

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Effect of Team Building on Economic Development in Makueni County, Kenya

Faustine Mutuku Muteti

M.A. Student, Department of Public Policy and Administration, Kenyatta University, Kenya

Dr. Jane Njoroge

Lecturer, Department of Public Policy and Administration, Kenyatta University, Kenya

Abstract

Leadership and team building remain the key pillars to economic development and better service delivery in different countries, organizations and institutions. Kenya's quest to be the leading middle economy county in East Africa by 2025 must be propelled by good governance and leadership. The study also sought to examine the effect of team building on economic development in Makueni County. This study used a descriptive research design. The target group of interest was the 111 employees working in County Executive committee, ward administration, department of finance and social-economic planning, department of agriculture, department of health services, department of trade, tourism and co-operative development, department of road, transport and public works and department of water and sanitation in Makueni county. The sample size was determined using stratified random sampling technique to select 33 participants. This study used primary data which was collected by use of semi-structured questionnaires. A pilot test was conducted to test the reliability and validity of the data collection instruments. Thematic analysis was used to analyze qualitative data, that is, data collected from open ended questions and the results were presented in a prose form. Quantitative data was analyzed using descriptive and inferential statistics with the help of statistical software known as Statistical Package for Social Sciences. Descriptive statistics included percentage, frequencies and measurement of mean as well as measurement of dispersion. Pearson's Correlation analysis(r) and multivariate regression analysis were used to test the relationship between variables. The study established that team building has a positive and significant influence on economic development in Makueni County. In addition, team training, interpersonal-relations and setting goals influence the economic development of Makueni County. The study recommends that the county government should formulate and implement effective and well-functioning training plan to ensure the county employees are equipped with relevant skills hence improving their productivity.

Keywords: Leadership, governance, economic development, team building

1. Introduction

The quest for good governance, leadership and economic development globally remain an endless effort to all nations across the continents to fulfill their development potential (Steger, 2017). Different global governments have adopted different governance systems that are outlined in their constitutions. However, with these different systems, challenges have not stopped emerging negatively affecting leadership and management of resources that frustrate the development agenda (Kettl, 2015).

Due to the dynamic nature of globe, the description of the concept of leadership changes as the globe and people evolve and change their point of view on different phenomena. Globally, leadership is one of the most seen but slightest understood concept (Burns and Houston, 2015). Leadership encompasses an individual's impact on a group of people towards a common goal (Nichols, 2016). Therefore, leadership, in a general view, entails relationship with each other, working with, guide to fresh direction, integrity, trust and accomplishing positive interaction amongst leaders, followers, shareholders, employee, employers among others (Valente and Lohmann, 2015).

Leadership is not necessarily about character and personality rather is about visible set of skills and abilities as well as behavior. (Jacobsson, et.al, 2017) indicate that it takes great leadership to form a solid team. Hosting activities that enable leadership can support the leader to improve their skillsets and allow other team players to become aware of their strengths and team roles. Leaders should take initiatives, make difficult decisions and to not be afraid of course correct. Team building encourages collaboration as well as teamwork hence bringing people together. Among the key objectives of teamwork is to achieve results (Senaratne and Hewamanage, 2015). There are several team building skills and these include the planning, conflict resolution as well as communication. These activities are geared towards team building and facilitate the building of teams through encouraging genuine connections as well as deeper discussions together with processing (Kelemba, et.al, 2017).

Team building is different from team training since it incorporates learning as well as development which aims at improving the efficiency instead of interpersonal relations (Wayne, 2017). These activities are geared towards improving

the performance of activities related to team building. Team building facilitates development of the organization and hence it is applicable in groups which include school classes, flight crews as well as sport teams (Jacobsson, Nissling & Archer, 2017). Team building is the process of making goal alignment, ensuring effective work relations are built as well as minimizing the level of ambiguity in the team members' roles together with solving team problems.

Kenya persists to deal with the challenge of development, which is one of its major problems. For citizens and government to achieve development of the country they are required to deal with issues such as poor leadership, corruption, poor infrastructure among others (Odhiambo, 2014). Corruption being major contributor of underdevelopment of Kenya especially in Makueni County and that has rendered people's life impractical, which started way back period of former president Mzee Jomo Kenyatta and Daniel Moi's KANU government (Hope, 2014). In 2012, Kenya was ranked as the most corrupt country after Nigeria.

This study was done in Makueni County in Kenya that is one of the counties that have been on the spot light previously due to leadership and governance challenges. This has affected its projected development progression up to the national level. For instance, Makueni County financial budget was delayed for five months due to disagreement in allocation of the resources among the leadership. Furthermore, the secondary financial budget was also delayed by two months. Having an existing county integrated development plan, the delays were not reasonable.

2. Statement of the Problem

Team building is one of the key pillars of economic development and better service delivery in different countries, organizations and institutions. Kenya's quest to be the leading middle economy county in East Africa by 2025 must be propelled by leadership and team building (Gap, 2018). In the year 2010, Kenya promulgated a new constitution that adopted decentralized system of government from national level to counties (Constitution, 2010). However, in nearly a decade, still the quality of leadership and governance in counties remain the point of focus. The county government has been marred with embezzlement of resources and discrimination in service delivery. A study by (Mawere, 2017) on challenges that face leadership in Africa, found that poor governance and lack of team leadership and team building have impeded development.

Makueni County has been marred with unprecedented leadership and governance challenges that have been evident from the top management. This is characterized with resignation of personnel from top hierarchies, business quagmires and political intrigues that threaten development and progress of County developmental agenda. This has necessitated focus on the state of governance and team building in the county. However, despite the increase use of team building practices based on team training, interpersonal-relations as well as setting goals, economic development in Makueni County remains low.

Various studies have been conducted in Kenya on team building in County governments. For instance, (Locheria and Shadrack 2017) conducted a study on training and development practices and employee performance of Turkana County; (Kelemba, et al 2017) investigated on teamwork practices and performance of organization staff in public service in Kenya. However, the dependent variable in these studies was employee/staff performance, which is different from economic development. Therefore, this study sought to examine the effect of team building on economic development in Makueni County, Kenya.

3. Literature Review

3.1. Economic Development

Economic development is wider as compared to the economic growth. Development calls up on social progress as well as economic progress which in turn call for economic growth. As far as development is concerned, growth is a very vital requirement however growth is not sufficient requirement since it is not in a position to guarantee development of an economy (Tubadji, 2014). Economic development involves step by step process of creation and utilization of human assets, physical assets as well as social assets which are aimed towards generating improved economic well-being together with improving the quality of life for a certain region. Economic development is largely concerned improving the standards of living of citizens within a certain area as well as measuring the growth level in terms of per capita income. However, it is indicated that per capita income does not reflect the quality of life of individuals living in a certain area. Economic development is, however, wider in scope and assumes qualitative dimensions. The combination of economic growth together with variation in certain aspects of life that influences individuals' well-being which includes the education level as well as the health level reflects the economic development (Ketoyo, 2017).

According to (Chhokar and Harris 2015), there is an inter-relationship between economic growth and economic development. The researchers argue that through economic growth the county's citizens benefit heavily since through the growth families use their increased income to maximize their expenditures which in turn reflects to development of the human beings. Further, through increased expenditure on health infrastructure and education increases growth of the economy (Capolupo, 2014).

Furthermore, economic growth creates additional resources through increase in private incomes. These increased resources lead to improvement in social services which include the healthcare as well as safe drinking water. Through creation of more resources in relation to social services, there will be increased equity in distribution of resources all over the community hence ensuring all the individuals benefit from the resources (Onyimadu, 2015). Concisely, there are three ways of explaining the existing relationship between human development and economic development. The first way is that average income is directly proportional to health and nutrition improvement. The second is that through reduction of income poverty social outcome is improved (expansion of capability by eradicating poverty). Through improvement of

basic services like education, clean drinking water and healthcare improvement of social outcome is achieved and there is expansion of capability by use of social services (Howieson and Howieson, 2019).

According to (Onyimadu,2015), the measures of economic development include human development index, poverty level, life expectancy, per-capita income and education. There are three components on which human development index is based; longevity which is determined by at birth life expectancy, living standard which is determined through PPP and the real GDP per Capita knowledge which is determined by the number of literacy adults as well as the number of schools going children. Furthermore, the variation in life expectancy is influenced by factors like frequency and stability of food supply as well as the frequency of incidences related to food supply.

4. Team Building

Team building is the most widely used group development activity in firms (Wayne,2017). Team building retreat is a common strategy which ensures that the underlying concern is addressed by team members' hence building trust through engaging in activities that do not feature in ordinary teamwork. Among the organizational activities, organizational performance is strongly influenced through team development as compared to financial measures (Ciasullo, et.al, 2017).

Setting goals during team building insists on the essence of clear objectives as well as personal goals together with team goals (Senaratne and Hewamange,2015).All the team members participate in action planning which identifies both the successes as well as the failure together with achieved goals. This aims at strengthening motivation together with fostering the sense of ownership. Through identification of specific results as well as tests concerning increase in success, teams are in a position to estimate the level of progress. Most firms carry out negotiations between team charter and the team together with union leaders.

In team building, clarification is aimed at ensuring the team members understand their role in the team as well as the role and responsibility of the other members. Through clarification ambiguity is reduced and understanding is facilitated on the essence of formulating and adjusting roles (Cheng and Venkataraman, 2016).It aims at making the team member's dependent and ensuring that each team members focuses on his or her role in the group hence working towards success. Through clarification, there is increased inter-relation between the team members therefore enhancing team skills which are achieved through effective communication. (Harris and Nicholson 2016) indicate that the less the conflicts within teams, the more the productivity of the team members.

Various firms vary in terms of their effectiveness towards team building. In an organization the effectiveness of a team is determined by the level of inter-dependence between the team members as well as the experience between the members in addition to the team support from the top management (Locheria and Shadrack, 2017). In an effective team building, there is incorporation of the team objectives awareness. In teams, it is the duty of the team members to develop team goals, team roles and team procedures. Due to this reason team building is concerned with ensuring high level of task completion, goal achievement as well as result realization within the team members. Scientifically, team effectiveness is said to be influenced by team building in a positive way. The cognitive process and the affective process together with performance outcome are influenced by goal setting (Harris and Nicholson, 2016). These had the greatest influence on both process outcome and affective outcomes. This indicates that team building can negatively influence teams through enhancing mistrust and lack of cohesion. Through team building team challenges related to pressure issues is reduced.

(Jacobsson, et.al, 2017) examined the effect of teambuilding on team development within a Swedish State Authority. The study used an experimental design and found that teambuilding contributes to team development. Training is also part of team building in County governments in Kenya. However, the findings of this study cannot be generalized to the current research due to variation in economic environment between Kenya and Sweden. (Locheria and Shadrack,2017) conducted a study on training and development practices and employee performance of Turkana County. The study adopted descriptive survey and cross-sectional research design and found that team building in terms of cooperation, improved morale, communication and positive attitude had a significant effect on employee performance of Turkana County. Different Counties in Kenya are characterized by different cultures, economic activities and community needs and hence the findings from one county cannot be used in another County.

(Kelemba, et.al, 2017) investigated on teamwork practices and performance of organization staff in public service in Kenya. The research used cross-sectional survey design. The target group of interest comprised of 126,998 workers from 20 ministries in Kenya. The research found that in organization effective operations is facilitated by teamwork. The research indicates that through teamwork team members socialize and acquiring new skills as well as knowledge and abilities. Furthermore, through teamwork democracy is facilitated in the workplace which in turn ensures change through encouraging innovativeness and creativity of members and also create room for decision making. Among the key challenges facing management employee performance in the public service include lack of adequate resources together with budgetary constraints. The research concluded that firms need to facilitate capacity building through employee promotion, employee remuneration, rewarding of employees and positively changing the work environment, ensuring free flow of information and increasing the level of participation in decision making. This study focused on different ministries I the national government and hence cannot be used in County governments due to differences in legal framework and organization structures.

(Boakye, 2015) examined on teamwork and performance of organization staff in Komfo Anokye Teaching Hospital and Ejisu Government Hospital. The research analyzed various measures related to performance of teams which entailed team trust, rewards and team recognition. Organization staff were selected through use of convenience sampling. On the other hand, purposive sampling was adopted in selecting the firm management. Teamwork was found to affect firm

performance in a positive way. Besides being limited to Nigeria, this study was conducted in a health facility and hence its findings cannot be used in the County governments.

5. Theoretical Framework

This research adopted endogenous growth theory related to team building and economic development. Endogenous growth theory was developed by (Paul and Robert, 1990). The theory argues that the growth of an economy is influenced by endogenous but not the external forces (Onyimadu, 2015). It indicates economic growth is significantly enhanced through human capital investment, knowledge and innovation. The theory puts more consideration on positive externalities as well as the influences of the knowledge-based economy which in turn influences development of the economy. This theory indicates that the policy measures implemented predicts the growth of the economy in the long run. Endogenous growth theory indicates that within a system the outcome of the internal process is the economic growth. Categorically, the theory indicates that through improvement of the human resource, then the economic growth improves automatically since there is innovation of new technologies which facilitates the effectiveness and effectiveness of production in a country (Tubadji, 2014).

The theory holds that the persistent of economic prosperity is affected by the processes which include the innovation, human capital as well as investments. However, the dimensional view of the neoclassical economics is challenged by the uncontrollable forces (Capolupo, 2014). The advocates of this theory hold that through ensuring innovativeness and human capital investment, the productivity of the economy improves. The economists therefore call for support of innovativeness by the government institutions and the private institutions as well as motivating the human resource in order to make sure individual increase the level of creativity through research and development.

The theory holds that the country's economic growth can be raised through implementation of government policies which are capable of facilitating the intensive competition hence helping stimulation of productivity as well as process innovation (Onyimadu, 2015). Furthermore, capital investment has facilitated the amount of returns sectors like education, infrastructure, telecommunication and health. In addition, investment in the private sector in terms of research and development facilitates the technical progress as well as protection of property together with patents which is essential in provision of incentives for entrepreneurs and businesses to venture in research and development. Further, a key supporter to growth is the human capital investment (Tubadji, 2014). The Endogenous growth theory was used to explain the tenets of economic development in Makueni County and the role of team building. The theory highlights that economic development considerably depends considerably on investment in team building, human capital, innovation, and knowledge. However, team building in an organization or institution guide human capital development, innovations and knowledge management. In County governments in Kenya the leaders are responsible of ensuring there is appropriate infrastructure and investment in education and health to spur growth.

6. Research Methodology

This research used of descriptive research design. In this research the target population was the 111 employees working in County Executive committee, ward administration, department of finance and social-economic planning, department of agriculture, department of health services, department of trade, tourism and co-operative development, department of road, transport and public works and department of water and sanitation.

The research used 30% of the target population as the sample size. (Khan, 2012) argue that 10 to 30% of the target group of interest is enough sample size for analysis and reporting. From the target population 33 of the respondents were chosen using stratified random sampling technique. This sampling technique divides the target area of interest into groups or strata. The strata in this study included the County Executive committee, ward administration, department of finance and social-economic planning, department of agriculture, department of health services, department of trade, tourism and co-operative development, department of road, transport and public works and department of water and sanitation. One of the advantages of stratified random sampling is that it allows for each of the strata to be well represented when the sample is chosen. The sample size in every stratum was reached at using the formula below by (Stokes and Wall 2017).

$$n_h = \frac{N_h}{N} * n$$

Where; n_h is the sample size for stratum h , N_h is the stratum h population size, N is total population size, n is total sample size.

Categories	Target Population	Sample Size
County Executive committee	8	2
Ward administrators	30	9
Department of Finance and Social-Economic Planning	12	4
Department of Agriculture	14	4
Department of health services	10	3
Department of Trade, Tourism and Co-operative development	12	4
Department of Road, transport and public works	9	3
Department of water and sanitation	16	5
Total	111	33

Table 1: Sample Size

Source: County Government of Makueni (2018)

This research utilized primary data, which was collected by use of semi-structured questionnaires and an interview guide. The researcher used structured questionnaires since they facilitate the analysis process since they can be analyzed directly from the field. The research also used of unstructured questions since they enable the respondents to express their views without any fear or a feeling of restriction. The study used Key informant interviews to collect qualitative data from County Executive committee members.

A pilot test was conducted to examine the validity and reliability of the research instrument. The pilot study took place in four departments in the County government of Makueni, which include department of youth and public services, devolution department, participatory department and county administration. The pre-test group which comprised of 10 percent of the total sample size was selected through random sampling. (Khan, 2012) argues that 10 percent of the sample size is enough for pre-testing. The content validity of this study was improved through consultation with experts in the field including supervisors. Moreover, the face validity of this study was improved by using the pre-test and eliminating all the ambiguous questions. Reliability was assessed using internal consistency, which was measured by the use of Cronbach's alpha. The alpha value in the range of 0 to 1 is used to determine the type of reliability where by value which is greater than or equal to 0.7 indicate acceptable reliability (Fraenkel, 2014). In this study a Cronbach's alpha of 0.7 was used. According to the findings, team building had a Cronbach alpha of 0.910, and economic development had a Cronbach's alpha of 0.817. These findings clearly show that the questionnaire was reliable and no amendments were required.

Semi structured questionnaire generated qualitative and quantitative data, which was separately analysed using different techniques. The key informant interview guide generated qualitative data. The research analysed qualitative data, which was obtained from open ended questions and key informant interview guide, through use of thematic analysis and the results were presented in a narrative form. Descriptive and inferential statistic was used in analyzing quantitative data by the help statistical software known as SPSS version 21. Descriptive statistic entailed calculation of percentage, frequencies and measurement of mean as well as measurement of dispersion. The final results were presented by use of figures (pie charts and bar charts) and tables. The relationship between dependent and independent variable(s) was determined through regression analysis. The regression model was as follows;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Whereby; Y= Economic development; B_0 = Constant; β_1 =Coefficients of determination; X_1 = Team Building; ε = Error term

7. Research Findings and Discussions

The study's sample size comprised of 33 staff working in six departments in Makueni County, County Executive committee members and Ward administrators. The researcher conducted two interviews with County Executive committee members. In addition, 31 questionnaires were distributed to ward administrators and Staff working in various departments in the County government, out of which 30 of the respondents managed to completely fill their questionnaires and returned them to the researcher. Thus, the response rate of was 96.96%. According to (Bhattacharjee 2012), a response rate that is above fifty percent is considered as adequate for data analysis and reporting while a response rate that is above 70% is classified as excellent. Hence, the response rate of this study was within the acceptable limits for drawing conclusions and making recommendations.

7.1. Economic Development in Makueni County

The respondents were requested to indicate their level of agreement on various statements relating to economic development in Makueni County. From the findings, the aggregate mean was 3.361 while the aggregate standard deviation was 0.733. With a mean of 4.167 (std. dv =0.592) the respondents agreed that most of the county citizens are able to afford the basic needs. In addition, the respondents agreed, as shown by a mean of 3.767 (std. dv = 0.971), that poverty level in the County has consistently been reducing over the years. According to (Ketoyo,2017), economic development involves step by step process of creation and utilization of human assets, physical assets as well as social assets which are aimed towards generating improved economic well-being together with improving the quality of life for a certain region.

With a mean of 3.067 (std. dv = 0.785) the respondents were neutral on the statement indicating that the poverty eradication plans in Makueni county have greatly reduced the poverty level. As shown by a mean of 3.267 (std. dv = 0.202) the participants were neutral on the statement that there is general improvement in human development index in Makueni county. In addition, as shown by a mean of 3.000 (std. dv = 0.830), the respondents were neutral on the statement indicating that the citizens' standards of living in the county has improved the past recent years. In addition, as shown by a mean of 2.900 (std. dv =1.022), the participants were neutral on the statement indicating that education and health services in the county have improved in terms of quality. These findings agree with Capolupo, (2014) emphasis on public authorities to increase expenditure on health, infrastructure and education so as to improve their quality.

	Mean	Std. Deviation
Poverty level in Makueni county has been consistently reducing over the years	3.767	0.971
The poverty eradication plans in Makueni county have greatly reduced the poverty level in the county	3.067	0.785
The citizens standards of living in the county has improved the past recent years	3.000	0.830
Most of the county citizens are able to afford the basic needs	4.167	0.592
There is general improvement in human development index in Makueni county	3.267	0.202
Education and health services in the county have improve in terms of quality	2.900	1.022
Aggregate	3.361	0.733

Table 2: Economic Development in Makueni County

8. Team Building

The third specific objective of the study was to assess the effect of team building on economic development in Makueni County. The respondents were requested to indicate their level of agreement on various statements relating to team building and economic development in Makueni County. From the findings, the aggregate mean was 3.328 while the aggregate standard deviation was 0.597. The participants agreed that goal setting process in the county is easy and simple as shown by a mean of 3.767 (std. dv = 0.971). In addition, the respondents agreed with mean of 3.600 (std. dv = 1.020) that they have strong association with other members in Makueni County. These findings agree with (Senaratne and Hewamanage,2015) findings that team building encourages collaboration as well as teamwork hence bringing people together. With a mean of 3.433 (std. dv = 0.858) the participants were neutral on the statement indicating that through team training employees have gained enough skills to handle any job-related task. These findings agree with (Wayne,2017) findings that team training help in improving skills such as planning, conflict resolution as well as communication.

As shown by a mean of 3.467 (std. dv = 0.167) the respondents were neutral on the statement indicating that in Makueni county there is good interdepartmental relations which facilitates smooth running of the county. These findings agree with (Jacobsson, et.al, 2017) findings that team building is the process of making goal alignment, ensuring effective work relations are built as well as minimizing the level of ambiguity in the team members' roles together with solving team problems.

As indicated by a mean of 2.467 (std. dv = 0.432), the respondents disagreed with the statement stating that the county has training plan for the talented team members. These findings are contrary to (Kelemba, et.al, 2017) findings that there are several team building skills and these include the planning, conflict resolution as well as communication. These activities are geared towards team building and facilitate the building of teams through encouraging genuine connections as well as deeper discussions together with processing. As shown by mean of 3.233 (std. dv = 0.135), the respondents were neutral on the statement indicating that the county sets goals which are hard to achieve. These findings agree with (Charbonneau, 2015) argument that organizations need to set challenging objectives so as to challenge their staff.

	Mean	Std. Deviation
Our county has training plan for the talented team members	2.467	0.432
Through team training I have gained enough skills to handle any job-related task	3.433	0.858
We have strong association with other county members in Makueni county	3.600	1.020
In our county there is good interdepartmental relations which facilitates smooth running of the county	3.467	0.167
Our county sets goals which are hard to achieve	3.233	0.135
The goal setting process in our county is easy and simple	3.767	0.971
Aggregate	3.328	0.597

Table 3: Team Building and Economic Development

The respondents were requested to indicate how else team building influence economic development in Makueni County. From the findings, the respondents indicated that there is need for leaders to inspire and motivate their staff as a way of enabling them to understand and achieve the organizations goals and objectives swell as challenging them to work together towards achievement of the firm's vision.

The key informants specified that team members in the County are motivated through use of motivating words which encourages them to put maximum effort on what they are doing. Through this kind of motivation, the team members are encouraged to put more efforts towards achieving both their personal goals and firm goals. Further, the key informants indicated that firms need to facilitate capacity building through employee promotion, employee remuneration, rewarding of employees and positively changing the work environment, ensuring free flow of information and increasing the level of participation in decision making. The key informants also indicated that the County government is current

using financial and non-financial incentives to help staff in the County as well as various teams to feel cared for, appreciated and recognized. (Wayne,2017) revealed that both financial and non-financial incentives facilitate team building.

9. Regression Analysis

Regression analysis was used in determining the strength of the association between team building and economic development in Makueni County. The independent variable in this study was team building while the dependent variable was economic development in Makueni County. The R-squared was used to show the variation in dependent variable economic development in Makueni County that could be explained by team building. The R squared was 0.378 and this implied that team building could only explain 37.8% of economic development in Makueni County. This indicates that 62.2% of the dependent variable economic development in Makueni County could be explained by other factors not considered in this study.

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.615	0.378	0.343	0.24624

Table 4: Model Summary

This study used Analysis of Variance (ANOVA) in assessing whether the model was a good fit for the data. As depicted in Table 4, the F calculated (46.845) was greater than the F critical (4.1960). Further, the p-value (0.000) was less than (0.05) hence showing significance. This implies that the model was a good fit for the data and could be used in explaining the influence of citizen involvement, democratic practices, team building and inspirational motivation) on the economic development in Makueni County.

	Sum of Squares	df	Mean Square	F	Sig.
Regression	19.267	1	19.267	46.845	.000 ^b
Residual	11.516	28	0.411		
Total	30.783	29			

Table 5: Analysis of Variance

The coefficients or beta weights for each variable allows the researcher to compare the relative importance of each independent variable. In this study the discussions are based on the standardized coefficients.

The regression equation was;

$$Y = 0.434 + 0.417X_1$$

The results revealed that team building has a positive and significant influence on economic development. ($\beta_1=0.415$, p value=0.000). The p value (0.000) less than 0.05 shows significance. This implies that team building leads to improvement in economic development. These findings concur with (Jacobsson, et.al,2017) findings that teambuilding had an effect on team development within a Swedish State Authority, which in turn improves service delivery and community living standards. The findings also agree with (Locheria and Shadrack,2017) argument that team building in terms of cooperation, improved morale, communication and positive attitude had a significant effect on employee performance of Turkana County.

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.434	0.105		4.133	0.000
Team building	0.417	0.109	0.415	3.826	0.000

Table 6: Regression Coefficients

10. Conclusions and Recommendations

The study further concludes that team building has a positive and significant influence on economic development. The study established that team training, interpersonal-relations and setting goals influence the economic development of Makueni County. The study further concludes inspirational motivation has a positive and significant influence on economic development. The study revealed that talking optimistically about future, articulating a compelling vision and encouraging team-spirit had an influence on economic development.

The study found that Makueni County lacks functioning training plan for the talented team members. This study therefore recommends that the county government should formulate and implement effective and well-functioning training plan to ensure the county employees are equipped with relevant skills hence improving their productivity.

The study findings indicated that employees are motivated by incentive programmes availed to them. This study therefore recommends that the county government should formulate and implement better incentive plan to motivate their employees. This in turn will increase their productivity hence better service delivery to the people.

11. Recommendation for Further Studies

This study focused on Makueni County and different Counties in Kenya use different team building practices and have different economic activities, which influence economic development. Therefore, the study recommends that further studies should be conducted on team building and economic development in other counties in Kenya. Further the study focused only on team building as a component of leadership practices influencing economic development. This study therefore recommends further research on other components of leadership practices influencing economic development. In addition, the study found that 37.8% of economic development in Makueni County could be explained by team building. As such, further studies should be conducted to assess other factors that influence economic development in Makueni County.

12. References

- i. Bhattacharjee, A. (2012). *Social Science Research: Principles, Methods, and Practices*. New York: Free Press.
- ii. Boakye, E. (2015). The impact of teamwork on employee performance. *Management and Labor Studies*, 43(1), 1-23.
- iii. Capolupo, R. (2014). Convergence in recent growth theories: a survey. *Journal of Economic Studies*, 25(6), 496-537.
- iv. Charbonneau, D. (2015). Influence tactics and perceptions of transformational leadership. *Leadership & Organization Development Journal*, 25(7), 565-576.
- v. Cheng, J. & Venkataraman, V. (2016). Analyzing relationships between project team compositions and green building certification in green building projects. *Built Environment Project and Asset Management*, 6(5), 449-461.
- vi. Chhokar, J. & Jeff Harris, O. (2015). Implications of Leadership Theories for Management Development and Practice: Contemporary Perceptions. *Management Research News*, 8(2), 1-5.
- vii. Ciasullo, M., Cosimato, S. & Palumbo, R. (2017). Comparing two approaches to team building: a performance measurement evaluation. *Team Performance Management*, 23(7/8), 333-351.
- viii. Gap, G. G. (2018). *World economic forum*. Geneva: World Bank.
- ix. Harris, M. & Nicholson, R. (2016). Interventions to Chip Successfully out of Team-building Sand-traps. *Journal of Organizational Change Management*, 3(3), 14-24.
- x. Hope, K. R. (2014). Kenya's corruption problem: causes and consequences. *Commonwealth & Comparative Politics*, 52(4), 493-512.
- xi. Howieson, W. & Howieson, W. (2019). What Is Leadership? – An Academic Perspective. *Leadership*, 15, 35-149.
- xii. Jacobsson, C., Nissling, L. & Archer, T. (2017). The Effect of Teambuilding on Team Development: A Quasi-Experiment within a Swedish State Authority. *Clinical and Experimental Psychology*, 3, 164-178.
- xiii. Kara, H. (2015). *Creative research methods in the social sciences: A practical guide*. Bristol: Policy Press.
- xiv. Kelemba, J., Chepkilot, R. & Zakayo, C. (2017). Influence of Teamwork Practices on Employee Performance in Public Service in Kenya. *African Research Journal of Education and Social Sciences*, 4(3) 32-49.
- xv. Ketoyo, C. A. (2017). Influence of public involvement on the implementation of county government funded projects: A Case of Nairobi County, Kenya. Retrieved from library.kisiiuniversity.ac.ke
- xvi. Kettl, D. F. (2015). *The transformation of governance: Public administration for the twenty-first century*. Oxford: JHU Press.
- xvii. Khan, J.A. (2012). *Research Methodology*. New Deli: APH Publishing.
- xviii. Locheria, C. K. & Shadrack, B. (2017). Training and Development Practices and Employee Performance of Turkana County. *International Journal of Current Aspects in Human Resource Management*, 1(1), 153-165
- xix. Mawere, M. (2017). Theorizing development in Africa: Towards building an African framework of development. Kampala: Langa RPCIG.
- xx. Nichols, A. (2016). What do people desire in their leaders? The effect of leadership experience on desired leadership traits. *Leadership & Organization Development Journal*, 37(5), 658-671.
- xxi. Odhiambo, G. (2014). The challenges and future of public higher education leadership in Kenya. *Journal of Higher Education Policy and Management*, 36(2), 183-195.
- xxii. Onyimadu, C. O. (2015). An Overview of Endogenous Growth Models: Theory and Critique. *International Journal of Physical and Social Sciences*, 5(3), 23-34.
- xxiii. Senaratne, S. & Hewamanage, P. (2015). The role of team leadership in achieving LEED certification in a green building project. *Built Environment Project and Asset Management*, 5(2), 170-183.
- xxiv. Steger, M. B. (2017). *Globalization: A very short introduction*. Oxford: Oxford University Press.
- xxv. Tubadji, A. (2014). Was Weber, right? The cultural capital root of socio-economic growth examined in five European countries. *International Journal of Manpower*, 35(1/2), 56-88.
- xxvi. Valente, F. & Lohmann, G. (2015). Leadership and governance in regional tourism. *Journal of Destination Marketing & Management*, 4(2), 127-136.
- xxvii. Wayne, B. R. (2017). Team Building in Health Care. *Journal of Management Development*, 10(4), 38-44.