

Determinants of Teamwork Among Public Servants in County Governments; A Case Study of Baringo County, Kenya

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Abstract

Teamwork is a key component for effective public service delivery and organizational performance, particularly within the decentralized governance structures of county governments in Kenya. The shift to a devolved system of government in Kenya, ushered in by the 2010 Constitution, aimed to bring services closer to the people and enhance accountability. This devolution necessitates robust inter-departmental and intra-departmental collaboration among public servants to achieve common goals, optimize resource utilization, and ensure efficient service provision to citizens. However, many county governments in Kenya often grapple with issues such as bureaucratic inefficiencies, political interference, limited resources, and inconsistent leadership styles all of which affects cohesive team functioning and underachievement of developmental targets outlined in the County Integrated Development Plans. Against this backdrop, the present study sought to investigate the key determinants of teamwork among public servants in Baringo County. The study was guided by The Big Five of Teamwork Model, developed by Salas, Sims, and Burke (2005), outlines five essential components that contribute to effective teamwork in organizations: team leadership, mutual performance monitoring, backup behavior, adaptability and team orientation. An explanatory research design was adopted to explore the causal relationships between variables. The target population comprised 458 public servants, from which a sample of 214 respondents was selected using Yamane's (1967) formula. A stratified random sampling technique was used to ensure fair representation across different departments. Data were collected through a structured questionnaire, and a pilot study involving 10% of the sample was conducted to assess the tool's validity and reliability. Content validity was reviewed by experts, while internal consistency was confirmed through Cronbach's Alpha, with a threshold of 0.7. The data were analyzed using both descriptive and inferential statistics. Descriptive statistics summarized respondent characteristics and key variables, while inferential techniques including correlation and multiple regression analyses were used to test the study hypotheses.

The findings revealed a strong and positive correlation between organizational culture and teamwork performance ($r = 0.800$, $p < 0.01$), and between leadership style and teamwork ($r = 0.745$, $p < 0.01$). Further analysis showed that organizational culture ($\beta = 0.271$, $p = 0.000$) and leadership style ($\beta = 0.231$, $p = 0.000$) both had significant positive effects on team performance. In conclusion, the study established that organizational culture and leadership style are critical determinants of effective teamwork in county governments. Based on these findings, the study recommends that Baringo County and other counties should focus on building a strong, inclusive organizational culture that encourages shared values, mutual trust and collaboration. Additionally, leadership development programs should be prioritized to promote participative and transformational leadership styles that align teams toward common goals and enhance service delivery.

Keywords: Leadership style, organization culture, teamwork, performance, county governments

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Introduction

Teamwork stands as an indispensable element for the success of any organization, with its significance particularly pronounced within the public sector, where collective efforts directly impact citizen well-being and national development (Kapur, 2023; Kelemba, Chepkilot & Zakayo, 2017). The presence of effective teamwork leads to enhanced operational efficiency, improved service delivery performance, elevated employee morale, and ultimately, greater public trust (Chen & Rainey, 2014; Oteshova et al.,

2021). Studies indicate that employees in team-oriented agencies feel empowered to drive operational efficiency, possess greater awareness of their work environment, and perceive better relationships with stakeholders and decision-makers (Bellarmino, 2024; Oteshova et al., 2021). Teamwork also enriches problem-solving by incorporating diverse perspectives, facilitates continuous learning among colleagues and significantly improves efficiency and productivity through shared

responsibilities and task division (Zhou & Colomer, 2024). Beyond operational gains, it cultivates robust work relationships, reduces perceived work stress, and expands the sense of accomplishment beyond individual achievements, fulfilling human desires for belonging and contributing to a greater purpose (Davis et al., 2022). In the public sector, effective teams are characterized by clear goals, defined roles, and a collaborative culture, which are essential for overall organizational performance and for upholding public trust, transparency, and equity (Kelemba et al., 2017).

Kenya embarked on a radical restructuring of its state with the adoption of a new constitution in 2010, initiating a transformative process of devolution (Wahiu, 2023). This reform aimed to decentralize political power, public sector functions, and public finances by transferring significant powers from the central government to 47 newly created county governments (Omweri, 2024). The primary objectives of devolution were to improve local governance, enhance service delivery by bringing decision-making and resources closer to the people, ensure a more equitable distribution of resources among regions, and promote greater accountability and citizen participation (Onyalo, 2024).

Under Kenya's devolved system, public servants at the county level are central to translating the vision of decentralization into tangible benefits for citizens. They are mandated to plan, coordinate, and deliver a wide array of 14 devolved services, including critical sectors like healthcare, agriculture, local tourism, and pre-primary education (Mwangi, 2024). These public servants act as frontline agents of change, with their dedication, expertise, and commitment being crucial for driving inclusive development and improving the quality of life for Kenyans. The County Public Service

Boards, established under the County Governments Act 2012, are tasked with facilitating comprehensive human resource functions, including strategic development, performance management, and capacity building for county staff (Isaac, 2021). However, the effectiveness of this devolution process has varied across counties. Significant challenges have emerged, including varying capacity and preparedness of county governments, institutional weaknesses, inadequate technical expertise and limited resources (Omweri, 2024; Wekesa & Omariba, 2024).

Corruption is deeply rooted at the county level, eroding public trust and affecting effective service delivery (Mwangi, 2024; Karuu, 2023). Other internal problems include a bloated workforce, low completion rates of projects, and poor performance in own-source revenue collection (Oduol, 2023). External challenges, such as persistent delays in the transfer of equitable share of national revenue and bickering between national and county governments over functional mandates, further complicate service delivery (Ngigi & Busolo, 2019). Furthermore, politicization and patronage in staff appointments, promotions, and training opportunities contribute to low morale and indiscipline (Ahmed, 2024). Despite clear legislative mandates and a recognized imperative for continuous capacity building to empower county public servants, a substantial and persistent gap exists in the effective and targeted development of critical technical and professional skills. This deficiency directly impacts the quality of service delivery. There is a recognized need for greater coordination and collaboration among counties to address challenges that transcend county boundaries, such as infrastructure development and resource allocation. The success of devolution policies hinges on effective local leadership

and equitable resource allocation (Shangarai, Njoroge & Moi, 2023).

Baringo County, like many other counties in Kenya, operates within the devolved governance framework but faces distinct local challenges that profoundly influence public service delivery and the operational environment for its public servants. Public servants in Baringo operate amidst severe insecurity, inadequate infrastructure and specific socio-economic development hurdles, such as poor agricultural value chains and insufficient educational resources (Chelimo, 2016; Wangunyu, 2010; County Government of Baringo, 2023). While there are efforts towards good governance and improved communication at the leadership level, the daily realities of frontline public servants are shaped by these tangible operational challenges (County Government of Baringo, 2023).

According to the National Cohesion and Integration Commission (NCIC, 2015), although most counties retained employees from the defunct local authorities, they have also hired additional personnel predominantly from within their own regions. This trend has led to ethnic imbalances within county public service, a situation that may undermine trust, unity, and cooperation among employees. As a result, counties such as Baringo may struggle with internal divisions that hinder team cohesion and reduce the overall performance of public service delivery. The consequences of poor teamwork in county governments are far-reaching. Without strong collaboration among employees, counties may fail to meet their development objectives as outlined in their County Integrated Development Plans (CIDPs). More broadly, poor service delivery resulting from dysfunctional teams can lead to widespread public dissatisfaction and erode the very foundation of devolution. Citizens may not realize the expected improvements in

access to healthcare, infrastructure, education, and other essential services, thus negating the gains intended by the 2010 constitutional reforms. This study, therefore, seeks to explore the determinants of teamwork among public servants in Baringo County.

Theoretical Review

The study was based on The Big Five of Teamwork Model, developed by Salas, Sims, and Burke (2005), outlines five essential components that contribute to effective teamwork in organizations: team leadership, mutual performance monitoring, backup behavior, adaptability, and team orientation. These components work synergistically to enhance team functioning, coordination, and performance, making the model especially relevant in complex organizational settings such as public service institutions in county governments. The three Hackman team effectiveness outcome factors are labelled team results, team survivability and individual satisfaction. This thesis set out to investigate the psychometric properties of our questionnaire, and whether the proposed eight teamwork factors by Salas et al. (2005), and the three team effectiveness factors by Hackman (1990) were found in our sample of 182 participants. And, additionally, whether any of the Salas factors has predictable value in relations to the Hackman factors. In conclusion, the results from our statistical analyses revealed a three-factor solution of team effectiveness, as proposed by Hackman (1990), and an eight-factor solution of the Salas factors, however, not exactly as proposed by Salas et al. (2005).

Empirical Reviews

Determinants of teamwork among employees

Teamwork is influenced by various factors that dictate its effectiveness and contribution to organizational outcomes. In the Kenyan public service, Kelemba, Chepkilot, and Zakayo (2017) conducted a cross-sectional survey with 203 participants from 20 ministries, revealing that teamwork practices such as performance contracting, annual appraisals, continuous assessment, coaching, and rapid results initiatives significantly influence employee performance. Their findings underscore teamwork's necessity for workplace democracy, fostering change, innovation, creativity, and effective decision-making within the public sector. Similarly, Karanja, Muraguri, and Kinyua (2018), through an explanatory and descriptive survey of 118 employees at the Water Service Regulatory Board (WASREB) in Nairobi County, demonstrated a significant positive effect of teamwork on organizational performance. They found that teams are generally efficient and productive in dynamic environments, emphasizing the importance of clearly defined roles. Njue and Chandi (2019), focusing on community-based projects in Embu County, utilized a descriptive-correlational survey with 32 project team leaders. Their research indicated that team management practices, including team formation, motivation, communication, and dispute resolution, have a strong positive correlation ($R=.653$) with project performance, explaining 42.6% of the variance. Specifically, team motivation ($r=.729$) and communication ($r=.623$) showed particularly strong positive relationships, highlighting the critical role of these internal team dynamics. Furthermore, Marx, Pons, and Suri (2021),

in a field experiment involving 60 door-to-door canvassers in Nairobi, found that horizontal ethnic homogeneity (teammates of the same ethnicity) significantly decreased performance, while vertical ethnic homogeneity (supervisor and team member of the same ethnicity) often improved it, suggesting that diversity's effects vary across different organizational dimensions. The broader efficiency of the Kenyan civil service has also been linked to factors like salary, equipment, career development structures, and effective delegation, with

Manda (2001) highlighting that poor delegation leads to idleness and low morale, pointing out the need for mutual trust and responsibility in management. More recently, Korow (2024) examined determinants of organizational performance at the Media Council of Kenya, finding that communication and innovation significantly enhance performance, supported by leadership that encourages creative skills and feedback. Additionally, Wekoye Purity Dhahabu (2024) concluded that performance rewards (both financial and non-financial), alongside a supportive work environment and fair benefits, significantly contribute to employee productivity, with an $R^2=0.364$. Lastly, the emergence of digital workplaces with remote working platforms and collaborative tools has been shown to enhance employee engagement and efficiency, contributing to a flexible and modernized work culture within the public sector (Too & Mutuku, 2025.).

Effect of organizational culture on teamwork performance

Organizational culture profoundly influences teamwork by shaping norms, values, and behaviors that either foster or inhibit collaboration. Osinde, Kwonyike, and Soi (2025), in their explanatory research at Kenyatta National Hospital, found that while teamwork skills strongly

positively affect job performance ($\beta=0.739$, $p<0.01$), organizational culture significantly moderates this relationship ($\beta=0.660$, $p<0.01$), indicating that a supportive culture amplifies the positive influence of teamwork. This suggests that the prevailing culture can either enable or constrain the benefits derived from proficient teamwork skills. Misigo & Moronge (2017) studied the Ministry of Water and Irrigation, concluding that organizational values, communication, reward systems, and mission positively influenced employee performance, emphasizing the need for policies encompassing these cultural variables.

Further, Omesa, Gachunga, Okibo, and Ogutu (2019), investigating strategic plan implementation in ten county governments in Western Kenya, demonstrated that organizational culture is a significant predictor ($R^2 = 0.354$) of successful implementation. They found that a stable culture fostering partnership, unity, teamwork, and cooperation among employees is crucial for effective strategy execution. Similarly, Mwangi and Waithaka (2018) revealed that organizational culture had a significant and positive effect on the performance of public universities in Kenya, noting that administrators emphasize teamwork across departments and employees possess strong creative and innovative skills. However, Onyango (2024), through a descriptive case study of public sector collaborations, identified that traditional obstacles to coordination often stem from fundamental cultural differences, divergent motivations, and deficiencies in transparency, integrity, and confidence among collaborative actors due to unethical cultures. This challenge is reiterated by Onyango and Ondiek (2021), who noted that an organizational culture predisposed to change resistance constrained the integration of Sustainable Development Goals (SDGs) in public organizations, alongside limited ICT skills

and connectivity. The importance of shared values within organizational culture is further pointed out by Kibet and Peter (2018), who, in their study of Kenya Pipeline Company Limited, found that shared core values like honesty, integrity, hard work, and accountability significantly contributed to project success rates (69.8% influence), acting as crucial determinants of how team members conduct activities. Additionally, a supportive work environment, a facet of organizational culture, along with fair and transparent reward systems, significantly boosts employee motivation and productivity, as shown by Wekoye Purity Dhahabu (2024).

Lastly, Korow (2024) highlighted that a culture allowing feedback and supporting employees' creative skills contributes significantly to organizational performance, while an unnamed study on quasi-public institutions in the pension industry indicated that a balanced mix of clan, adhocracy, market, and hierarchical cultures positively affected performance, with clan culture specifically encouraging participation and cross-functional teamwork. Based on the discussions, this study hypothesized that

H₀₁: There is no significant effect of organizational culture on teamwork performance among public servants in county governments.

Effect of leadership on teamwork performance

Leadership shapes team dynamics and overall performance by influencing communication, motivation, and goal alignment. Kagendo (2018), in a study of 71 multinational corporations in Nairobi, found that all three aspects of transformational leadership idealized influence, inspirational motivation, and intellectual stimulation were highly effective in achieving team performance, leading to a more satisfied workforce and

high-performing teams. This suggests that leaders who inspire, motivate, and intellectually stimulate their teams contribute significantly to collaborative success. Kwalanda (2024), through a case study exploring authentic leadership development in Nairobi, concluded that authentic leaders, who live by deeply held values and possess a clear sense of purpose, demonstrate deep respect for people and passionately develop those around them.

However, challenges in leadership practices within the Kenyan public sector are also evident. Mark, Simiyu, and Omondi (2025) found that individualized consideration, a dimension of transformational leadership, has a strong positive relationship with succession management ($r=0.641, p<0.05$) but is rarely practiced by public sector leaders. They recommend that leaders improve on treating employees individually, listening, coaching, and guiding career development, all of which are crucial for team cohesion and growth. Esteve, Boyne, Sierra, and Ysa (2013), while studying chief executives in Catalonia, found that characteristics of managers, such as age (younger managers collaborate more) and formal education/self-development attitude (positive predictors of collaboration), influence organizational collaboration in the public sector.

Further, Njue and Chandi (2019) emphasized that project team leaders must create processes and procedures to address relationship and task challenges to increase teams' acceptance of responsibilities, highlighting the direct impact of leadership in managing team dynamics. Korow (2024) reported that leaders at the Media Council of Kenya pay close attention to their followers' needs, guiding them through challenging situations and supporting their development, which contributes to employees generating unique solutions

and enhances organizational performance. Conversely, Onyango (2024) noted that public sector leadership faces challenges in deciphering and contextualizing values of equality and commitment, with differing leadership styles and issues of shared information ownership contributing to horizontal inequality in knowledge dissemination and low trust levels among agencies. Similarly, Manda (2001) pointed out that a lack of effective delegation by leaders contributes to idleness and low morale within the Kenyan civil service, underscoring the critical need to integrate responsibility and mutual trust into the management culture as a basis for effective leadership training. Ultimately, Njeri (2018) asserted that the leadership factor is very important in facilitating the tapping and storage of knowledge, whose essence is realized through sharing, emphasizing that management needs to support knowledge sharing initiatives for improved public sector performance. Based on the discussions, this study hypothesized that

H₀₂: There is no significant effect of leadership style on teamwork performance among public servants in county governments.

Methodology

This study employed an explanatory research design to investigate the determinants of teamwork among public servants in Baringo County. The study utilized explanatory research design where the design tests new theories and establishes cause-and-effect relationships between different study variables. The study was conducted in Baringo County, Kenya, located in the Rift Valley Region. It borders Turkana, Samburu, Laikipia, Nakuru, Kericho, Uasin Gishu, Elgeyo-Marakwet, and West Pokot. The county lies between longitudes 35°30'E–36°30'E and latitudes 0°10'S–1°40'N, with the Equator

crossing its southern part. It covers 11,075 km², including Lake Baringo, Lake Bogoria, and Lake Kamnarok (221 km² water surface). As per the 2019 census, its population was 666,773 (336,322 males, 330,428 females) (County Government of Baringo).

The study focused on a target population of 458 public servants drawn from various departments within the Baringo County Government. These included both senior and middle-level officers working in key areas such as administration, finance, planning, health, and human resource management. The sample size was calculated using Yamane's (1967) formula. With a 95% confidence level and a 5% margin of error, a representative sample of 214 respondents was determined to be appropriate for the study.

To capture the diversity within the county government, the study employed a stratified random sampling technique. The population was divided into strata according to departmental affiliations, and respondents were then randomly selected from each stratum. This approach not only minimized sampling bias but also ensured that all key departments were adequately represented.

Data collection was carried out using a structured questionnaire composed of closed-ended questions. Before commencing the main data collection, a pilot study involving 21 respondents was conducted in Uasin Gishu County. Validity was confirmed through expert review, while reliability was assessed using Cronbach's Alpha, with values of 0.7 and above considered acceptable indicators of internal consistency.

The collected data were analyzed using both descriptive and inferential statistics. Descriptive statistics including frequencies, percentages, means, and standard deviations were used to

summarize respondent characteristics and key study variables. Inferential statistics, correlation analysis and multiple linear regression, were employed to examine the relationships between the independent variables (organizational culture and leadership style) and the dependent variable (team performance). All tests of significance were conducted at a 5% significance level ($\alpha = 0.05$) to ensure the robustness of the findings.

Model Specification

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Where;

Y = Teamwork performance

β_0 = Intercept (constant term)

β_1 = Coefficient for organizational culture

β_2 = Coefficient for leadership style

X₁ = Organizational culture

X₂ = Leadership style

e = Error term

Findings and Discussion

Sample characteristics

The study first examined the demographic characteristics of the respondents, focusing on age, length of service (job tenure), educational qualifications and previous employment background. The findings are summarized in Table 1. According to the results, the majority of respondents fell within the middle-age categories: 34.2% were aged between 31 and 40 years, while 32.9% were aged between 41 and 50 years. An additional 18.7% were aged over 50, 13.5% were between 25 and 30 years, and just 0.6% were under 25 years. This age distribution reflects a largely mature and seasoned workforce, likely to have accumulated considerable work experience and institutional knowledge

over time. When considering job tenure, the findings showed that approximately 65.1% of the respondents had served for more than 10 years. This longevity in public service suggests a depth of experience that can contribute meaningfully to team performance and organizational stability. With regard to educational attainment, the results further revealed that the workforce is highly educated: 46.5% held a postgraduate degree, 22.6% had attained a doctoral qualification, 16.1% held a diploma, while 14.8% had an undergraduate degree. This high level of academic achievement implies a workforce

that is not only qualified but also potentially equipped with the cognitive and interpersonal skills necessary for effective collaboration and innovation. In terms of previous employment background, the respondents reflected a diverse professional history. About 20% had worked with the national government, 31% had served in the now-defunct local authorities, and 26% had transitioned from the private sector. Meanwhile, 22% reported having had no previous formal employment before joining the county government.

Table 1: Demographic characteristics of respondents (N = 214)

Variable	Category	Frequency (n)	Percentage (%)
Age	Below 25 years	2	0.6%
	25–30 years	29	13.5%
	31–40 years	73	34.2%
	41–50 years	70	32.9%
	Above 50 years	40	18.7%
Job Tenure	Less than 10 years	74	34.9%
	More than 10 years	140	65.1%
Education Level	Diploma	34	16.1%
	Undergraduate Degree	32	14.8%
	Postgraduate Degree	99	46.5%
	Doctorate	48	22.6%
Previous Employment	National Government	43	20.1%
	Local Authorities	66	30.8%
	Private Sector	56	26.2%
	Not Previously Employed	47	22.0%

Descriptive Statistics

Organization culture

The study also sought to establish organization culture at the organizations. Respondents were presented with a series of statements designed to capture how power, communication, and delegation of authority are experienced across different hierarchical levels within the organization. These statements were rated on a 5-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 =

Strongly Agree. For analysis, the scale was categorized into intervals: 1.00–1.80 (Strongly Disagree), 1.81–2.60 (Disagree), 2.61–3.40 (Neutral), 3.41–4.20 (Agree), and 4.21–5.00 (Strongly Agree). Measures of means and standard deviations, were used to interpret the responses, as shown in Table 2. According to the findings, respondents agreed that there are people in higher positions in their firm who make most decisions without consulting those in lower positions (Mean = 4.1, SD=2.19).

Table 2: Organization culture

	Mean	Std. Deviation
People in higher positions in our firm make most decisions without consulting people in lower positions	4.1	2.19
People in higher positions in the team avoid social interaction with people in lower position	3.97	2.51
People in lower positions in our firm are not allowed to disagree with decisions by people in higher positions	2.76	2.4
People in higher positions in our firm do not delegate important tasks to people in lower position	2.78	2.37

Further, they also agreed that there are people in higher positions in their who avoid social interactions with those in lower positions (mean = 3.97, SD = 2.51). Additionally, neutrality was observed in the responses to whether lower-ranking staff are not allowed to disagree with decisions made by their superiors (Mean=2.76, SD = 2.40), and whether those in higher positions fail to delegate important tasks to subordinates (Mean=2.78, SD = 2.37). It has also been shown that employees anticipate contributing to decision building hence those in higher positions make

decisions while consulting those in lower positions.

Leadership style

The leadership style was also sought from the respondents. Respondents were presented with a series of statements designed to capture the leadership style in the county. The scale was categorized into intervals: 1.00–1.80 (Strongly Disagree), 1.81–2.60 (Disagree), 2.61–3.40 (Neutral), 3.41–4.20 (Agree), and 4.21–5.00 (Strongly Agree). Measures of means and standard deviations, were used to interpret the responses, as shown in Table 3.

Table 3: Leadership style

	Mean	Std. Deviation
My supervisor considers what we have to say	3.5	1.12
My supervisors consults with us Before taking action	3.15	1.03
My supervisors ask subordinates for their suggestions	2.96	1.17
My supervisors help people to make working on their tasks more pleasant.	3.63	0.86
My supervisors look out for the personal welfare of group members.	2.77	1.07
My supervisor treats all group members as equals.	3.25	1.43

SA=strongly agree, A =Agree N=Neutral D=Disagree SD=strongly disagree and VSD =Very strongly disagree

However, they expressed a neutral view on whether supervisors consistently consult them before taking action (Mean=3.15, SD = 1.03) and whether supervisors seek their suggestions (Mean=2.96, SD = 1.17). This suggests that while some aspects of

participative leadership exist, they are not consistently applied across the board. Respondents were more positive about whether their supervisors make working on tasks more pleasant, which was agreed upon (Mean=3.63, SD = 0.86). Nonetheless,

a neutral position was recorded on supervisors' concern for the personal welfare of group members (Mean=2.77, SD = 1.07), indicating that emotional and interpersonal support from leadership may be limited. Similarly, majority of respondents were neutral (Mean=3.25, SD = 1.43) that their supervisor treats all group members as equals. These results imply that while elements of participative and transformational leadership styles are present within Baringo County Government, their application is inconsistent.

Team Work

Respondents were presented with a series of statements on teamwork. These statements were rated on a 5-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. For analysis, the scale was categorized into intervals: 1.00–1.80 (Strongly Disagree), 1.81–2.60 (Disagree), 2.61–3.40 (Neutral), 3.41–4.20 (Agree), and 4.21–5.00 (Strongly Agree). Measures of means and standard deviations, were used to interpret the responses, as shown in Table 4.

Table 4: Descriptive statistics on teamwork

	Mean	Std. Deviation
I am willing to work as team	4.97	0.33
There exists trust among team members.	4.77	0.46
Team members are prepared to engage in debate around ideas	4.6	0.57
Team member actively engage in the work and focus of the team.	3.57	0.74
Team members are prepared to check among themselves to assure progress and overcome obstacles to progress	3.86	0.6
I apply a lot of effort when performing my task as team teamwork	4.44	0.32

As evidenced in the findings, employees are willing to work as a team (mean = 4.97, SD = 0.33). Also, there exists trust among team members (mean = 4.77, SD = 0.46) and they are prepared to engage in debate around ideas (mean = 4.6, SD = 0.57). Besides, team members actively engage in the work and focus of the team (mean = 3.57, SD = 0.74) and are prepared to check among themselves to assure progress and overcome obstacles to progress (mean = 3.86, SD = 0.6). Team work summed up to a mean of 4.44 and standard deviation of 0.32.

Correlation analysis

To examine the strength and direction of the relationships between the study variables, a Pearson product-

moment correlation analysis was conducted. This analysis assessed the associations between organizational culture, leadership style, and team performance among public servants in Baringo County. The results are presented in Table 5.

Findings revealed organization culture was positively and significantly correlated to team performance ($r = 0.800$, $p < 0.01$). Moreover, leadership style was positively correlated with teamwork ($r = 0.745$, $p < 0.01$). This implies that organization culture and leadership style are expected to influence teamwork performance. This aligns with a growing body of literature that identifies these elements as central determinants of teamwork effectiveness.

Table 5: Correlations between organizational culture, leadership style, and team performance

Variables	Team Performance	Organizational Culture	Leadership Style
Team Performance	1		
Organizational Culture	.800**	1	
Leadership Style	.745**		1

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

N = 214

Kelemba, Chepkilot, and Zakayo (2017) found that teamwork practices such as continuous assessment, coaching, and performance contracting significantly influence employee performance in Kenya's public sector. These initiatives promote participatory engagement, creativity, and mutual accountability hallmarks of effective team functioning. Similarly, Karanja, Muraguri, and Kinyua (2018) confirmed a strong positive relationship between teamwork and organizational performance in the Water Services Regulatory Board, particularly underlining the role of well-defined team roles. In another context, Njue and Chandi (2019) reported that team management practices especially motivation and communication had significant positive correlations with project performance ($R = 0.653$), reinforcing the importance of interpersonal and structural enablers of teamwork.

Osinde, Kwonyike, and Soi (2025) demonstrated that organizational culture significantly moderates the relationship between teamwork skills and job performance, suggesting that a supportive culture amplifies the benefits of team collaboration. Likewise, Kwalanda (2024) emphasized the importance of authentic leadership in building respectful, purpose-driven teams. Korow (2024) observed that supportive leadership at the Media Council of Kenya facilitated employee creativity and productivity through personalized mentorship and engagement.

Hypotheses

Table 6 illustrates the model summary of multiple regression model, the results showed that all the four predictors (organization culture, leadership style) explained 83.5 percent variation of team performance. This showed that considering the four study independent variables, there is a probability of predicting team performance by 83.5% ($R^2 = 0.835$). Study findings in ANOVA table 4 indicated that the above discussed coefficient of determination was significant as evidence of F ratio of 189.605 with p value $0.000 < 0.05$ (level of significance). Thus, the model was fit to predict team performance using organization culture, leadership style.

Hypothesis 1 (H_{01}) stated that organization culture had no significant effect on team performance. However, research findings showed that organization culture had coefficients of estimate which was significant basing on $\beta_2 = 0.271$ (p-value = 0.000 which was less than $\alpha = 0.05$) hence the null hypothesis was rejected. This indicated that for each unit increase in organization culture, there was 0.271 units increase in team performance. Furthermore, the effect of organization culture was stated by the t-test value = 5.003 which implied that the standard error associated with the parameter was less than the effect of the parameter. Organization culture exhibited a positive and significant effect on teamwork. The

findings of this study are similar to those of Osinde, Kwonyike and Soi (2025) who found that organizational culture significantly moderated the relationship between teamwork skills and employee performance at Kenyatta National Hospital. Their study revealed a regression coefficient of $\beta = 0.660$, indicating that a strong and supportive culture enhances the effectiveness of teamwork by reinforcing shared values and collaborative behavior. They concluded that in complex public service environments, cohesive cultural norms significantly elevate both employee collaboration and service delivery outcomes. Similarly, Omesa et al. (2019), in their assessment of ten county governments in Western Kenya, established that organizational culture was a significant predictor of successful strategic plan implementation ($R^2 = 0.354$). They observed that shared cultural elements such as unity, mutual respect, and openness played a central role in promoting inter-departmental cooperation and the achievement of collective goals.

Mwangi and Waithaka (2018) reported that organizational culture significantly influenced the performance of public universities in Kenya. They found that open communication channels, respect for diverse opinions, and strong interdepartmental collaboration were essential contributors to institutional innovation and operational efficiency. This underscores the notion that an enabling cultural environment is vital for team cohesion and effectiveness. Further reinforcing these insights, Kibet and Peter (2018), in their study of the Kenya Pipeline Company, showed that shared core values such as honesty, integrity, accountability, and diligence contributed to 69.8% of project success rates. These deeply embedded values within the organizational culture positively influenced how team members conducted their tasks, demonstrating that cultural alignment

strengthens teamwork and overall organizational performance. However, the effects of organizational culture are not universally positive. Onyango (2024) cautioned that in some public sector institutions, negative cultural attributes such as lack of transparency, poor ethical standards, and entrenched bureaucracies can undermine teamwork. These adverse cultural traits tend to breed mistrust, encourage silo mentalities, and stifle collaboration, ultimately impeding the collective efforts necessary for effective service delivery.

Hypothesis 2 (H₀₂) postulated that leadership style had no significant effect on team performance. Findings showed that leadership style had coefficients of estimate which was significant basing on $\beta_3 = 0.231$ (p -value = 0.000 which is less than $\alpha = 0.05$) implying that the null hypothesis was rejected and it was concluded that leadership style has significant effect on team performance. This indicated that for each unit increase in leadership style, there was up to 0.231 units increase in team performance. The effect of leadership style was stated by the t -test value = 4.729 which indicated that the effect of leadership style was over 4 times that of the error associated with it. As evidenced leadership styles have a positive and significant influence on the team work at the county government. The findings of this study agrees with to those of Kagendo (2018) who examined transformational leadership in 71 multinational corporations in Nairobi and found that leadership behaviors such as inspirational motivation, individualized consideration, and intellectual stimulation significantly influenced team effectiveness. These leadership dimensions created a work environment conducive to collaboration, innovation, and high team morale. Likewise, Kwalanda (2024), in a case study of authentic leadership development in the

Kenyan public sector, concluded that leaders who act with purpose, remain true to their values, and develop team members meaningfully foster stronger team cohesion and performance. His findings emphasized that authentic leadership enhances psychological safety, which is crucial for effective teamwork.

Korow (2024) reported that at the Media Council of Kenya, leaders who supported employees’ growth, gave constructive feedback, and encouraged creativity significantly improved overall team engagement and output. This aligns with the current study’s finding that leadership style particularly those involving

participative and supportive behaviors enhances team performance outcomes. Further, Mark, Simiyu, and Omondi (2025) observed that individualized consideration, a core component of transformational leadership, had a strong positive relationship with succession planning ($r = 0.641, p < 0.05$) but was underutilized in the public sector. They recommended enhancing coaching, mentoring, and career guidance practices to strengthen team development and sustainability. These leadership behaviors not only build individual capacity but also promotes trust and commitment within teams.

Table 6: Regression Test Result

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics		
	B	Std. Error	Beta	T	zero order correlation	Sig.	Tolerance	VIF
(Constant)	0.153	0.132		1.156		0.25		
Org structure	0.253	0.05	0.27	5.00		0.00	0.374	2.67
Leadership style	0.193	0.041	0.23	4.72	.800**	0.00		4
<i>R Square</i>	0.835							
<i>Adjusted R Square</i>	0.83							
<i>F</i>	189.605							
<i>Sig.</i>	0.000							

a Dependent Variable: Teamwork

Conclusion and Recommendations

The study has established that the organization culture has an influence on the team work. Precisely, the organization culture in place in the county governments caters for the participation and involvement of employees in the organization. Power is shared thereby promoting team work in the county governments. Consequently, the employees are involved in decision building with those in high positions consulting

those in low positions while making decisions at the county level. The eventual outcome is that team work is enhanced. As well, leadership styles have an influence on the team performance. The leadership in place at the county governments helps the employees to make working on their tasks more pleasant. Employees say are considered by their supervisors and are somewhat treated equally. However, supervisors rarely treated group members as equals and consulted them before taking action. As such, supervisors were

unlikely to ask their subordinates for their suggestions.

Moreover, emphasis needs to be made on the organization culture as it has an influence on the teamwork performance. It is therefore crucial for the individuals in high positions to make decisions while consulting those in lower positions. There is also need for social interaction throughout the organization regardless of the position held in order to build on social capital. Besides, it is important for those in high positions to delegate important tasks to people in low positions for the purpose of learning and to also enhance team work in the organization. Since leadership styles have an influence on team performance, it is paramount for the organization leaders to create provisions for greater interactions among team members so as to strengthen their working relationships. Also, they need to communicate effectively with the team members to establish trust and build relationships. Besides, it is important for the supervisors to treat employees as equals and consult them on pertinent matters before taking action. With the above put into consideration, team performance will be enhanced. Additionally, leadership development programs should be prioritized to promote participative and transformational leadership styles that align teams toward common goals and enhance service delivery.

Future research should focus on a larger scope precisely public servants countrywide. Further, future studies should also consider demographic factors in relation to teamwork, to see how the demographic factors influence the team work. Also, since the methodology only focused on questionnaires, there is need for further studies to assess teamwork among public servants in county governments in both qualitative and

quantitative manner so as to establish if the study findings hold.

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