



Influence of Leadership Communication and Employees' Satisfaction on the Performance of Employees in the County Government of Makueni

John Kiilu & Dr. Wambua

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¹John Kiilu and ²Dr. Wambua

**¹Post graduate student,
The Management University of Africa**

**²Lecturer
The Management University of Africa**

***Corresponding email: jkiilu10@gmail.com**

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 general objective of the study was to investigate the determinants of employee performance success in Kenya: a case of Makueni county government. 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 leadership communication and employees' satisfaction have a significant effect on employee performance. The study recommended for communication to be done directly to employees whenever possible, use of proper and effective means of communication and avoid abusive language. Satisfaction of employees is very key on their performance and therefore the county leadership should strengthen attracting employees with skills and developing those with limited skills to promote their self-worth and confidence which is so basic in satisfaction.

Keywords: *Leadership Communication, Employees' Satisfaction, Performance of Employees, County Government, Makueni County*

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 & 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 (Okoye, 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 happens 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 study investigates the Influence of Leadership Communication and Employees' Satisfaction on the Performance of Employees in the County Government of Makueni.

1.3 Objectives of the study

1. To establish the influence of leadership communication on the performance of employees in the county government of Makueni.
2. To investigate how employees' satisfaction influences performance of employees in the county government of Makueni.

2.0 Literature Review

2.1 Theoretical Review

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.

2.1.3 Maslow and Herzberg

Abraham Maslow argued that humans are motivated by five essential needs. He formed a pyramid demonstrating these needs which he called the ‘hierarchy of needs’: At the bottom of the pyramid are basic needs, those that motivate people to work –food and shelter. Once these needs are met through pay, individuals want safety and security through, for example, good job conditions. Social needs refer to the need to belong, to be part of a group. Self-esteem may arise from a promotion. Right at the top is Self-fulfillment - the area for creativity, challenge and interest. Maslow suggested that achieving one level motivates us to achieve the next.

The theory is applicable to County governments because the government provides basic needs to the staff. The government provides a place to work for its employees and regular monthly pay. A good percentage of the staffers are also afforded housing allowance for housing needs. The company also facilitates recreational activities and staffers get to relax after work. Security

needs: The government provides the security of tenure to its permanent staff as well as pension benefits and medical schemes that create a sense of belonging.

Social needs: The government promotes team work and groups working at various levels; the department 'Steering Wheel' assesses individual and group work and enables staff to work as a team. Working conditions and a home-away-from-home ethos encourages long service. Self-esteem; emphasize self-respect and respect for others and praise for hard work.

The appraisal system helps to recognize individuals' contributions and importance and celebrate achievement. Self-fulfillment: The government offers Personal Development Plans, recognition of skills and talents, opportunity for promotion and career progression programmes. The Options fast-track management programmes and provides a route for capable staff to reach higher levels.

In 1959 Frederick Herzberg developed the Two-Factor theory of motivation. His research showed that certain factors were the true motivators or satisfiers. Hygiene factors, in contrast, created dissatisfaction if they were absent or inadequate. Dissatisfaction could be prevented by improvements in hygiene factors but these improvements would not alone provide motivation. Herzberg showed that to truly motivate an employee an institution needs to create conditions that make him or her feel fulfilled in the workplace.

The county government may aim to motivate its employees both by paying attention to hygiene factors and by enabling satisfiers. For instance, it could motivate and empower its employees through appropriate and timely communication, by delegating responsibility and involving staff in decision making. Heads of departments who are alternatively known as branch patrons are encouraged to hold forums within their branches- internally known as 'Kahawa Moments', in which staff discuss matters affecting them. This shows recognition of the work employees do and rewards can thus be effectively structured for them.

2.2 Empirical review

2.2.1 Leadership Communication and employee performance

Leadership is a process of a person to stir others by leading, guiding and influencing to do something in order to achieve certain results and goals (Edy, 2010). According to Voon, et al (2011), Leadership is a process of interaction between leaders and employees in which a leader tries to influence the behavior of employees to achieve organizational goals. The leadership Indicators proposed in this study is that the leader should 1.) Be able to inspire 2.) Make decision and 3.) Be responsible.

Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Mwita, 2000). Managers at all the levels have to input their efforts and make maximum use of their abilities which sometimes are produced under supervision or without it. However, there are many expectations from managers working for an organization. These expectations are sometimes fulfilled but in some situations these managers may be running to their boss for guidance. Therefore, the managers must be developed so that they can think and work on their own and fulfill their responsibilities innovatively, while understanding and foreseeing the market and business situations.

Buford (2006) identified poor management as a major reason for low morale and unsatisfactory employee performance, yet organizations are usually tempted to promoting employees' to management and leadership roles without assessing their readiness to the roles and neglecting provision of sufficient orientation and training. When making decisions to choose managers it is worth noting that although one might be a stellar performer in his or her area of expertise they rarely automatically possess the skills knowledge, and abilities to perform at the same level as managers and leaders. This means for organizations to succeed in selecting the right managers they have to take time to use evaluation tools such as behavioral interviews or psychological assessments to identify the right managers.

Guest (2010) in their study noted that relations between managers and employees have a significant effect on productivity. Bad relations often lead to violations of psychological contract, low levels of fulfillment of perceived promises and commitments made by the organization. Quality supervision requires one to have good leadership qualities. Bosses are expected to be in tune to their people. Sutton (2010) notes that bosses are expected to take charge effectively of the team they lead. It is also important for them to boost performance by watching their peoples back: making it safe for them to learn, act and take intelligent risks; shielding them from unnecessary distractions and external idiocy and doing hundreds of little things that help them achieve one small win after the other and feel pride and dignity along the way. According to Sutton expressing confidence, being decisive, getting and giving credit, taking responsibility and providing psychological safety are some of the responsibilities a good supervisor should take up.

Leadership development is becoming an increasingly critical and strategic imperative for organizations in the current business environment (Leskiw, & Singh, 2007). Leadership development is an important area which is considered and implemented in organizations to increase human capability and some other benefits like to gain competitive advantage. Some developmental assignments can be carried out concurrently with regular job responsibilities, whereas others require taking a temporary leave from one's regular job (Yukl, 2002). These development assignments can be used to develop managerial skills at current jobs, some may be used to develop new projects or begin new projects serving as department representative on a cross functional teams. Training sessions play an important role to improve the performance of organizational managers regarding communication skills, listening skills, motivate others, support others, and share information (Klagge, 1997).

2.2.2 Employee Satisfaction and Performance

Effective leadership and employee job satisfaction are two factors that have been regarded as fundamental for organisational success. A capable leader provides direction for the organisation and lead followers towards achieving desired goals. In similar vein, employees with high job satisfaction are likely to exert more effort in their assigned tasks and pursue organisational interests. An organisation that fosters high employee job satisfaction is also more capable of retaining and attracting employees with the skills that it needs (Mosadegh Rad & Yarmohammadian, 2006). Several studies have also examined the relationship between the two factors and concurred that leadership has significant impacts on job satisfaction and organisational commitment (Lok & Crawford, 1999, 2001; William & Hazer, 1986; Mosadegh

Rad & Yarmohammadian, 2006). High job satisfaction enhances employees' psychological and physical wellbeing (Ilardi, Leone, Kansser, & Ryan, 1983) and positively affects employee performance (Vroom, 1964; Porac, Ferris, & Fedor, 1983). According to Mosadegh Rad and Yarmohammadian (2006), employee job satisfaction refers to the attitude of employees towards their jobs and the organization which employs them. The researchers pointed out that job satisfaction is influenced by many organisational contextual factors, ranging from salaries, job autonomy, job security, workplace flexibility, to leadership. In particular, leaders within organizations can adopt appropriate leadership styles to affect employee job satisfaction, commitment and productivity. Leadership as a key factor in determining organizational success has been studied extensively in the past century in the management field (Kantabutra, 2011). Current leadership theories indicate that leadership behaviors can be categorized into two main styles: transformational leadership and transactional leadership (Kantabutra, 2011).

Transformational leadership is the most studied leadership style across disciplines. Transformational leaders are charismatic. They motivate subordinates and appeal to their ideals and moral values by creating and representing an inspiring vision of the future (Kantabutra, 2011). This form of leadership involves the creation of an emotional attachment between leaders and employees. Transformational leaders take a real interest in the well-being of their employees. As suggested by Jin (2010), transformational leadership integrates the elements of empathy, compassion, sensitivity, relationship building, and innovation. (p. 174). It fosters a climate of trust, nurtures employees' confidence, and encourages their individual development. In addition, transformational leadership includes the elements of participative decision making and sharing of power, as noted by Aldoory and Toth (2004).

Podsakoff et al. (1990, 1996) suggested that six dimensions define transformational leadership behavior: identifying and articulating a vision, providing an appropriate model, fostering the acceptance of group goals, setting high performance expectations, providing individualized support, and promoting intellectual stimulation. Identifying and articulating a vision involves leaders identifying new opportunities for the unit or the company, and developing, articulating, and inspiring employees with the vision of future. Providing an appropriate model refers to leaders setting examples for employees that are consistent with the values they hold. Fostering the acceptance of group goals means promoting cooperation among employees and getting them to work together toward common goals. High performance expectation refers to leaders demonstrating their expectations for excellence, quality, and high performance for employees. Providing individualized support means that leaders respect employees and attend to their personal feelings, needs, and well-being. Intellectual stimulation refers to leaders stimulating employees to challenge their status quo and to think creatively, take risks, and participate intellectually (Kodia, 2007)

Transactional leadership is an exchange process. It is a matter of contingent reinforcement of employees based on performances. It motivates subordinates by appealing to their personal desires, based on instrumental economic transactions. Transactional leaders generally use organizational bureaucracy, policy, power, and authority to maintain control; this style of

leadership is occasionally referred to as authoritative (Bennet, 2009). Previous leadership scholars (e.g., Bass, 1985, Podsakoff, 1990) have identified contingent reward, which involves leaders clarifying roles and task expectations and providing contingent rewards on the fulfillment of contractual obligations, as the principal behavior to represent transactional leadership because it captures the exchange notion fundamental to transactional leader behavior (Podsakoff, 1990, p. 113)..

Transactional and transformational leadership have been widely recognized as not mutually exclusive (e.g., Adoory & Toth, 2004; Bass, 1999; Bass & Avolio, 1997, 2000; Laohavichien, Fredendall, & Cantrell, 2009; Werder & Holtzhausen, 2009; Yukl, 1994). As pointed out by Vera and Crossan (2004), good leaders know how to switch between a transformational and transactional leadership style in accordance with the situation (e.g., the environment, strategy). Effective leaders can maximize their influence by employing both leadership styles. Furthermore, some scholars (e.g., Avolio, 1999; Bass, 1998, 1999) argued that transactions lay the foundation for transformations. Transformational leadership builds on the transactional base in contributing to the extra effort and performance of followers, which is referred to as the argumentation effect (Bass, 1998, p. 5). Therefore, a positive relationship is expected between transformational and transactional leadership styles.

2.3 Conceptual framework

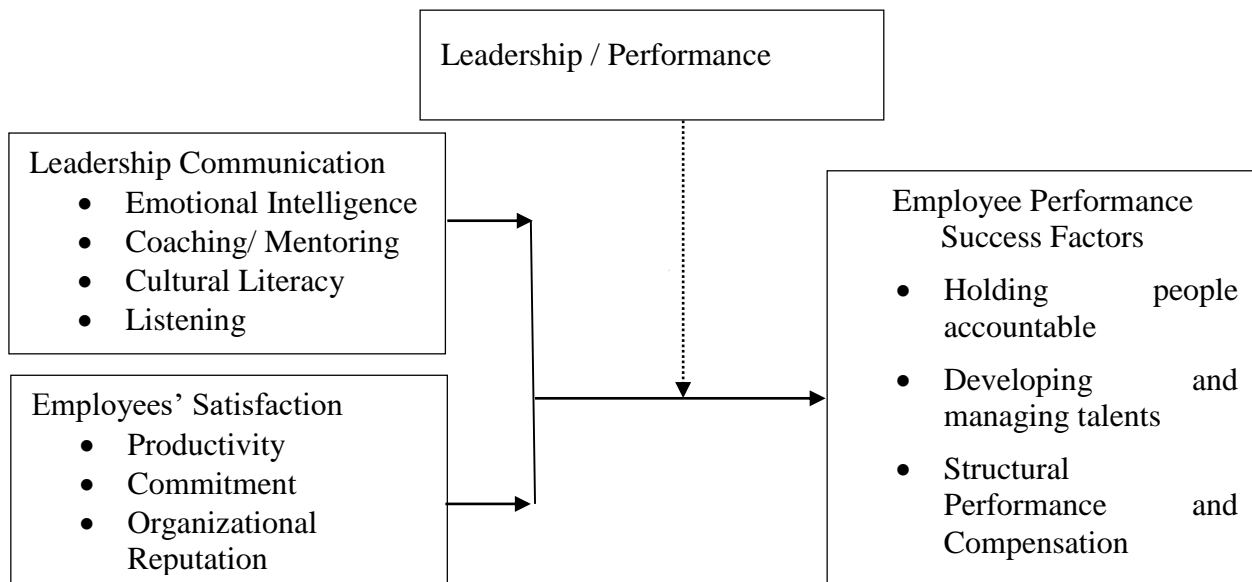


Figure 1: Conceptual Framework for Leadership communication, employee satisfaction and employee performance

3.0 Research Design and Methodology

The researcher used 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 questionnaires with open-ended question and close ended items. The researcher developed an interview guide with a set of prepared questions and conducted a 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. Descriptive was used to analyze the data after which the information was 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 show 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 Leadership Communication on the Performance of Employees

The study established the influence of leadership communication on the performance of employees in the county government of Makueni. On seeking to know whether there is influence of communication from leaders to the performance of workers in the county government of Makueni, 91% of the total responded agreed to that fact but the remaining 9% did not agree. It is therefore substantially evident that performance of employees can very much be influenced by leadership communication.



Table 2: Leadership Communication

Influence of Leadership Communication	Frequency	Percentage
Yes	87	91
No	9	9
Total	96	100

4.2.1 Proper communication on employee performance

Further, the influence of the leadership communication was rated on a scale and the results were as highlighted in table 3; 11% of the workers interviewed indicated that the influence is low, 62% forming majority agreed that communication from leaders has medium influence to the performance of employees and then 19% had the opinion that there is high influence.

Table 3: Influence of the leadership communication

Influence of Leadership Communication	percentage
Low influence	11
Medium influence	62
High influence	19
Total	96

4.2.2 Effectiveness of communication

Statements were made and the following results were noted from the respondents; There was agreement that communication from is in most cases effective in regard to any project of work at hand. It was also rated on neutral level that communication from the county leadership is always clear correct and concise. Also majority disagreed that oral presentations from the leadership is mostly confidential and persuasive. In the workers response, they fairly agreed that leaders listen to their pleas and give amicable solutions and then they affirmed that it's slightly agreeable that the county leaders communicate in the official way with no ill-meaning like undermining or sidelining anyone.

This finding is consistent with that of Buford (2006) who identified poor management as a major reason for low morale and unsatisfactory employee performance, yet organizations are usually tempted to promoting employees' to management and leadership roles without assessing their readiness to the roles and neglecting provision of sufficient orientation and training. When making decisions to choose managers it is worth noting that although one might be a stellar performer in his or her area of expertise they rarely automatically possess the skills knowledge, and abilities to perform at the same level as managers and leaders. This means for organizations to succeed in selecting the right managers they have to take time to use evaluation tools such as behavioral interviews or psychological assessments to identify the right managers.

4.3 Influence of Employee Satisfaction on employee performance

The second objective of the study was to investigate how employees' satisfaction influences performance of employees in the county government of Makeni.

4.3.1 Satisfaction with current duties

The researcher wanted to establish if the workers were satisfied with the positions they hold currently at the county government of Makeni. The data obtained from respondents were tabulated as in table 4. The data indicates that majority of the respondents are satisfied though the unsatisfied 35% cannot be overlooked since it is substantive. Among those who agreed to the satisfaction, 62% attributed the fact that satisfaction is made possible by positive leadership or managerial influence.

Table 4: Influence of the leadership communication

Satisfaction	Frequency	Percentage
Yes	62	65
No	34	35
Total	96	100

4.3.2 County leadership not doing better for employee motivation and satisfaction.

There was also need to know if the county government is doing something to enhance motivation and employee satisfaction and the respondents gave the following responses as shown in table 5. Slightly above half of the number indicated that that the county government leadership is not doing better in ensuring that motivation and satisfaction is upheld. The other remaining significant segment agree that it is actually doing well on the subject matter.

Table 5: Influence of the leadership communication

County leadership action	Frequency	Percentage
Yes	50	52
no	46	48
Total	96	100

4.3.3 Leadership trigger on employee satisfaction

This was to find out how employee satisfaction can be triggered by the leadership of the county government. The following responses were noted as shown in table 6. From the table 6, it can be noticed that leadership influences employee retention. Transformational leadership for has some

influence on innovation and motivation though it's substantively agreeable that a good number does or doesn't agree to it. Also a considerable segment also disagrees on transformational leadership supporting innovation and motivation. Half of the respondents attested to the fact that trust and confidence is fostered by the leaders. Then finally a considerable number disagrees on the leaders offering support and attending to the needs of employees.

Table 6: Leadership trigger on employee satisfaction

Leadership factors	Ratings	Frequency	Percentage
Leadership concerned with employee retention	Agree	72	75
	Neutral	8	8
	Disagree	16	17
Transformational leadership for innovation and motivation	Agree	42	43
	Neutral	33	34
	Disagree	21	23
Trust and confidence fostered by county employees	Agree	48	50
	Neutral	28	30
	Disagree	20	20
Leaders support and attend to personal needs	Agree	22	30
	Neutral	19	30
	Disagree	26	40

The finding is consistent with that of Mosadegh Rad and Yarmohammadian, (2006) who argued that effective leadership and employee job satisfaction are two factors that have been regarded as fundamental for organisational success. A capable leader provides direction for the organisation and lead followers towards achieving desired goals. In similar vein, employees with high job satisfaction are likely to exert more effort in their assigned tasks and pursue organizational interests. An organization that fosters high employee job satisfaction is also more capable of retaining and attracting employees with the skills that it needs.

5.0 Conclusions

Leadership communication on employees is moderate at Makueni County though effective on a specific task. Third parties are used to pass information that distorts clarity. Limited oral presentations from leaders and so problems of workers not well listened to. Favourism in communication which is sometimes cruel and demoralizing.

Satisfaction of employees through positive leadership exist though not to all of them and the county government is not doing better to motivate and satisfy employees. Through retaining and

attracting of employees with skills, the leaders are able to influence satisfaction of employees to some extent. Satisfaction is also felt through though transformational leadership at Makueni County though not much impact recorded and therefore there is effort to win trust and confidence in employees which is yet to be achieved fully.

6.0 Recommendations

The county government should consider getting young people with the right qualification in management to prepare proper transition that provides stable continuation of the county. Communication of leaders in the county government is not very stable due to use of third parties, limited oral presentations etc. There is need therefore for communication to be done directly to employees whenever possible, use of proper and effective means of communication and avoid abusive language. Train leaders on the use of technology to adopt use of email so as to utilize on timely communication shun favourism for institutional growth since communication is paramount especially from leaders.

Satisfaction of employees is very key on their performance and therefore the county leadership should strengthen attracting employees with skills and developing those with limited skills to promote their self-worth and confidence which is so basic in satisfaction. Leaders should work on applying relevant leadership styles to ensure acquiring trust and confidence from employees that are very essential for satisfaction. The county government should put in place measures to control leaders who get concerned on tribulation of others with vested interests and favourism to promote satisfaction.

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