



Influence of work environment and leader behavior on the Performance of Employees in the County Government of Makueni

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Abstract

Employee performance and productivity is of major concern in any economy worldwide. In Kenya there was establishment of the county government in 2010 after the promulgation of the constitution. This new system of governance in Kenya, devolution, is associated with greater participation in key decisions by members of society; a greater sense of shared vision and mission; an improved societal confidence and support based on greater knowledge and involvement. Although when the government was devolved into Counties most people left their original place of work and sought employment in the County Government, the challenge is that 20% of the jobs in the County Government are basically on contract and 80% are on permanent basis therefore this study tries to study the ways that the County government will have to adopt in order to retain their employees on job and ensure good performance. The study used descriptive research design. The study targeted the management and staff from the ten ministries/ departments in the county government of Makueni who were 220 in number. The study used the convenience sampling technique to select 96 managers who oversee the employees in executing their duties, the staff/ employees will also be sampled in regard to reporting to their managers in the county government of Makueni. The study found out that work environment and leader behavior has a significant effect on employee performance. Some challenges cannot be avoided but can be handled to reassure employees and impact on their performance positively for example unhealthy interaction with peers or leaders must be solved early enough to avoid ugly outcomes that affect work output. The leadership fraternity should ensure the county with a good brand from the community in order to

serve them better without unnecessary conflicts. Leaders should be genuine evaluating, implementation and application of the set rules other than pretense. Once the employees lose trust in the leader, it becomes very difficult to be given attention and respect. The County Government to come up with measures on how leaders should account for their performance so as to have them put to task to deliver without fear of favourism.

Keywords: *work environment, leader behavior, Performance, Employees, County Government, Makueni*

1.1 Introduction

Employee performance and productivity is of major concern in any economy worldwide. Choudry (2009) in his study *Determinants of Labor Productivity*, notes that Africa and south Asian countries (except India) performance in labor productivity is not very encouraging. Labor productivity level in 2005 in sub-Saharan Africa economies was the lowest among all regions. He further emphasized the need to pay more attention on average education attainment level, producing productive employment to attract foreign direct investments. Human resources management practices have significant impact on organizations productivity. Abdulla (2009) points out that training and development, team work, human resources planning and performance appraisal are correlated with an organizations business performance.

According to Armstrong and Murlis (2007), reward systems and recognition are consistently acknowledged by organizations and managers as an important tool in motivating individual employees. Reward systems are the clearest ways managers and leaders of an organization can send a message to employees about what they consider important. A great deal of the way people behave in an organization is influenced by the way they are measured and rewarded (Kasser, 2002).

According to Cramer, Atwood, and Stoner, (2006), traditionally most reward and recognition programs were vague and often given in response to managers' perception of when an employee performed exceptionally well. There were no set standards by which exceptional performance could be measured, and it could have meant anything from consistent punctuality, assisting other departments or even having a good attitude. While according to Blyth (2008), things have changed in current organizations as organizations understand the great benefits achieved by incorporating rewards, job satisfaction, motivation and performance with their business strategies. To achieve desired organizational goals, reward systems should be perfectly aligned to organizational strategies (Allen and Helms, 2002).

Bruce (2004) points out that under-management is the underlying issue in most cases of suboptimal work performance at all levels. The undermanaged employee struggles since the supervisor is not sufficiently engaged to provide the direction and support needed. In their study Gupta (2010) notes that cohesion has a significant positive impact on

performance. An employee operating in an environment that has good team cohesion is likely to dedicate effort towards realizing the expected performance levels. Performance appraisal plays a significant role in defining an employee's performance.

Leadership is the capability to inspire confidence and support among an organization's people who are needed to achieve organizational goals (Mostashari, 2009). Leadership is an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes (Rost, 2003). The influence of the leader is of significance level that can influence the social and economic factors in particular and a society as a whole, and influence the employee behavior in an organization to achieve the set goals (Khan, Ghouri & Awang, 2013).

Work environment is the sum of the interrelationship that exists within the employees and between the employees and the environment in which the employees work (Kohun, 1992). There are key factors in the employee's workplace environment that impact greatly on their level of motivation and performance. In addition to motivation, workers need the skills and ability to do their job effectively (Chandrasekar, 2011). Most people spend fifty percent of their lives within indoor environments, which deeply influence their mental status, actions, abilities and also their performance (Sundstrom, 1994). Good results and increased output is assumed to be the result of better workplace environment. Better physical environment of office will boost the employees and finally improve their productivity (Carnevale, 1992).

In Kenya there was establishment of the county government in 2010 after the promulgation of the constitution. This new system of governance in Kenya, devolution, is associated with greater participation in key decisions by members of society; a greater sense of shared vision and mission; an improved societal confidence and support based on greater knowledge and involvement (World Bank, 2011 & 2012). The World Bank report observed that greater organizational autonomy is linked to an increased sense of ownership, commitment, empowerment, initiative, professionalism, motivation and morale.

In Kenya studies like Kiragu (2002), Obong'o (2009) and Kim (2005) had indicated that there are factors that created differences in how public sector organizations coped with change. The main factor was that the performance aims of most public sector organizations differed from firms in the private sector whose strategic transformation were to produce profit. Public organizations were normally limited in terms of flexibility and autonomy as there was political interference, broad accountability and performance expectations continuously shift.

There are many recent literature records that place claims of positive outcomes of devolution (Fenton, 1996). Fenton argued that some of these claims are tentative, modest and at times based on findings of research while others are sweeping and largely unsubstantiated. Jones, Goodwin and Jones (2005) argued that devolution approaches tailored to sub-national, regional and local circumstances are considered better able to address the continuing problems caused by entrenched territorial inequities in growth,

income and employment. Besides, devolved structures are expected to deliver an enhanced, democratized, political settlement that renders economic development institutions more open and accountable to local, regional and sub-national territorial circumstances.

1.2 Statement of the problem

County Governments need to understand and implement strategies that will enhance the performance of employees in order to get desired results from them. This is becoming more challenging and difficult due to competitive nature of corporate environment (Haliso, 2013).

Although when the government was devolved into Counties most people left their original place of work and sought employment in the County Government, the challenge is that 20% of the jobs in the County Government are basically on contract and 80% are on permanent basis therefore this study tries to study the ways that the County government will have to adopt in order to retain their employees on job and ensure good performance (Okiy, 2005).

Employee performance includes executing defined duties, meeting deadlines, employee competency, and effectiveness and efficiency in doing work. Various organizations need strong proper human resource management that stimulates the employee performance. The County Government of Makueni faces problems such as poor innovation, low productivity, and inability to meet performance targets. This problem happen due to factors such as attractive compensation, friendly leadership, balances between work-human life and healthy work environment. This problem has continuously affected employee performance (Magutu & Lelei, 2010). That's why the study examines the Influence of work environment and leader behavior on the Performance of Employees in the County Government of Makueni.

1.3 Objectives of the study

1. To explore on how work environment influences employees' performance in the county government of Makueni.
2. To establish the influence of leader behavior on the performance of employees' in the county government of Makueni.

2.0 LITERATURE REVIEW

2.1 Theoretical review

The study presented various theories that inform the variables underlined in the current study. These theories include Taylor's motivational theory, the mayo effect, and Maslow and Herzberg theories. The three theories are deemed relevant to this study. Taylor's motivational theory informs remuneration variable. It postulates that the approach of paying workers by results is good for the business. The outcome was greater production but gave little opportunity, encouragement or time for employees to think for themselves

or be creative in what they did. This limited people's development and their use within the company. Herzberg shows that to truly motivate an employee an institution needs to create conditions that make him or her feel fulfilled in the workplace. The County governments may aim to motivate its employees both by paying attention to hygiene factors and by enabling satisfiers and thus Herzberg's theory informs the job stress and job satisfaction variables in this study.

2.1.1 Taylor's motivational theory

This theory was published by Frederick Taylor in 1911. According to Taylor's research, people worked purely for money. In the early years of the car assembly industry work on a production line was based on producing quantity and was repetitive. Workers were paid 'piece rate', that is, paid for every item produced. This approach of paying workers by results was good for the business. The outcome was greater production but gave little opportunity, encouragement or time for employees to think for themselves or be creative in what they did. This limited people's development and their use within the company.

Employees are more motivated if they feel content in their work. This often happens when their employer creates a good working environment where employees feel valued, generally through increased communication and being asked for their opinions. Employee motivation is also likely to be higher if the organization invests in its staff through remuneration, training and development. This in turn enhances their knowledge, skills and their sense of job satisfaction. This theory is relevant to this study since it focuses on one way of motivating employees

2.1.2 The Mayo effect

This theory was propagated by the theorist Elton Mayo in 1930s. Mayo suggested that motivation at work was promoted by such factors as; greater communication, good teamwork, showing interest in others, involving others in decision making, ensuring the wellbeing of others and ensuring work is interesting and non-repetitive. Mayo based his assumptions on research undertaken with workers at the Hawthorne plant of the Western Electric Company in Chicago. His work resulted in the Hawthorne theory. He suggested that boredom and repetitiveness of tasks led to reduced motivation. He believed that motivation was improved through making employees feel important, giving them a degree of freedom to make choices and acknowledging their social needs.

In this study, the Mayo theory is seen to be operating all through the employees of makueni county government. Communication is an extremely important factor in motivating employees. This may be through one-to-one discussions with managers, through parades or memos or through more formal structures such as appraisals. Line managers hold daily Team Meeting to update staff on what is happening for the day and to give out value awards.

These awards can be given by any member of staff to another as a way of saying 'thank you' and celebrating achievements. Makueni county government may also promote motivation through its many training and development programmes. Every staff has

access to not just the specialized training that they need to do their job well, but also to leadership training to grow within the organization.

The bank may also emphasize the development of the whole person and implement a system of 360 degree feedback. This is a personal development tool which provides feedback from a selection of people with whom the employee works.

This helps employees to understand their behavior, strengths and weaknesses within the workplace as others see them. The idea of the programme is to 'Take People with You' and 'To Gain the Hearts and Minds of Others' in order to improve individuals and get things done efficiently. This also enables managers to offer meaningful feedback to employees to help provide opportunities for continuous personal development.

This personal approach helps employees to reach their full potential by encouraging self-assessment and providing advancement through ongoing training. It also enables individuals to take responsibility for their development. This two-way relationship ensures that the employee is committed to the values of the organization, and that he or she works in partnership with others and helps improve the business.

2.2 Empirical review

2.2.1 Work environment and employee performance

For an organization to survive and prosper it needs to address the challenges of the environment it faces. Porter,(1980, 1985), argued that the central tenets of a firm's competitive advantage rest on the ability of the firm to position and differentiate itself in a given context.

This requires strategic capabilities that its competitors find difficult to imitate or obtain. In addition the organization must be capable to deliver against the critical success factors that arise from the demand and needs of its customer. This is dependent on the resources and competencies it has. Greenberg *et al.*,(2009).argues that when the environment is seen as hostile or threatening, or when the organization depends heavily on the environment, more resources are allocated to the environmental scanning function. Pfeffer and Salancik, (1978) in their resource dependency theory, the environment is seen as a source of resources upon which the organization is dependent. Resource dependence is affected by munificence, or the abundance of resources; concentration, the extent to which power and authority in the environment is dispersed; and interconnectedness, the number and pattern of linkages among organizations in the environment. The degree of dependence would be great when resources are scarce, and when entities in the environment are highly concentrated or interconnected. An organization can manage increasing dependence by adapting to or avoiding external demands; changing the patterns of interdependence through growth, merger, and diversification; establishing collective structures to form a negotiated environment; and using legal, political or social action to form a 'created environment. Powell and DiMaggio, (1991) in their institutional theory generally regard organizations as being forced to respond to, adapt to, or imitate the ebb and flow of normative and regulatory currents in their environments.

Porter, (1980, 1985) observed that competitive forces in an organization's environment drive its business strategy. It's further emphasized that the attributes of the environment determine the most appropriate type of strategy for a firm (Garnett, 1992 as cited in Poister et al, 2010). External environment is extremely dynamic, globalisation and incredible technological advances has created a new chapter that has reshaped the organization's external environment. Both business and service organizations are experiencing turbulence. Local, national and global issues and groups are having far reaching impacts on organizations. Gone are the "good old days" of absolute advantage and comparative advantage. In response new models of business are emerging aimed at aligning organizations with the changing environment.

Given environmental attributes of uncertainty and complexity (Emery and Trist,1965), the organization's ability to meet its objectives in the environment will be pegged on how effectively it will predict the magnitude and course of environmental change. Ansoff and McDonnell, (1990) observe that for optimization of a firms profitability (performance), it has to ensure alignment between the organization and its environment. Organizational theorists have emphasized that organizations must adapt to their environment if they are to remain viable (Duncan, 1972). This is mostly emphasized by the strategic success formula put forth by Ansoff and McDonnell, (1990) and Ansoff and Sullivan's, (1993) as cited in Machuki and Aosa, (2011), which advocates that great firm performance is assured when the responsiveness of an organizations strategy matches the turbulence in the environment but also the organizations capabilities should match the aggressiveness of its strategy.

The external environment also stimulates managerial attention to the threats and opportunities, which influences the organization's strategic choices. Attention, therefore, should be given to the role of executives' perceptions of their venture's external environment in determining export performance (Calof, 1994; Naidu and Prasad, 1994; Samie and Walters, 1990as cited in O'Cass and Julia, (2002). The performance of an export venture is determined by the export marketing mix strategy adopted, firm characteristics and environmental characteristics. Key export environmental characteristics include competitive intensity, legal-political environment of the export market, channel accessibility and customer exposure to the product/service (O'Cass andJulian, 2002). Therefore, export performance tends to be conditioned by environmental characteristics (Cavusgil and Zou, 1994, as cited in O'Cass and Julian, (2002) such as the extent of competition, the legal and regulatory policies of host country governments, the availability of suitable distribution and communication channels and customer familiarity with the product. Machuki and Aosa, (2011) pointed to the relationship between performance and environment, and theorize that, dictates of the environment call for alignment to achieve desired outcomes

A business internal environment plays the most significant part in charting out the direction and the unique qualities that define it from others (Aldrich, 1979). This macro environment comprises of factors which a firm can effectively use in adapting to the ever-changing external environment. Unlike the external, the internal environment factors

are largely within control of the management of a business enterprise. Such factors as tangible business resources, its workers, its management, competencies, production, marketing and strategic choices are so strong conventional contributors to the effective and efficient operation of any business (Kibera,1996).

The firm's ability to effectively provide, employ and sustain these resources depends on entrepreneur's capital base, his or her skills and ability to cope with market changes. In fact intangible resources such as location factors e.g. suitability of the present location, possibility of moving into other locations where need be and public image or reputation, are the "joining mortar between the bricks", that makes the business successful (Kibera, 1996). Each of the internal factors whether tangible or not are significant to the success of the business, based on how each firm employs and maintains them (Nzomo, 1995). A business plant, machinery, equipment or tools for instance should be those that are cost effective in terms of their acquisition, installation, maintenance, repair and replacement. This would make an entrepreneur to retain some funds for other operational plans. These facilities are equally important for the quality and quantity of product output, market size and niche, companies / firm image and general public approval of the company's product. All these translate into sales, profit and size of a business which effectively define the business success or failure (Karingiti, 1999).

Production is yet another internal factor that affects business operation. The type of product that an entrepreneur wants to produce, the cost of production, the target group, the technology used or required in the production and the quality and quantity of output are very important determinants of the success of any firm. If not monitored properly, then the ability to estimate and meet the market demand and sustain market size is slim (Karingiti, 1999).

Distribution as an internal factor is vital in deciding the extent to which the firm's product can reach (Kibera, 1996). Appropriate distribution channels are those which respond to the firm's financial base, market demand, size and diversity and also product requirement. Keen attention should therefore be paid to the distribution channel the firm proposes to use based on the above listed controls (Ondiege, 1996). It may be a disastrous venture when the distributional issues are not well weighted against the expected returns.

Human resource, workers or labour elements are prime determinants of the organizations success, right from inception, management and marketing (Ondiege, 1996). The role of workers in painting an image of a firm to the public is so critical that if not well managed, then no matter what the firm sells the customers would just shy away from the business to its own detriment (Ondiege, 1996). There are certain factors that can only be attributable to the entrepreneur which directly affect business and these include for instance birth order, whether first or last born, relationship with parents, parental occupation, age and the general beliefs and values (Fry, 1990). The social pressure on the eldest child in the family can motivate him to be an entrepreneur.

2.2.2 Leadership Behaviour and Employee Performance

The traditional perspectives of leadership perceive the concept of leadership as inducing compliance, respect and cooperation. In other words, the leader exercises power over the followers to obtain their cooperation (Anderson et.al., 1998). In addition to that, the old leadership perspectives are based on leader's role as formulating goals, and ensuring their efficient accomplishment. Mcswain (2010), of Lincoln University also defines leadership as a capacity, which implies that, the capacity of a leader is to listen and observe, and to use their expertise as a starting point to encourage dialogue between all levels of decision-making, to establish processes and transparency in decision making, and to articulate their own values and visions clearly but not to impose them. Furthermore, Schermerhorn, Hunt and

Osborn (2000) define leadership as a case of interpersonal influence that get individuals, or groups of people to do what the leader wants to be done. However, Maxwell (1999) has a different opinion; he argues that the leader's attention is on what he/she can put into people rather than what he/she can get out of them, so as to build the kind of relationship that promotes and increase productivity in the organization. For example, Jaques and Clement (1991) define leadership as a process in which an individual sets direction for other people and carries them along in that direction with competence and productivity. This approach emphasis is on transformation that brings positive change in the organization, groups, interpersonal relationships and the environment. An organization is judged by its performance. For more than a decade, organizational environments have experienced radical changes. As a result of greater competition in the global marketplace the majority of organizations have greatly streamlined their operations (Collis and Montgomery, 1995). The performance measurement system employed in an organization must therefore measure the performance of all assets including the human ones. The Balance Score card of Kaplan and Norton (1996) is a mechanism, which provides a holistic measure of organizational performance.

As the performance of an organization is dependent on the quality of the workforce at all levels of the organization (Temple, 2002), it is essential to discuss the concept of individual performance. Ali, Elmi, and Mohamed, (2013) define employee performance as the degree to which employees accomplish work requirements. To them employee performance in effect reflects the efficiency of the organization.

The success of an organization is reliant on the leader's ability to optimize human resources. A good leader understands the importance of employees in achieving the goals of the organization, and that motivating these employees is of paramount importance in achieving these goals. To have an effective organization the people within the organization need to be inspired to invest themselves in the organization's mission: the employees need to be stimulated so that they can be effective; hence effective organizations require effective leadership (Wall, Solum and Sobol, et al, 1996). Thus, effective leadership enables greater participation of the entire workforce, and can also influence both individual and organizational performance (Bass, 1997; Mullins, 1999).

Effective leader behaviour facilitates the attainment of the follower's desires, which then results in effective performance.

According to Tandoh (2011) study found that if a job-centered style or behaviour is exhibited by leaders or managers is limited and that this style has positive effect on employee performance. What this means is that managers are very particular about getting results and only motivate employees to give their best in order to increase productivity. However, it is also observed that there is very little or minimal employee-centered style of leadership exhibited and this negatively impacts performance. This probably suggests that management act with strict internal rules to achieve results and the fact that the practice is also not democratic-centered style corroborates.

The full-range leadership theory consists of three leadership styles: transformational, transactional and laissez-faire (Bass & Avolio, 1994). According to the theory the charisma of leaders has a positive influence on the work of their followers because they actively evaluate followers' goals and help them to reach their full potential (Ward, Sonnefeld, & Agle, 2008). In Davidhizar's (1993) framework for transformational leadership in health care, there is a great emphasis on charisma (idealised influence) almost leaving out other transformational dimensions. Others state that TF leaders should be better equipped to motivate followers, via inspirational motivation, to be more creative in their efforts and products. Mumford and colleagues state that the role of today's workgroup leaders has shifted from being the source of the group's innovation to being the key factor in stimulating creativity and evaluating followers' creative products (Mumford, Connely, & Gaddis, 2003; Mumford, et al., 2002). According to Jung, Chow and Wu (2003), TF leaders inspire creativity and encourage followers to think of alternative ways by stimulating them intellectually. Jung (2001) studied the influence of different leadership styles and brainstorming conditions on group member's divergent thinking. The group with a TF leader scored higher on the measurement of flexibility (adaptation, addition and substitution) and fluency (the total number of unduplicated ideas generated) compared to the TA leadership group in brainstorming sessions. Sosik, Avolio, and Kahai (1997), found that compared to other forms of leadership, TF leadership was more effective at encouraging followers to think more divergent and to adopt generative and exploratory thinking processes that yielded more creative ideas and solutions. Although most of these studies were not performed in health care organizations, it seems likely that similar effects could be found among hospitals. According to the above literature, one could state that TF leadership is positively related to the creative behaviour of employees. To be precise, by stimulating employees intellectually and encourage them to think of alternative ways, a TF leader has a positive effect on the creativity of employees.

According to Crowe and Higgins (1997), the employee's promotion focus is associated with creativity. Their study showed that individuals with a promotion focus had better results of the various tasks they had to do and showed more creativity. Also they concluded that regulatory focus could be induced using a contingency framing

manipulation. Friedman and Förster (2005) found similar findings with their maze experiments.

The results of their study showed that prevention focused individuals tend to be more conservative and Leadership & Employee Behaviour in Organizations: the mediating effect of regulatory focus on the relation between leadership style and employees creativity and in- role performance less open to creativity, whereas individuals who are promotion focused tend to exhibit creative behavior (Friedman & Förster, 2005). Prevention focused individuals are likely to follow rules and value safety and security (Kark & Van Dijk, 2007). They attempt to fulfill their duties and obligations rather than pursue their aspirations (Higgins,1997) and produce strategic vigilance and concern themselves with accuracy (Förster, Higgins, & Bianco, 2003).

2.3 Conceptual framework

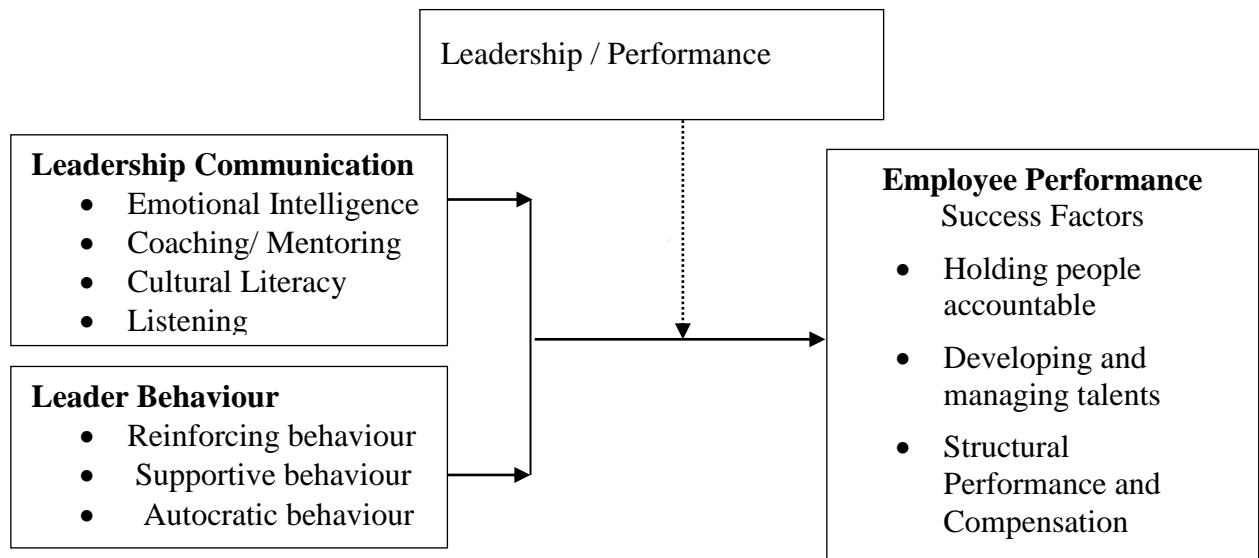


Figure 1: Influence of work environment and leader behavior on the Performance of Employees in the County Government of Makueni

3.0 Research Methodology

The researcher used the descriptive research design for the study. The population of this study consisted of a total of 100 management personnel and 220 staff respondents from the ministries/ departments in the county government of Makueni. Therefore the sample of the study was 96 respondents. The data collection tool that the study used was questionnaires with open-ended question and close ended items. The researcher developed an interview guide with a set of prepared questions and also conducted un-structured interviews to gather information that may not have otherwise been anticipated during the construction of the data instrument. Validity and reliability tests were conducted. Both descriptive and inferential statistics were used to analyze the data after

which the information were presented in percentages and frequencies through use of tables.

4.0 Analysis, Results and Discussions

4.1 Response Rate

The studies focused on investigate the determinants of employee performance success in Kenya: a case of Makueni county government. A total of 96 employees were issued with the questionnaires. Table 1 shows that a total of 96 questionnaires were distributed. All the questionnaires were properly filled and returned. This represented an overall successful response rate of 100%. According to Mugenda and Mugenda (2003) and also Kothari (2004) a response rate of above 50% is adequate for a descriptive study. Babbie (2004) also asserted that return rates of above 50% are acceptable. Table to analyze and publish, 60% is good and 70% and above is very good. Based on these assertions from these studies, 100% response rate is considered excellent for the study.

Table 1: Response Rate

Response	Frequency	Percent
Returned	96	100%
Unreturned	0	0.00%
Total	96	100%

4.2 Influence of work environment factors on employee performance

The third objective was to explore on how leadership environment/ situation influences employees' performance in the county government of Makueni. Results in table 2 shows the challenges such as insufficient project funding, unhealthy interaction with peers or leaders etc that are as a result of work environment. Therefore the results on whether the employees had ever been affected or not were as shown in table 2. Majority of the respondents did accept that challenges exist due to environmental factors and most of the members have been affected.

Table 2: Affected by leadership environment

Affected by leadership environment	Frequency	Percentage
Yes	61	64
No	35	36
Total	96	100

4.2.1 External factors on employee performance

It was also noted that environmental factors also threaten and are hostile which in turn affects performance. This is according to the 50% of those interviewed while the remaining percentage did not agree or not sure. Table 3 presents the ratings on how employees perceived the external environmental factors. It was noted from the responded that 52% of them agreed that the county government has stable environment factors for proper operations. It is therefore well to realize that the majority disagreed that important changes in the county government were due to stable environment factors. Though major changes are not affected by the leadership environment, on was identified that dynamic external environmental factors like local economy can cause changes on the operation of the county according to the data tabulated in the table.

Table 3: External factors

External environmental factors	Ratings	Frequency		Percentage
Existence of stable environmental factors	Agree	50		52
	Neutral	30		31
	Disagree	16		17
Unstable environmental factors causing changes in operations	Agree	20		20
	Neutral	36		37
	Disagree	40		41
Dynamic external factors causing changes in operation	Agree	41		43
	Neutral	28		29
	Disagree	27		28
County leadership able to handle environmental challenges well	Agree	38		40
	Neutral	27		28
	Disagree	31		32

4.2.2 The Internal Factors Influence

This was to establish the importance of internal factors that can be very instrumental in retaining some funds for other operations in the county and therefore the researcher sort to know is used. It is therefore evident that internal factors such as tools and equipment, costs, maintenance, repair and replacement are used at the county government of Makueni to retain some funds for other operations.

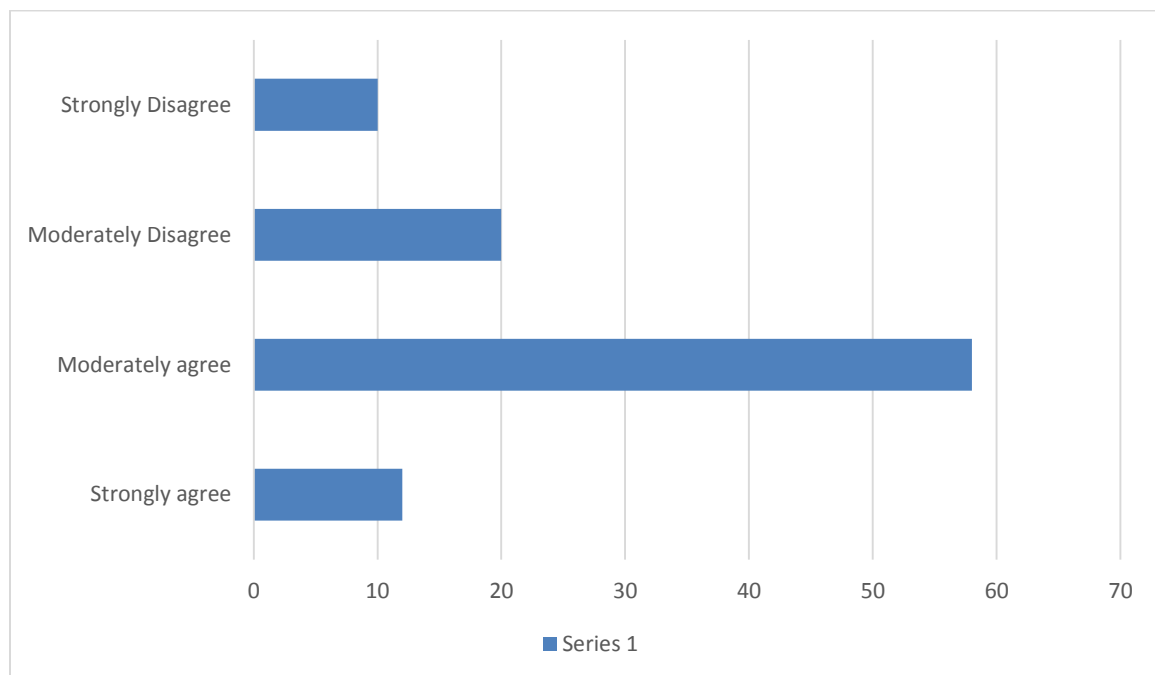


Figure 2: Internal Factors

This finding is consistent with that of Emery and Trist,(2005) who argued that the organization's ability to meet its objectives in the environment will be pegged on how effectively it will predict the magnitude and course of environmental change. Ansoff and McDonnel, (1990) observe that for optimization of a firms profitability (performance), it has to ensure alignment between the organization and its environment. Organizational theorists have emphasized that organizations must adapt to their environment if they are to remain viable (Duncan, 1972). This is mostly emphasized by the strategic success formula put forth by Ansoff and McDonnell, (1990) and Ansoff and Sullivan's, (1993) as cited in Machuki and Aosa, (2011), which advocates that great firm performance is assured when the responsiveness of an organizations strategy matches the turbulence in the environment but also the organizations capabilities should match the aggressiveness of its strategy.

4.3 Influence of leadership behavior on employee performance

The forth objective was to establish the influence of leader behavior on the performance of employees' in the county government of Makeni. This was to find out whether the leadership of the county has an influence on the performance of employees. Table 4 shows the results. 60% of the respondents indicated that leadership behavior influence employee performance while 40% indicated that leadership behavior does not influence employee performance. Since the majority indicated yes, then it means that that leadership behavior influence employee performance.

Table 4: Leadership behavior and employee performance

Leadership behavior on performance	Frequency	Percentage
Yes	58	60
No	38	40
Total	96	100

This finding is consistent with that of Tandoh (2011) who found that if a job-centered style or behaviour is exhibited by leaders or managers is limited and that this style has positive effect on employee performance. What this means is that managers are very particular about getting results and only motivate employees to give their best in order to increase productivity. However, it is also observed that there is very little or minimal employee-centered style of leadership exhibited and this negatively impacts performance. This probably suggests that management act with strict internal rules to achieve results and the fact that the practice is also not democratic-centered style corroborates.

5.0 Conclusions

The challenges brought by leadership environment factors such as insufficient project funding, unhealthy interaction with peers or leaders had been experienced by employees. The external environment factors like the county reputation in the community had affected employees negatively caused by the county leadership. The leadership had therefore tried to handle the challenges the best way possible but the loopholes still exist. On moderate level the internal factors like tools and equipment, cost, maintenance are managed well to save on the funds to be used for other operations.

It is clear that behavior of leaders had positive impact on employee performance. Leaders of the county offer direction to employees and make follow ups competently for production purposes. This is done through performance evaluation to help employees reach their full potential. For achievement of the goals the leadership acts strictly on the set rules though sometimes not done with constructive intentions. Those leaders with positive and realistic intentions lead by example by not giving instructions and orders but working together with employees as a team and inspire them to be creative for their intellectual stimulation. However, leaders do not create environment for employees to participate in decision making on issues pertaining them.

6.0 Recommendations

Some challenges cannot be avoided but can be handled to reassure employees and impact on their performance positively for example unhealthy interaction with peers or leaders must be solved early enough to avoid ugly outcomes that affect work output. The leadership to ensure a county with a good brand from the community in order to serve them better without unnecessary conflicts.

Leaders should be genuine evaluating, implementation and application of the set rules other than pretense. Once the employees lose trust in the leader, it becomes very difficult to be given attention and respect. The county government to come up with measures on how leaders should account for their performance so as to have them put to task to deliver without fear of favourism.

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