INFLUENCE OF LEADERSHIP ON NON-GOVERNMENTAL ORGANIZATION PERFORMANCE IN KENYA: A CASE OF CARE FOR HIV/AIDS ORGANIZATION

BY

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DECLARATION

This dissertation is my original work and has not been submitted for an award of a degree in this or any other learning institution.

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SUPERVISOR' DECLARATION

This dissertation has been presented and submitted for examination with my approval as the University Supervisor.

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Dr. Jane Gakenia

DEDICATION

I dedicate this dissertation to my wife Irene Andera and our children Brian, Justin, Sherry, Collins and Cornel Junior for the support and understanding during my study period.

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ACRONYMS AND ABBREVIATIONS

APA	American Psychology Association
CEO	Chief Executive Officer
CFA	CARE for HIV/AIDS Organization/ Care for AIDS
EPS	Employee Psychological Safety
KNCSS	Kenya National Council of Social Services
MDGs	Millennium Development Goals
NACC	National Aids Control Council
NACOSTI	National Commission for Science, Technology and Innovation
NGOs	Non-Governmental Organizations
OCB	Organizational Citizenship Behavior
PHD	Doctor of Philosophy.
SDG	Sustainable Development Goals
SPSS	Statistical Package for Social Sciences
TQM	Total Quality Management
UN	United Nations
UNDP	United Nations Development Programme.

DEFINITION OF TERMS

Leadership: This is the ability to integrate all the components of an organization to work smoothly along each other (Asuga, Eacott and Scevak, 2015).

Leadership Networking: The level of structures leaders within an organization are able to build with other independent organizations in order to boost organizational performances (Masa'deh, Obeidat & Tarhini, 2016).

Leadership Competency: The element of leadership that incorporates the unique knowledge possessed by leaders, expertise, skills, beliefs, values and behavioral characteristics which facilitates quality decision-making that translates into a competitive edge for an organization (Zakaria & Taiwo, 2013).

Leadership Style: This is the manner in which a leader manages his workload and his team involving all of their tendencies, methods and mannerisms in their day-to-day responsibilities as group leaders (Nugent, 2013).

Leadership Practices: refers to the tone and culture set within an organization by leaders to directly impact the behavior of employees towards creating safe working practices. This therefore strongly informs the capacity to enact change in an organization (Muenjohn & Armstrong, 2015).

Performance: This is the organizational ability to gain and diligently put to use its limited resources and valuables in order to achieve its goals by involving all the possible results produced compared to predetermined target goals (Griffins, 2006).

NGOs: These are charity organizations that operate independent of government influence and whose resources are mainly gotten from donors to champion the provisions of certain key goods and services (Munyeki & Were, 2017)

ABSTRACT

Leadership is an important function in an organization because of its role in directing the manner in which all other resources are utilized towards realization of the organizational mandate. The non-governmental organizations have faced various challenges spanning from regulatory bodies which has influenced the achievement of mission and vision for many NGOs. The main objective of the study was to assess the influence of leadership on non-governmental organization performance in Kenya: A case study of CARE for HIV/AIDS organization. The study was guided by four specific objectives: to establish the influence of leadership styles on performance of non-governmental organizations in Kenya, to determine the influence of leadership competency on performance of non-governmental organizations in Kenya, to establish the influence of leadership networking on performance of non-governmental organizations in Kenya, and to establish the influence of leadership behavior on performance of non-governmental organizations in Kenya at CARE for HIV/AIDS organization. The study was anchored on the following theories; constructionism theory, path-goal theory, contingency theory and steward theory. The study adopted descriptive research design using primary data collected through a structured questionnaire. The population for this study was 120 employees at CARE for HIV/AIDS organization. The sample size of the study was 108 respondents drawn from all the management levels of the NGO, top to junior staff. Descriptive statistics analysis was conducted where mean, standard deviation, frequency distribution and percentages were obtained and inferential statistics using regression analysis was also carried out to establish the nature of the relationship that exists between variables. The findings are presented in charts, graphs and tables. Coefficient of correlation R was 0.847 indicating strong positive correlation between variables. Coefficient of determination Adjusted R^2 was 0.706 which translates to 70.6%. The study concludes that CFA leaders take charge of situations in the organization as they arise to avoid procrastination and delay of events. Managers had the final say on decision implementation in the organization. Managers possessed the right academic qualifications to deliver on the mission of CFA organization. Managers had adequate management experience on issues concerning CFA operations. CFA organization had entered into strategic partnership with other organizations to increase their network. CFA managers had established a wide linkage with other organizations internationally. Managers used their personal friends to improve organizational performance of non-governmental organizations in Kenya. The study recommends that CFA leaders should take charge on situations in the organization as they arise. The leader's beliefs should be in line with the vision of CFA organization. Managers should possess the right academic qualifications to deliver on the mission of CFA organization. CFA organization should enter into strategic partnership with other organizations to increase their network. Employees within CFA should collaborate for improved performance of non-governmental organizations in Kenya and CFA organization leaders should effectively inspire and motivate the employees on increased productivity.

CHAPTER ONE
INTRODUCTION

1.1 Background Information

Governments all over the world are established with the aim of providing basic infrastructure and services which would otherwise prove unprofitable or too expensive for the private sector to provide. However, because of a few limitations, governments may not be able to deliver fully on their mandate hence the existence of non-governmental organizations which support the government in provision of key services. The non-governmental organizations are mainly formed as charity organizations whose resources are mainly gotten from donors to champion the provision of certain key goods and services (Munyeki & Were 2017). They are always directed by their core mission and vision. This research endeavored to assess how leadership aspects affect the ability of NGOs to deliver on their mandate.

Globally, there are large numbers of NGO activities and programs initiated to supplement government efforts in improving the living standard of their citizens. A study by Aga, Noorderhaven and Vallejo (2016) puts the number in the international category at 40,000. Statistics from Russia indicate that there are more than 400,000 while China has almost 280,000 NGOs registered. India has more than 500,000 NGOs while the United States has more than one million. According to Katou (2015), NGOs have absorbed about 10.2 million people into their workforce which makes up about 7% of the labor skills available. NGOs are also increasingly playing a vital role in rural development especially given the fact that poverty level is increasingly rising in these areas.

Awan, Qureshi and Arif (2012) were of the opinion that leadership that influences and enhances performance of non-governmental organizations in Kenya is one that inspires, emancipates, enhances utility, thereby reinforcing development, feedback, incentives and performance of non-governmental organizations in Kenya elevation. This sets up a conducive workspace that effectively manages the differential points in the labor force as well as enhances knowledge and creativity in the workforce. Chen, Eberly, Chiang, Farh and Cheng (2014) noted that most

organizations in Pakistan have embarked on an ambitious program to link up efficiency and good performance of non-governmental organizations in Kenya inside and outside the organization since most of them are involved in addressing issues of social welfare and humanitarian needs in the community.

Looking at the poverty index in Africa, studies show that millions of people struggle daily to access the most basic of needs like water, nutrition and shelter thereby constantly tittering on the edge of survival (Mathew & Gupta, 2015). To show a united front, the member states of the United Nations sat together in 2000 and drafted what is known as the Millennium Development Goals with eradication of poverty being the number one issue. The target set was to reduce by half the percentage of those living on less than a dollar a day by 2015. The timeline for this goal was subsequently readjusted when the same body came up with Sustainable Development Goals with a new timeline set for 2025 to end the poverty menace (Sachs, 2015).

In Kenya, NGOs have taken up front row seats in fighting for social justice and human rights. In fact, Munda and Odebero (2014) opine that NGOs are integral and crucial for agitating for more democratic space due to their hefty grass-root clout as well as their community development programs. Karani, Bichanga and Kamau (2014) add that Non-Governmental Organizations (NGOs) are a crucial cog in the matter of rural development since they enjoy massive goodwill from the host population in their target areas of operation. This makes it very evident that they occupy a vital place when it comes to social development in a country.

NGOs are established with the aim of supplementing government efforts in improving the welfare of its citizens. This is largely because in some instances, governments may not be able to meet all that is required by its citizens. The debut of the term NGOS occurred in 1945 upon the founding of the United Nations. Campbell (2014) further records that its definition originated in resolution 288x of ECOSOC on February 27, 1950. Brass (2010) observes that in Kenya, there has been a 15-fold increase in NGOs operating in Kenya since the early 90s to the present. Statistics from the NGO Council estimate the number of NGOs registered per year as 340. Interestingly the vicious cycle of poverty has not been breached. The standards of living among

residents still low while social suffering remains on the rise. The Human Development Index which is measured using indicators from life expectancy, education and per capita income stands at a score of 0.55 (UNDP, 2017). As of 2016, the HIV/AIDS prevalence rate stood at 5.9% which represents about 1.6 million people (NACC, 2017). This therefore raises the question as to the effectiveness and long-term impacts of the NGOs and government agencies tasked with service delivery. A closer look presents a situation whereby the NGOs have turned into surrogates for the government as far as service delivery is concerned. This therefore calls for leadership within the management ranks of NGOs in order to improve performance of non-governmental organizations in Kenya.

1.1.1 Performance of non-governmental organizations in Kenya

Performance of non-governmental organizations in Kenya as noted by Zhu (2014) is an accomplishment of assigned tasks in a manner better than the set standards. The standards could be level of accuracy, speed of completion, completed within the set budget and to the quality demanded. Performance of non-governmental organizations in Kenya can be at individual level hence looked as employee performance of non-governmental organizations in Kenya which measures the output of an individual at the organization on a basis of time taken to complete task, quality of output, quantity of outputs and in terms of behavior, where the said employees can convert their skills, knowledge, trainings and experiences into high outcomes as per the organizational standards while at the same time, they can work effectively with other team members in the organization (Neves & Eisenberger, 2012). On the other hand, organizational performance of non-governmental organizations in Kenya is viewed as an attainment of organizational goals as set out in the strategic plan.

DuBrin (2015) noted that achieving the organizational goal depends a lot on the quality of human resource, in terms of skills, knowledge base and experiences and how other resources are available for usage in realizing the set objectives. Ngui, Elegwa and Gachunga (2014) while examining how employee resourcing strategies affect and influence performance of non-governmental organizations in Kenya indicate that organizational performance of non-

governmental organizations in Kenya may be viewed with respect to accounting, operational and market-based and survival terms.

The subject of measurement of performance in NGOs is a pertinent one given that there is need to hold these organizations accountable to the resources they solicit from donors. A measurement system would therefore involve the operationalization of an information feedback system by which the management identifies, monitors and acts on highlighted performance matrices (Lewis, 2009).

According to McFarlane (2011), performance measure is either financial or non-financial. The financial measure consists of the use of financial statements and disclosures which help attain a degree of transparency, provide clarity and justification for usage of donor funds, and facilitate better planning, monitoring and evaluation of implemented activities and programs. The non-financial measure tracks the impact of activities and efforts on the intended beneficiaries. This is necessitated by the dynamic space that NGOs operate in. Ratio analysis instruments like donor-retention ration can be used to measure the levels of relationships forged and maintained over the years. This helps to align resources and processes to meet organizational goals, identify deficiencies and clearly highlight achieved goals from intended goals for relevant action. Bellon, Ngware and Admassu (2017) also noted that leaders influence and support their followers to achieve set objectives within the set timeframes effectively such that the organization improves its productivity and becomes a market leader.

1.1.2 Leadership

Leadership is a unit of managers and executives that work as a team to run the daily operations of an organization. Strong leaders are efficient and result-oriented using the available organizational resources to achieve high returns. Lussier and Achua (2015) in leadership for learning argues that the executives, directors and top managers have a vision of where the firm should be; they communicate the vision, laying plans to achieve the vision in a specified time frame. All the executives' decisions, plans, actions and directives are what is commonly referred

to as leadership. Their actions must motivate and encourage junior staffs to join the wagon and push towards realizing the ultimate organizational goals (Ciulla, 2014).

Asuga, Eacott and Scevak (2015) explain that a good leader is one who is able to integrate all the components of an organization to work smoothly along each other. The human resource is pulled together to work as a singular unit to achieve the set organizational goals. Daft (2014) also characterizes leaders as people who resolves problems, are calm in crisis, handle crises and conflicts and they are born and not necessarily trained, though mentoring and coaching can enhance their abilities.

Gonna and Ogollah (2016) concluded that leadership consisted of the three vital aspects which include providing a roadmap, uniting the followers and inspiring them to achieve the corporate objectives. The leader ultimately formulates the long-term picture as well as the steps and procedures that would enable the team to actualize the long-term dream set. The leader also constantly speaks to the team regarding the direction they should take so as to keep the team motivated, committed and continuously moving in the right direction. This he achieves by appealing to the team's humanness which entails physical, psychological and emotional needs.

Rawung (2013) argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. Since human beings could become members of an organization in order to achieve certain personal objectives, the extent to which they are active members depends on how they are convinced that their membership will enable them to achieve their predetermined objectives (Kramer, 2014). Therefore, an individual will support an organization if he believes that through it his personal objectives and goals could be met; if not, the person's interest will decline. Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Kramer (2014) emphasizes the need for a manager to find his leadership style.

Bird and Stevens (2013) states that leadership competencies are observed when a person demonstrates the competencies that constitute self-awareness, self-management, social awareness and social skills at appropriate times and ways in sufficient frequency to be effective in the situation. Most frequently in existing competency frameworks which indicates that emotional intelligence represents a major component of global leadership competency. Much in line with these are personal attributes which underpin, and determine how and when, knowledge and skills will be used (Bird, 2014).

Leadership network is the claim that the structure of social interactions enhances or constrains access to valued resources (Bird & Stevens 2013). Resources exchanged through informal networks include work-related resources, such as task advice and strategic information, but informal networks also transmit social identity (norms) and social support (Bird, 2014). The study would focus on the exchange of task advice and information because these resources are likely to be positively related to job performance, and on hindrance relations because of their potentially negative effects on job performance (Ouma & Webi 2017).

DuBrin (2015) states that leadership practice has an important strategy for leading 21st century organizations. This argument has been so due to the unpredictable environments in which most organizations (for-profit and not-for-profit) find themselves in. Kouzes (2014) defined strategic leadership practice as a leader's ability to anticipate, envision, maintain flexibility, think strategically and work with followers to initiate changes that create a viable future for the organization. The available discussions on strategic leadership practice indicate that strategic leaders influence others, is futuristic and that the strategic leader holds both short term and long-term goals simultaneously (Bird, 2014).

1.1.3 Non-Governmental Organizations

The Kenya National Council of Social Services (KNCSS) was established as a public body managed privately in 1964 with the objective of being the body that manages NGO activities in the country as well as being the advisory arm of the government on matters pertaining to the NGO sector. This body was however disbanded in 1990 and in its place a body known as the

NGO Coordination Board established. This was done as an act of parliament chronicled in the Hansard as The NGO Act of 1990. The act in a nutshell defined an NGO as an entity that operates purely for non-commercial purposes to achieve social and public good.

Non-Governmental Organizations in Kenya are consequently governed and guided by this independent agency which oversees their operations within the borders of Kenya. The NGO Council Code of Conduct 1995 spells out the ethical regulatory measures in an informal framework which makes it easier for exchange of views and information.

Non-Governmental Organizations (NGOs) have been termed as viable agents to fill the development gaps that are left by governments. This is due to the fact that these organizations operate at the lowest local level and are in constant touch with the realities on the ground hence are able to address urgent needs ignored by governments.

1.1.4 Care for HIV/AIDS Organization (CFA)

Care for HIV/AIDS Organization is classified as a national NGO according to the NGO Act of 1990. That is to say that it's registered to operate within the borders of Kenya. Care for AIDS was founded in 2007 as a non-government organization thereby launching its operations in Kiambu County in 2008. The organization then extended its operations in Nairobi during the same year. In 2010, the organization opened its first center in Kisumu. The organization also reached to Mombasa in 2015. The organization now boasts of 44 centers whereby 11 centers are operational in Kisumu, 22 centers in Nairobi and Kiambu counties, and 10 centers in Mombasa.

The organization owes its rapid growth and expansion to the visionary leadership provided by its founders. This is exemplified by the operation model that has been adopted. This has enabled it to grow from one level to the next thereby consolidating gains in the empowerment and HIV/AIDS sub-sectors even as it executes its priority mandate in achieving orphan prevention especially for people living with HIV/AIDS stuck in the vicious cycle of poverty.

1.2 Statement of the Problem

NGOs have faced a lot of challenges with regulatory bodies due to their performance in Kenya as based by their mandate and strategic plans. IRIN (2015) reports that up to 959 local organizations were deregistered after the NGO Coordination Board conducted an audit on the 10,015 registered organizations. The findings of the audit report revealed massive discrepancies in financial and tax accounts. This points to poor leadership. Bhatti (2014) further suggests that leadership problems like founder syndrome, where the founders tend to micro-control the affairs of the organization thereby stifling creativity of employees, has continuously dogged the performances of NGOs. Beverly (2012) adds that most NGOs in Kenya still don't have adequate governance structures and systems. This has led to duplication of roles in key positions and lack of coordination. In addition, most organizations still operate in isolation rather than by forming networks with like-minded organizations. This has led to a lack of awareness of funding opportunities and emerging trends like the fact that donors are now funding organizations operating in networks rather than in isolation.

Mavuto et al (2013) therefore concludes that these leadership challenges have resulted in very little impact being felt at the grass root level despite the presence of many local and international NGOs in Kenya. This has therefore led to a continuation of the vicious cycle of poverty despite millions of donor funds being pumped into these NGOs.

The researcher therefore feels that more study is required on this subject matter with a special focus on how leadership influences non-governmental organization performance in Kenya.

1.3 Research Objectives

1.3.1 General Objective

To assess the influence of leadership on non-governmental organizations performance in Kenya: A Case of Care for HIV/AIDS Organization.

1.3.2 Specific Objectives

This study is guided by the following research objectives:

i. To establish the influence of leadership styles on non-governmental organizations performance in Kenya
ii. To determine the influence of leadership competency on non-governmental organizations performance in Kenya
iii. To establish the influence of leadership networking on non-governmental organizations performance in Kenya
iv. To determine the influence of leadership practices on non-governmental organizations performance in Kenya

1.4 Research Questions

i. How do leadership styles influence non-governmental organizations performance in Kenya?
ii. In what ways does leadership competency influence non-governmental organizations performance in Kenya?
iii. What is the influence of leadership networking on non-governmental organizations performance in Kenya?
iv. What is the influence of leadership practices on non-governmental organizations performance in Kenya?

1.5 Scope of the Study

The concentration of this study is on the influence of leadership on non-governmental organizations performance in Kenya: A Case of Care for HIV/AIDS Organization. It concentrated on leadership style, competency of leaders, leadership behavior and networking among leaders and its impact on performance of non-governmental organizations in Kenya of the NGO's in Kenya. The respondents were drawn from all the management levels of the NGO, top to junior staff who have sufficient knowledge on leadership effect on performance of non-governmental organizations in Kenya. The study was carried out between March and May of 2018 in Kenya where Care for HIV/AIDS Organization's headquarters is based.

1.6 Significance of the Study

The following stakeholders are the beneficiaries of this study:

The Government of Kenya makes all the policies that govern the operations of Non-Governmental Organizations (NGOs). This would enable them to align its policy formulation framework with the findings and thus lead to NGOs attaining high performance of non-governmental organizations in Kenya.

The case study in this research is an NGO called Care for HIV/AIDS Organization. This ensures that the findings in the study would be more relevant and applicable to institutions in the NGO sector. The management teams in different NGOs in Kenya would be able to appreciate the influence that leadership has on performance of non-governmental organizations in Kenya. This would guide the organizations to make decisions on the best leadership style to implement, hire managers that are more competent, encourage the best leadership practices and network widely to attain high performance of non-governmental organizations in Kenya.

This study would be a source of empirical literature on leadership and the effect it has on performance of non-governmental organizations in Kenya of non-governmental organizations. It

would also provide literature reference for academicians and scholars aiming at delving into further studies.

1.7 Limitations of the Study

Financial challenges was the main hinderance during data collection, lack of finance contributed to increased duration of time during the collection of data, this however did not comprise the data collection.

The researcher requested the university to issue an introductory note to the National Commission for Science, Technology and Innovation (NACOSTI) who in turn confirmed that the investigation was for academic purpose only and the information sought would be held in confidence where no names would be revealed to other sources.

Most of the respondents were expected to be busy, therefore the researcher adopted a drop and pick later method giving the respondents a fortnight to fill the data collection instrument before commencement of data analysis. This method ensured that the job tasks of the respondents weren't interfered with.

1.8 Summary

This chapter has described the overall background of the study by discussing and explaining the concept factors, problem statement, the research objectives, the assumptions and the study limitations. The next chapter discusses the theoretical framework for this study by reviewing relevant literature.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter presents the studies done by other researchers on the influence of leadership on performance of non-governmental organizations in Kenya of non-governmental organizations and relates it with the study. It presents the theoretical review, empirical review, review of past studies and the research gaps that the study sought to fill.

2.2 Theoretical Review

Theoretical review refers to the act of analyzing and understanding various aspects of an event. This allows for a deeper appreciation of the important issues that stand arise. Mugenda & Mugenda (2012) note that theories aid in establishing the linkages and connections between variables of the study. Through theoretical literature, the researcher subjects the variables to an appropriate research design that addresses the problem statement under investigation. The theories discussed here include: Contingency Theory, Steward Theory, Path-Goal Theory and Constructionism Theory.

2.2.1 Contingency Theory

This study used the contingency theory developed by Fielder who based it on the thinking that leadership cannot be limited to one style of management (Otley, 1980). According to Tarter and Hoy (1998), the contingency theory maintains that leadership effectiveness relies on various variables. One therefore needs to identify a combination of personal traits, situational variables and task structure in order to regard one as an effective or ineffective leader. He further criticized the trait theory and the situational theory because both focused on one issue only and came up with the contingency theory. Fielder confirms that the theory falls into two categories: task-oriented leader (nomothetic) who emphasizes the job performance of non-governmental organizations in Kenya at the expense of human characteristics. The other is human oriented

(ideographic) this emphasizes the human elements of an organization for example welfare of individual employees. The theory therefore argues that a specific trait under a particular situation makes a particular leader effective.

According to this model the most effective leaders are those who have the best batting average in choosing the most appropriate mix between boss-centered leadership and subordinate centered leadership (Otley, 1980). Therefore, proponents suggest that various combinations of several situational elements require different leadership styles. Effective leaders must be able to identify which style to use where and when, therefore managers of Non-governmental organizations in Homa bay should identify and use the most appropriate style in various situations in order to enhance their performance of non-governmental organizations in Kenya.

Since this theory states that effective leadership depends entirely on the prevailing variables such as attendance, learners' ability and attitudes, facilities, number of staff, discipline, social and cultural factors and politics, it was used to define leadership styles and their significance on employee performance of non-governmental organizations in Kenya in non-governmental organizations. This study therefore utilized the contingency theory to show the different types of leadership styles based on personal traits and attitudes, situations at work culture, and structure of work to determine the performance of non-governmental organizations in Kenya.

2.2.2 The Path-Goal Theory

This study is also guided by the path-goal theory of leadership which was developed by Robert House in 1971 and advanced by Okumbe (1998). This theory underlines the fact that leaders can lead their followers in executing tasks through improved performance of non-governmental organizations in Kenya thus achieving the desired outcomes. The theory identifies four characteristics of a leader which includes result-oriented, purposeful, involving and supportive. However, all these rely on other factors such as the traits and behaviors of the followers. The path-goal theory maintains that effective leadership is the primary link of the relationship among the leaders' behavior, their followers, and the situational factors. In an organization or institution setting, it is clear that top management should facilitate task performance of non-governmental

organizations in Kenya to the staff. It also encourages leaders as instructional supervisors to be actively engaged in clinical supervision, which improve supervisor and subordinates' motivation and performance of non-governmental organizations in Kenya of the organization.

The path goal theory is suitable for institutions of learning since teaching plays a major role in transforming society. Non-governmental organizations are also involved in multiple programs of community sensitization and need educative structures to provide effective empowerment. It is therefore, crucial for managers to use oriented leadership behavior by setting performance of non-governmental organizations in Kenya targets and exhibit confidence that the subordinate staff would achieve high standards as they are endowed with the requisite potentials.

Since the theory highlights communication and the relationship between top level management and staff for desired achievement, it is used to explain the effect of networking in leadership on performance of non-governmental organizations in Kenya. It also shows the importance of coordination in leadership and therefore appropriate for assessing the role of networking in leadership of non-governmental organizations in this study.

2.2.3 Constructionism Theory

In this study, the constructionism theory makes leaders in corporate authority aware of the factors that influence their competency to the available leadership positions within their respective organizations to enable them work towards changing or transforming the construed reality. Change occurs when active effort is placed to alter existing reality or the status quo (Wen & Jia, 2002). By working to change these factors, a permanent solution is achieved not only for the top-level leaders but also supervisors to improve their capability to lead.

The theory states that effective leadership requires active participation and hands-on building of things collaboratively. It assumes that staff can be influenced to learn effectively by experiential learning especially in learning institutions. It therefore occurs efficiently when the learners are engaged in constructing something for others to see. The staff should not just learn by doing, but also participate reflexively and socially in the tasks assigned. Both the creation process and the

produced artifacts ought to be socially shared. According to Wen and Jia (2002), the realization of the existing construct, especially if it emerges to be unfavorable to minority formed a basis for further research as well as instill a level of consciousness that can make requisite changes to occur. These changes most likely geared towards informing the choices leaders make to vie or not to vie for leadership positions within the framework of non-governmental institutions. The study investigated how the competence of leaders is crucial for the performance of non-governmental organizations in Kenya of NGOs hence the need for the aspects of this theory.

The Constructionism theory is relevant to this study because it helped enhance the aspect of leadership competency and performance of non-governmental organizations in Kenya in organizations. Since competent leaders are expected to engage their followers in producing the desired expectations, hands-on leaders are among the most influential as highlighted by this theory.

2.2.4 Steward Theory

This theory was fronted by Donaldson and Davis (1991) to describe the behavior of organization leaders. Leaders are more of stewards entrusted with organizational resources. Stewards include management team working within an organization coordinating various organizational resources towards the attainment of set objectives. Stewards carry out their operations with diligence and honesty for the benefit of an organization. Stewardship theory indicates that management of an organization should have freedom to perform duties that optimize organizational performance of non-governmental organizations in Kenya. Similarly, people in leadership positions should have strong motivation of acting with interests of principals at heart.

According to Davis (2017), this theory is derived from the disciplines of psychology as well as sociology. This theory postulates that stewardship roles are enhanced when the firm is posting great results and this only occurs when the steward steps up to provide security and multiply the investments of the shareholders. Keeping this in mind, stewardship can be inferred to include senior level management officers in a firm that have been hired by shareholders to ensure that the organization or firm remains competitive in terms of returns on investments. This theory

therefore advocates for focusing on collective and corporate gains rather than individual targets. Donaldson and Davis (1991) therefore suggest that top managers (stewards) infuse their ambitions and align them with corporate goals consequently deriving utility and contentment with the achievement of organizational objectives.

Daily *et al*. (2003) introduces a new line of argument by stating that in as much as the top-level managers are focused on attaining organizational objectives, they prioritize profitability since this is the only way to ensure security of tenure for themselves. We can therefore conclude that results posted by the organization can accurately gauge employee commitment to the course. Fama (1980) supports this argument by stating that by top level managers prioritizing financial health of the organization, they are actually enhancing their resumes so as to strengthen their cases as better stewards. Shleifer et al (1997) goes ahead to suggest that the only reason executives approve return of investments to shareholders is so that they can stock goodwill and trust for a time when they would want to re-invest into the market again. This is the model adopted by the Japanese labor force.

The stewardship theory advocates for a leaner secretariat with the Chief Executive Officer (CEO) and Chairman positions combined so as to increase the roles played by the holder of this position and consequently cut down on agency expenditure. This, was hoped to achieve the dual task of increasing returns and looking out for the organization financiers' interests. The inclination is that the stewards manage the organizations and are satisfied with the corporate success rather than being stuck with individual success. This theory supports leadership practice variable in the objectives. This is because it is through leadership practices that they are able to influence those working under them.

2.3 Empirical Review

This part of the literature studies entails researches that were done that relate to the topic. Various scholars did studies relating to factors influencing leadership on non-governmental organizations performance in Kenya: A Case of Care for HIV/AIDS Organization. The findings are indicated in the subsequent sections.

2.3.1 Leadership Styles and Performance of non-governmental organizations in Kenya

Leadership is the process whereby one is able to influence the commitment of others by causing them to realize their full potential through the sharing of value added, integrity and passion (Ngambi, 2011). Leadership style on the other hand is the manner in which a leader manages his workload and his team involving all of their tendencies, methods and mannerisms in their day to day responsibilities as group leaders (Nugent, 2013). Leadership styles are many and diverse just like the various definitions and concepts of leadership (Samaitan, 2014).

Mitonga-Monga, Coetzee and Cilliers (2012) carried out a study in the Democratic Republic of Congo on how employee participation was influenced by perceived leadership styles. This study set out to find out the interaction and linkage between leadership style and employee participation with both aspects measured variedly. This would subsequently demonstrate the differences that might exist when subjected to varying demographical factors. The study therefore postulated that performance of non-governmental organizations in Kenya and relationship are correlated when considering the interactions between a leader and a follower and is greatly influenced by the type of leadership style adopted by the organization. Church leadership styles vary based on situations but it is given that they do affect the running of church functions one way or another.

Various styles of leadership majorly determine the outcome of an organization's desired goals, understanding, forecasting, coordination, and controlling functions in an organization. These are all vital preconditions for successful accomplishing of organizational objectives, mission, and vision (Nanjundeswaraswamy & Swamy, 2014). Fulfilled people can guarantee the survival and the development of an organization in a profoundly indeterminate environment in view of the solid impact leadership has on employees (Masa'deh, Obeidat & Tarhini, 2016). High or superior employee performance of non-governmental organizations in Kenya is therefore, related to the leadership style applied in meeting the followers' needs. This has led to numerous studies which have attempted to give an answer as to which leadership style is the most appropriate. These

efforts have brought about critical initiative speculations and suggestions as to how best leadership can bring about effective goal setting.

Alsalami, Behery and Abdullah (2014) sought to examine the subject of transformational leadership and how it impacts organizational culture and creativity. The study focused on assessing the impact of transformational leadership on the ability of the organization to come up with new initiatives and act as a pointer for organizational learning. The findings indicated that adopted leadership style affected the innovation pace of any organization. And furthermore, this only proves that questions surrounding leadership styles and quality management are very integral in an organization set up. The implementation of these vital aspects in most cases influence the pace of attainment of organizational targets. They explain that despite the obvious relationship between these concepts, they differ when viewed through implementation lenses. It is vital to note that despite the fact that these concepts vary, the impact of each upon implementation shall depend on how well the other works hence their interdependence in the organization.

Various types of leadership styles exist and are suited for different scenarios. For instance, one of the leadership styles is democratic. A democratic leadership entails centralized authority where workers have the liberty to give opinions on organizational processes (Lee, 2017). Goleman (2017) drew a link between leadership style and organizational results where democratic managers posted higher performance of non-governmental organizations in Kenya than autocratic ones. This is consistent with the contingency theory which states that; a leadership style which provides freedom to the staff attains high productivity and quality work sustained and workers continuously evaluate their contribution. They are motivated to offer more constructive suggestions so that their organization succeed as they grow with it.

Khan, Umber, Ahmad and Shan (2016) investigated the extent to which organizational commitment is affected by transactional and transformational leadership. The objective was to give prominence the subjects of transactional and transformational leadership styles as well as their effects on employee commitment in the privately-owned institutions of higher learning in

Karachi. The grasp of this concept enabled management to prioritize the type of leadership style to use in various circumstances with the net effect being increase in organizational returns. The study concluded that democracy encouraged participation where a leader consulted with subordinates on proposed activities and decision. The leader may be involved in policy formulation but does not dominate group action. The followers are encouraged to participate and no action without their convenience may take place or the decision may only be taken after consultation. Their study highlighted the participation of groups and the leader in policy-making that serves as a manual for organizational operations.

Decisions are made after consultation with various people in the organization. A Leader derives his authority and power from his followers (Khan 2016). In such an environment, the leader always consults widely to ensure that those under them buy and feel included in the decisions reached. Individuals are made to feel important and part and parcel of the organization. Individuals freely offer their special skills and talents and contribute towards the success of the organization. Leaders delegate responsibility to staff but they may have a final say in all organizational operations as they hold the most responsibility. It is important to note that democratic leaders consult with other stakeholders including junior staff, who share their insights, experiences, and knowledge on certain elements in the organization, which increases performance of non-governmental organizations in Kenya of the firm.

Khan, Asghar and Zaheer (2014) endeavored to discover how leadership styles affect corporate profitability and employee motivation. They analyzed how two different leadership styles influenced corporate profitability and employee motivation. The studied leadership styles are transactional and transformational leadership, while employee job satisfaction includes job security, compensation, promotion and fringe benefits. They found that democratic headteachers had posted the best results in government schools. In this leadership style, the leader integrates tasks and relationship orientations. A democratic leader listens to the opinions of his employees and thus workers do their work willingly, without being pushed. The study revealed that people reacted positively to policies and changes that they are involved in creating. They exhibited more self-drive to ensure successful attainment of organizational targets. It is worth noting that where

democratic leadership is exercised in an organization, high productivity and quality work is realized and sustained. Workers continuously evaluate their contribution and want to offer more constructive suggestions so that their organization grow as they grow with it.

This leadership style is transformative and is based on the premise that employees exhibit more self-drive and discipline when consulted during policy formulation and are more psyched up to work (Atta & Khan, 2015). The Contingency theory suggests that when leaders are more responsive and alive to the needs of their followers then they are transformative. They are christened as change-makers and visionary with a clear mandate to lead with the input of their followers. According to Alsalami et al. (2014), these leaders are responsive to the needs of the organization and therefore inspire their followers to be aware of the need to achieve organizational targets. The result is attainment of exceptional performance of non-governmental organizations in Kenya results.

Manipulative inspirational leadership style comprises of an ambiguous and confused structure. With this style, leaders set the goals to be attained and hardly participate in reaching them. They instead seek member support and leave the work to be done for them. A study by Uadiale (2012) sought to establish how board structure affected financial performance of non-governmental organizations in Kenya through examination of the correlation between the different aspects considered before a board is constituted and profitability of listed financial institutions. This study was done in Nigeria. The study findings highlighted a big correlation between board size and organizational profitability. Furthermore, outside directors in a board of directors significantly influences financial performance of non-governmental organizations in Kenya of corporations. In another study, Obiwuru, Akpa and Nwankere (2011) found that the style of leadership in any organization played a major role in enhancing or reducing the employee's interest and ability to commit to the organization.

Atta and Khan (2015) assessed leadership style as an influence on organizational citizenship behavior among public university lecturers. The study set out to look at leadership styles and their input in determining organizational citizenship behavior among a representation of

university lecturers. The study noted that the transformational style is more appropriate when thinking about the education sector than taking an approach like the instructional style. This is because it adopts a broad approach as it reviews every aspect of the workplace rather than focusing only on the teaching strategies. Susan (2016) investigated the influence of transformational leadership on employee performance of non-governmental organizations in Kenya using a case study of Safaricom Limited. The study intended to examine the three components of transformational leadership, that is; leaders stepping up to offer confidence to the followers, leaders being able to identify and service the needs of each follower into motivation, and leaders installing greater value on creativity as a way inspire the followers to be more involved in product-design and policy-making processes at Safaricom. The results shown demonstrated that employees valued the impact of incentivization as it directly improved their urge to attain objectives and goals set out for them by the organization.

The findings postulated that performance of non-governmental organizations in Kenya and relationship are correlated when considering the interactions between a leader and a follower and is greatly influenced by the type of leadership style adopted by the organization, leaders are involved in policy formulation but does not dominate group action. These findings support the study on influence on influence of leadership on performance of non-governmental organization.

2.3.2 Leadership Competency and Performance of non-governmental organizations in Kenya

Competent leadership indicates the presence of a particular influence relationship between two or more persons (D'Innocenzo et. al, 2016). This basic and emergent form applies to leadership which is perceived mostly in the informal character where those leading are neither elected nor appointed to any official positions in the strict sense of the term as defined by the constructionism theory. They exercise subtle roles of leadership instead by virtue of that ability to offer information, skills or material resources which are valued by the members of the community. Core competence in an organization defines strength, provides a solid base upon

which to build on as well as open up chances to get into new markets and develop new product and service packages for clients.

According to Zakaria and Taiwo (2013), leadership competence incorporates the unique knowledge possessed by leaders, expertise, skills, beliefs, values, and behavioral characteristics which enable them to make quality decisions that would create a competitive edge for an organization. Good leadership skills ensure that superior organization performance of non-governmental organizations in Kenya is achieved because they are in a position to marshal all other organizational resources optimally. According to Fubini, Price and Zollo (2016) leaders' competencies can be seen through several elements including achievement in standard inclination, anticipation and elucidation of present and future challenges, social awareness as well as the ability and probity to play a vital role in posting better results at the firm.

It often involves a practice in which employees step forward to handle consistent improvement in service delivery as well as own up to the shortcomings experienced. The list of it is communicating the vision, distributing responsibility and finding ways to achieve it. Leadership practices serve as significant determinants for improved productivity in organizations. According to Khan (2014), if exceptional results are to be attained in the organization, then those in-charge have to invoke the following five practices in their leadership: Give direction, share the vision, be innovative, empower the others, and motivate. The constructionism theory states that good leadership essentially means factoring in aspects such as the tasks at hand, the prevailing circumstances, the followers as well as the extrinsic factors as time.

Rao-Nicholson et al (2016) in their study explores the subject of organizational coping ability to different scenarios without affecting efficiency as well as employee psychological hygiene and how the type of leadership style practiced affects the emerging markets of multinational corporations. This paper sampled 105 global acquisitions to assess the relationship between these two variables. According to the findings, the staff must feel part of the standards and procedural guidelines set if they are going to own the changes in the work set up.

In order to achieve acceptance, it is advisable to consult the workers during the planning phase. The other alternative is to delegate the whole formulation process to the workers without any interference from top management. The paper notes that as managers inculcated the five leadership practices in their management the more the employees embraced the changes in their working conditions.

Factors such as the structural and administrative design of the organization, oversight aspects, and culture and job format can either improve or inhibit attainment of organizational objectives. Some of the main aspects of performance of non-governmental organizations in Kenya include establishing goals, response, training, reward and strengthening as noted in (D'Innocenzo, Mathieu & Kukenberger, 2016). Motivation on the other hand is influenced by three components: the urgency to obtain a reward, profitability prediction with respect to the effort input (expectancy) and performance of non-governmental organizations in Kenya prediction (Northouse, 2015). Consequently, when we consider the concepts and principles stated in expectancy theory, an individual's action depicts a deliberate choice after assessing an array of behavior patterns to adopt.

The behavior pattern chosen solely depends on settling for one that has favorable outcomes. Sadeghifar, Fazeli, Keramatmanesh, Tolideh and Mousavi (2016) intended to prop a link between spiritual leadership and the self-drive to perform among teachers. This paper was written with the set up in Ilam Payame Noor School in mind with regard to spiritual leadership and the job results they posted. The paper opines that the motivation to perform assigned tasks can either be derived internally (employees) or externally (environment) hence the terms intrinsic and extrinsic motivation used respectively. The best organizations, they observed, created an enabling atmosphere and formulated policies that encouraged and promoted the two types. A curious case that employs this is the Marriot Corporation. The company formulated a policy known as 'Give to Your Employees and They Will Give Back to You' back in the 1920s that has served them really well over the years (Sadeghifar, 2016).

Guillén, De Stobbeleir and Melsens (2015) while writing a study paper on the three sides of the coin that is leadership motivation sought to establish the connection between a leader's individual drive to lead and how that influences the scales and lenses through which the leader is rated by his followers when measuring his effectiveness. Nine action points were identified to improve employee motivation. They include: An incentive system that covers rewards and group bonuses, independence and confidentiality at work, introduction of support services, employee-led designing of action-plans, deliberate training of staff spearheaded by the HR Department, simplified organizational hierarchal arrangements, reduced number of chains of command, smaller working production units. Others include delegation of tasks, subdivision of tasks into whole tasks to include preparation and completion phase, communication, follow-up of feedback and interdependence between people and processes.

Mwithi (2016) investigated how competency of leaders influences the ability of parastatals in Kenya to retain their competitiveness and appeal in the market. The research established in the affirmative that all relevant competencies in leadership directly or indirectly contributed to the financial state of these parastatals. However, the magnitude of the influence was different for the specific leadership competencies. The study further revealed that self-awareness leadership competency and social skills leadership competency had an affirmative connection with the non-financial results posted by the parastatals in question while self-management leadership competency and social awareness leadership competency had a positive but insignificant relationship.

Hawi, Alkhodary and Hashem (2015) wrote a paper on managerial competencies and organizations performance of non-governmental organizations in Kenya. The main objective of this paper was to explore linkages that exist in senior-level competency and performance of non-governmental organizations in Kenya in a sample population from Jordanian airline companies. The study indicated that organizations that post great results prioritized requisite skills necessary for achieving better results during employee recruitment. This means that these firms have to keep recruiting new staff who can adapt to the needs of their organization. The study further indicated that organizations also come up with customized training and refresher programs to

enable them keep up with the dynamism in the market as well as maintain their levels if not realize higher levels. Therefore, it is vital to keep looking for advanced competitive skills. This means managers have to constantly work on improving and utilizing their competencies. This has a net effect of reducing unnecessary hiring costs, unhappy clients, and regret when it comes to unseized opportunities and the ability to carve out a market share.

Ruleejanto, Brasit, Payangan and Pahlevi (2015) wrote about the effects of leadership, competency, and work discipline on the application of total quality management and employees' performance of non-governmental organizations in Kenya for the accreditation status achievement of government hospitals in Jakarta, Indonesia. The aim of the study was to discuss and analyze the effects of the leadership, competency, and work discipline on the application of TQM and employees' performance of non-governmental organizations in Kenya for the accreditation status achievement of the government owned hospital. The results indicated that there is substantial change in competency and work discipline on both total quality management and the performance of non-governmental organizations in Kenyas of employees. This suggests that communication, inspiring and motivation of employees creates a good rapport. The study further recommends that worker need to uphold organizational values. Also, each employee is to work professionally and the organization should involve all the elements in the organization's set up in order to obtain a representative decisions and mutual benefit.

2.3.3 Leadership Networking and Performance of non-governmental organizations in Kenya

Effective leadership networking requires leaders that are dynamic and well connected. The extent to which a given organizational leader forms a web of relationship has an impact on its performance of non-governmental organizations in Kenya (Lutomia, Li, Yassine and Tong, 2017). The ties or connection between an organizations and other stakeholders is important in defining the performance of non-governmental organizations in Kenya levels to be attained by an organization. The magnitude of web relationship formed by an organization as a result of its leadership plays a key role in supporting the various key functions in the organization (Anderson

and Sun, 2015). The level of structures the leaders within an organization are able to build with other independent organizations such that the organizations depend on one another for one or the other thing plays an important role in its performance of non-governmental organizations in Kenya.

Networking and managing networks is important and helpful in dealing with policies or organizational demands that are ambitious, complex, and require many resources. Through networking, organizations are in a position to manage their transactional costs for optimal performance of non-governmental organizations in Kenya. Networks have also been found to help organizations gain resources and power which may provide a competitive edge over their competitors. According to Lutomia, Li, Yassine and Tong (2017), confidence, variety and consummate capacity are the bases to set up an efficient network framework. Networking methods used by leaders improves organizational performers as costs of operation are cut, more materials can be sourced at a cheaper cost and other cost-cutting operations can be employed. The knowledge and experiences shared can help elevate and improve the performance of non-governmental organizations in Kenya of the firm.

Anderson and Sun (2015) conducted a study on the disadvantages of transformational leadership when advocating for networking among employees. The main objective of the study was to evaluate the downside of transformational leadership when encouraging followers to network. The study observed that network structures that bear fruit have composite riches in social capital with confidence, variety and brokerage key. According to Anderson and Sun (2015), most leaders define confidence to include effectiveness and honesty and the belief that the said individual can deliver. It is the responsibility of the leaders to help their followers develop social capital through networking behavior. The study findings show that leaders are viewed to be un-transformational when their followers are cannot tap into their networks. This study further suggest that followers only take initiative when spurred on by their leaders.

Kitonga (2016) investigated the role of determining strategic direction on not-for-profit organizational performance of non-governmental organizations in Kenya in Nairobi County in

Kenya. The main objective of the study was to find out the relationship between the strategic leader's behavior of determining strategic direction and performance of non-governmental organizations in Kenya of the organization. The results showed that if NGO leaders properly articulate the organizational roadmap, there are high chances of improvement in performance of non-governmental organizations in Kenyas. This is achieved by staff work in teams that eases the work leading to increased performance of non-governmental organizations in Kenya. According to Obeidat, Tarhini and Aqqad (2016), a team is a group of people working for a common goal. NGOs often set up smaller working units to attain set objectives. Rao-Nicholson *et al*, (2016), asserts that collaboration is the lifeblood of any team. This means that collaboration is essential to both small and large units.

Lambert (2013) conducted a study titled; leadership redefined based on an evocative context for teacher leadership. The study revealed that in order to form stable groups; it was naturally easy to coalesce with people who are more like us. This criterion, however, can inhibit diversification. It was worth noting that people who succeeded seemed to completely overcome this impediment and team-up with those who are significantly different from them. An example of this is a result-oriented person seeking collaboration with people-focused person to achieve excellent results for the organization. These types of experiences were found to be significantly nonexistent in the junior supervisors (Obeidat *et al.*, 2016),

According to Northouse (2015), leaders can effectively communicate individual and team goal-expectations. On the other hand, individuals and teams can also provide feedback with regard to skill-set management, technical support and resource provision. Clear communication and feedback is therefore integral for the success of any leader (Ngui, 2014). In order for an institution to succeed, leaders must be very good communicators. If both leaders and their teams communicate perfectly, projects will be completed successfully and the organization will meet its set goals thus experiencing growth and success.

Wells and Hancock (2017) investigated the relationship between networking, mentoring, sponsoring with the aim of developing strategies to support women in sport leadership. After

observing the results, they came to the conclusion that brokerage helps build trust and diversity among groups with similar targets and goals.

Through networking, leaders can easily know the power seats. These people can also provide insider knowledge of social structures of an organization (Zehrer, Reich, Siller & Tschiderer, 2014). Ascertaining and building leadership webs help institutions assess patterns of networking and information-sharing across the organization. These also increase connections. This means breaking down barriers, connecting parts of the organization that don't talk to each other and identifying managers who are key channels. According to D'Innocenzo, Mathieu and Kukenberger, (2016), the good news is organizations don't need to go through an extensive and expensive restructure to change the key aspects of how people relate to each other.

Dubey, Gunasekaran and Ali, (2015) shows that applying the science of social networking with relatively short-touch, high-impact interventions can fundamentally change social structures. They further indicate that creation of much broader networks and a much more diverse collection of senior leaders across the organization. It's a powerful way to improve goal sharing, communication and cohesion in an organization without a massive restructure.

2.3.4 Leadership Practices / Behavior on Performance of non-governmental organizations in Kenya

According to Tandoh (2014), there is an inference that upon exhibition of a behavior that points to job-centeredness there is a consequent affirmative effect on the results posted by employees. This means that most executives are only concerned about improving performance of non-governmental organizations in Kenya with their sole reason for psyching up employees being to enhance productivity at work. However, it is also not lost on scholars that little to no employee styled leadership is employed and this affects the organization negatively. This preempts the feeling that a more autocratic approach is used internally with regard to the rules that the management enforces.

Ali, Elmi and Mohamed (2013) investigated the effect of leadership behaviors on performance of non-governmental organizations in Kenya. The main purpose of the study was to investigate the relationship between leadership behavior and employee performance of non-governmental organizations in Kenya in Mogadishu. The basis of the findings, the researchers made the following conclusions. Companies have to give direction as far as organizational behavior is concerned as this will enhance the performance of non-governmental organizations in Kenya of employees. Organization should provide an appraisal guideline to their employees that is derived from their internal reward and promotion system. The study further indicated that organizations should take into consideration other factors other than wherewithal when gauging and determining employee performance of non-governmental organizations in Kenya.

Culture is the critical issue in managing health and safety within organizations and shows that in the process of transforming the organizations safety culture, there is a significant relationship between leadership behavior and the safety culture in the workplace (Wong & Laschinger, 2013). Skeepers and Mbohwa (2015) conducted a study on the leadership behavior, safety leadership and safety performance of non-governmental organizations in Kenya. The main aim of the study was to focus on the variables that influence leadership competencies as regards strategically improving the safety performance of non-governmental organizations in Kenya. The study indicated that the influence which leadership has in setting the tone and culture within the organization directly impacts the behavior of employees in their contribution towards safe working practices. Leaders are encouraged to think of ways of ensuring job security by adequately addressing the issue of job design, involving the input of employees, effectively communicating the vision and committing to come-up with a democratic work-place. This commitment must be shown by the top managers. Organizational culture is a complex combination of factors and has a strong influence over the ability to enact change in organizations (Muenjohn & Armstrong, 2015).

Ejere and Abasilim (2013) state that improving any leadership behavior would have a positive impact on performance of non-governmental organizations in Kenya, but some changes have more impact than others. Clarke (2013) identified the nine behaviors that, if improved, would

have the greatest impact on performance of non-governmental organizations in Kenya. They include: inspire and motivate others, driving for results, strategic perspective, and collaboration, walk the talk, trust, develop and support others, building relationships and courage.

Leaders that exhibit a lot of passion and verve are most effective at spurring on others. Their energy is infectious to the rest of the team even as they inspire everyone towards completing difficult tasks (Bedarkar & Pandita, 2014). Most leaders mistakenly shift their energy to task completion as spelt out in their contracts rather than inspiring the whole team. Inspiration injects a new dosage of impetus that enables employees to not only do an adequate job but also to reach out to conserved creativity and energy that can make all the difference for an organization. The point is every leader needs to find ways to inspire their employees to higher performance of non-governmental organizations in Kenya (Bamford, Wong & Laschinger, 2013).

The drive for results is a critical behavior to success. However, some organizations are all push (drive for results) and no pull (inspiration), which ultimately reduces motivation. Conversely, all pull and no push does not work well either (Masa'deh, Obeidat & Tarhini 2016). A healthy balance between the two behaviors is necessary. Leaders who are effective at driving for results are skillful at getting people to stay focused on and stretch for the highest priority goals. They establish high standards of excellence for the work group. Leaders that do this well are not afraid to ask their employees for a higher level of performance of non-governmental organizations in Kenya and continually remind them of their progress relative to the goal (Shields, Brown, Kaine, Dolle-Samuel, North-Samardzic, McLean & Plimmer, 2015).

While the first two behaviors focus on getting activity to occur, the third behavior focuses on the direction of that activity. Leaders who provide their team with a definite sense of direction and purpose tend to have more satisfied and committed employees (Agnew & Flin, 2014). These leaders paint a clear perspective between the overall picture and the details of day-to-day activities. The most successful leaders are constantly reinforcing where the organization is heading and the key steps that lead to success. Employees need to see how their hard work

makes a difference, and how it helps get the organization closer to achieving success (Arham, 2014).

Possibly one of the most common challenges in today's organizations is the lack of collaboration between groups within an organization (Kissi, Dainty & Tuuli, 2013). One team is competing for the resources or recognition against other teams. Information is not shared, customers are not well-served, and work frequently gets stalled. This conflict and lack of synergy frustrates and discourages employees. Leaders who promote a high level of cooperation between their work group and other groups create a positive and productive atmosphere in the organization. When leaders demonstrate that they can achieve objectives that require a high level of intergroup cooperation, synergy is created and every employee enjoys the work experience (Wallo, Ellström & Kock, 2013).

A key behavior in creating a satisfied and committed workforce is the very basic and fundamental skill of being honest and acting with integrity. Leaders need to be role models and set a good example for their work group (Higgs & Dulewicz, 2016). Leaders create cynicism and lose trust when they say one thing and do another, such as telling employees that the budget is tight and to curb all expenditures, but then proceed to stay in 5-star hotels and eat in expensive restaurants. According to Singh, Winkel & Selvarajan, (2013) every leader needs to look at their behavior critically and ask the question, "Am I walking my talk?"

Trust can be built or destroyed over time and is built in different ways. Leaders can engender trust by becoming aware of the concerns, aspirations, and circumstances of others (Trivellas & Drimoussis, 2013). The reality is that we tend to trust our friends more than our enemies. Trust can also be built through knowledge and expertise. People trust leaders with deep expertise and knowledge because they project confidence in their ability to make informed decisions. We further build trust with others through consistency (Chughtai, Byrne & Flood, 2015). When leaders are consistent and predictable, others acquire confidence and trust in them. Finally, trust can be built from a leader's rock-solid honesty and integrity. When direct reports know that they

would never be told anything that is not 100 percent accurate and factual, they trust that leader. Consistency is the key to building this kind of trust (Liu, Kwan, Fu & Mao, 2013).

When leaders work with employees and push them to develop new skills and abilities, they are building higher levels of employee satisfaction and commitment. Employees who develop new skills become higher performers and more promotable (Brown, 2014). Effective leaders are thrilled by the success of others. Leaders can promote greater employee development by creating a learning environment in which people are encouraged to learn from mistakes, take the time to analyze their successes, and understand what went well (Mulki, Caemmerer & Heggde, 2015).

Leaders who stay in touch with issues and concerns of individuals in the work group have employees with higher levels of employee satisfaction and commitment. In the study, these leaders were perceived as being able to balance getting results with a concern for other's needs (Metcalf & Benn, 2013). That does not mean that they are not focused on achieving results. Rather they balance individual needs against organizational deadlines and demonstrate that they value the individual. They create strong positive relationships with team members.

The leaders with the highest levels of employee satisfaction and commitment are courageous. They do not shy away from conflicts. They deal with issues head on, and when they see the first signs of problems within their teams, they addressed it directly and candidly (Punjaisri, Evanschitzky & Rudd, 2013). Some leaders assume that conflicts would work themselves out and the problems would simply disappear. They only fool themselves with this kind of thinking. It takes courage to address issues, resolve conflicts, and insist that everyone is accountable.

2.3.5 Performance of non-governmental organizations in Kenya

Non-government organizational have majorly focused on improvement of the residents in Kenya, residents have been catered for and enlightened about HIV/ Aids and provisions of ARVs have also been provided. Government in developing countries recognize that the magnitude of the country's requirements for drug distribution and HIV awareness need collective effort from different players including the government itself, Non-Governmental organizations and the

private sector. It is emphasized that income is a strong determinant of the quality of drug distribution in any a society. Inadequate drug supply for low income earners is determined by their inability to purchase quality drugs.

Organizational Performance of non-governmental organizations in Kenya can be defined as an organization's ability to gain and diligently put to use its limited resources and valuables in order to achieve its goals (Griffins, 2006). It involves all the possible results that are produced within an organization compared to the general intended goal. The topic of performance of non-governmental organizations in Kenya and effectiveness within the NGO sector has been sly and ideally not been thoroughly examined over the years. However, the concept of effectiveness in NGOs as a measure of their respective performance of non-governmental organizations in Kenya in this sector has generated a considerable scholarly attention for some time. In his scholarly works, Wadongo (2011) observes that there exists minimal consensus on how to define and 4 measure what exactly comprises performance of non-governmental organizations in Kenya in NGOs. Presumably, NGO performance of non-governmental organizations in Kenya implies the output of the organization's activities and or programs. Recently, the NGO world has witnessed the enormous use of the balanced score card (BSC) as a common measure of performance of non-governmental organizations in Kenya that tracks and measures this performance of non-governmental organizations in Kenya in multiple dimensions.

However, there are a number of factors that influence NGOs' performance of non-governmental organizations in Kenya such as organization culture which they must reshape for operational efficiency and effective performance of non-governmental organizations in Kenya (Reiman & Oedewald, 2002). Limited technical capacities and relatively small resource bases may characterize some NGOs. NGOs sometimes may have limited strategic perspectives and weak linkages with other actors in development. NGOs may have limited managerial and organizational capacities. In some countries, the relationship between NGOs and government may involve political, legal, ideological, and administrative constraints. Because of their voluntary nature, there may be questions regarding the legitimacy, accountability, and credibility of NGOs and their claims as to mandate and constituencies represented. Questions sometimes

arise concerning the motivations and objectives of NGOs, and the degree of accountability NGOs accept for the ultimate impact of policies and positions they advocate. Clear hostility from many non-democratic regimes has been part of 5 more general opposition to any initiatives to support organizations beyond the control of the state.

2.4 Conceptual Framework

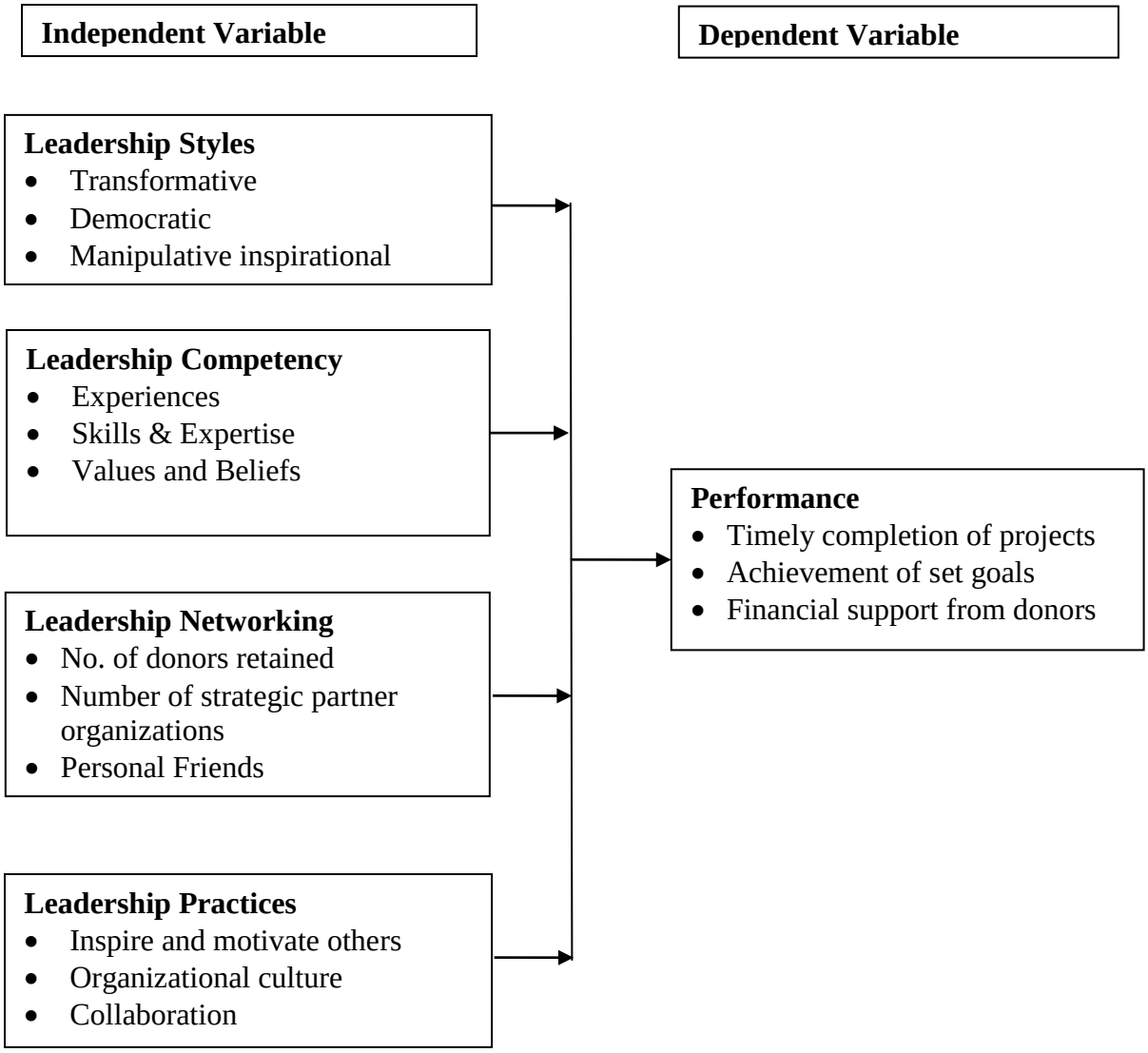


Figure 2.1: Conceptual Framework

Source: Author (2018)

2.5 Research Gaps

Several studies have been done to investigate the concepts of leadership and performance of non-governmental organizations in Kenya in organizations in various levels. Due to differences in opinions, organizations only adapt what really works for them. Below is a table that illustrates the research studies done and the research gaps that this study sought to bridge:

Table 2.2: Research Gaps

AUTHOR	TITLE	FINDINGS	RESEARCH GAP	CLOSING THE GAP
Khan, Asghar and Zaheer (2014)	Influence of leadership styles on employee job satisfaction	Transformational leadership has a more significant impact on job satisfaction and firm performance of non-governmental organizations in Kenya compared to transactional leadership.	The study was conducted in a profit-making firm therefore rendering its findings un-applicable to the NGO sector.	This study focuses on the NGO Sector.
Celestine (2015)	Effects of leadership styles on employee performance of non-governmental organizations in Kenya. Bank of Africa Limited.	Transformational leadership is the most exhibited leadership style in the banking industry.	The study measures organizational performance of non-governmental organizations in Kenya only in financial terms.	This study uses 5 variables. The focus is on non-financial measures of organizational performance of non-governmental organizations in Kenya.
Khan, Umber, Ahmad and Shan (2016)	Impact of transactional and transformational leadership styles on organizational commitment.	Transformational and transactional leadership styles have a positive direct relationship with organizational	Small sample size 30 which represented a very small constituency of respondents thus	This study captures a bigger population size of 108 drawn from all levels

		commitment.	missing out on the bigger picture.	of management.
Kitonga (2016)	The role of determining strategic direction on not-for-profit organizational performance of non-governmental organizations in Kenya in Nairobi County, Kenya.	Not-for-profit organizational performance of non-governmental organizations in Kenya's increase as determining direction increases hence a positive correlation between strategic planning and firm performance of non-governmental organizations in Kenya.	The findings are limited to firms operating in urban and cosmopolitan settings like Nairobi.	This study focuses on areas covered by CFA which have both urban and rural settings hence increasing inclusivity.
Masa'deh, Obeidat and Tarhini (2016)	Associations among transformational transactional leadership, knowledge sharing, job performance of non-governmental organizations in Kenya and firm performance of non-governmental organizations in Kenya; a structural equation modelling approach.	Transactional leadership impacted knowledge sharing while transformational leadership did not.	The knowledge sharing approaches advocated for are more theoretical than practical due to cultural differences and contexts.	This study proposes an approach that focuses more on managerial findings that are implementable.
Susan (2016)	Influence of transformational leadership on	Transformational leadership is important as leaders	This study restricts itself to researching on	This study explores four different

	employee performance of non-governmental organizations in Kenya. Safaricom Limited.	are relied upon to generate commitment from their followers.	transformational leadership style only.	leadership styles.
Yassir Muhammad, Qureshi, Rasli and Ullah (2016)	Authentic leadership development process.	Transformational leadership uses very little power to enhance organizational performance of non-governmental organizations in Kenya.	There is limited empirical research material in the Non-Governmental Organizations Sector.	This study uses variables to explore leadership and performance of non-governmental organizations in Kenya in the NGO Sector.

Source: Author and Literature Review (2018)

2.6. Summary of Literature Review

This chapter reviewed the literature done on this study with the initial section exploring all the relevant theories; the contingency theory, the path-goal theory, constructionism theory, and the steward theory.

The chapter then looks at the conceptual framework and discusses both the independent and dependent variables. The independent variables are identified as leadership style, leadership competency, leadership networking and leadership practices. The dependent variable is identified as performance with indicators that include timely completion of projects, consistent financial support from donors and improvement of client living standards.

Finally, researcher identified the research gaps that the study sought to fill.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter represents the research design, the population of the study and the techniques that were used to collect data, the data collection methods, analysis and presentation of the collected data.

3.2 Research Design

Research design is a structure by which a researcher carries out his study, giving a systematic order and direction to the design (Mugenda and Mugenda, 2012). This study used a descriptive survey design which determines and reports the way things are according to Mugenda and Mugenda (2012). Descriptive research design is used when data is collected to describe persons, organizations settings or phenomena. This design is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals. Research design is a guideline of how one goes about answering the research questions that clearly defines purpose and has consistency between the research questions and the proposed research method. Silverman (2016) defines research design as the scheme, outline or plan that is used to generate answers to the research problem, which would be useful in this study in assessing the influence of leadership on performance of non-governmental organizations in Kenya at Care for HIV/AIDS Organization.

3.3 Population of the Study

Population refers to the entire group of people or things of interest that the researcher wishes to investigate. Liu and Yin (2013) define population as an entire group of individual or objects having common observable characteristics. The population for this study comprised of all the 120 employees at Care for HIV/AIDS Organization. The findings are shown in Table 3.1.

Table 3.1: Population of the Study

Variable	Frequency
Top Management	10
Middle Management	31
Lower Management	67

3.3.1 Sampling Frame

The sampling frame of the study was comprised of top, middle and lower management. Since the population of this study was small and easily accessible in three offices of Kiambu, Kisumu and Mombasa all members of the organization were included, census was adopted. According to Yin (2013), a census refers to a procedure undertaken to acquire and record a desired set of information regarding a population. The features of a census include simultaneity and defined periodicity. This study employed the use of census survey as a means of collecting data because this procedure guaranteed that all the 120 employees participated in the study. This therefore provided more representative responses from all levels of management hence improving the accuracy of the findings.

3.4 Data Collection Procedure

The study collected primary data through a structured questionnaire. Lee and Kothari (2004) define primary data as one collected a fresh for the first time specifically for the study at hand. Primary data presented the actual information that was collected for the purpose of this study. The study used semi-structured questionnaires containing both open and closed ended questions. Closed ended questions were used for the purpose of standardizing responses while open ended questions were used to solicit further information which may not have been captured by the closed ended questions in the instrument.

The collection of data was done through the questionnaires. This allowed a large number of respondents to respond to the questions concurrently hence saving time unlike other methods (Panneerselvam, 2014). The researcher distributed the questionnaires to the respondents in all the regions that CFA operates in. The researcher then gave the respondents a time frame of two weeks to fill up and return the questionnaires. The respondents were therefore given sufficient

time to fill the questionnaires without interfering with their working hours. This timeframe was also ideal for the researcher to collect the filled-up questionnaires from all the 3 regions that CFA operates in.

3.5 Research Instruments, Validity and Reliability

3.5.1 Research Instruments

The researcher formulated a questionnaire containing both structured and semi-structured questions. The first part of the questionnaire included questions on gender, level of education, management level and duration of time served in the organization to give a bit of background for the respondents. The second part of the questionnaire contained the 5 variables used in the study. The independent variables included leadership style, leadership competency, leadership networking and leadership practices. The dependent variable was Performance of non-governmental organizations in Kenya.

The model of questionnaire designed was a modified multi-factored leadership questionnaire as stated by Lau, Avolio and Brass (1995). The scale used for each variable explored was the Likert Scale of range 1 to 5. This scale was used to measure the extent to which the respondents agreed with the statements. The qualitative part of the questionnaire was included to capture the perceptions and sentiments of the respondents that might have not been captured in the structured statements that are limited to the Likert Scale measurement.

3.5.2 Validity

According to Lau *et al.* (2010), validity is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study. It is the degree to which a test measures what it is intended to measure; a test is valid for a particular purpose and for a particular group. According to Yin (2003) validity is the degree by which the sample of test items represents the content the test is designed to measure. Content validity which was employed by this study as a measure of the degree to which data collected using a particular

instrument represents a specific domain or content of a particular concept. Lau et al. (2010) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field. For the purpose of this study, the researcher sought the opinion of the supervisors to assess the validity of the research instruments.

3.5.3 Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. The researcher used the test- retest method to establish the reliability of the instruments. A test-retest involves administering the same instruments twice to the same group of subjects, but with a time lapse in between. In this case, a two weeks' time difference was preferred. The researcher made a comparison between responses or results obtained in the test-retest questionnaires. Cronbach's alpha was then produced using a scale test with a comparison of the conventional 0.7 used as the cut-off point. A Cronbach's Alpha higher than 0.7 showed that there was a higher internal consistency.

3.6 Data Analysis and Presentation

Data analysis involves working with data, organizing it, breaking it into manageable units, synthesizing it, discovering what is important and what is to be learned and, deciding what would be reported. The quantitative data that was obtained from the research was coded and keyed into the Statistical Package for Social Sciences (SPSS Version 23.0) analysis software. The study used mean, standard deviation, frequency distribution and percentages in analyzing the data to reach an understanding. The study analyzed the frequencies and percentages of the respondents on each objective of the study. To facilitate this, graphs and charts are used for easy understanding and describing the data.

Inferential statistics using regression analysis was also carried out to establish the nature of the relationship that exists between variables. A multiple regression equation for predicting performance of non-governmental organizations in Kenya of NGOs is expressed as follows:

$Y = \beta 0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + €.$

Where:

Y= Performance of non-governmental organizations in Kenya

B_0 – Constant (coefficient of intercept)

B_1, B2, B3, B4 = Beta Coefficients

X_1= Leadership Style

X_2= Leadership Competency

X_3= Leadership Networking

X_4= Leadership Behavior

€= Error Term

3.7 Ethical Consideration

Ethical considerations are norms and standards of behavior that guide moral choice about our behavior and our relationship with others. The goal of ethics in research is to ensure no one is harmed or suffers adverse effects from research activities. The researcher observed all the ethical provisions while undertaking the survey. The researcher sought permission from the management of Care for HIV/AIDS Organization before commencing on data collection, and also carried an introduction letter from the university confirming that the data to be collected would be used for academic purposes only. The researcher also applied for a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) to allow for collection of data.

All the respondents' identities were held in confidence where names and personal information were not shared with anybody. The researcher assured the respondents that the collected information would be used for academic purposes only and participation in the study would be on voluntary basis. The study cited and referenced all materials collected in the American Psychology Association (APA) referencing style to avoid plagiarism.

3.8 Summary

This chapter presented research design used on the study, population, data collection procedures, data analysis and ethical considerations. The next chapter discusses the research findings and discussions.

CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the research findings and discussion of the study set out in the research methodology. The study findings present the influence of leadership on performance of non-governmental organizations in Kenya of non-governmental organizations in Kenya, a case of CARE for AIDS. The data was gathered by use of structured questionnaires. The collected data was coded into SPSS Version 23.0 for analysis and interpretations.

4.1.1 Response Rate

The researcher distributed 120 questionnaires to respondents, 108 questionnaires were dully filled and returned to researcher. This gave a response rate of 90% an indication that the findings were sufficient to carry the study. This agrees with Mugenda and Mugenda (2013) who indicated that when generalizing the findings of a study, the response rate of at least 50% is sufficient for the study. Therefore, this study met the required minimum threshold. The findings are indicated in Table 4.1.

Table 4.1: Response Rate

Variable	Frequency	Percent
Response	108	90
Non- Response	12	10
Total	**120**	**100**

Source: Survey Data (2018)

4.1.2 Reliability Analysis

A pilot test was carried out to determine the reliability of the questionnaires. Reliability analysis was one by use of Cronbach's Alpha which measured the consistency on scale measures on variables. Gliem and Gliem (2003) established the Alpha value threshold at 0.7 is an indication

that the questionnaires were reliable in conducting the study. The findings are indicated in Table 4.2.

Table 4.2: Reliability Analysis

Variable	Frequency	Cronbach's Alpha
Leadership Styles	5	0.802
Leadership Competency	5	0.823
Leadership networking	4	0.811
Leadership practices	5	0.795

Source: Survey Data (2018)

Table 4.2 shows that leadership styles had a Cronbach's Alpha of 0.802, leadership competency had a Cronbach's alpha of 0.823, leadership networking had a Cronbach's alpha of 0.811 and leadership practices had a Cronbach's alpha of 0.795. This indicates that the questionnaires were efficient in collection of data.

4.2 Demographic Information

The study sought to enquire the respondents' demographic information regarding their; gender, highest level of education, position held in the institution and their length of service in the organization so as to establish their appropriateness in participating in the research. The results are as follows.

4.2.1 Gender

The researcher sought to establish the gender distribution of the respondents. The findings are presented in Figure 4.1.

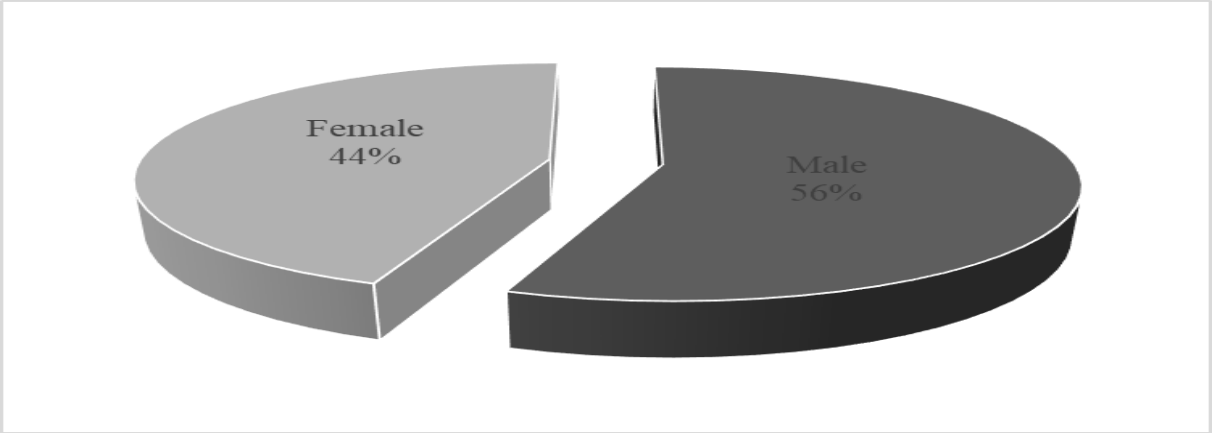


Figure 4.1: Gender **Source: Survey Data (2018)**

As indicated in Figure 4.1 above, the majority 56% of the respondents were male and 44% were females. This makes it evident that the gender disparity is minimal and therefore we can presuppose that there is fair and almost equal representation of the genders.

4.2.2 Highest Level of Education.

Figure 4.2 represents the distribution of level of education among employees in the organization.

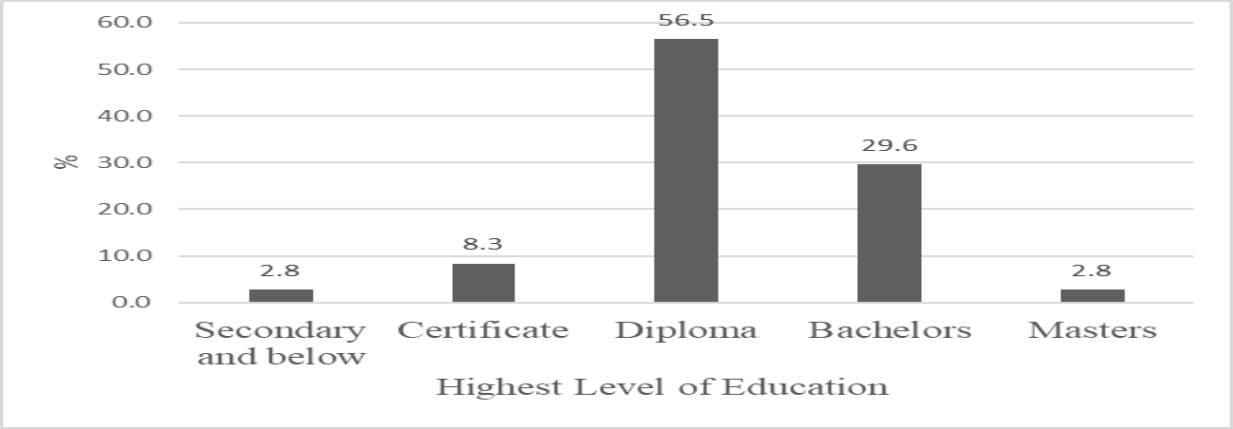


Figure 4.2: Highest Level of Education **Source: Survey Data (2018)**

Figure 4.2 indicates that majority 56.5% of the respondents' highest level of education was diploma, 29.6% had bachelor degree, 8.3% had certificate and 2.8% of the respondents' highest level of education was masters and secondary and below. This indicates that majority of the

respondents' highest level of education was diploma and above. These results imply that generally most of the employees were in a position to competently give a fair assessment of various aspects of leadership practiced in the organization across the board.

4.2.3 Position

The study required the respondents to indicate their positions in the organization. The results are shown in Figure 4.3.

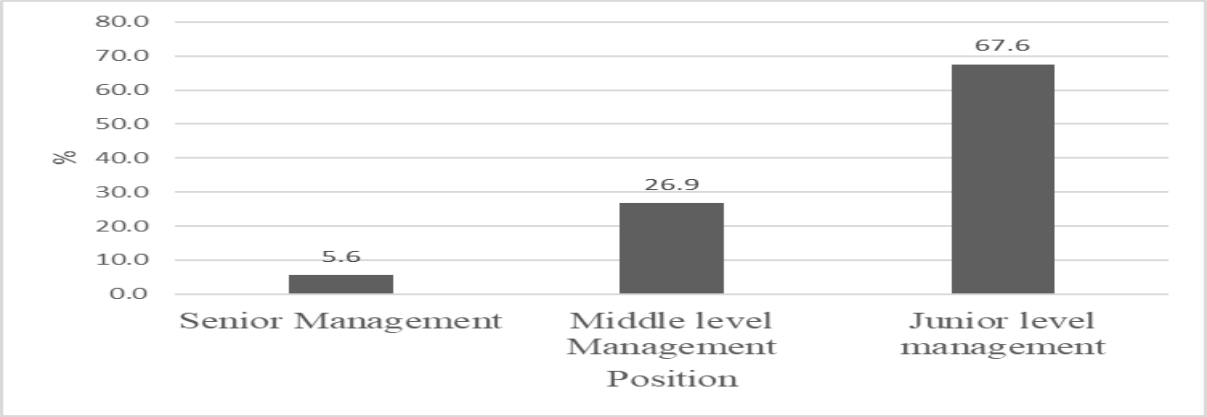


Figure 4.3: Position **Source: Survey Data (2018)**

As indicated findings in Figure 4.3, majority 67.6% of the respondents were junior level management, 26.9% were middle level management and 5.6% were senior management level. The findings show that the study covered the entire management level, therefore, reliable information was collected on performance of non-governmental organizations in Kenya of non-governmental organization (CFA), an indication that reliable data was collected from all departments.

4.2.4 Length of Service at Care for AIDS (CFA).

The study sought to determine how long the respondents had worked at Care for AIDS (CFA). The results are presented in Figure 4.4.

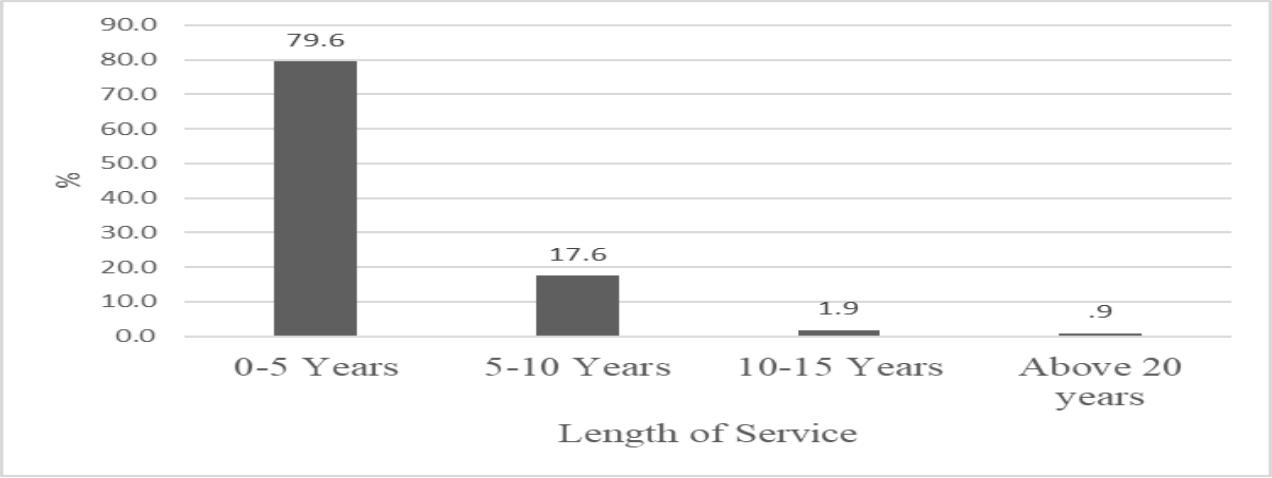


Figure 4.4: Length of Service at Care for AIDS (CFA) **Source: Survey Data (2018)**

Figure 4.4 shows that majority 79.6% of the respondents' length of service was 0-5 years, 17.6% was 5-10 years, 1.9% was 10-15 years and 0.9% of the respondents' length of service was above 20 years. This implies that most of the employees had been in the organization long enough to fairly participate in this study.

4.2.5 Respondents' Department

The study sought to determine respondents' department. The findings are as indicated in Table 4.3.

Table 4.3: Respondents' Department

Department	Frequency	Percent
Management	6	5.56
Human Resource	2	1.85
Finance	3	2.78
Social Workers	75	69.44
Empowerment	3	2.78
Monitoring and Evaluation	2	1.85
Strategic Development (New Initiative)	0	0
Regional Coordinator	2	1.85
Others	15	13.89
Total	**108**	**100**

Source: Survey Data (2018)

Table 4.3 indicates that majority 69.44% of the respondents are from social worker department,13.89% were respondents from other department not recognized in the current study, 5.56% were respondents from management department, 2.78% respondents were from finance and empowerment departments and 1.85% of the respondents were from; human resource, monitoring evaluation and regional coordinator departments. This indicates that information was sought from all the departments hence reliable data was sought.

4.3 Descriptive Statistics

The researcher carried out descriptive statistics to establish respondents' rate of agreement on each objective. The findings are indicated in subsequent sections below.

4.3.1 Leadership Styles

The study sought to find how leadership styles influenced performance of non-governmental organizations in Kenya of non-governmental organizations in Kenya. Several statements on how leadership styles influenced performance of non-governmental organizations in Kenya of non-governmental organizations in Kenya**,** were carefully identified by the researcher. Respondents were then requested to indicate the extent of their agreements on each statement. A Likert scale of 1-5 where; 1= Not at all, 2 = little extent, 3 = Moderate extent, 4 = Large extent and 5 = Very large extent was used. From the response, descriptive measure of dispersions was used for ease of interpretation. The result is shown in Table 4.4.

Table 4.4: Leadership Styles

	Mean	**Std. Dev**
Our managers accept knowledge and ideas contributed by other staff in the organization	3.82	0.851
Our leaders provide opinion on issue in the organization only when asked	2.44	1.27
Our leaders take charge on situations in the organization as they arise	4.03	0.966
Manager always have the final say on decision on the organization	3.63	1.36
Our managers tell employs what to do and how to do it	3.42	1.17
Leaders share their leadership powers with subordinate.	3.75	1.13
Aggregate Score	**3.75**	**1.12**

Source: Survey Data (2018)

The findings in Table 4.4 indicates that Care for AIDS (CFA) leaders took charge on situations in the organization as they arose as indicated by a mean of 4.03 with standard deviation of 0.966. The study established that managers had the final say on decision implemented in the organization as supported by a mean of 3.63 with standard deviation of 1.36. In summary, managers at CFA made the final decision in strategy implementation. This agrees with Khan (2016) who stated that leaders derived their authority and power from his followers. Leaders delegated responsibility to staff but had a final say in all organizational operations as they hold the most responsibility. Democratic leaders consulted with other stakeholders including junior staff, who shared their insights, experiences, and knowledge on certain elements in the organization, which increased performance of non-governmental organizations in Kenya of the firm.

Leaders in CFA shared their leadership's styles with subordinates as indicated by a mean of 3.75 with standard deviation of 1.13. This agrees with Mitonga-Monga, Coetzee and Cilliers (2012) who postulated that performance of non-governmental organizations in Kenya and relationship were correlated when considering the interactions between a leader and a follower and was greatly influenced by the type of leadership style adopted by the organization.

CFA managers accepted knowledge and ideas contributed by staffs in the organization as indicated by a mean of 3.82 with standard deviation of 0.851. Therefore, managers learnt from the subordinate staff. This agrees with Lee (2017) who stated that a democratic leadership entailed centralized authority where workers had the liberty to give opinions on organizational processes.

The study further established disagreement that CFA leaders provided opinion on issues only when asked by a mean of 2.34 with standard deviation of 1.24. Respondents indicated their agreement that CFA leaders told employees what to do and how to do it as supported by a mean of 3.42 with standard deviation of 1.17. This agrees with a study by Lee (2017) who stated that a democratic leadership entailed centralized authority where workers had the liberty to give opinions on organizational processes. Similarly, Khan, Asghar and Zaheer (2014) indicated that

a democratic leader listened to the opinions of his employees and thus workers did their work willingly, without being pushed.

Leadership styles had an aggregate of 3.75 with standard deviation of 1.12. This means that most of the respondents agreed that leadership styles influenced performance of non-governmental organizations in Kenya of non-governmental organizations. This is in similar to a study by Ngambi (2011) who indicated that leadership is the process whereby one is able to influence the commitment of others by causing them to realize their full potential through the sharing of value added, integrity and passion Similarly, Nugent (2013) stated that leadership style on the other hand is the manner in which a leader manages his workload and his team involving all of their tendencies, methods and mannerisms in their day to day responsibilities as group leaders.

4.3.2 Leadership Competency

The study sought to establish how leadership competency influence performance of non-governmental organizations in Kenya of non-governmental organizations in Kenya. Statements on how leadership competency influenced performance of non-governmental organizations in Kenya of non-governmental organizations in Kenya were identified by the researcher. Respondents were then requested to indicate the extent of their agreements on each statement on a scale of 1-5 where; 1= not at all, 2 = little extent, 3 = moderate extent, 4 = large extent and 5 = very large extent was used. The findings are as indicated in the Table 4.5.

Table 4.5: Leadership Competency

	Mean	**Std. Dev**
Our managers have adequate management experience in issues concerning our operations	4.13	.814
Our managers possess the right academic qualifications to deliver on the mission of our organization	3.89	1.00
Our leaders' beliefs are in line with the vision of our organization	4.44	.857
Our leaders value the core values of our organization	4.41	.928
Our leaders have ability to solve social problems among staff	4.08	.928
Aggregate Score	**4.19**	**.905**

Source: Survey Data

Table 4.5 indicates that respondents agreed to a great extent that their leaders valued the core values of CFA organization as indicated by a mean of 4.41 with standard deviation of 0.928. CFA leaders' beliefs were in line with the visions of their organization as supported by a mean of 4.44 with standard deviation of 0.857. Therefore, the managers' beliefs and core values were similar to the vision of CFA. This agrees to a study by Zakaria and Taiwo (2013), who established that leadership competence incorporated unique knowledge possessed by leaders, expertise, skills, beliefs, values, and behavioral characteristics which enhanced quality decisions that created a competitive edge for an organization.

Managers had adequate management experience on issues concerning CFA operations as supported by a mean of 4.13 with standard deviation of 0.814. This is similar to a study by Mwithi (2016) who revealed that self-management leadership competency and social awareness leadership competency had a positive but insignificant relationship. Similarly, a study by Ruleejanto *et al*, (2015) established that leadership competency influenced work discipline on the application of total quality leadership management and employees' performance of non-governmental organizations in Kenya for the accreditation status achievement.

The study further established that CFA leaders had the ability to solve social problems among staff as shown by a mean of 4.08 with standard deviation of 0.928. Fubini, Price and Zollo (2016) indicated that leaders' competencies were seen through several elements including achievement in standard inclination, anticipation and elucidation of present and future challenges, social awareness as well as the ability to play a vital role in posting better results at the firm.

The study shows that CFA managers possessed right academic qualifications to deliver on the mission of their organization by a mean of 3.89 with standard deviation of 1.00. This agrees with Ruleejanto, Brasit, Payangan and Pahlevi (2015) who indicated that employees had a high level of integrity, honesty and wisdom in action. Each employee worked professionally and the organization involved all the elements in the organization's set up in order to obtain a representative decisions and mutual benefit.

Leadership networking had aggregate mean of 4.19 with standard deviation of 0.905 an indication that respondents agreed that leadership competency significantly influenced performance of non-governmental organizations in Kenya of the non-governments organization. This agrees with Zakaria and Taiwo (2013) who indicated that leadership competence incorporates the unique knowledge possessed by leaders, expertise, skills, beliefs, values, and behavioral characteristics which enable them to make quality decisions that would create a competitive edge for an organization. Core competence in an organization defines strength, provides a solid base upon which to build on as well as open up chances to get into new markets and develop new product and service packages for clients (Yasir, 2016).

4.3.3 Leadership Networking

The study sought to establish the influence of leadership networking on performance of non-governmental organizations in Kenya of non-governmental organizations in Kenya. Leadership networking influenced performance of non-governmental organizations in Kenya of non-governmental organizations in Kenya. Respondents were requested to indicate the extent of their agreements on each statement on a scale of 1-5 where; 1= not at all, 2 = little extent, 3 = moderate extent, 4 = large extent and 5 = very large extent was used. The results are as shown in Table 4.6.

Table 4.6: Leadership Networking

	Mean	Std. Dev
Our organization has entered into strategic partnership with other organizations	3.41	1.29
Our organizations have good relationship with donors	4.70	.584
Our organization adheres to the provisions by our donors	4.57	.775
Our managers have established a wide linkage with other organizations internationally	3.54	1.28
Our managers use their personal friends to improve organizational performance of non-governmental organizations in Kenya.	3.86	1.12
Aggregate Score	**4.01**	**1.01**

Source: Survey Data (2018)

According to Table 4.6, the study establishes that CFA had good relationship with donors as supported by mean of 4.70 with standard deviation of 0.584. Respondents agreed that their

organization adhered to the provisions by donors as indicated by a mean of 4.57 with standard deviation of 0.775. Therefore, effective leadership networking required leaders that were more dynamic and this dynamism was fully utilized by creating, managing, and exploiting their networks. Lutomia, Li, Yassine and Tong (2017) established the extent to which a given organizational leaders formed a web of relationship had an impact on its performance of non-governmental organizations in Kenya. Similarly, Anderson and Sun (2015) indicated that the magnitude of web relationship formed by an organization as a result of its leadership played a key role in supporting the various key functions in the organization.

Respondents indicated that their managers used their personal friends to improve organizational performance of non-governmental organizations in Kenya as supported by a mean of 3.86 with standard deviation of 1.12. CFA managers had established a wide linkage with other organizations internationally as indicated by a mean of 3.54 with standard deviation of 1.28. This show that managers had created a wide connection with their friend and other organizations. This agrees with Lambert (2013) who stated that it was naturally easy to trust those who were similar to us because of similar experiences and knowledge.

The study further established that CFA organization had entered into strategic partnership with other organization by a mean of 3.41 with standard deviation of 1.29. According to Anderson et al, (2015) who indicated that the magnitude of web relationship formed by an organization as a result of its leadership played a key role in supporting the various key functions in the organization. The level of structures the leaders within an organization were able to build with other independent organizations, such that the organizations depend on one another for one or the other thing played an important role in its performance of non-governmental organizations in Kenya. Networking and managing networks were important and helpful in dealing with policies or organizational demands that were ambitious, complex, and required many resources.

Leadership networking had an aggregate mean of 4.01 with standard deviation of 1.01 an indication that respondents agreed that leadership networking significantly influenced performance of non-governmental organizations in Kenya of non-governmental organizations. Networking and managing networks are important and helpful in dealing with policies or organizational demands that are ambitious, complex, and require many resources. This in

agreement with Lutomia, Li, Yassine and Tong (2017), confidence, variety and consummate capacity are the bases to set up an efficient network framework. Networking methods used by leaders improves organizational performers as costs of operation are cut, more materials can be sourced at a cheaper cost and other cost-cutting operations can be employed.

4.3.4 Leadership Practices

The study sought to establish the effect of leadership practices on performance of non-governmental organizations in Kenya of non-governmental organizations in Kenya. Several statements on how leadership practices influenced performance of non-governmental organizations in Kenya of non-governmental organizations in Kenya**,** were carefully identified by the researcher. Respondents were then requested to indicate the extent of their agreements on each statement. A Likert scale of 1-5 where; 1= not at all, 2 = little extent, 3 = moderate extent, 4 = large extent and 5 = very large extent was used. The findings are indicated in the Table 4.7.

Table 4.7: Leadership Practices

	Mean	**Std. Dev**
In our organization leader are effective at aspiring and motivating the employees	3.84	1.00
There is a significant relationship between leadership practices and the culture in our organization	3.76	1.02
Your leaders are not afraid to ask their employees for a higher level of performance of non-governmental organizations in Kenya	4.40	.749
Lack of collaboration between groups within an organization affects the performance of non-governmental organizations in Kenya.	3.75	1.45
Aggregate Score:	**3.93**	**1. 05**

Source: Survey Data (2018)

From the findings, Table 4.7 shows that respondents agreed that CFA leaders were not afraid to ask their employees for a higher level of performance of non-governmental organizations in Kenya as indicated by, a mean of 4.40 with standard deviation of 0.749. Shields, Brown, Kaine, Dolle-Samuel, North-Samardzic, McLean and Plimmer (2015) indicated that leaders who were effective at driving for results were skillful at getting people to stay focused on and stretch for the highest priority goals. They establish high standards of excellence for the work group.

Leaders that do this well were not afraid to ask their employees for a higher level of performance of non-governmental organizations in Kenya and continually reminded them of their progress relative to the goal.

The study established that there was a significant relationship between leadership practices and the culture in CFA organization as supported by a mean of 3.76 with standard deviation of 1.02. Wong & Laschinger (2013) indicated that culture was a critical issue in managing health and safety within organizations and showed that in the process of transforming the organizations safety culture, there was a significant relationship between leadership behavior and the safety culture in the workplace. Similarly, Skeepers and Mbohwa (2015) indicated that the influence which leadership had in setting the tone and culture within the organization directly impacted the behavior of employees in their contribution towards safe working practices.

The study further established that CFA organization leaders were effective at aspiring and motivating the employees as indicated by a mean of 3.84 with standard deviation of 1.00. Lack of collaboration between groups within the organization affected the performance of non-governmental organizations in Kenya as shown by a mean of 3.75 with standard deviation of 1.45. A study by Clarke (2013) identified nine behaviors that, if improved, had greatest impact on performance of non-governmental organizations in Kenya. They included: inspire and motivate others, driving for results, strategic perspective, and collaboration, walk the talk, trust, develop and support others, building relationships and courage.

Leadership practices had an aggregate mean of 3.93 with standard deviation of 1.05. This indicates that respondents agreed to a great extent that leadership practices positively influenced performance of non-governmental organizations in Kenya of non-governmental organization. This is similar to a study by Ejere and Abasilim (2013) who stated that improving any leadership behavior would have a positive impact on performance of non-governmental organizations in Kenya, but some changes have more impact than others. Similarly, Bedarkar and Pandita (2014) indicated that leaders that exhibit a lot of passion and verve are most effective at spurring on others. Their energy is infectious to the rest of the team even as they inspire everyone towards completing difficult tasks.

4.3.5 Performance of non-governmental organizations in Kenya

The study sought to establish how non-governmental organizations in Kenya performed. Several statements on performance of non-governmental organizations in Kenya of non-governmental organizations in Kenya were identified by the researcher. Respondents were requested to indicate the extent of their agreements on each statement. A Likert scale of 1-5 where; 1= not at all, 2 = little extent, 3 = moderate extent, 4 = large extent and 5 = very large extent was used. The findings are indicated in the Table 4.8

Table 4.8: Performance of non-governmental organizations in Kenya

	Mean	Std. Dev
Our organization has continuously accessed financing from donors	4.57	.799
Our organization has continuously achieved set goals	4.23	.718
Our organization has improved the living standards of residents	3.86	1.08
Our organization completes its projects within the set time lines	4.20	.862
Our organization has been remodeling itself to meet the emerging needs	4.35	.765
Aggregate Score	**4.24**	**.844**

Source: Survey Data (2018)

The findings in Table 4.8 shows that respondents agreed to a great extent that CFA organization had continuously accessed financing from donors as supported by a mean of 4.57 with standard deviation of 0.799. The magnitude of web relationship formed by an organization as a result of its leadership played a key role in supporting the various key functions in the organization (Anderson & Sun, 2015).

Respondents agreed that their organization had been remodeling itself to meet the emerging needs as shown by a mean of 4.35 with standard deviation of 0.765. Wen and Jia (2002) stated that leaders incorporated authority on factors that influenced their competency to the available leadership positions within their respective organizations to enable them work towards changing or transforming the construed reality. Permanent solution was achieved not only for the top-level leaders but also supervisors to improve their capability to lead.

The study established that CFA completed its projects within set time limits as indicated by a mean of 4.20 with standard deviation of 0. 862. CFA organization had continuously achieved set

goals as indicated by a mean of 4.23 with standard deviation of 0.718. This agrees with Shields *et al*, (2015) who indicated that a healthy balance between the two behaviors was necessary. Result – oriented leaders were able to motivate people to stretch for the highest priority goals hence established high standards of excellence for the work group.

The study further established that CFA organization had improved the living standards of residents as indicated by a mean of 3.86 with standard deviation of 1.08. Chen, Eberly, Chiang, Farh and Cheng (2014) noted that most organizations had embarked on an ambitious program to link up efficiency and good performance of non-governmental organizations in Kenya inside and outside the organization since most of them were involved in addressing issues of social welfare and humanitarian needs in the community. Munda and Odebero (2014) stated that NGOs were integral and crucial for agitating for more democratic space due to their hefty grass-root clout as well as their community development programs.

The performance of non-governmental organizations in Kenya non-governmental organization had an aggregate mean of 4.24 with standard deviation of 0.844. This indicates that respondents agreed on performance of non-governmental organizations in Kenya of the non-governmental organizations. This agrees to a study by Zakaria and Taiwo (2013) who indicated good leadership skills ensure that superior organization performance of non-governmental organizations in Kenya is achieved because they are in a position to marshal all other organizational resources optimally.

4.4 Regression Analysis

The study conducted regression analysis to establish factors influencing performance of non-governmental organizations in Kenya of non-governmental organizations in Kenya. The findings of Model Summary, ANOVA and Regression Coefficients are indicated in subsequent sections.

4.4.1 Model Summary

The findings of coefficient of correlation and coefficient of determination are as indicated in Table 4.9.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847[a]	.717	.706	1.57292

a. Predictors: (Constant), leadership practices, leadership networking, leadership styles, leadership competency

According to Table 4.9, coefficient of correlation R was 0.847 an indication of strong positive correlation between variables. Coefficient of determination Adjusted R Square was 0.706 which translates to 70.6%. This means that 70.6% variation in dependent variable can be attributed by the following; leadership practices, leadership networking, leadership styles and leadership competency. The residual of 29.4% can be attributed to other factors beyond the scope of the current study.

4.4.2 ANOVA

An ANOVA was carried out at 5% level of significance. A comparison between $F_{Calculated}$ and $F_{Critical}$ was carried out. The findings are as indicated in Table 4.10.

Table 4.10: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	645.837	4	161.459	65.261	.000[b]
Residual	254.830	103	2.474		
Total	900.667	107			

a. Dependent Variable: performance of non-governmental organizations in Kenya

b. Predictors: (Constant), leadership practices, leadership networking, leadership styles, leadership competency

Source: Survey Data (2018)

From the findings, $F_{Calculated}$ was 65.261 and $F_{Critical}$ was 2.474. Since $F_{Calculated} > F_{Critical}$, (65.261 > 2.474) this shows that the overall regression model used was relevant in explaining the dependent and independent variables. The P value (0.00<0.05) indicates that predictor variables significantly influence the dependent variable at CFA.

4.4.3 Coefficients

To determine the individual factor influencing performance of non-governmental organizations in Kenya of non-governmental organizations in Kenya, the following coefficient were generated.

Table 4.11: Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
Model	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	2.732	1.246		2.193	.031
Leadership styles	.150	.058	.206	2.568	.012
Leadership competency	.475	.086	.487	5.506	.000
Leadership networking	.182	.084	.170	2.151	.034
Leadership practices	.108	.082	.091	1.318	.190

a. Dependent Variable: performance of non-governmental organizations in Kenya

Source: Survey Data (2018)

The resultant equation becomes;

$$\mathbf{Y= 2.732 + 0.150\ X_1+0.475\ X_2+0.182\ X_3+ 0.108X_4}$$

Where: Y= Performance of non-governmental organizations in Kenya, X_1= leadership styles, X_2= leadership competencies, X_3= leadership networking and X_4= leadership practices.

From the findings, if all factors were held constant (leadership practices, leadership networking, leadership styles and leadership competency) performance of non-governmental organizations in Kenya of non-governmental organizations in Kenya would be at 2.732. An increase in leadership styles would lead to increase in performance of non-governmental organizations in Kenya of non-governmental organizations by 0.150. An increase in leadership competencies would lead to increase in performance of non-governmental organizations in Kenya by 0.475. An increase in leadership networking would lead to an increase in performance of non-governmental organizations in Kenya by 0.182. An increase in leadership practices would lead to increase in performance of non-governmental organizations in Kenya by 0.108. The p value of leadership networking, leadership styles and leadership competency were less than 0.05 an indication that the variables significantly influenced performance of non-governmental organizations in Kenya

of non- governmental organization. The p value of leadership practices was 0.190 > 0.05 an indication that the variable insignificantly influenced the study.

4.5 Discussion of the Findings

On leadership styles, the study established that Care for AIDS (CFA) leaders took charge on situations in the organization as they arose. The study established that managers always had the final say on decision to be implemented in the organization. In summary, managers at CFA made the final decision in strategy implementation. This agrees with Khan (2016) who stated that a Leader derives his authority and power from his followers. Leaders delegate responsibility to staff but they may have a final say in all organizational operations as they hold the most responsibility. It is important to note that democratic leaders consult with other stakeholders including junior staff, who share their insights, experiences, and knowledge on certain elements in the organization, which increases performance of non-governmental organizations in Kenya of the firm.

The findings of the study indicated that leaders in CFA shared their leadership styles with subordinates. This agrees with Mitonga-Monga, Coetzee and Cilliers (2012) who postulated that performance of non-governmental organizations in Kenya and relationship are correlated when considering the interactions between a leader and a follower and is greatly influenced by the type of leadership style adopted by the organization. CFA managers accept knowledge and ideas contributed by staff in the organization. This shows that managers were ready to learn from the subordinate staff. This agrees with Lee (2017) who stated that a democratic leadership entails centralized authority where workers have the liberty to give opinions on organizational processes.

The study further established respondent's disagreement on CFA leaders providing opinion on issues only when asked and CFA leaders tell employees what to do and how to do it. On the contrary, Lee (2017) states that a democratic leadership entails centralized authority where workers have the liberty to give opinions on organizational processes. Similarly, Khan, Asghar

and Zaheer (2014) indicated that a democratic leader listens to the opinions of his employees and thus workers do their work willingly, without being pushed.

The finding of the study indicated that leaders valued the core values of CFA organization. CFA leaders' beliefs are in line with the visions of their organization. Therefore, the manager's beliefs and core values were in line with the vision of CFA. This is similar to a study by Zakaria and Taiwo (2013), who established that leadership competence incorporates the unique knowledge possessed by leaders, expertise, skills, beliefs, values, and behavioral characteristics which enable them to make quality decisions that would create a competitive edge for an organization.

The study shows that CFA managers possess the right academic qualifications to deliver on the mission of their organization. This agrees with Ruleejanto *et al*, (2015) who indicated that employees should have a high level of integrity, honesty and wisdom in action. Each employee is to work professionally and the organization should involve all the elements in the organization's set up in order to obtain a representative decision and mutual benefit. The managers have adequate management experience in issues concerning operations. This is similar to a study by Mwithi (2016) who revealed that self-management leadership competency and social awareness leadership competency had a positive but insignificant relationship. Similarly, a study by Ruleejanto, *et al*, (2015) established that leadership competency influenced work discipline on the application of total quality leadership management and employees' performance of non-governmental organizations in Kenya for the accreditation status achievement.

The study further established that CFA leaders have ability to solve social problems among staff. Fubini, *et al.* (2016) indicated that leaders' competencies would be seen through several elements including achievement in standard inclination, anticipation and elucidation of present and future challenges, social awareness as well as the ability and probity to play a vital role in posting better results at the firm.

The study found out that CFA had good relationship with donors. Respondents agreed that their organization adheres to the provisions by donors. Therefore, effective leadership networking requires leaders that are more dynamic and this dynamism is fully utilized in creating, managing,

and exploiting their networks. Lutomia, *et al*. (2017) established the extent to which a given organizational leaders forms a web of relationship has an impact on its performance of non-governmental organizations in Kenya. Similarly, Anderson and Sun (2015) indicates that the magnitude of web relationship formed by an organization as a result of its leadership plays a key role in supporting the various key functions in the organization.

The study further established that CFA leaders demanded high performance of non-governmental organizations in Kenya levels from their employees. Shields, *et al*. (2015) indicates that leaders that do this well are not afraid to ask their employees for a higher level of performance of non-governmental organizations in Kenya and continually remind them of their progress relative to the goal. There was a significant relationship between leadership practices and the culture in CFA organization. Wong and Laschinger (2013) indicates that culture is a critical issue in managing health and safety within organizations and shows that in the process of transforming the organizations safety culture, there is a significant relationship between leadership behavior and the safety culture in the workplace.

4.6 Qualitative Analysis

The qualitative data collected from open ended questions was analyzed using content analysis Source: Survey Data (2018).

Table 4.12: Qualitative Analysis

Statement by the Respondents	Theme
Overall performance of non-governmental organizations in Kenya is enhanced through openness to adopt new ideas, readiness to listen and contribute to problem-solving processes.	Communication and feedback.
Leaders pre-empting and dealing with emergent issues and providing direction when needed.	Initiative, restructuring
Adhering to established value-system integration led in achieving greater performance of non-governmental organizations in Kenya.	Organizational Culture
Performance of non-governmental organizations in Kenya is attained through possession of academic qualification as well as relevant management experience.	Professionalism.
Increasing organizational social capital through inter-organizational strategic partnerships and personal friends improves performance of non-governmental organizations in Kenya.	Social Capital
Continuous organizational success secured through good relations with donors and adherence to donor guidelines and principles.	Relationships
Leadership being bold to place higher performance of non-governmental organizations in Kenya expectations and motivation of employees to improve	Motivation
Performance of non-governmental organizations in Kenya measurable through completion of organizational projects and programs within the required time periods.	Time-frames
The organization improving the lives of clients, continuously accessing funds from donors and conducting internal monitoring and evaluation exercises to determine impact.	Impact

4.6.1 Communication and Feedback

Most of the respondents were of the opinion that communication was an integral fixture in attaining high performance of non-governmental organizations in Kenya levels at the CFA. This was indicated by most respondents indicating the need for candid discussions when gathering thoughts and ideas on key policy issues thus encouraging democracy within the working set-up. This is however limited by the fact that leaders are the final decision-makers in these type of situation as most respondents observed. This concept also entails allowing the followers to provide feedback on the prevailing management styles. The ensuing discussion begets creativity. This shows that the leadership style is transformational (Alsalami, Behery and Abdullah, 2014).

4.6.2 Initiative and Restructuring

Leaders are required to pre-empt challenges that might arise during organizational operations and address them before-hand. This means being able to identify the social problems affecting staff in the working place and stepping in to provide solutions. Most respondents observed that leaders only react to issues when asked. As indicated by some respondents, leaders decide the direction teams would take within the organization and communicate the direction to be taken clearly to the team members. Most respondents pointed out the need for organizations to continuously evolve, remodel itself and adapt to the dynamic working environment that exists. There should be awakening to the fact that the needs of clients evolve and so should the organization in order to keep up with the pace of changes. This means coming up with new projects and programs as well as redesigning the existing ones to adapt to the emergent trends.

4.6.3 Organizational Culture

Most organizations have guiding ethos and principles called core values that they believe if adhered to would produce high performance of non-governmental organizations in Kenya levels. Respondents agreed that for the organization to thrive, all employees must adhere to this value system. Managers' beliefs and values must also be compatible to the organizational behavioral covenants. Zakaria and Taiwo (2013) reiterates that leadership competence incorporates the unique knowledge possessed by leaders, expertise, skills, beliefs, and behavioral characteristics which enables them to make quality decisions that would create a competitive edge for an organization to post high performance of non-governmental organizations in Kenyas. Most respondents agreed that leaders who practiced organizational core values were able to marshal other team members to unite towards improving performance of non-governmental organizations in Kenya levels.

4.6.4 Professionalism

Respondents indicated the need for leaders to possess the necessary academic qualification and skills in order to sufficiently attain the organization's vision and mission objectives. This is

according to Yassir (2016) who argues that core competence in an organization defines strength, provides solid base upon which to build on as well as open up chances to venture into new markets and develop new products and service packages. Most respondents also observed that possessing the right skills by leaders had an affirmative connection with non-financial results posted by organization. This also stirs social awareness whereby the managers are able to identify the social problems affecting staff and solve them decisively (Mwithi, 2016). Previous experience is also identified by some respondents as key in improving performance of non-governmental organizations in Kenya. This is because, it creates standard inclination, anticipation and elucidation of past, present and future challenges and awareness that key in posting better performance of non-governmental organizations in Kenyas at the organization (Fubini, Price and Zollo, 2016).

4.6.5 Social Capital

Most respondents indicated that the leaders need to invest more in solidifying and accumulating the social capital of the organization. This includes identifying like-minded organizations and firms to forge strategic partnerships. This can also be done through the use of personal friends to act as referrals for the benefit of the organization. Wells and Hancock (2017) note that networking through brokerage helps build trust and diversity among groups with similar targets and goals. This study observed that most top-level managers had a vague concept of this type of networking while the middle-management managers often cited examples of specific cases where they preferred to contact with people they are connected with. This therefore proved essential as the managers accessed unedited feedback regarding internal challenges faced by the organization in a bid to improve performance of non-governmental organizations in Kenya. Anderson and Su (2015) further conclude that network structures that bear fruit have composite riches in social capital with confidence, variety, brokerage and key. It therefore falls on leaders to help their followers to develop social capital through networking behavior.

4.6.6 Relationships

The study respondents affirmed that relationships were an integral value in the fabric of CFA. This means that managers as observed by the respondents place more emphasis on maintaining cordial relationships with all the stakeholders ranging from staff, partners, donors and churches. Internally, Kissi et al (2013) indicates that most organizations are grappling with the problem of disunity within their ranks. Unhealthy competition for resources, recognition and information turn the working environment hostile thus resulting in stalled assignments and inefficient customer service. This negatively affects organizational performance of non-governmental organizations in Kenya. According to Wall, Ellström and Kock (2013), organizational objectives can only be attained and high performance of non-governmental organizations in Kenya attained if intergroup cooperation is encouraged and synergy created. Externally, organizations need to maintain good relationships with the donors in order to access funding. This is done through strict adherence to the provisions and guidelines provided by the donor community and maintaining correspondences as indicated by the respondents.

4.6.7 Motivation

Improved performance of non-governmental organizations in Kenya of organizations can only be attained through creation of a synergetic and motivated working environment. This responsibility falls on the leaders of the organization as indicated by most respondents. This can be attained through identifying the weak areas of employees and spinning them into motivational tools. Most respondents also observed that leaders directly demanding for better performance of non-governmental organizations in Kenyas from employees had a motivating effect on employees. Leaders that exhibit passion possess infectious energy that can inject fresh impetus into employees to not only complete tasks satisfactorily but discover conserved creativity and energy which might make all the difference in terms of performance of non-governmental organizations in Kenya. Studies done by Elmi and Mohammed (2013) indicated that encouraging, supporting, motivating and inspiring as well as providing personal development opportunities are the motivational changes needed to achieve greater results.

4.6.8 Impact

Respondents observed that for performance of non-governmental organizations in Kenya to be achieved there should be impact evident through improvement in the standards of living for the clients served. According to Chen et al (2014) organizations with ambitious plans to post better performance of non-governmental organizations in Kenya levels have to address the issues of social welfare and humanitarian needs of the surrounding community. The second measure of impact according to respondents is the ability of the organization to complete projects within the stipulated timelines. Respondents also agreed that the ability to continuously access funds from donors means that the organization is performing. Organizations therefore need to reset objectives and continuously perform internal evaluation exercises in order to push itself to greater performance of non-governmental organizations in Kenya levels.

4.7 Summary

This chapter carried out demographic information of the respondents, descriptive statistics, regression analysis, discussion of the findings and qualitative analysis. The next chapter presented summary of the findings, conclusion, recommendations and suggestions for further studies.

CHAPTER FIVE
SUMMARY, CONCLUSSION AND RECOMMENDATION

5.1 Introduction

This chapter presents summary, conclusion and recommendation. The main objective of this study was to assess the influence of leadership on performance of non-governmental organizations in Kenya of non-governmental organizations in Kenya, a case of Care for HIV/AIDS Organization. The chapter also presents suggestions for future studies.

5.2 Summary of the Findings

The goal of this research was to assess the influence of leadership on performance of non-governmental organizations in Kenya of non-governmental organizations in Kenya. The study was guided by the following research questions; how do leadership styles influence performance of non-governmental organizations in Kenya at Care for HIV/AIDS Organization? In what ways does leadership competency influence performance of non-governmental organizations in Kenya at Care for HIV/AIDS Organization? What is the influence of leadership networking on performance of non-governmental organizations in Kenya at Care for HIV/AIDS Organization? What is the influence of leadership practices on performance of non-governmental organizations in Kenya at Care for HIV/AIDS Organization?

The study adopted descriptive statistics to establish influence of leadership on performance of non-governmental organizations in Kenya. The target population of the study was 120 employees at Care for HIV/ AIDS Organization (CFA). The study collected data by use of structured questionnaires. Reliability test was used to measure the reliability of the questionnaires. Collected data was coded into SPSS for analysis and interpretation. $F_{Calculated}$ was 65.261 and $F_{Critical}$ was 2.46, therefore, the overall regression model significantly influenced the study. Coefficient of correlation R was 0.847 an indication of strong positive correlation between variables. Coefficient of determination Adjusted R^2 was 0.706 which means that 70.6% variation in dependent variable can be traced by the independent variables.

The study established that CFA leaders took charge on situations in the organization as they arose to avoid procrastination of events. Leaders shared their leadership powers with subordinates in order to share and accommodate new ideas. Managers had the final say on decision implementation on the organization. CFA managers guided employees on what to do and how to do it and leaders provided opinion on issue in the organization.

The study found out that CFA leaders valued the core values of their organization. The leader's beliefs are in line with the vision of CFA organization. Managers possessed the right academic qualifications to deliver on the mission of CFA organization. Managers had adequate management experience on issues concerning CFA operations and leaders had the ability to solve social problems among staff.

The study found out that CFA organization had good relationship with donors and adhered to the provisions by the donors. Managers used their personal friends to improve organizational performance of non-governmental organizations in Kenya. CFA organization had entered into strategic partnerships with other organizations to increase their network. CFA managers had established a wide linkage with other organizations internationally.

The study found that leaders at CFA were not afraid to ask their employees for a higher level of performance of non-governmental organizations in Kenya for increased productivity. Relationship between leadership practices and the culture in CFA organization significantly influenced performance of non-governmental organizations in Kenya. Lack of collaboration between groups within CFA organization affected performance of non-governmental organizations in Kenya and CFA organization leaders were effective at aspiring and motivating the employees on increased productivity.

5.2 Conclusion

The study concludes that leadership styles significantly influenced the study. This would be associated to; CFA leaders took charge on situations in the organization as they arose to avoid procrastination and delay of events. Leaders shared their leadership powers with subordinates in

order to share and accommodate new ideas. Managers allowed contribution but had the final say on decision implementation on the organization. CFA managers guided employees on what to do and how to do it and leaders provided opinion on issues in the organization. Finally, the findings infer that the leadership styles implemented in the organization have led to steady and exponential growth over the last few years.

The study further concludes that leadership competency positively influenced performance of non-governmental organizations in Kenya of non-governmental organizations. This would be attributed to: Managers possessing the right academic qualifications to deliver on the mission of CFA organization. Managers having adequate management experience in issues concerning CFA operations. CFA leaders valuing the core values of their organization. The leaders' beliefs being in line with the vision of CFA organization and leaders having the ability to solve social problems among staff.

Leadership networking influenced performance of non-governmental organizations in Kenya of Care for HIV/ AIDS (CFA). This is due to the following factors; CFA organization had entered into strategic partnership with other organizations to increase their network. CFA managers had established a wide linkage with other organizations internationally. Managers used their personal friends to improve organizational performance of non-governmental organizations in Kenya. CFA organization had good relationship with donors and adhered to the provisions by the donors.

The study further concludes that leadership practices insignificantly influenced performance of non-governmental organizations in Kenya at CFA. Further studies and research should be conducted to investigate this finding.

5.3 Recommendations with Policy Implications.

The study has ascertained that employees consider managers to only react to issues only when asked. To this end, the organization should ensure that there is an open communication conduit between management and employees on all levels that would enable managers to stay in touch

with employee issues that may affect performance of non-governmental organizations in Kenya. The study also revealed that employees feel aggrieved when they are not given a chance provide opinions on key policy issues and ideas that ultimately affect their productivity. To this end, the study recommends that organizations should adopt a more inclusive and democratic model in the work place so as to harness the creativity of employees that would otherwise be stifled. Leaders should however realize that the responsibility of providing direction and making ultimate decisions rests on them. These are the leadership styles that would enhance organizational performance of non-governmental organizations in Kenya.

The study further revealed that employees believe that managers with higher academic qualifications and previous working experience make better leaders and are likely to post better performance of non-governmental organizations in Kenyas. The management of CFA should therefore ensure that this aspect of competence is adhered to during hiring of future employees as well as identifying candidates for promotion. The study is of the opinion that managers that have better academic qualifications and experience are better suited to anticipate and deal with social problems among staff as they would have a professional edge and social awareness. The study also reveals that managers that have beliefs and values that are compatible with the established value-system of the organization posted superior organizational performance of non-governmental organizations in Kenya. To this end, organization should ensure that the organizational routines and culture reflect its core values on a daily basis. Activities that promote the organization's core values and beliefs should be introduced into organization's operation model and continuous training done on the same.

The research also revealed that employees consider the ability to forge and maintain relationships as a measure of performance of non-governmental organizations in Kenya. This can be in form of inter-organizational partnerships or through personal friends. To this end, the organization should ensure that it provides training for employees on effective networking. Organizations should also actively provide networking opportunities to employees and encourage them to develop networks on a personal level. This kind of networking if practiced from the top managers, would have a trickle-down effect. The organization, therefore be able to

increase its web of linkages which in turn would solidify its social capital which significantly affects performance of non-governmental organizations in Kenya.

The study also reveals that through networking, the organization has continuously been able to expand its donor database which has subsequently been translated into continual access to donor funds. To this end, the organization should ensure that it puts in place measures to protect that record by strictly adhering to provisions required by the donors and completing intended projects in a timely manner. This would ensure attainment of high performance of non-governmental organizations in Kenya for the organization.

5.4 Suggestion for Further Studies

The study recommends that future scholars should carry out similar studies on several other organizations. Although this study has established that leadership has a significant influence on performance of non-governmental organizations in Kenya, the study focused only on CFA. Therefore, it would be difficult to generalize the results especially profit-making firms. Every institution has its own unique way of operations in different environments. It is therefore recommended that a sampling frame that combines both profit-making and non-profit organizations to be used in future studies. Future scholars are therefore encouraged to carry out similar studies using secondary data.

Since the study was only carried out in the month of May, it is prudent to adopt longitudinal approach of study because performance of non-governmental organizations in Kenya of an organization evolves over time. This will establish the influence of leadership on performance of non-governmental organizations in Kenya in an organization over a definite period of time.

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APPENDIX

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APPENDIX I: INTRODUCTION LETTER

To whom it may concern

I am conducting a study on the influence of leadership on non-governmental performance in Kenya: A Case of HIV/AIDS Organization. You have been selected to take part in the study by filling this questionnaire. Kindly consider responding to all the questions as honestly as you possibly can. Be assured that all the information you provide will be handled with confidentiality. I appreciate your anticipated co-operation to give your attention as a contribution towards this exercise.

Yours faithfully,

Cornel Onyango

APPENDIX II: QUESTIONNAIRE

Kindly read through the questions carefully to understand and provide your response to each by ticking the description that best fits your agreement or disagreement with each statement. The questionnaire is meant to help the researcher compile views on the study topic: Influence of leadership on non-governmental organizations performance in Kenya. The responses you provide will be held in strict confidence and used only for academic purposes.

Kindly tick only one response that best represents your opinion

SECTION A: BACKGROUND INFORMATION

1. What is your gender

   Male [ ] Female [ ]

2. What is the highest level of education you have achieved?

   Secondary and below [ ] Certificate [ ]
   Diploma [ ] Bachelors [ ]
   Masters [ ] PHD [ ]

3. What position do you hold?
   Senior Management [ ]
   Middle level management [ ]
   Junior level Management [ ]

4. How long have worked at Care for AIDS (CFA)?
   0 – 5 years [ ] 5-10 years [ ]

   10 – 15 years [ ] 15 -20 years [ ]

   Above 20 years [ ]

5. Under which department do you work?

   _____

SECTION B: LEADERSHIP STYLES

6. Kindly indicate the extent of agreement with these statements on leadership styles and their influence on non-governmental organizations performance in Kenya. For each statement use the Likert scale which ranges from 1-5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent to rate the extent of agreement.

Statement	**1**	**2**	**3**	**4**	**5**
i. Our managers accept knowledge and ideas contributed by other staff in the organization					
ii. Our leaders provide opinion on issues in the organization only when asked					
iii. Our leaders take charge on situations in the organization as they arise					
iv. Managers always have the final say on decisions in the organization					
v. Our managers tell employees what to do and how to do it					
vi. Leaders share their leadership power with subordinates					

7. What are the other influence of leadership styles on performance in Care for AIDS (CFA)?

_____

_____

SECTION C: LEADERSHIP COMPETENCY

8. Kindly indicate the extent of agreement with these statements on competency of leadership on non-governmental organizations performance in CFA. For each statement use the Likert scale which ranges from 1-5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent to rate the extent of agreement.

Statement	**1**	**2**	**3**	**4**	**5**
i. Our managers have adequate management experience in issues					

	concerning our operations					
ii.	Our managers possess the right academic qualifications to deliver on the mission of our organization					
iii.	Our leaders' beliefs are in line with the vision of our organization					
iv.	Our leaders value the core values of our organization					
v.	Our leaders have ability to solve social problems among staff					

9. What are the other influence of leadership competence on performance at CFA?

_____

_____

SECTION D: LEADERSHIP NETWORKING

10. These statements are on leadership networking and its influence on non-governmental organizations performance at CFA. For each statement use the Likert scale which ranges from 1-5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent to rate the extent of agreement.

Statement	**1**	**2**	**3**	**4**	**5**
i. Our organization has entered into strategic partnership with other organizations					
ii. Our organization has a good relationship with donors					
iii. Our organization adheres to the provisions by our donors					
iv. Our managers have established a wide linkage with other organizations internationally					
v. Our managers use their personal friends to improve organizational performance of non-governmental organizations in Kenya					

11. What are the other influence of leadership networking on perfomance at Care for AIDS (CFA)?

_____

_____

SECTION E: LEADERSHIP PRACTICES

12. These statements are on leadership practices and its influence on performance of non-governmental organizations in Kenya in organizations. For each statement use the Likert scale which ranges from 1-5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent to rate the extent of agreement.

Statement	**1**	**2**	**3**	**4**	**5**
i. In our organization leaders are effective at inspiring and motivating the employees					
ii. There is a significant relationship between leadership practices and the culture in our organization					
iii. Your leaders are not afraid to ask their employees for a higher level of performance of non-governmental organizations in Kenya					
iv. Lack of collaboration between groups within an organization affect the performance of non-governmental organizations in Kenya					

13. What are the other influence of leadership practices on performance at Care for AIDS (CFA)?

_____

_____

SECTION E: PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN KENYA

14. These are statements on influence of leadership on non-governmental organizations performance in Kenya, using the Likert scale which ranges from 1-5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent to rate the extent of agreement.

Statement	1	2	3	4	5
i. Our organization has continuously accessed financing from donors					
ii. Our organization has continuously achieved set goals					
iii. Our organization has improved the living standards of residents.					
iv. Our organization completes its projects within the set time lines					
v. Our organization has been remodelling itself to meet the emerging needs.					

15. What are the other factors that influence performance at CARE for AIDS?

_____

_____

_____

THE END