

Effect of Inspirational Motivation On Strategy Implementation in County Governments in Western Region, Kenya

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Abstract

Implementation of strategic plans still remains a major challenge facing many organizations with significant variation among countries. In developed countries especially in Western Europe, North Atlantic, Japan and Australia, over 60% of strategies are implemented due effective and responsive leadership, availability of resources and technology. However, in developing countries, most studies acknowledge that strategy implementation has become the most significant challenge with only less than 50% of formulated strategies being implemented in organizations. 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 inspirational motivation affects strategy implementation. The study was anchored on contingency 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. Purposive sampling design was adopted and data was collected using questionnaires and an interview guide. Data was analyzed using descriptive and inferential statistics descriptive analysis by aid of SPSS version 23. Results were presented in form of tables and models. The findings revealed that inspirational motivation significantly accounts for 39.1% variation in strategy implementation. Further, inspirational motivation ($\beta=0.622$, $P=0.000$) have significant statistical effect on strategy implementation. The study concluded that inspirational motivation has significant effect strategy implementation. The study recommended that County Government management should apply practices associated with inspirational motivation, to improve strategy implementation. These practices include clarity in communicating the organization's vision, inspirational and motivation and encouraging team spirit.

Key Word: Transformational Leadership, Inspirational motivation, Strategy Implementation, County Governments

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I. Introduction

Organizations are devising effective strategies to increase their competitiveness in a variety of sectors as performance expectations internationally continue to rise in the majority of sectors. Because it is believed to increase organizational effectiveness and performance, the idea and practice of adopting strategies has gained popularity across a variety of sectors and in many countries (Thompson & Strickland, 2007; Birasnav, 2014; Yamamoto & Yamaguchi, 2019). Today, public and private businesses have taken the practice of establishing strategic plans to govern such organizations' success seriously (Suphattanakul, 2017; Kihara, Bwisa&Kihoro, 2016).

Many organizations continue to struggle with the implementation of strategic plans, which differs greatly among countries. Over 60% of plans are executed in developed nations, particularly in Western Europe, the North Atlantic, Japan, and Australia, thanks to strong and receptive leadership, the availability of resources, and technology. However, most studies note that in developing nations, strategy implementation has emerged as the greatest problem, with fewer than 50% of developed strategies being implemented in organizations (Kotlyar&Karakowsky, 2016 Azhar et al., 2013; Mintzberg, 1994; Mubarak & Yusoff, 2019). Only 17% of Chinese corporations surveyed in 2016 had solid strategy implementation (Chen, Lin & Song, 2019). In Asian

Tigers, the Middle East, and North Africa, less than 50% of formulated plans have been executed in the last ten years (Asongu & Andrés, 2020; Ugwu, 2019; Herbst & Garg, 2017). In Sub-Saharan Africa, just 30% of strategies are implemented as intended.

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. Inspirational motivation is one of the characteristics of transformational leadership. Inspirational motivation 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).

Majority of East and Southeast Asian countries have been internationally branded as economic success stories, Singapore being one of them due transformational leaders in public sector. Similar studies have also been carried out in Europe for instance Strukan, Nikolić and Sefić (2017) study on the impact of transformational leadership on performance in Bosnia and Herzegovina whose research results indicated that transformational leadership has positive impact on achievement of high-level financial performance of company and new product development. Even though these results are heavily supported by other studies (Staw, 2016; Ramadan, 2015; and Erkutlu, 2018), other studies in the same region have reported dissimilar results. Brandt, Laitinen and Laitinen (2016) sought to find the effect of transformational leadership on profitability in Finland. Results indicated that transformational leadership has a weak general effect on profitability.

In Nigeria's (Abasilim 2014; Abubakar & Ahmed, 2021) study results were mixed. On one hand the study results indicated that transformational leadership style has a positive and significant influence on organizational performance while on the other they contend that although issues of strategy implementation were not tackled conclusively, transformational leadership has not always led to positive outcomes. This negative study finding are echoed by Agyemang, Boateng and Dzandu (2017) who established that the relationship between transformational leadership practices and knowledge sharing is insignificant. Analogous results were also reported in Uganda (Komakech, Obici & Mwesigwa, 2021; Nsubuga, Kiiza, & Mugabe, 2014), Tanzania (Mango, 2014; Majia, 2020) and Ghana (Brenyah & Damoah, 2016). The dissimilar in the findings were mainly related to individual transformational leadership practices and organizational factors.

Transformational leadership and the implementation of strategy have recently garnered the attention of academics and professionals in the field of strategic management in Kenya. Empirical findings that significantly contradict one another have come to light. Mbithi, K'Obonyo and Awino (2016) study on transformational leadership practices, employee outcomes, and performance established a positive and statistically significant relationships between transformational leadership practices and performance and transformational leadership practices 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. However, 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 practices and organizational performance (Agoi, 2019; Ngaithe&Ndwiga, 2016).

In County governments in Kenya, limited studies have examined transformational leadership practices, 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 practice 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

Transformational leaders with inspirational motivation characteristics are able transform the norms and values of employees, motivates them to perform beyond their expectations hence influence strategy implementation (Sila&Gichinga, 2016; Nguyen et al., 2017). The adoption of County Governments in 2013 made Kenyans optimistic that these devolved governments would deliver on public services more effectively based on the premise of electing governors competitively and presence of five years' strategic plans.

However, ICPAK (2020) indicated that implementation of strategies in counties has not met the potential required with majority (92%) of counties experiencing deteriorating performance (Nkatha, 2018). Poor performance has been witnessed as citizens have complained of unsatisfactory service delivery due to inefficiencies (Abass, Munga& Were, 2017; Mwangi et al., 2018). Auditor General's report (2017) revealed that many development projects are incomplete years after the expiry of the time set for construction as per their strategic plans. This questions leadership capacity and skills to utilize available resources, implement plans and delivery of services in timely and accountable manner (Ngigi&Busolo, 2019).

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. Studies on the effect on transformational leadership on strategy implementation have yielded mixed results with Owuor (2018) finding out that it has significant influence while Khaleji (2019) failed to establish similar results on strategy implementation. Also, the moderating effects of organizational factors of county governments on such a relationship is empirically limited in Kenya. This study, therefore, filled this knowledge gaps by establishing the effect inspirational motivation practices have in determining strategy implementation of county governments in Western region as moderated with organizational factors.

Objective of the Study

- i) To determine the effect of inspirational motivation on strategy implementation in County Governments in Western Region, Kenya.

Research hypothesis

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

II. Literature Review

Theoretical Framework

The study was underpinned by the contingency theory of leadership was proposed by the Austrian psychologist Fred Edward Fiedler in his landmark 1964 article, "*A Contingency Model of Leadership Effectiveness.*" Paul Hershey, Kennedy Blankard, Martin Evans, Robert House, and others are also on record as proponents of this view. According to this concept, a leader's success hinges on how well the scenario plays into

his or her preferred leadership style. As such, it is the leader's responsibility to figure out what kind of leadership style works best for him or her. Therefore, there is no universally applicable style of leadership because it varies according to the task at hand, the people being led, and the surrounding conditions (Sethuraman & Suresh, 2014). Several factors, including those of one's followers and the circumstances at hand, contribute to a leader's ultimate success (Cherry, 2014).

According to this notion, a leader's effectiveness is determined by how well his or her personal attributes and leadership style mesh with the needs of a given circumstance (Lamb, 2013). According to this concept, rather than a leader having to adapt to their environment, the environment should adapt to their leadership. Knowing a leader's particular style is crucial for this idea to work. The "Least Preferred Coworker Scale" (LPC) is used for this. The manager will ask a series of questions in the form of LPC. As such, it reveals the manager's preferred team members and the way he prefers to direct his team. Following this, the model assigns a score to the individual based on his or her responses and conducts a thorough analysis of his or her characteristics. This can go one of two ways: Superior rating as a preferred coworker (HPC): A high score indicates that the individual is relationship-focused, has strong interpersonal skills, and counts on teamwork and collaboration to get things done. Poor rating as a preferred coworker (LPC): If the person's score is low, it indicates that they are task-oriented and put their focus on the tasks at hand, rather than the positional powers they hold. This theory can be depicted in a model as shown in Figure 1.

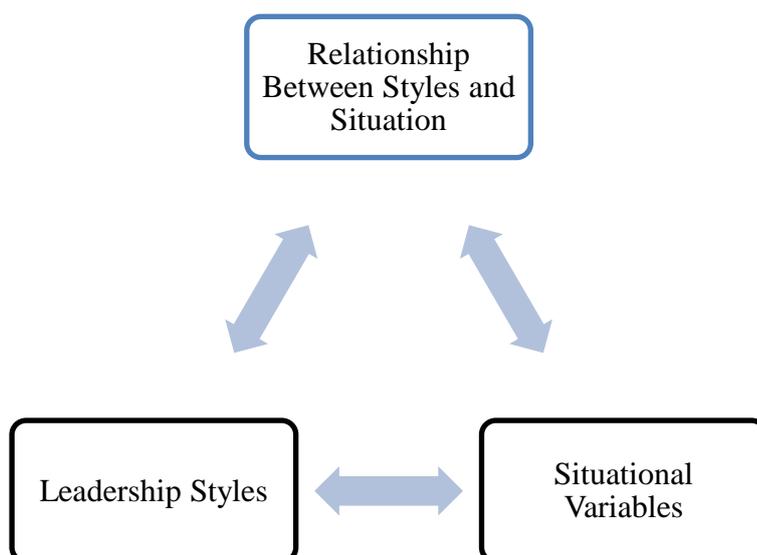


Figure 1: Fiedler's Contingency Model (1964)

Source: Research (2022)

Fiedler argues that whereas LPC leaders are called for in more advantageous circumstances, HPC leaders are more appropriate in less advantageous contexts. Leaders who focus on the job at hand are more likely to get things done when working in an environment with a strong leader/team dynamic and well defined responsibilities. However, a leader who focuses on building relationships will be more effective when the leader and team are physically separated and the work at hand is not well defined. As a leader's success is dependent on their ability to forge bonds with their subordinates, this theory lends credence to the research's central premise. Counties can utilize the theory to develop leadership profiles in which effective leadership styles are paired with certain scenarios (Kuhnert & Lewis, 2017). Because it held that a manager's abilities or skills are fixed while the situation is ever-evolving, it was also sympathetic to the idealized impact that stressed the importance of both the leader's personality and the situation in which that leader functions. This is important to my research because it helps match experts to the correct situations and choose the best individual for the job, both of which are necessary for the successful implementation of plans. While this model is widely taught and studied, some argue that it lacks flexibility because it assumes leaders cannot change and because it does not describe the process by which a leader's style can vary in response to contextual factors like the organization and the leader's position within the structure. Furthermore, the idea does not clarify how leaders can switch between different leadership styles as needed.

Conceptual Review

Inspirational motivation

This theory emphasizes leaders who instill a shared sense of purpose in their teams (Bass, 1985). Communication abilities that attempt to make the vision understandable, precise, influential, and attractive

provide support for the creative part of inspiring motivation. The leader inspires the team to grow as individuals, take pride in their work, and look forward to the future with hope and confidence in the business (Jiang et al., 2017). Leaders may inspire and motivate their teams to do great things when they set high standards for their employees, give them something to work for, and challenge them to grow as individuals and as a team (Kazmi, Naarananoja&Kytola, 2015). A compelling and persuasive vision (Jiang et al., 2017) is a product of inspirational motivation, which entails boldly and positively articulating the vision with passion and excitement.

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.

Empirical Review

Malik, Javed, and Hassan (2017) conducted research into the effects of transformational leadership (TL) traits including idealized influence (II), inspirational motivation (IM), intellectual stimulation (IS), and individualized consideration (IC), on employee happiness and commitment in the Islamic banking sector in Pakistan. The study's findings showed that elements of TL, and more notably inspirational and motivation, had a substantial impact on employee engagement and job happiness. Since the study was conducted in a single country with unstable economic and political circumstances, the authors concluded that further research should be conducted in countries with better economic conditions in order to further explore the subject. This study concurs with Mi et al. (2019) who state that IM encourages employees internally, hence enhancing their ability to set and attain the company goal. IM improves through time, develops new values for workers, and measures success based on individual output.

Elmasry and Bakri (2019) conducted research on the effects of transformational leadership styles on improving administration in the Palestinian public sector. Except for inspirational motivation, all other transformational leadership behaviors were found to have a positive and significant link with excellent governance. The results also showed that governments that use transformational leadership are more successful in promoting good governance. This research added to existing knowledge by providing empirical evidence in organizational studies on the importance of transformational leadership behaviors for enhancing good governance, particularly in low-resource settings like Palestine. Based on the findings, the study recommended that public institutions promote all behaviors to increase the degree of good governance, including the development of transformational leaders.

Langat, Linge, and Sikalieh (2019) conducted a study to determine the effect that inspiring motivation has on job performance in the Kenyan insurance industry. They found that inspirational motivation was a major predictor of job success. In addition, it was concluded that among middle- and lower-level managers in the insurance industry in Kenya, work value congruence moderated the connection between transformational leadership and job performance. Employees, according to the study, should adjust their personal values so that they align with those of the company if the latter is to reap the benefits of transformational leadership.

The results of a study conducted by Nyokabi, K'Aol, and Njenga (2017) on the impacts of idealized influence and inspiring motivation of the CEO on performance in the private sector in Kenya found that the CEO's inspirational motivation strongly predicted the performance of senior managers. The link between the CEO's inspirational motivation and the performance of senior managers was significantly predicted by goal orientation, which was found to be a moderating variable. Comparatively, the current study was conducted by the Kenyan government, while the aforementioned one was conducted by the private sector. Furthermore, the

study failed to account for how the particular ingredients of inspiring motivation contribute to organizational results, generalizing the conceptualization and operationalization of the construct in order to quantify its impact as a composite.

Boamah et. al. (2018) study, whose results unmistakably show that inspiring motivation has a very strong relationship to employee performance and growth, lends credence to this research. In addition, Jackson (2020) argues that inspiring motivation relates to the method of motivating employees. Motivating your staff in a way that inspires them to do their best boosts morale and productivity in the workplace. One strategy to motivate workers is to provide them with a clear vision and attainable goals to work toward.

Kimeto, Angela, K'Aol, George, Njenga, and Kefah (2017) conducted research in Kenyan commercial banks to determine the impact of inspirational motivation and intellectual stimulation on employee commitment. The findings led to the rejection of the null hypothesis. Transformational leadership and employee dedication were found to be significantly moderated by organizational culture. The research concluded that more work needed to be done in Kenya's banking business to boost employee dedication and productivity. Research conducted in Ghana by Agarwal and Adjirackor (2016), who also found that cooperation increased employee productivity, lends credence to the results of the present investigation. Cohesive teams are built on the foundation of mutual support, trust, and camaraderie among workers. Employees that like and trust each other are more inclined to communicate well, encourage one another, and work together; this is human nature and fantastic for an organization. Moreover, Maltarich, Kukenberger, Reilly, and Mathieu (2018) observe that, despite the importance of teamwork in firms, disagreements within teams have a negative effect on employee performance. Leaders must display the abilities and talents necessary to rally the troops and ensure that everyone in the company pulls together to achieve success by pinpointing the causes of stronger teams and improved performance.

Chebon, Aruasa, and Chirchir's (2019) research at Kenya's Moi Teaching and Referral Hospital (MTRH) aimed to ascertain whether or not transformational leadership has any effect on staff productivity. The study found that effective managers inspire high productivity by challenging their employees to think outside the box and challenge long-held assumptions. To add, managers actively seek for and applaud novel approaches to tasks. The research found that leaders should push for increased output by inspiring their teams to think outside the box and reevaluate long-held assumptions. Leaders, according to the study, can mitigate disputes by keeping their ears open to people's unique perspectives, skills, and goals. Constant instruction is required, and responsibilities must be distributed sensibly. In addition, workers should be encouraged to voice their opinions and participate in the decision-making process.

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, inspirational motivation was considered as independent variable while strategy implementation was the dependent variable. Inspirational motivation was theorized to directly affect strategy implementation through the perspective of transformational theory.

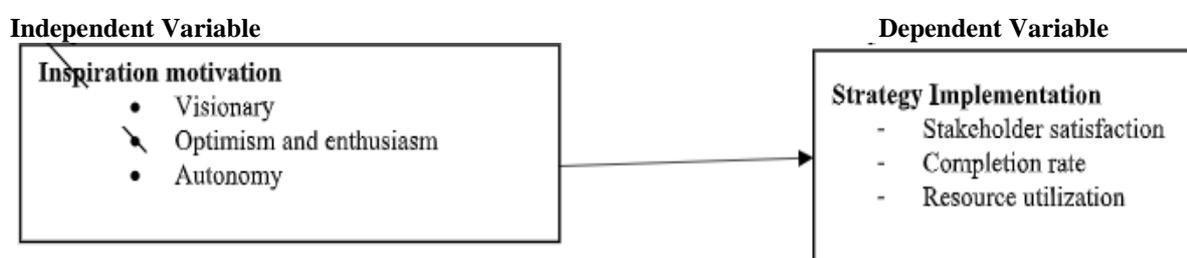


Figure 2.0: Conceptual Framework

III. 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 two hundred and fifty-nine (259) respondents thus a census study. This study also adopted purposive sampling which is a non-probability sampling technique as the researcher intended to purposely target a group of people believed to be reliable or having expertise knowledge relevant to the study. Purposive sampling was undertaken among the governors, deputy governors and county secretaries of the respective Western Kenya Counties. The distribution is as shown in Table 1.0

Table 1.0: 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	55	28	28	38	149
Total	88	53	54	64	259

Source: Researcher (2022)

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. Inspirational motivation had Cronbach Alpha of 0.910 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, MasindeMuliro 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 inspirational motivation had factor loading of 0.823 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.

IV. Result 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 inspirational motivation 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 Inspirational motivation. The pertinent results are presented in Table 2.0.

Table 2.0: Descriptive Results for Inspirational motivation

Inspirational motivation	5	4	3	2	1	Mean	SD
1. Top management articulates a compelling vision for the county	26.5% (48)	29.3% (53)	37% (67)	5% (9)	2.2% (4)	3.7	0.98
2. There's an optimistic talk by the top management concerning the future of the county.	29.3% (53)	25.4% (46)	39.8% (72)	2.2% (4)	3.3% (6)	3.8	1.01
3. Top management encourages individuals to unlock their potential	26.5% (48)	29.8% (54)	17.1% (31)	22.7% (41)	3.9% (7)	3.5	1.21
4. Top management demonstrates that goals will be achieved.	19.9% (36)	47.5% (86)	19.3% (35)	11% (20)	2.2% (4)	3.7	0.98
5. Staff training and development is done fairly	7.7% (14)	14.4% (26)	54.1% (98)	9.4% (17)	14.4% (26)	2.9	1.06
Aggregate Score						3.52	1.048

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

From Table 2, few of the respondents (26.5%) strongly agreed that top management articulates a compelling vision for the county and 29.3% of the respondents agreed with a mean of 3.7 and standard deviation of 0.98 implying that the top management articulated a compelling vision for the county. Similarly, 29.3% of the respondents strongly agreed that there's an optimistic talk by the top management concerning the future of the county and further 25.4% agreed with a mean of 3.8 and standard deviation 1.01. This implied that there's an optimistic talk by the top management concerning the future of the county. Similarly, more than half of the respondents were in agreement that the top management encourages individuals to unlock their potential as indicated by a mean of 3.5 and standard deviation of 1.21. This was further supported by 26.5% of the respondents who strongly agreed and further 29.8% who agreed on the same. In regards to the top management demonstrates that goals will be achieved, majority of the respondents were in agreement as shown by 47.5% of the respondents who agreed and 19.9% who strongly agreed with a mean of 3.7. Lastly, 7.7% and 14.4% of the respondents strongly agreed and agreed respectively that staff training and development is done fairly with a mean of 2.9 and standard deviation of 1.06 implying that staff training and development is done fairly.

In general, respondents agreed with small variation in their responses (Aggregate Mean=3.52, Aggregate SD=1.048) that their county governments practice inspirational motivation as a strategy in transformational leadership. These include top management performing the following roles; Articulating a compelling vision for the county, having an optimistic talk concerning the future of the county, encouraging individuals to unlock their potential, demonstrating that goals will be achieved, and Conducting staff training and development fairly.

The overall assumption from the study is that there is an element of inspirational motivation (Charismatic Leaders) being practiced in county governments in western region, Kenya. This is consistent with the findings of Ansar, Aziz, Majeed, and Rasool (2016), who found that charismatic leaders were able to identify the skills and competencies of their employees and match them with organizational duties. According to Odumeru and Ogbonna (2013), inspirational motivation is the extent to which leaders articulate a vision that appeals to and inspires the members with optimism regarding future goals and provides significance for the tasks at hand. According to Jackson (2020), inspirational motivation is the process of motivating employees. Inspirational encouragement inspires employees with positivism. Agarwal and Adjirackor (2016) discovered that cooperation increased employee output. When employees work together and achieve success as a team, they build ties that can develop into support, trust, and friendship in relation to their work performance.

An interview conducted reinforced the commitment of top-level managers in motivating staff. Further, results from interview indicated that there is evidence of inspirational motivation in the four counties which to some extent has aided in strategy implementation. There was element of inspirational motivation as county leadership articulated an appealing vision that inspires and motivates others to perform beyond expectations. Therefore, county leadership had high standards and expectation from county employees due to inspirational motivation. The researcher noted that by encouraging innovative ways to complete tasks/assignments, the best transformational leaders connect emotionally with people and finds out what makes them deliver beyond expectation. This was actualised through gestures, words, doing things differently and appropriately, timed rewards for jobs well-done, and effective transformational leaders help employees become motivated to achieve greatness, and often time attain extraordinary performance levels. By unlocking behaviours and hidden potentials to strategy implementation and striving for accountability for actions and results, transformational leaders empower people.

These qualitative results are in agreement with descriptive and inferential statistics in regards to the effect of inspirational motivation on strategy implementation in county governments in western Kenya. Transformational leaders that exhibit inspiring motivation have a tendency to act in ways that motivate and inspire followers by offering significance and challenge to their job, provoking team spirit, and displaying interest and optimism. Leaders display a commitment to communicating with their followers about the future expectations that must be met in order for them to commit to and participate in the organization's common vision. These leaders have a profound understanding of the system's purpose and a long-term strategic perspective, and they provide a sense of overall direction during plan execution.

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. The results are presented in Tables 3.0, 4.0 and 5.0

Table 3: 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.

Source: Research Data 2022

Table 3.0 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 3.0 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 4.0: 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.

Source: Research Data 2022

The findings as obtained from table 4.0 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 4.0 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, Gerald, 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 5.0: 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

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

Source: Research Data 2022

Results in Table 5.0, 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 5.0 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

The Pearson correlation and linear regression analyses were included in the inferential statistics. The study sought to establish the relationship between inspirational motivation 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 6.0.

Table 6.0: Correlations Analysis

		Inspirational motivation	Strategy Implementation
Inspirational motivation	Pearson Correlation	1	.625**
	Sig. (2-tailed)		.000
	N	181	181
Strategy Implementation	Pearson Correlation	.625**	1
	Sig. (2-tailed)	.000	
	N	181	181

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

Source: Field Data (2022)

As demonstrated in Table 6, $r = 0.625\%$ and $P = 0.000$ indicate a substantial association between inspirational motivation and strategy implementation in County Governments in Kenya's Western Region. This suggests that a rise in inspirational and motivation would result in a rise in strategy implementation in Kenya's Western Region county governments. These findings compare favorably to a study conducted by Malik, Javed, and Hassan (2017), which concluded that TL components and notably inspirational and motivation had a significant impact on employee work satisfaction and organizational commitment. Moreover, Kiragu (2020) discovered that inspirational motivation has a negligible effect on Engineers Board of Kenya Organizational Performance. Contrary to expectations, Elmasry and Bakri (2019) discovered a positive and statistically significant association between all transformative leadership traits and effective governance with the exception of inspiring motivation. Agoi (2019), echoing the findings of Elmasry and Bakri (2019), investigated the relationship between organizational leadership styles and job satisfaction among practicing nurses at Kenyatta National Hospital and found that inspirational motivation had a significant negative effect on job satisfaction.

Linear Regression Analysis

The study presented simple linear regression analysis so as to test the null hypothesis that posits H_{01} : *Inspirational motivation has no significant statistical effect on strategy implementation in County Governments in Western Region, Kenya*. The results are as shown in Table 7.0.

Table 7.0: Regression Analysis of Independent Variable and Financial performance

Model Summary ^b						
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate	
1	.625 ^a	.391			.388	
a. Predictors: (Constant), Inspirational motivation						
b. Dependent Variable: Strategy implementation						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.689	1	47.689	114.993	.000 ^b
	Residual	74.234	179	.415		
	Total	121.923	180			
a. Dependent Variable: Strategy implementation						
b. Predictors: (Constant), Inspirational motivation						
Coefficients ^a						
Model	Unstandardized Coefficients			Standardized Coefficients		Sig.
	B	Std. Error		Beta	t	
1	(Constant)	1.178	.210		5.606	.000
	Inspirational motivation (IM)	.622	.058	.625	10.723	.000
a. Dependent Variable: Strategy implementation (SI)						

Table 7 reveals that the R-squared value for inspirational motivation was 0.391%, which corresponds to 39.1% of the variance. This was the percentage change in strategy implementation attributable to inspirational motivation, while 60.8% was attributable to other, unexplained reasons, since the study focused on inspirational motivation and strategy implementation. The F value was 114.993 and the P value was 0.000, indicating that the model is feasible. Tests were conducted at a significance level of 0.5 or 5%. The results suggested that inspirational and motivation played a statistically significant role in explaining strategy implementation variation. Ndisya and Juma (2016) concluded that inspirational motivation had a good effect on employee performance. According to research conducted by Kimeto, Angela, K'Aol, George, Njenga, and Kefah (2017) in commercial banks in Kenya, inspirational motivation significantly predicted organizational commitment compared to intellectual stimulation. However, contradictory findings from other studies mean that this one can't stand on its own. Datche and Mukulu (2015) Examined the Kenyan government bureaucracy. Leader inspirational from managers was little and ineffective, and romanticized leadership had a detrimental impact on workers. In addition, Ngaithe and Ndwiga (2016) looked at the impact of inspirational motivation on the productivity of Kenya's commercial state-owned enterprises and found contradictory outcomes. According to research by Obiwuru et al. (2011), inspiring motivation has a marginally negative impact on performance and contributes nothing to describing individual differences in that area.

The value of the regression coefficient $B = 0.622$ suggested that an increase of one unit of inspirational motivation was connected with an increase of 0.62 units of strategy execution in Kenya's Western Region County Governments. Therefore, based on this evidence, the study failed to accept the second null hypothesis and concluded that inspirational and motivation had a statistically significant effect on strategy implementation in Kenya's Western Region County Governments. Based on the results of the regression coefficients, the simple linear regression model equation was formulated as follows:

$$Y_{SI} = 1.178 + 0.622X_{IM}$$

The findings show that in County Governments in Western Region, Kenya, inspirational and motivation have a beneficial effect on the execution of strategies. This suggested that top management, in order to improve strategy implementation, should develop a compelling vision for the county, hold an enthusiastic discourse about the future of the county, inspire individuals to unleash their potential, and demonstrate that goals would be realized. The findings corroborate those of other studies. Researchers Langat, Linge, and Sikalieh (2019) found that inspiring motivation strongly influenced employee job performance in the insurance market in Kenya. In addition, the results of a study conducted by Nyokabi, K'Aol, and Njenga (2017) on the effects of idealized influence and inspirational motivation of the CEO on performance in the private sector in Kenya showed that the CEO's inspirational motivation significantly predicted the performance of senior managers. However, this study's findings have not been replicated by every research. Awori, Namada, and Linge (2018) showed that inspiring motivation had zero or a negligible impact on productivity. In addition, disagreements within teams have a negative impact on employee performance, as pointed out by Maltarich, Kukenberger, Reilly, and Mathieu (2018). These results are at odds with those found by Gomes (2014), who

found that transformational leadership, which includes inspiring motivation, had no effect on the quality of internal communication.

V. Conclusion and Recommendation

The study established that strategy implementation in County Governments in Western Region is directly related to inspirational motivation practices. There was adequate evidence to conclude that inspirational motivation has significant statistical effect on strategy implementation in County Governments in Western Region, Kenya. The dominant inspirational motivation practices included top management articulating a compelling vision for the county, optimistic talk by the top management concerning the future of the county, top management encouraging individuals to unlock their potential and top management demonstrating that goals will be achieved. However, staff training and development was not fairly done.

The study recommended that County Government management should apply practices associated with inspirational motivation, to improve strategy implementation. These practices include clarity in communicating the organization's vision, inspirational and motivation and encouraging team spirit. In addition, management can reinforce inspirational motivation behaviors among their followers because they improve the effectiveness of a leader in realizing better strategy implementation.

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