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## THE RELATIONSHIP BETWEEN LEADERSHIP AND EMPLOYEES PERFORMANCE IN THE COUNTY GOVERNMENTS IN KENYA

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### ABSTRACT

*This study determined the relationship between leadership and employees' performance in the county government. The survey method was used to help determine the relationship between leadership on employees' performance in county governments in Kenya. Stratified sampling probability and simple random sampling techniques was utilized in drawing a representative sample from a population of 47 counties for the study. The response rate was in the percentage of questionnaires returned. Three hundred and eighty-one questionnaires were distributed to the respondents and three hundred and sixteen were returned thus achieving a response rate of 82.9 %. Structured questionnaires were administered as the main data collection tool. The study also used secondary data from textbooks, journals, organizational manuals, and the internet. Structural equation modeling and multivariate statistical tools were used to analyze the data. Regression was used to analyze the relationship between capacity building on the employees' performance. The hypotheses was analyzed using chi and Z-test. The results were presented in descriptive data such as tables, frequencies, charts, and percentages. The findings were that leadership positively influences employee performance. The researcher advised the county government HR specialist to strategize on how to build the capacities of leaders and their management skills to enhance support mechanisms that will improve county government employees' performance.*

**Keywords:** Capacity, Capacity building, Performance and Leadership

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## INTRODUCTION

Leadership is the ability to guide, inspire and take people with you to achieve the aims of your organization. Governance and leadership represent the lubricant that keeps all organizational parts aligned and moving. Good leaders focus and motivate a group to enable them to achieve their aims. It also involves being accountable and responsible for the whole organization. Incapacity-building leaders and managers must transit from purely supervisory functions to coaching and mentoring roles. Leadership remains one of the momentous and contextual influencers of employees' capacity building (Chen *et. al*, 2014). The leadership of top management is in a position to create a necessary organizational culture that is capable to lead and support actions among employees from the lower levels of the organization (Nzuve, 2013).

With visionary leadership, the healthy organizational culture can be easily transformed and the employees will have a sense of commitment to the organization through visionary leadership from the top. The work of the leaders needs to be oriented from the inside to the outside of the organization because only a healthy organization can reflect success into the environment. The leader needs to be a strong instigator of the organization and provocateur of changes by setting aggressive goals of constant improvement and by searching for opportunities for making a larger benefit for he has to primarily have the needs and expectations of the customers. Within the organization, he has to be seen as a trainer, instead of a boss (Kamau, 2015).

Transformational leaders encourage followers to do more than required (Sosik *et al.*, 2015) they are proactive and help followers to attain unexpected goals (Hildenbrand *et al.*, 2018) and they move followers beyond immediate self-interest (Stelmokiene *et al.*, 2015). Transformational leaders engage in a particular set of behaviors. They are models of integrity and fairness, set clear goals, have high expectations, provide support and recognition, stir the emotions and passions of people and get people to look beyond their self-interest to reach for the improbable (Pierce & Newstorm, 2008). Transformational leadership focuses on social values and appears in times of distress and change (Bass, 2005). This type of leadership is an important antecedent to construct the collective confidence or strength required by groups to be successful when facing difficult challenges (Bass *et al.*, 2003).

Transformational leaders can create significant organizational change and act as change agents, foster a higher level of intrinsic motivation, and loyalty among followers, introduce a new image or view of the future and create a commitment to this image among followers (Kinicki & Kreitner, 2008; Noorshahi & Yamani, 2008). Transformational leadership is comprised of four dimensions namely: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence describes the degree to which leaders are perceived as inspiring role models (Moss & Ritossa, 2007). These leaders are admired, respected, and trusted; followers identify and pursue their leaders (Bass *et al.*, 2003). Idealized influence consists of two forms; idealized influence attribute in which leaders receive trust plus respect, and idealized influence behavior in which leaders exhibit excellent behavior and might sacrifice their own needs to improve the objectives of their workgroup (Moss & Ritossa, 2007).

Leaders strengthen followers by viewing the future with optimism (Antonakis *et al.*, 2018) and act in ways that motivate those around them by providing meaning and overcoming the challenge to their followers' work (Bass and Bass, 2009). Intellectual stimulation explains the degree to which the leaders stimulate their followers' endeavors to be innovative and creative (Limsila & Ogunlana, 2008), and consider old organizational problems with a new perspective (Moss & Ritossa, 2007). Individualized consideration refers to the degree to which leaders provide support, encouragement, and coaching to followers (Yukl, 2006). The leaders listen carefully to the individual needs of followers and may delegate certain responsibilities to help followers grow through personal challenges (Bass&Bass, 2009).

Past research has shown that the transformational style of leadership has a positive correlation with team performance (Stewart, 2006). Directive leadership enhanced proactive behaviors for work units that were highly satisfied with their leaders, whereas empowering leadership had effects on both core task proficiency

and proactive behaviors which amplify the employees' capacity building (Chukwudi, 2015). The culture of an organization is either a reflection of the underlying beliefs of the current leaders or a reflection of the heritage of past leaders. Most organizations operate with default culture because no one is measuring or paying attention to the culture, the underlying values, and the beliefs of the leaders. When there is no alignment between the values of the culture of the organization and employees' beliefs the result is low performance, which can result in low employees' engagement and poor quality of products and services.

On the other hand, when the values of the organization are in alignment with the inspirational values of employees the result is a high performance, this leads to high staff engagement and a pursuit of excellence regarding the quality of products and services (Barrett, 2010). Enabling better and faster decision making including capacity building a leader must possess the following management skills. Delegation as a manager, one must know how to delegate tasks to your team effectively. This will keep you from spending time doing things that should no longer be your responsibility. The frequent briefing is important to keep the teams up to date on their progress, what you expect from them, and what will happen in the future. A manager must be a super motivator. This means that one must keep employees motivated and moving forward (Barrett, 2013). Communication supports all the other skills, as a manager, the ability to communicate well is essential to success.

According to Schmitz (2015), he describes some personalities a leader should have as the key is to help employees to develop capacities. The best managers should be empathetic, fair, and impartial. Managers focus on their employees' strengths, are patient, take into account each employee's interest, helps poor performers, focuses on the feelings of employees, being sensitive to their needs is one of the most important, honest, and courteous ways and possess the high emotional intelligence to mention just a few. For organizations, capacity building may relate to almost any aspect of its work: improved governance, leadership, mission and strategy, administration including human resources, financial management, and legal matters, program development and implementation, fund-raising and income generation, diversity, partnerships, and collaboration, evaluation, advocacy and policy change, marketing, positioning, and planning. Capacity building in the public sector is a way to strengthen an organization so that it can perform the specific mission it has set out to do (Eaton, 2020).

### **Problem statement**

The culture of an organization is either a reflection of the underlying beliefs of the current leaders or a reflection of the heritage of past leaders. Most organizations operate with default culture because no one is measuring or paying attention to the culture, the underlying values, and the beliefs of the leaders. When there is no alignment between the values of the culture of the organization and employees' beliefs the result is low performance, which can result in low employees' engagement and poor quality of products and services. On the other hand, when the values of the organization are in alignment with the inspirational values of employees the result is a high performance, this leads to high staff engagement and a pursuit of excellence regarding the quality of products and services (Barrett, 2013). ). Leaders can direct human resources towards the strategic objectives of the organization and ensure that organizational functions are in line with the external environment (Zaccaro & Klimoski, 2002). Effective leaders can predict the future probabilities and plan choice strategies to satisfy uncertainties and capabilities (Riaz & Haider, 2000). The success or failure of formal organizations has been largely attributed to the nature of their leadership style (Datche, 2015).

County Governments in Kenya have been experiencing various problems in the dispensation of their duties and service delivery, and some of the problems if not efficiently managed have to lead to paramount inefficient and poor service delivery, turnover, and massive losses. Leaders in the county government have no sense of direction their integrity and ethical values are wanting. Most of the leaders have their efforts geared towards political ambitions, building conduits that will help to accumulate wealth from public offices they have been entrusted with, and guard their office tenancy using all illegal, immoral, and unethical mechanisms.

Service delivery and performance of the employees in many counties are not on the agenda menu of the county leaders yet these are among the very basic objectives of devolution spirit, Since August 2010 Kenya has had a new national constitution and the structure of the local governments was changed. There are 47 County Governments that have been mandated to operationalize devolution, and it's in this light the research study embarked to establish the relationship between leadership and employee's performance in the county governments in Kenya.

### **Objective S of the Study**

The main objective of this study was to determine the relationship between leadership and employee performance in County governments in Kenya. The specific objectives were;

- To determine the relationship between leaders' responsibility and employee performance in the county governments.
- To recommend employee performance to the government on county government leadership.

The study was guided by the following hypotheses;

- **H<sub>a1</sub>:** Leadership has no significant influence on employee performance in county governments.
- **H<sub>o1</sub>:** Leadership has a significant influence on employee performance in county governments.

### **LITERATURE REVIEW**

According to Zaidatol. *at, el* (2011), he believes that leaders with transformational leadership behavior can direct their organization towards effectiveness and productivity. Motivating followers towards the extra effort, increasing followers' job satisfaction, improving their performance beyond expectation, and cultivating creativity and innovation in the organization are some of the consequences of transformational leadership. Sethibe and Steyn (2015) conducted a study on transformational leadership and organizational effectiveness in the administration of cricket in South Africa. They were concerned specifically with managing organizational effectiveness in South African cricket. The multifactor leadership questionnaire was used to collect information about leadership while data for organizational effectiveness, the dependent variable, was collected using the effectiveness survey for cricket administration. The study concluded that the relationship between transformational leadership factors and organizational effectiveness was significant.

Kibui (2013) conducted a study on the impact of leadership in capacity building in Kenyan secondary schools and the perceptions of teachers, students, principals, and quality assurance and standards officers about the principal's transformational leadership. The objectives of the study were to investigate the extent to which principals, teachers, quality assurance, and standards officers understand the concept of transformational leadership and how effectively it is being used in school management. The research was conducted in Central Province and results were used to generalize. A total of 20 principals, 40 teachers 150 students, and 8 quality assurance and standards officers were involved in the study. The major findings were that while evidence gathered underpins the need for school leaders to receive training, most receive little formal or structured preparation for the job.

Sandbakken (2006) conducted a study on Leadership Practices and Organizational Performance in a Norwegian study. The hypotheses were tested in a survey of N=347 MBA and Master of Management alumni evaluating their leaders and respective organizations. Results confirmed an overall positive relationship between transformational leadership practices and organizational performance. Rather than five LPI leadership practices as proposed by Kouzes & Posner, the study found three distinct leadership practices better fit a Norwegian context. Each leadership practice was found to have a different relative influence on organizational performance. Seloane (2010) conducted a study on the relationship between transformational leadership and organizational culture in South Africa. The results of the empirical study indicated that there was a significant statistical positive relationship between transformational leadership and the constructive

dimension of organizational culture. The finding from the above study in South Africa was only limited to the effect of transformational leadership on organizational culture. Leadership is a very critical factor in the formulation, pursuance, attainment, and sustenance of collective endeavor. The success or failure of formal organizations has been largely attributed to the nature of their leadership style (Datche,2015). Leaders can direct human resources towards the strategic objectives of the organization and ensure that organizational functions are in line with the external environment (Zaccaro & Klimoski, 2002). Effective leaders can predict the future probabilities and plan choice strategies to satisfy uncertainties and capabilities (Riaz & Haider, 2000).

The trait theory of leadership is an early assumption that leaders are born and due to this belief, those that possess the correct qualities and traits are better suited to leadership. This theory often identifies behavioral characteristics that are common in leaders. These theories are a branch of the Great Man Theory. According to this theory, those leaders were born and not made, and depending on the need a leader would surface. These personality traits or behavioral characteristics are inherent in the family and passed on genetically. This theory emphasizes that leaders share many common traits and characteristics that make them successful. These leadership traits are innate and instinctive qualities that one either has or does not. Scholars have identified physiological, demographic, intellectual, task-related, and social characteristics with leader effectiveness (Chen et al., 2014).

The trait theory of leadership is based on the characteristics of many leaders - both successful and unsuccessful - and is used to predict leadership effectiveness. The resulting lists of traits are then compared to those of potential leaders to assess their likelihood of success or failure. Once found, the theory states that these natural leaders can then be nurtured to become great leaders. Some of the common leadership traits identified are knowledge of the business, initiative, tenacity, energy, good cognitive skills and capability of using good judgment and decisions, flexibility, creativity, charisma, emotional intelligence, drive and motivation to succeed, and confidence. Hence, human talents can be used to nurture one into a great leader. An important characteristic of leadership is using human talents to grow performance, trust, and integrity in employees and the organization (Daft, 2015). A person's personality plays a major role in the way they lead. Personality is a combination of traits (distinguishing personal characteristics) that classifies an individual's behavior. Personality affects conduct as well as insight and attitudes. Knowing personalities helps explain and forecast other people's behavior and job performance (Lussier & Achua, 2015).

### **Big Five Personality Traits**

The Big Five Model of Personality assesses whether a person is stronger surgency, agreeableness, adjustment, conscientiousness, or openness to experience. Surgency includes leadership and extraversion traits (Lussier & Achua, 2015). The need for power compares to the Big Five dimension of insurgency. People with a high need for power are depicted as wanting to control situations and enjoy competition in which they can win because they do not like to lose. They lean towards being ambitious and have a lower need for affiliation. They are more concerned with influencing other people than they are with what other people think about them (Lussier & Achua, 2015). Extraversion is the extent that a person is outgoing, sociable, talkative, and relaxed in meeting and talking with new people.

**Surgency:** A person with high marks surgency wants to be in charge and influence others (Daft, 2015). Influencing is the ability of the leader to communicate ideas effectively to employees so employees will not only accept these ideas but motivate them to implement needed changes.

**Agreeableness:** A leader with these traits can get along with other people. Some behaviors that characterize agreeableness are being good-natured, cooperative, forgiving, compassionate, understanding, and trusting (Daft, 2015). The need for affiliation compares to the Big Five dimension of agreeableness. They are socially motivated and seek close relationships whether in a group setting or with personal friends. They are more

concerned with what other people think about them than with influencing other people (Lussier & Achua, 2015).

**Adjustment:** Adjustment is commonly referred to as emotional stability. This trait shows the level that people are as well-adjusted, calm, and secure (Daft, 2015).

**Conscientiousness:** Conscientiousness includes traits related to achievement (Lussier & Achua, 2014). People with a high need for achievement take responsibility for solving problems, are goal-oriented, seek challenges, strive for excellence, desire concrete feedback on their performance, and work hard. They perform well in non-routine, challenging, and competitive situations (Lussier & Achua, 2014).

## METHODOLOGY

**Research design:** The research design employed in this study was both quantitative and qualitative. A survey was done involving the use of empirical assessments that involve numerical measurements and analysis, for example, the use of questionnaires to collect information and qualitative aims to achieve an in-depth understanding of a situation. The study targeted all the employees in the 47 county governments Kenya. A stratified random sampling technique was used to select the sample while eight counties were selected followed by simple random sampling.

Data for the study was collected by administering a 20-item questionnaire to a sample of 381 respondents. Eight items measured the relationship between leadership on employees' performance while 12 items measured organizational performance. A total of 316 questionnaires were returned and analysis was done with the help of the Statistical Package for Social Sciences (SPSS)

**Target Population, Sample, and Sampling Procedure:** A stratified random sampling technique was used to select the sample. Stratified sampling, groups a population into homogeneous subjects that share similar characteristics to ensure equitable representation of the population in the sample (Mugenda & Mugenda 2009). The population of the county government is too large because it's over 10,000. From the eight strata representing the distinct regions, 10% of the counties was selected from a total population of 42816 using the simple random technique. A population of 1,373 was drawn which was still a large sample. To arrive at the sample size, the following formula was used

$$n = \frac{Z^2 pq}{d^2}$$

Where;

n = the desired sample size

$Z^2$  = the Z score corresponding to 95% CI, the standard normal deviate at the required confidence level.

p = is the estimated proportion of an attribute, the proportion in the target population estimated to have characteristics being measured q = 1-p, assuming a 95% confidence level hence the value of Z is 1.96, d = the level of statistical significance

The sample will therefore be,

$$\frac{(1.96)^2 \times (0.5 \times 0.5)}{(0.05)^2} = 384$$

Since the target population was more than 10,000 the sample size was reduced using the sample estimate formula as below:

$$nf = \frac{n}{(1 + n)/N}$$

Where;  $nf$  = the desired sample size (if  $n$  is greater than 10,000),

$N$  = the estimate of population size

The sample population was 42,615 employees of the eight-county government employees to be sampled

The sample size will therefore be:

$$nf = \frac{384}{1 + \frac{384}{42615}} = 381$$

**Data Collection Method:** Data for the study was collected by administering a questionnaire to a sample of 381 employees of the county governments in Kenya. The questionnaires were completed in the presence of the researcher or the research assistants. The respondents who felt they can complete their questionnaires during their free time and at their pace were allowed to do so later the researcher collected them. To encourage open responses the questionnaires were anonymous the respondents were not supposed to indicate their names bearing in mind the county governments are been politicized so it was prudent to protect the respondents. The completed questionnaires were then collected for analysis.

## RESULTS AND DISCUSSIONS

The study analyzed various indicators of leadership. The results are presented in form of mean, standard deviation, and percentages. The scores for Strongly Disagree and Disagree were combined and were interpreted as the nonexistence of the item or issue at the counties when these scores were the majority. Further, the scores strongly Agree and Agree were combined and were interpreted as the existence of the item or issue at the counties when these scores were the majority.

In the descriptive analysis, the findings revealed that leadership is among the factors that influence positively employee performance in the County government in Kenya. The findings show these leadership indicators as crucial in enhancing employee performance; employee-leader consultation, the frequent delegation of duties that enhances teamwork, effectively aligning the vision and strategy to tasks related to their work, regular consultation among section leaders, and motivation that influences their productivity at the workplace - boosts morale to complete tasks. The majority of the respondents were in agreement that they frequently consult their colleagues before making decisions concerning their

duties as demonstrated by 81.3% of the participants who agreed and strongly agreed. However, 15.5% of the respondents disagreed and strongly disagreed, while 3.1% neither agreed nor disagreed that they frequently consult their colleagues before making decisions concerning their duties with a mean of  $3.95 \pm 1.151$ . This implies that most of the employees of county governments in Kenya value consultation, which is crucial as it enhances employee performance. Kimberlee (2018) confirmed this by noting that consultation can improve management performance and decision-making allowing employees to express their views which can help managers and supervisors arrive at sound decisions.

Most of the respondents were in agreement that their head of department usually delegates duties and responsibilities to them. This is demonstrated by 87.1% of the respondents who agreed and strongly agreed. However, some of the participants disagreed as demonstrated by 10.2% who strongly disagreed and disagreed

that their head of department usually delegates duties and responsibilities to them. Some of the respondents neither agreed nor disagreed as demonstrated by 2.8% with a mean high mean of  $4.05 \pm 0.948$ .

The majority of the participants were in agreement that frequent delegation of duties has enhanced teamwork in their department as demonstrated by 78.9% of the participants who agreed and strongly agreed. However, some of the participants disagreed as demonstrated by 10.5 % of the respondents who disagreed and strongly disagreed. On the other hand, 4.6% neither agreed nor disagreed that frequent delegation of duties has enhanced teamwork in their department the mean stands at  $4.03 \pm 0.976$ .

Concerning capacity building activities, the majority of the respondents were in agreement that they are regularly involved in capacity building activities in their department as demonstrated by 60.5% who agreed and strongly agreed. On the other hand, 32.7% of the respondents disagreed and strongly disagreed they were regularly involved in capacity-building activities in their department. However, 6.8% of the respondents were undecided whether they are regularly involved in capacity-building activities in my department with a mean of  $3.31 \pm 1.28$ .

The majority of the participants were in agreement that tasks related to their work are always aligned to the vision and strategy of the county governments. This is demonstrated by 74.2% of the respondents who agreed and strongly agreed that the tasks related to their work are always aligned to the vision and strategy of the county government. However, 11.5% of the respondents disagreed and strongly disagreed, while 9.6% of the respondents were undecided whether the tasks related to their work are always aligned to the vision and strategy of the county government while the mean  $3.91 \pm 0.966$ .

The majority of the respondents were in agreement that there is a regular consultation among section leaders in their department as demonstrated by 76.3% of the respondents who agreed and strongly agreed. However, 18.2% of the respondents strongly disagreed and disagreed while 8.3% were undecided whether a consultation among a section of leaders in their departments is done regularly with a mean of  $3.7 \pm 1.118$ .

Concerning motivation, the majority of the participants of the study were in agreement that motivation at their workplace always boosts their morale to complete their tasks as demonstrated by 54.3% who agreed and strongly agreed. However, there are quite some people who are not motivated as shown by 34.7% who strongly disagreed and disagreed that motivation, they get at their workplace always boost their morale to complete their tasks while 11% were undecided at a mean of 3.32 and 1.401. Since the majority indicated that motivation influences their productivity at the workplace by enabling them to complete their tasks, it may be concluded that motivation influences employee's performance positively. This is in support of Pozin (2018) who noted that the morale of the workers determines the level of engagement, which directly translates to the level of output per unit time within the office. A little motivation pushes employees to perform and improve morale. Motivated employees return to the workplace rejuvenated and ready to tackle the next challenge (Pozin, 2018).

Finally, the results indicated that the majority of the participants understood the vision and strategy of their county government as shown by the majority who disagreed that they find the vision and strategy of the county government hard to understand. This is demonstrated by 61% who disagreed and strongly disagreed that they find the vision and strategy of the county government hard to understand. However, 28.5% strongly agreed and agreed while 19.8% were undecided whether they find the vision and strategy of the county government hard to understand at a mean of  $2.55 \pm 1.261$ . The implication is that the leadership of county governments is effective in ensuring that the administration's vision is well understood by the employees

The eight factors measuring the independent variable leadership on employee's performance were subjected to a reliability test. Reliability is the extent to which a research tool is consistent and stable, hence predictable and accurate if a repeat measurement is made by the tool under the same conditions, it will give the same results (Kumar 2018, Saunders *et al.*, 2018) Coefficient alpha popularly known as Cronbach's alpha measure



is the most widely used test for reliability analysis. According to Kothari (2017) and Saunders, *et al.* (2018) a Cronbach's alpha coefficient of 0.7 is usually acceptable. Where Cronbach's alpha value was 0.800 for leadership constructs. The 12 factors measuring the dependent variable organizational performance were subjected to a reliability test. The Cronbach's Alpha value for the overall organizational performance was found to be reliable and consistent with Cronbach's of 0.870 being above 0.7.

There was a positive correlation between leadership and employee performance indicated by correlation value 0.655 equivalent to 65.5% implying a strong relationship between leadership and employee performance.

Diagnostic testing was performed the hypothesis testing could be undertaken using quantile-quantile for the study variables. The Q-Q did not show any significance outlier in the data for leadership distributed along the normal line the outliers are minimal. This shows that the data was near normal distribution and the box plot confirmed the normality, so data can be used for regression analysis.

Regression analysis was conducted to determine the relationship between the independent variable of leadership and employee performance. The model summary revealed that leadership explains 39.7% of employee performance as shown by adjusted R squared. The results of the analysis of variance (ANOVA) shows that the significant value for the model was  $P=0.001$ , which is less than 0.05 implying that the model is statistically significant in predicting how leaders influence employee performance in the county governments in Kenya ( $F = 184.106$ ;  $P < 0.001$ ) Therefore, the positive hypothesis was accepted. The leadership regression coefficient was  $\beta = 1.182$  with  $P\text{-value} < .001$ . This implies that county leadership influences county government employees at 1.182 times per unit increase in leadership. Thus accepting the alternative hypothesis that states that leadership has a significant influence on employee performance in county governments.

## CONCLUSION AND RECOMMENDATIONS

The objective was set to establish the role of leadership on employee performance in County governments. The findings revealed that leadership influence positively employee performance in the County government in Kenya. The findings show these leadership indicators as crucial in enhancing employee performance; employee-leader consultation, the frequent delegation of duties that enhances teamwork, effectively aligning the vision and strategy to tasks related to their work, regular consultation among section leaders, and motivation that influences their productivity at the workplace - boosts morale to complete tasks. The implication is that the leadership of county governments is effective in ensuring that the administration's vision is well understood by the employees and leaders need to be empowered to enhance their capacity this will enable them to carry out their tasks effectively.

Leadership in the county government needs to be empowered and build skills to improve employee performance. Departmental heads should be professionals and in touch with the expectations from citizens. The capacity development of each leader should be aligned with the unique challenges in their area of specialization. There are some of the common leadership traits identified in this study such as knowledge of the business, initiative, tenacity, energy, good cognitive skills, and capable of using good judgment and decisions, flexibility, creativity, charisma, emotional intelligence, drive, and motivation to succeed and confidence. Hence, human talents can be used to nurture one into a great leader. An important characteristic of leadership is using human talents to grow performance, trust, and integrity in employees and the organization (Daft, 2005)

A person's personality plays a major role in the way they lead. Personality is a combination of traits (distinguishing personal characteristics) that classifies an individual's behavior. Personality affects conduct as well as insight and attitudes. Knowing personalities helps explain and forecast other people's behavior and job performance (Lussier & Achua, 2004)

This study focused on county governments realized the area is under-researched with minimal county information since devolution was implemented under the new 2010 constitution of Kenya. Thus, the need to recommend to scholars for further comparative research that includes employees under national and county governments to find out other variables that would influence performance in bearing in mind the new devolution phenomenal in Kenya. There is a need to carry out a similar study in the various government institutions, especially the state corporations and ministries and departments which are major players in national and county socioeconomics development, to establish whether similar results can be reported.

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