statement that the structure allows fast and effective capabilities for decision-making down the line of the organization. The statement had a mean of 3.4 and standard deviation of 0.99 suggesting that the structure allowed fast and effective capabilities for decision-making down the line of the organization. Lastly, few of the respondents agreed 14.4% and 27.6% strongly agreed that the timelines are observed across the county although 37.6% of the respondents fairly agreed, 13.3% disagreed and 7.2% strongly disagreed. The statement had a mean of 3.3 and standard deviation of 1.09 implying that timelines are fairly observed across the county.

In general Table 4 depicts that respondent fairly agreed with small variation in their responses (Aggregate Mean=3.42, Aggregate SD=1.104) that their county governments put in place measures to complete projects in a record time. This is through adopting the following measures; Creating a culture of observing timelines, having a policy reinforcing adherence to deadlines is in place, signing code of conduct by every employee of the county, having a structure that allows fast and effective capabilities for decision-making down the line of the organization, and Observing timelines across the county. This conclusion is backed by Oehmen, Geraldi, and Stjern (2018) While time and timing can be useful partners in strategy if handled correctly, it is shockingly (or perhaps not so unexpectedly) difficult to do it right; it requires a delicate balancing act. Strategic success requires not just doing the right things well, but also doing them at the appropriate times.

Table 5: Resources utilization

		5	4	3	2	1	Mean	Stdev
1.	Our structure allows efficient resource utilization	27.1% (49)	29.3% (53)	33.1% (60)	7.2% (13)	3.3% (6)	3.7	1.05
2.	Opportunities are provided by our structure by flexibly move resources from one department to another to enhance their utility	8.8% (16)	35.4% (64)	32% (58)	17.7% (32)	6.1% (11)	3.2	1.04

3. Top management has put mechanisms in place to ensure that resources are properly utilized to avoid wastage	16% (29)	30.4% (55)	37.6% (68)	9.4% (17)	6.6% (12)	3.4	1.07
Aggregate Score						**3.43**	**1.053**

Table 5…

N=181; KEY: 1= Strongly Disagree; 2= Disagree; 3= Fairly Agree;
4= Agree; 5=Strongly Agree; SD= Standard Deviation.

Results in Table 5, revealed that majority of the respondents were in agreement that their structure allows efficient resource utilization as shown by 27.1% who strongly agreed and 29.3% of the respondents agreed with a mean of 3.7 and standard deviation of 1.05 implying that the structure allowed efficient resource utilization. Conversely, 33.1% of the respondents fairly agreed, 7.2% disagreed and 3.3% strongly disagreed with the same statement. The results also revealed 8.8% of the respondents strongly agreed that opportunities are provided by their structure   by flexibly move resources from one department to another to enhance their utility and further 35.4% agreed with a mean of 3.2 and standard deviation 1.04. This postulates that there are some opportunities provided by their structure by flexibly move resources from one department to another to enhance their utility. Contrariwise, 32.0% fairly agreed, 17.7% disagreed and 6.1% strongly disagree with the same assertion.

Lastly, 16% of the respondents strongly agreed that the top management has put mechanisms in place to ensure that resources are properly utilized to avoid wastage an assertion which was further supported by 30.4% of the respondents. On the hand, 37.6% of the respondents fairly agreed and 9.4% disagreed and 6.6% strongly disagreed with a mean of 3.4 and standard deviation of 1.07 implying that the top management has fairly put mechanisms in place to ensure that resources are properly utilized to avoid wastage.

In general, table above indicates that respondents fairly agreed with small variation in their responses (Aggregate Mean=3.43, Aggregate SD=1.053) that their county governments utilize well the resources allocated to them. This is done through the following measures; Putting in place structure that allows efficient resource utilization, flexibly moving resources from one department to another to enhance their utility, and Having mechanisms in place to ensure that resources are properly utilized to avoid wastage.

This is consistent with Ganley's (2010) assertion that resources are what make organizations run, and the allocation of these resources to an organization should be done with care. Allocating resources in a way that is inconsistent with priorities indicated by approved annual objectives is disastrous for both strategy implementation and the success of the firm

(Tripathi & Agrawal, 2014). Organizations have access to four basic sorts of resources: monetary, material, human, and intangible.

Inferential Statistics

Inferential statistics are used to make inferences about the population based on the survey results. The findings would be more generalizable to the population if the sample is more representative. To generalize from the study to the population, hypothesis testing techniques are used. Inferential statistics is a term used to describe this form of analysis (Mugenda & Mugenda, 2003). Inferential statistics consisted of Pearson correlations and linear regression. The study sought to establish the relationship between idealized influence and strategy implementation in County Governments in Western Region, Kenya. To achieve this, Pearson correlation analysis test was used and the results are presented in Table 6.

Table 6: Correlations Analysis

		Idealized influence	Strategy Implementation
Idealized influence	Pearson Correlation	1	.681**
	Sig. (2-tailed)		.000
	N	181	181
Strategy Implementation	Pearson Correlation	.681**	1
	Sig. (2-tailed)	.000	
	N	181	181
**. Correlation is significant at the 0.01 level (2-tailed).			

From the table 6, it can be seen that r = 0.681, P=0.000 which indicated that there was significant relationship between idealized influence and strategy implementation in County Governments in Western Region, Kenya. This implies that an increase in idealized influence would result to increase in strategy implementation in County Governments in Western Region, Kenya. These findings are supported by Ogola, Sikalieh, and Linge (2017) who sought to investigate the influence of idealized influence leadership behavior on organizational performance in Small and Medium Enterprises in Kenya. The study findings revealed that the idealized influence leadership behavior and organizational performance in SMEs in Kenya had a strong positive and significant relationship. Further, Linge, and Sikalieh, (2019) concluded that idealized influence significantly predicted employee job performance.

However, the study was contradicted by Jordan, Orabi (2016) who established that idealized influence behavior of a leader was not a contributing factor in the variance in organizational performance. Another study by Datche and Mukulu (2015) examined the effects of transformational leadership on employee engagement: a survey of civil service in Kenya contradicted this current study. The results revealed that there was a negative relationship between idealized influence and employee engagement.

Linear Regression Analysis

The study presented simple linear regression analysis so as to test the null hypothesis that posits H_{01}: *Idealized influence has no significant statistical effect on strategy implementation in County Governments in Western Region, Kenya*. The results are as shown in Table 7.

Table 7: Regression Analysis of Independent Variable and Financial performance

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.681[a]	.464	.461	.60448

a. Predictors: (Constant), Idealized influence

b. Dependent Variable: Strategy implementation

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.518	1	56.518	154.676	.000[b]
	Residual	65.406	179	.365		
	Total	121.923	180			

a. Dependent Variable: Strategy implementation

b. Predictors: (Constant), Idealized influence

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.143	.185		6.185	.000
	Idealized influence (II)	.654	.053	.681	12.437	.000

a. Dependent Variable: Strategy implementation (SI)

From the table 7, the findings indicated that idealized influence had a value of R squared = 0.464 which translated to 46.4%. This was the percentage variation in strategy implementation as explained for by idealized influence, while 53.6 % was caused by other factors not explained because the study addressed idealized influence and strategy implementation in. From ANOVA table the results showed that F value = 154.676 and P value was 0.000 meaning that the model was feasible. Tests were done at 0.5 or 5% level of significance. The results indicated that idealized influence had a statistically significant effect on explaining variation in strategy implementation. These results concurred with Caillier (2014), who had established that idealized influence involves the ability of leaders to inspire followers to align personal and organizational goals to achieve positive outcomes simultaneously. Chen (2014) suggested that idealized influence has a positive influence on employee commitment and job satisfaction. Tetteh and Brenyah (2016) in the mobile telecommunication sector of Ghana sought to investigate leadership styles and their impact on employee job satisfaction. However, the findings were not supported by Mansor, Furhana and Tarmizi (2017) who argued that there is no significant relationship between a leader's idealized influence on employee engagement among Generation Y. Datche and Gachunga (2015) examined the effects of transformational leadership on employee engagement within the public service in Kenya. The findings revealed that the idealized influence of a leader is negatively related to employee engagement.

The value of regression coefficient B = 0.654 indicated that an increase in a unit of idealized influence was associated with an increase in 0.654 units of strategy implementation. Therefore, the results led to the rejection of the first null hypothesis and concluded that, idealized influence had a statistically significant effect on strategy implementation in County Governments in Western Region, Kenya. Based on the regression coefficient results, simple linear regression model equation was written as

Y= 1.143 +0.654

Where, Y represent strategy implementation

X represent Idealized Influence

From the results, it is evident that idealized influence has positive influence on strategy implementation in County Governments in Western Region, Kenya. This means that if idealized influence increases by one unit, strategy implementation will increase by 0.654 in the same direction. To enhance performance, top management must act as role models, talk about the most important values and beliefs and integrity and fairness is to be upheld. The results are in agreement with Ngaithe (2016) who examined the effects of transformational leadership on staff performance in state owned enterprises (SOE) in Kenya. Multiple linear regressions revealed

that idealized influence significantly predicted staff performance. Kimeto and K'Aol (2018) found that ethical leadership has a significantly positive effect on organizational commitment among commercial bank employees in Kenya. Ayacko, K'Aol& Linge (2017) on the influence of transformational leadership style on the performance of judicial staff in Kenya. Correlation analysis revealed that idealized influence positively and significantly influenced the performance of judicial staff.

However, other studies have failed to indicate significant effect of idealized influence. For instance, Brenyah and Damoah (2016) examined strategic leadership styles and employee engagement in the telecommunication sector of Ghana. The study found out that idealized influence has an insignificant effect on employee engagement during strategy implementation. Njiraini, K'Aol and Linge (2018) examined the effect of idealized influence on job satisfaction among employees in commercial banks in Kenya. The study found out that idealized influenced has positive and insignificant effect on job satisfaction among employees in commercial banks in Kenya. Similar results were obtained by Langat, Linge and Sikalieh (2019) who found out that idealized influence has insignificant effect on employee job performance in the insurance industry in Kenya.

CONCLUSION AND RECOMMENDATIONS

The study established that idealized influence has significant positive effect on strategy implementation in County Governments in Western Region. Therefore, the null hypothesis was rejected and it was concluded that idealized influence has a significant statistical effect on strategy implementation in County Governments in Western Region, Kenya. Idealized influence practices were mainly characterized by top management acting as role models, top management talking about the most important values and beliefs and upholding integrity and fairness which enhanced strategy implementation in County Governments in Western Region.

The study recommends that County governments management need to consider applying the practices associated with idealized influence including articulation of the organization's goals, role modeling and goal setting in promoting positive behaviors among employees that enhance strategy implementation. In this connection, County Governments 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. The study recommends that County Governments should also put in place deliberate structures and policies that support and institutionalize actualization of practices that will promote an environment where idealized influence can be realized.

LIMITATIONS AND FURTHER STUDIES

Firstly, the study was conducted in four counties found in Western Region, even though the results can be applied to other counties in Kenya, the study recommends that further research should expand the scope and include more than four counties so as to enhance external validity.

The study focused on transformational leadership practices strategy implementation, and organizational factors as a moderator. Even though these three variables explained more than 78.8% of the variance in strategy implementation, the study recommended that further studies should introduce a third variable, in this case a mediator or intervening variable specifically government policies.

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