LEADERSHIP TURNOVER ON ORGANIZATION'S PERFORMANCE: THE CASE OF LIFE MINISTRY KENYA

BY

BEATRICE OMONDI

THIS DISSERTATION IS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER OF DEVELOPMENT STUDIES (MDS) FROM ST. PAUL'S UNIVERSITY

2016

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SUPERVISOR: Dr. Emilio Kariuki
Dr. Petronila Otuya

SEPTEMBER 2016

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DECLARATION

This Dissertation is a product of my own work and is not the result of anything done in collaboration. It has not been previously presented to any other institution. I agree that this dissertation may be available for reference and photocopying, at the discretion of the St. Paul's University.

Name: Beatrice A. Omondi ---------- ----------

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I/We confirm that the work reported in this dissertation was carried out by the student under my/our supervisor.

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Supervisors: SPU Nairobi Campus Signature

Date

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DEDICATION

This dissertation is dedicated to my family and Pst. Ann Macharia's family whose loving spirit is amazing. To Christian organizations registered in Kenya.

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AKNOWLEDGEMENT

I am grateful to acknowledge Dr. Emilio Kariuki and Dr. Petronila Otuya, thank you for the invaluable insights, guidance and effective supervision throughout the study, and could not settle for a job poorly done.

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My classmates and friend Rachael Kiongo, Ann Kasivule, Lucy Nyokabi, Jane Bokayo and Gladys Wairumu Kabiro, thank you for the telephone calls, advice and follow up on how I am doing. Nancy Njagi, thank you so much for keeping me up to date with all the notes and guide from the supervisor. Mr. Thomas Odhiambo of SPU Nairobi Campus Library, thank you so much. Winfred Mumo, thank you for continuously praying for and with me through this study.

To daughter Wendy and Son Randy, thank you for deep encouragement and making the process enjoyable especially during writing and editing the report. To my Husband Ken, I express my thanks for your support in all ways.

All the glory and honour I give to you the almighty God and thank you for the gift of life, wisdom, divine favor and grace. I give complete credit to the Lord Jesus for anything of value in this study.

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ABSTRACT

There is evidence that executive and leadership turnover hinders productivity in a number of ways and anyone who has been working with a company long enough to make it to a position of power gains certain knowledge of the company's goals. Things generally work thus this knowledge is important, introducing a new leader to the position necessitates bringing that person up to speed. Over the last twelve years LIFE Ministry Kenya has experienced frequent leadership turnover, it has had six different National Directors within a span of less than three years each. This study examined the effects of Leadership Turn-Over on Performance of the LIFE Ministry Kenya. The study was guided by the following objectives; to identify how the incidence of high leadership turnover in LIFE Ministry Kenya was managed, to identify the role of the board of directors during leadership turnover and how it affects organizational performance and to establish how communication affects organizational performance during leadership turnover. The study employed descriptive design. Stratified and simple random sampling techniques were adopted to select the sample. The study grouped the target population into relatively homogeneous sub-groups then random sampling was applied within each stratum. The data was collected using the questionnaire and analyzed using mean, standard deviation, percentages and frequency distributions. The study found out that boards of directors ensured that a plan for leadership turnover was put in place, there was proper planning for leadership change at the LIFE Ministry, LIFE Ministry Kenya had open meetings which are transparent two-way communication hence sustaining productivity and the organization identifies, evaluates and implements the chosen strategies. The study concludes that successful leadership turnover preserves the organization its stakeholders to grow and adapt to new challenges with imagination and enthusiasm, governing system of LIFE Ministry Kenya help management to remain stable and objective during a leadership turnover and that communication plays a major role in leadership turnover. The study recommends that the board leadership should be well informed about best practices in leadership succession to be able to devote a significant amount of time to the process and create a positive environment for the new leaders.

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TABLE OF CONTENTS

DECLARATION ..... **iii**
DEDICATION ..... **iv**
AKNOWLEDGEMENT ..... **v**
ABSTRACT ..... **vi**
TABLE OF CONTENTS ..... **vii**
LIST OF FIGURES ..... **xii**
LIST OF ABBREVIATIONS AND ACRONYMS ..... **xiii**
CHAPTER ONE **1**
INTRODUCTION **1**
1.1 Background of the Study 3
1.2 Statement of the Problem 4
1.3 Purpose of the Study 4
1.4 Objectives of the Study 5
1.5 Research Questions 5
1.6 Justification of the study 5
1.7 Scope of the Study 6
1.8 Limitation of the Study 6
1.9 Definition of Terms 6
CHAPTER TWO **8**
LITERATURE REVIEW **8**
2.1 Introduction 8
2.2 Leader Turnover 8
2.2.1 Organizational Development 12
2.2.2 Human Resources and Relations 13
2.2.3 Leadership and organization's finances 14
2.2.4 National Director Succession Planning 15
2.3 Board of Directors and Leadership Turnover 17
2.4 Organizational Communication and Leadership Turnover 19
2.4.1 Organizational structure 20

ST. PAUL'S UNIVERSITY

2.5 Leadership Turnover and Organizational Performance 21
2.5.1 Strategy as a Planned/Deliberate Process 22
2.6 Organizational Culture and Leadership Turnover 24
2.6.1 Emotional Intelligence 25
2.7 Leadership Style 26
2.7.1 Shared/Collective leadership 27
2.7.2 Consultative Leadership 28
2.8 Learning Organization 29
2.9 Theoretical Framework 29
2.9.1 Unfreeze 30
2.9.2 Change 30
2.9.3 Refreeze 31
2.10 Critical Dimensions of the Leadership Situation 31
2.11 Conceptual Framework 32
2.11.1 Planning 32
2.11.2 Board of Directors 32
2.11.3 Communication 33
2.11.4 Measures put in place during Leadership Turn-Over 33
2.12 Summary and the Gaps to be filled by the study 34
CHAPTER THREE 35
RESEARCH METHODOLOGY 35
3.1 Introduction 35
3.2 Research Design 35
3.3 Area of Study 35
3.4 Target Population 35
3.5 Sample size and Sampling Procedure 36
3.6 Data collection 36
3.7 Data Collection Instruments 37
3.8 Pilot Testing 37
3.9 Data Analysis 38

ST. PAUL'S UNIVERSITY

3.10 Ethical Considerations 38
CHAPTER FOUR 39
DATA ANALYSIS, PRESENTATION, INTERPRETATIONS AND DISCUSSIONS 39
4.1 Introduction 39
4.1.1 Response Rate 39
4.2 Demographic Information 40
4.2.1 Gender Distribution 40
4.2.2 Age Distribution 40
4.2.3 Level of Education 41
4.2.4 Period Working in the Organization 42
4.3 Planning 43
4.4 Role of the Board of Directors During Leadership Turnover 44
4.5 Organizational Communication and Leadership Turnover 45
4.6 Measures Put in Place During Leadership Turnover 46
CHAPTER FIVE 49
SUMMARY, CONCLUSIONS AND RECOMMEDATIONS 49
5.1 Introduction 49
5.2 Summary of the Findings 49
5.2.1 Planning 49
5.2.2 Role of the Board of Directors During Leadership Turnover 49
5.2.3 Organizational Communication and Leadership Turnover 50
5.2.4 Measures put in place during Leadership Turnover 50
5.3 Conclusion 50
5.4 Recommendation 51
5.5 Suggestion for Further Research 52
REFERENCES 53
APPENDICES 59
APPENDIX I: INTRODUCTION LETTER 59
APPENDIX II: INTRODUCTION LETTER FOR STAFF 60
APPENDIX III: QUESTIONNAIRE FOR STAFF 61

ST. PAUL'S UNIVERSITY

APPENDIX IV: INTERVIEW GUIDE FOR COORDINATORS 64
APPENDIX V: AUTHORIZATION LETTER 66
APPENDIX VI: NACOSTI PERMIT 67
APPENDIX VII: AUTHORITY TO CONDUCT RESEARCH FROM THE LIFE MINISTRY KENYA 68

ST. PAUL'S UNIVERSITY

LIST OF TABLES

Table 3.1: Target population 36
Table 3.2: Sample Size 36
Table 4.1: Planning 43
Table 4.2: Role of the Board of Directors during Leadership Turnover 44
Table 4.3: Organizational Communication and Leadership Turnover 45
Table 4.4: Measures put in place during Leadership Turnover 46

ST. PAUL'S UNIVERSITY

LIST OF FIGURES

Figure 2.1: Definition of Leadership (Source: Day, 2014) 8
Figure 2.2: Action-Centered Leadership Model (Adair, 1973) 9
Figure 4.1: Response Rate 39
Figure 4.2: Gender Distribution 40
Figure 4.3: Age Distribution 41
Figure 4.4: Level of education 42
Figure 4.5: Period worked with LMK 43

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LIST OF ABBREVIATIONS AND ACRONYMS

AIA	Athletes in Action
CCCI	Campus crusade for Christ International
DMPD	Discipleship Ministry Partner Development
FD	Fund Development
GCM	Global Church Movement
HRLD	Human Resource & Leadership Development
LMK	LIFE Ministry Kenya
NLT	National Team Leader
OP	Operations
SLM	Student-Led Movement

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

Global dilemmas have demonstrated the complexity and stresses of the environment in which organizations function. Organizational events such as restructuring, mergers and acquisition, financial problems or change of leadership force leaders to rethink their work and adapt to a changing workforce (Bunker, Hall, & Kram, 2010). External factors which include the economy, corporation and market bearings, globalization, political and social concerns and rapid technological changes all conspire to make organizational leadership a complex and difficult undertaking. Since the turn of the 21st century, transition for existing positions in organizations has been on the rise, although these numbers tell only a small portion of the leadership transition story (Kezar, 2011). As organizations rapidly alter their course to pursue growth opportunities in a shifting business landscape, transitions leads to the creation of new missions, teams, and executive roles that must be achieved. In the face of this accelerating transition, support in most of the organizations, if any exists at all focuses on the tiny fraction (3%) of leadership transitions that follow a previously arranged plan under normal business conditions

According to Macdonald and Vriesendorp, (2000) leadership turnover is an integral process for all leaders of an organization. It begins long before and continuous long after the outgoing leader departs. It presents a remarkable chance to forge ahead with a new understanding of the complexities, challenges, and changes the organization must address. Marshall Goldsmith, a management expert, points out that the many desired qualities of effective leaders will never change aspects which include communicating vision, demonstrating integrity, focusing on results, and ensuring customer satisfaction (Stott & McCloughry, 1984). He makes emphasis in the emerging thinking of factors such as appreciating cultural heterogeneity, validating technological intelligence, developing partnerships and alliances, and sharing leadership.

Even well planned leadership turnover can significantly impact the organization, with the transitioning leader's new team and peers experiencing slower productivity growth than those of tenured leaders while the new leader ramps up (Clinton, 1988). However, in reality, many changes are hardly successful. A minor portion fail spectacularly, but strikingly, a much larger

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percentage of top leaders struggle more quietly: about 46% of all leaders hardly perform to the expected level during their transitions. The ripple effect of the leader's underperformance contributes much to risk and cost for the whole business (Dym, Egmont, & Watkins, 2011). The explicit reports of a transitioning leader with difficulties is linked to a performance, on average, 15% worse than those who work under a high-performing one. And such explicit reports indicate that those leaders are 20% more likely to be separated from the organization. Add to this the set of leaders whose productivity are minimal because they depend on a struggling transitioning leader and missed business opportunities and stalls in critical new strategies or business launches, and the negative impact can quickly balloon to tens of millions of dollars a year, or more, based on the scope and scale of the leader's role and organization (Carroll, Leeds, & Mattes, 2010). This easily brings down the leader's direct recruiting, on boarding, salary, and outplacement costs.

The ideal organizations attain these results due to the fact that they recognize the idea that leadership turnover occur regularly and needs to be taken care of as carefully as other recurring, high-impact processes (Keyton, 2011). They are equally aware that not all transitions are created equal and that generic transition support focused on a narrow window at the start of the executive's tenure is a cause for failure. Instead, the best organizations proactively engineer the turnover experience to provide tailored support for four key transition types: Replacing an Icon, Following a Train Wreck, Jump Start, and Breaking Ground (Watsabaugh, 2013). They supplement leader competencies by delivering transition support strategies that deal with cultural and situational context across an extended support horizon and ensure active participation from a broad transition support community.

Townsend and MacBeath (2011) argue that the leader's unique legacy is the creation of valued institutions that survive over time. Typically, leadership turnover causes the needs of the new leader and the followers more often than not conflict. The leader strives to impact the organization immediately, and the followers want a slower rate of change. Successful transitions calls for understanding of both parties' needs and building communication and trust between them as quickly as possible. This study is informed by data from former and current LIFE Ministry Kenya National Director, Leaders and interviews with recently transitioned leaders at

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LIFE Ministry Kenya. The resulting practical guidance helps organizations increase the chance of successful leadership transition by moving beyond the typical executive-centric transition approach to address key drivers of transition failure.

1.1 Background of the Study

Leadership turnover is a fact of any organization hence facing high expectations that go beyond being in one primary line of engagement, principal role, or segment of the organization. The experience of rapid change and constant transition creates emotional dynamic in organization (Lalonde, 2011). Uncertainty can trigger all kinds of behavioral and emotional reactions from leaders and the people who are afflicted by the decisions of leadership (Bunker et al., 2010). Causes of leadership turnover includes and not limited to; strategic leadership development for succession, unexpected or sudden departure, and planned departure. According to Malphurs (2005), leadership transition refers to a planned or unplanned loss of an executive director. This creates a vacuum that needs to be filled. The coming director may have different leadership styles thus forcing an organization to go through a leadership change. Amado and Ambrose, (2001) noted that the future success of all organizations heavily rely on its ability to manage change especially at its leadership positions.

The period of leadership turnover is faced with high risk as the whole organization wades through the unknown as it strives to gain its identity. Board members in particular, fear leadership turnover because of uncertainty it brings, the increase in their responsibility, and the challenges of hiring appropriate successor (Dym, Egmont and Watkins, 2011). In order to emerge successful, there has to be good management of the change in leadership. Poorly managed leadership turnover often may occasion crisis leading to decreased organizational efficacy and even failure. Nothing has a greater impact on the outcome than a board's leadership skills in exploiting the moment of leadership turnover for its myriad opportunity. Though they happen infrequently to individual organizations, leadership turnover are increasingly common in the non-profit making organizations.

The LIFE Ministry Kenya (LMK) is the local Ministry of Campus Crusade for Christ International (CCCI) which was founded in 1951 by a California businessman named Bill Bright. LMK has been in existence since 1973. LIFE is an acronym which stands for Lay Involvement

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for Evangelism. LIFE Ministry Kenya in partnership with other organizations purposes it to raise leaders of integrity among the high school, campus students, professionals, executives, diplomats and churches in Kenya. The LIFE Ministry Kenya headquarters office is located in Hurlinghum Nairobi along Jabavu road next to Kilimani Police Station. It has field offices in Kisumu, Eldoret, Nakuru, Isiolo, Garissa and Mombasa. LIFE Ministry Kenya seeks to win as many people as possible to Christ through one-on-one evangelism, small and large group out reaches. Some of the tools used are the Four Spiritual Laws, Jesus Film, Evangelistic Talks, and Investigative Bible Studies. LIFE Ministry Kenya is committed to building believers in their faith. This is done through one on one follow up, personal examples, small group bible studies, as well as training to reach others with the Gospel. LIFE Ministry Kenya identifies the National Team leaders as servant and although in other organizations the term servant refers to low respect; Jesus equated servant hood with greatness. An effective National Team Leader must have the ability to build strong teams for the success of the organization and therefore the frequent turnover being experience affect the achievement of the overall performance of the organisation.

1.2 Statement of the Problem

Amado and Ambrose (2001) express that executive or in the LIFE Ministry Kenya context the National Team Leader (NTL) turnover is a powerful milestone and a predictor of the organization's future effectiveness. It is true that the odds of a successful leadership turnover are improved when an organization faces the pressure in addressing the legitimate issues that warrant immediate action, by carefully reflecting on how the organization can benefit most from the leadership turnover (Bunker et al., 2010). Over the last twelve years LIFE Ministry Kenya has experienced frequent leadership turnover, it has had six different National Directors within a span of less than three years. It is against this backdrop that this study was set to investigate how heavy leadership turnover affects the LIFE Ministry Kenya performance which comprises the actual output or results of the organization as measured against its intended outputs that is the organization's or goals and objectives.

1.3 Purpose of the Study

The study investigated the effects of leadership turnover on the performance of the Life Ministry Kenya.

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1.4 Objectives of the Study

This study's specific objectives were:

1. To establish how the incidence of high leadership turnover in LIFE Ministry Kenya is managed.
2. To identify the role of the board of directors during leadership turnover and how it affects organizational performance.
3. To determine how communication affects organizational performance during leadership turnover.
4. To examine how the strategies put in place during leadership turnover affects organizational performance.

1.5 Research Questions

The study was guided by the following research questions:

1. How is the incidence of high leadership turnover at the LIFE Ministry Kenya managed?
2. What role does the board of directors' play during leadership turnover?
3. How does communication affect performance during leadership turnover?
4. How do the strategies put in place during leadership turnover affects organizational performance?

1.6 Justification of the study

Successful turnover in leadership from one executive to another is core for organization's survival. Therefore, leadership turnover poses as a test on the organization's ability to renew itself, so that it can continue to fulfill its mission of existence. Effective changes in leadership, preserve the organization and the trust of its stakeholders, and allow it to grow and adapt to meet new challenges with imagination and enthusiasm (Rees and Porter, 2015).

The study would be significant to LIFE Ministry Kenya as well as other Christian organizations and non-profit making organizations for it provide understanding on causes of high turnover among the senior most leaders. Insights on the importance of interpersonal and inter group skills in leadership turnover was engaged. The study would enhance the capacity of the board of

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directors, new leaders, team leaders, program managers to be able to manage leadership turnover.

1.7 Scope of the Study

The nature of data required in this study was easily obtainable from the headquarters which is a centralized place with activities and access to top management hence the study focused on the LIFE Ministry Kenya headquarters, Kisumu and Mombasa field branches.

1.8 Limitation of the Study

Due to the nature of the work environment where staff has targets to meet, there was a feeling of inconvenience by the researcher requesting them to respond to questions raised by the study. To counter this limitation, the researcher made proper arrangements with the staff to avail themselves for the study by having breakfast meeting (6:30am) and evening (6:30pm). Fifty percent of the office staff feared that by filling the questionnaire they may be victimized, so the researcher explained the process and provided an approval letter from NACOSTI, St. Paul's University and from the LIFE Ministry National Director confirming it is for academic purpose and that data collected was confidential. The study was be limited to the LMK head office.

1.9 Definition of Terms

Communication is a two-way process of reaching mutual understanding(Introduction to communication, 2002) .

Leader is a person who holds a dominant or superior position within his or her organization.

Leadership is the ability to influence your subordinates, your peers, and your bosses in a work or organizational context (Covey, 1992)**.**

Strategy is the direction and scope of an organization over the long-term (*The Book of Leadership and Strategy*, 2013).

Sustainability is the capacity to endure and remain diverse (Hargreaves and Fink, 2012).

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Transformational leadership is the process of influencing major changes in the attitudes and assumptions of organization members and building commitment for the organization's mission or objective (Bhargava, 2003).

Leadership Turnover is the period of time during which an organization's leadership changes from one leadership to the other (Westphal, 2008).

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CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This Chapter reviews some of the previous studies on leadership turnover drawn from textbooks, Journals, and other sources like papers presented in Conferences. The review covers the following issues: Leader turnover, Board of directors and leadership turnover, organizational communication, theoretical framework and the considered knowledge gap to be filled by the study.

2.2 Leader Turnover

An organization is a social unit of people that is structured and managed to meet a need or to pursue a common aim. The role of leading an organization has never been more demanding, and it will only get more challenging amidst the global dynamism that organizations' face today. Leadership transition refers to change of influence, it is the passage of the ability to obtain and maintain followers from one person to another or the passage of influence. It is clear that today the primary function of leadership is to affect change. According to Day (2014) a leader is a person who influences a group of people towards the achievement of a goal. A pictorial for this definition would be 3P's - Person, People and Purpose as illustrated by the figure below.

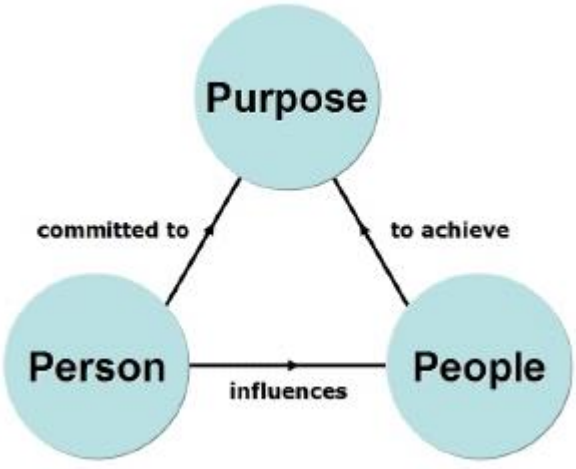


Figure 2.1: Definition of Leadership (Source: Day, 2014)

Looking at Adair (1973), model it brings out the action-centered leader who gets the job done through the work team and relationships with fellow managers and staff. According to Adair's

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explanation an action-centered leader must: Direct the job to be done (task structuring), Support and review the individual people doing it, and Co-ordinate and foster the work team as a whole

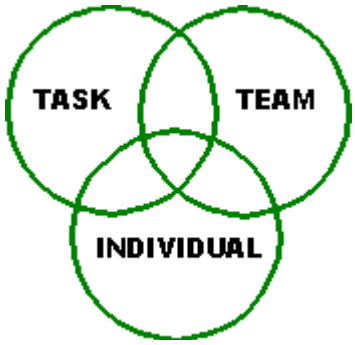


Figure 2.2: Action-Centered Leadership Model (Adair, 1973)

In summary cycle Task represents (define the task, make the plan, allocate work and resources, control quality and rate of work, check performance against plan, adjust the plan), Cycle Team represents (maintain discipline, build team spirit, encourage, motivate, give a sense of purpose, appoint sub-leaders, ensure communication within group, and develop the group), and Cycle Individual (attend to personal problems, praise individuals, give status, recognize and use individual abilities, and develop the individual). Adair (1973) three circle diagram is a simplification of the variability of human interaction and is a useful tool for thinking about what constitutes an effective leader/manager in relation to the job he/she has to do. The effective leader/manager carries out the functions and exhibits the behaviors depicted by the three circles. Situational and contingent elements call for different responses by the leader. Hence imagine that the various circles may be bigger or smaller as the situation varies that is the leader will give more or less emphasis to the functionally-oriented behaviors according to what the actual situation involves.

The word leadership finds provenance in Latin with words such as ducere, which means ‘‘guide’’, ‘‘pull’’ and ‘‘to drag’’, among others. Ng’ang’a, (2006) describes leadership as influence, and influence has a little to do with a title. Influence means that people trust you to the extent that whenever you say something, they follow it intuitively. Leadership is a sacred trust, like the priesthood in civilized, human religions. No one gets into it lightly or unadvisedly, because it demands qualities of mind and discipline of body and will far beyond the need of the ordinary citizen. Anybody who offers himself or herself or is offered to an organization for leadership must be aware of the unusually high demands of the role and should, if in any doubt

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whatsoever, firmly refuse the prompting (Achebe, 1984). Leadership as Achebe sees it in the above quote, is about sacred duty that demands doing things right, which is a far cry from how African leaders envision leadership. In all areas of life, what leaders do casts a shadow on the people. How a leader carries out his leadership functions impacts on people's interest and wellbeing as well as reverberates with their motivation, sense of morality and performance. This is why leadership is being considered today to be one of the greatest challenges of leading effectively.

The importance of leadership to an organization as it is inextricably tied to leader follower dynamics and can be expressed that others tend to become dependent on a visionary leader, and may perpetuate the problem through their own actions. They may idealize their leader excessively and thus ignore negative aspects and exaggerate the good qualities. As a result, they may carry out their leader's orders unquestioningly and leaders may in certain circumstances encourage such behaviour because of their needs to dominate and be admired. Since leadership is a symbolic interaction meaning that sending and receiving messages, symbols and signals is a function of verbal as well as non-verbal symbols to generate meaning it is crucially important to understand the complexities of the term leadership. This is also helpful in apprehending the dynamics of leader-follower interface for shared leadership that is transformational as well as fit for purpose.

The challenge of leadership turnover should not come as a surprise to any organization. After all, today's world is all about the quick fix. According to a Study on executive turnover in from the University of Oklahoma estimated that many on the existing leadership team will leave within a year of a new Chief Executive Officer coming on board. This scenario affects the performance of the organization and can be expressed as Indirect costs referring to losses caused by the organizational "stall" that occurs during the realignment process and the toll that is taken when people are pulled from other areas to keep things running. Almost all kind of organizations, firms, departments and teams are organized in some kind of hierarchical order and controlled by a leader. Societies are guided by politicians or ideological leaders, firms are conducted by managers, departments are spearheaded by directors and teams are headed by coaches. Previous experimental studies have confirmed that the inclusion of leading by example in form of a sequential game structure yields higher contributions to the public good then simultaneous

contributions. Leadership is an important form of organization and motivation of for people. Leader turnover is a common occurrence, whereby the conditions of a leader turnover differ from setting to another. Leaders are substituted because they are retired, or because they resign voluntarily, or because they are fired (Stückelberger, 2007). The latter is often the case when firm performance or the leader's performance is low. A turnover may be internal, i.e. an employee from within the institution, firm, department or team substitutes the past leader, or the leader is substituted externally, by a person from outside the institution, firm, department or team.

The most common situation, in which a leader turnover in an organization or team takes place, is when the group performance is low. The negative relationship between organization or team performance and leader turnover is widely confirmed in the corporate governance literature. The consequences of a manager or coach turnover on performance are however rather not conclusive. While some studies on leader turnover bring out negative effects on organization or team performance, others show significant improvements in performance. The third type of findings is insignificant performance changes. Huson et al. (2004) indicate that relative performance improvements are higher when successor CEOs are employed from outside the firm than when they are from within. Similarly, Borokovich et al. (1996) confirm that, for forced dismissal, abnormal stock returns are highly positive for an external turnover announcement and significantly negative for an internal replacement. According Perring (2007), half of the top 10 of Fortune Magazine's 100 Best Places to Work (published November 2012) are organizations which practice servant leadership. In Jesus, the towel bearing Servant King, we have a leadership role model, more than that we also have his instruction on leadership. Jesus turned upside-down the disciples' normal worldview of leadership and headship. When he, the sovereign King, had served the disciples whom he led, by washing their feet (John13), something normally done by a servant, he challenged them to follow his example. His challenge was not about the superficiality of washing feet but to serve with a Christ-like attitude that seeks the benefit of others. His act was a graphic illustration intended to challenge and instruct his disciples throughout the ages. When James and John sought positions of power and authority (Matthew 20) Jesus challenged them. They were not to seek to operate in a power relationship over others, as did the leaders in the world in which they lived. Rather, they were to adopt the attitude of being servants of those that they led. Any Christian organization leader is expected to embrace Servant Leadership style

which focuses on inspiring and enabling people to achieve their full potential, in pursuit of a shared and common purpose, and hence the best way to achieve a high performance. The leader serves the members of the team in the sense that the servant leader's goal is to establish an environment in which they can achieve their full potential and to facilitate that achievement.

2.2.1 Organizational Development

In growing toward achieving the goals of any organization it is important to look at how Organizational Development (OD) is an evolving from set of techniques centered on changing or creating an organization. Organizational Development has a basis in psychology and behavioral science (Tsai, 2011). It builds on the relationships between people, seeking to define and improve organizational relationships between employees, customers, workers and the organization itself (Ng'ang'a, 2006). Organization Development emphasizes employees as organization's strongest asset and encourages work toward protecting, enhancing and mobilizing the human aspect of business. Not surprisingly, Organizational Development relationship-building techniques require a good deal of open, consistent communication. Organizational Development encourages cooperation between the leaders of the organization, the team leaders responsible for operation processes and the staff creating the organization culture. According to Natale (2010), Organization Development encourages teamwork and collaboration between departments and project teams. Communication is vital to teamwork, employee cooperation and departmental collaboration. Clear communication channels encourage every level of employee to participate in solving organizational problems, giving them a sense of shared ownership of the company. Evolving Organizational Development techniques use technology to aid in communication between departments and different levels of employees and administration. A companywide, exclusive computer network, called an "intranet," may be used to provide confidential information and communication between employee groups (Stucklberger, 2007).

Customer Participation in LIFE Ministry should focus on satisfying the associate staff, churches, individual partners, donor, learning institution and other organization with the same vision. Customer focus is part of Organization Development that promotes teaching employees to see the target group as other collaborators with constantly shifting input that affects the operation process and the ministry. Communication between the organization and the other stakeholders happens in many ways. The Public Relations department and the Fund development are two

traditional stakeholders' communication agents. The Internet provides numerous ways to receive stakeholders' feedback. Organizational Development takes consumer feedback and translates it to shifts in organizational and product design (Stucklberger, 2007). Organizational Development also provides for research into the target group trends, staff requirements and organizational needs. Since Organizational Development is about the dynamics of current ministry environment, much of the research requires active communication, such as interviews, observations and questionnaires (Natale, 2010. Feedback helps National Leadership team to keep up with trends and keep ahead of organizational demands. Building the staff knowledge base is an integral part of Organizational Development. Although research is helpful, pre-existing knowledge speeds up and smoothes both ministry processes and target audience interaction. Education helps with the change management aspects of Organizational Development by guiding employees through organizational transition. Organizational leaders use a variety of communication methods to educate employees. Newsletters, policy manuals and training courses are all ways employees may be provided with necessary, educational communication (Tsai, 2011).

Organizational performance is highly dependent upon the levels of engagement of staff which in turn is very closely related to the style and quality of leadership in the enterprise (Falkman, 2011). Leadership is about discerning and maintaining direction in the face of the unpredictable reality. For the Christ-centered leader this is to be done in a manner that is consistent with Biblical principles and Jesus as the model. Therefore, Christ-centered servant leadership requires the development of those characteristics that can envision a team, equip and motivate them to achieve excellence, enable them to confidently adapt to change, innovatively solve problems, inspire commitment, engender trust and achieve goals with distinction; all modeled upon the character of Jesus. This is as much about heart and character as it is about skill for spurring transformation within Christian and or nonprofit making organizations.

2.2.2 Human Resources and Relations

Defined broadly, human capital includes both human resources and human relations. Human resources (staff talent) for an organization include the task-relevant skills and experience of the members. Potential indicators of human resources include the level of relevant skills, experience, and education of employees. There is considerable evidence that the acquisition and retention of

human capital have a stronger impact on business results than was previously recognized. Talented employees with unique knowledge and skills are increasingly being viewed as a valuable asset and a source of competitive advantage (Pfeffer, 2005). According to Yukl, 2008 Human relations include organizational commitment, identification with the organization, mutual trust and cooperation, and optimism about the future. Although conceptualized primarily at the organizational level for FLT, similar constructs are used in dyadic and group level theories of effective leadership. Measures of individual attitudes can be aggregated to provide a measure of the organizational level construct (assuming adequate rater agreement). Many studies have found that leaders can influence employee optimism, organizational commitment, collective identification, and mutual cooperation (Chen & Bliese, 2002). Most effects of human capital on firm performance are mediated by efficiency and innovative adaptation. Staff with strong skills and motivation is likely to be more productive, because they will do the work faster and smarter. Research shows that talented employees can improve efficiency and process reliability (Hatch & Dyer, 2004). Talented employees can also improve adaptation by helping to develop innovative products and services, by marketing them effectively, and by providing excellent customer service (O'Shaughnessy, 2005)

2.2.3 Leadership and organization's finances

Interest in strategic leadership has been increasing in recent years (Boal and Hooijberg, 2000). One of the most important research questions is how top executives influence the financial performance and survival of an organization and how an individual leader can influence followers to do more work or perform better than initially expected. The flexible leadership theory explains how top executives and other leaders can influence the financial performance of a business organization. Three key determinants of financial performance are efficiency, adaptation, and human capital. A wide range of leadership behaviors, management programs, structural forms, and external initiatives can be used to influence these performance determinants. Management programs and systems are usually more effective when they are mutually compatible and appropriate for the situation. Effective performance requires a cooperative effort by the multiple leaders in an organization, and they must be flexible and adaptive as the situation changes. The theory provides a way to integrate findings from several different and largely separate literatures.

Evidence from a large number of studies indicates that transformational leadership can enhance subordinate motivation and performance (Lowe, Kroeck, and Sivasubramaniam, 1996). Most successful firms do not have a CEO who is considered charismatic, and a visionary CEO is no guarantee that a firm will avoid financial disaster (Collins, 2001). The literature on strategic management, strategic human resource management, and organizational change provides additional insights about the influence of top executives on firm performance. Succession studies find evidence that a CEO can have a moderate amount of influence on the financial performance of an organization (Giambatista, Rowe and Riaz, 2005). Studies on organizational change describe how top executives can implement new initiatives or major changes effectively taking into account the influence of top executives on strategic objectives, competitive strategy, the formal structure, management systems and programs, the corporate culture; and the members' skills and motivation, and therefore determine financial performance and long-term survival (Boal and Hooijberg, 2000)

The study identifies the flexible leadership theory is conceptualized primarily at the organizational level, and it includes four sets of variables: organizational effectiveness, performance determinants, situational variables, and leadership decisions and actions. The effectiveness of an organization is defined as the extent to which it is able to survive, perform its mission, and maintain favorable earnings, financial resources, and asset value. Key indicators for business firms include long-term profit growth, return on investment, and stock returns. Effectiveness depends on three primary performance determinants: efficiency and process reliability, human capital, and adaptation to the external environment. The performance determinants are influenced by the decisions and actions of a firm's leaders.

2.2.4 National Director Succession Planning

Succession planning is the process of identifying and developing new leaders to succeed current leaders. At its best, it is a proactive and systematic investment in building a pipeline of leaders within an organization and identifying strong external candidates, so that when transitions are necessary, leaders at all levels are ready to act (Boal and Hooijberg, 2000). In Campus Crusade for Christ and for the sake of the study LIFE Ministry Kenya, Succession planning responds to strategic changes that create new leadership needs or roles and be prepared for transitions when necessary. According to Giambatista, Rowe and Riaz, 2005, this embeds leadership development

as a core organizational system, rather than as an ad hoc process, so the organization is ready for inevitable change. The organization highest chain of command thinks through on how the local ministries (National Ministry) an organization's leadership needs will evolve in the future, identifying future leaders, and identifying activities to strengthen leadership capacity are the core of succession planning. While the future may be uncertain, creating a plan enables the organization to develop leaders more intentionally and effectively through the link processes; engage senior leaders: It is essential to have consensus among the National Team leader and the National Leadership Team about the importance of proactive leadership development and succession planning (Spors, 2008). This group should set expectations, put processes in place, and hold the organization accountable for making it happen. Map out a vision of the future leadership team: understanding the leadership capabilities required to achieve the organization's strategy. With this understanding, the organization can assess the potential of current staff to become future leaders to meet emerging needs (Rothwell, 2010). Develop future leaders: Identify potential future leaders, then diagnose their development needs and build in systematic processes to cultivate that development. Seek new talent to fill gaps: There will be instances where future leadership capabilities cannot be fulfilled by current staff, so the organization should have effective hiring and ongoing on-boarding practices to integrate new leaders into the organization. Finally, Monitor and improve the process of developing leaders: Like most processes, leadership development is iterative. Collect data to understand and improve best practices and smooth out rough spots.

Referring to Rothwell, 2010, major reasons why succession planning and leadership development is important may be identified as Rapid, radical and discontinuous change in an organization, increasingly complex challenges, Greater leadership responsibility at lower levels, and Recruitment and retention of the best talent. Leadership bench strength, the leadership pipeline and leadership capacity are popular metaphors for the underlying issue of ensuring that an organization's leadership is adequately developed to face current and future challenges. Regardless of the term that is used, the particular concept emphasizes that leadership is not centralized in a single or small number of individuals (Barden, 2009). It begins with the belief or organizational norm that leadership is everyone's business. Because the kinds of challenges faced in today's organization environment are way too complex for any individual to figure out alone. In order to survive and thrive, successful organizations must be keenly aware of their

leadership talent and how to best develop it across all levels. Succession planning and leadership development are key processes in assessing and developing an organization's leadership talent. Stevens, (2014), different succession processes can be placed on a continuum ranging from relatively simplistic and bounded to relatively complex and comprehensive see the figure below.

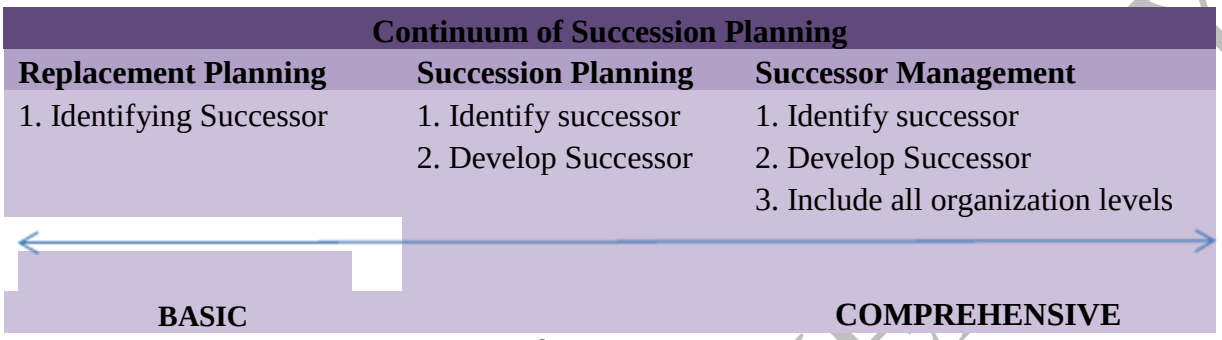


Figure 2.2 Continuum of Succession Planning (Hood, 2016)

2.3 Board of Directors and Leadership Turnover

In the instance that a National Director has to move from the position or from LIFE Ministry Kenya and while the departing National Director explores the leadership of preparing the way and letting go, the board's challenge is to step up in appropriate ways during this time to assist and support the incoming/outgoing leadership team committee in overseeing all the preparations. As the ultimate guardian of the ministry and operations, and employer of the National Director, the board has an essential role. The board may employ certain tool in succession decision. These include Sustainability audit surveys, Staff survey, Stakeholder survey and Strategic Leader Development Plan. Recruiting right a leaders has major implications for nonprofit and in our case Christian organizations. Compounding the challenge is the small pool of experienced senior executives all set to step into these leadership positions (McNeil, 2008). National competition is fierce for leaders who are able to forge an organization a head and produce results within a reasonable time. In this competitive landscape, the rewards can be high, but long-term loyalty in anyway may not be part of the equation. Regardless of the reasons, it is clear there will be a dramatic turnover in leadership in the organizations in the years ahead. As a result, nonprofit governing boards need to consider beyond conventional succession plans to ensure they are ready for change (Kaagan, 1999). The pool of talent at the mid-management level is thin as well, and the demand for top talent exceeds supply. Most organizations do not have a better

ST. PAUL'S UNIVERSITY

understanding of their staff, or their board of directors, to identify a leader internally who is well knowledgeable about best and next practices in philanthropy and experienced in nonprofit management. As expectations go up for organizations to perform well and develop new ideas, the board needs to look beyond internal or local candidates and invest in a wider search for other candidates outside the organization (Ciulla, 2004). All of this puts a heavy task on boards of directors.

Planning for leadership turnover is one of the most crucial governance responsibilities of any nonprofit board. It calls for more than just planning for the orientation and on boarding of a new leader. It is necessary for the board to put in place conditions for the management of the exit of the outgoing executive. Regardless of the amount of time between the exit of one leader and the beginning of another, the board plays an important role in making sure that a productive organizational environment continues as the transition unfolds. Stückelberger, (2007) notes that, there are three things the board must do to realize a successful turnover: Set an agenda for the outgoing executive while, at the same time, supporting them in their final days and honoring their work for the organization; Set expectations for the incoming executive and facilitate the sharing of knowledge among the leaders; and Model stable and unifying conduct for staff, donors, other major stakeholders and the public at large.

Clearly, the risks are high for an organization when a seasoned leader gives notice of their intent to exit, either to retire or to join a different organization. It is important that the board focuses its full attention to managing the multi-faceted process ahead (D'souza, 1989). The first step would be for the board to embark on a serious search for the next executive to occupy to be left by the out-going leader. Preparing for such a venture can provide a good opportunity for the board to focus on the organization's mission, vision, and strategic priorities and to bring the board members to arrive at common understandings of future bearing regarding the organization (Kravitz and Yuengling, 2011). The process can also aid in shaping short-term expectations of the outgoing executive. The obvious exit of this leader can bring to light widely diverse opinions between the board and leader regarding what needs to be accomplished within their remaining time and what needs to put on hold for the new executive. The board must work hand in hand with the leader to identify such priorities; similarly, the board should be categorical about their expectations of him or her during their final days within the organization (Kaagan, 1999).

ST. PAUL'S UNIVERSITY

The attributes of the outgoing leader's work can range from dealing with internal operational matters to setting the groundwork for a transformative undertaking that could be the emblem of the next leader's term. If it takes a longer period to employ a new executive, it is the responsibility of the board to remain close to the staff; motivating them and putting measures in place to ensure that the organization's fundraising and mission deliveries are not interfered with. The incoming leader may not have much interest in overlapping time with the outgoing executive and the board need to make the transfer short and concise. It is essential, however, for the board to coordinate an intentional transfer of essential historical knowledge and context to the incoming executive. The outgoing leader can prepare a confidential written memo for the new leader's eyes only or a few meetings can be arranged between them. Senior staff should be tasked with preparing clear and all-inclusive reports on the state of their respective sections, identifying both strengths and challenges ahead (Dym, Egmont and Watkins, 2011).

The level of interaction between the outgoing and incoming executives will vary depending on the two principals involved. It is common for the outgoing leader to want to assist their successor because they are genuinely concerned about the organization and have an interest in the future of the plans and initiatives they have put in place. Others may not be interested in anything to do with the incoming administration. Boards can be of help in finding and facilitating an excellent stability in the leadership transition while, again, putting measures in place to ensure that any overlapping time is short, disciplined and monitored (Day, 2014).

2.4 Organizational Communication and Leadership Turnover

Right communications are the lifeblood of any organization, large or small. Communications are essential to keep the whole organization performing at the highest levels and to make the most of our greatest management (Bridges, 2010) Communication is an important component in managing change. Organizational communication is the process whereby members gather relevant information about their organization and the changes occurring within it. Communication is very important in an organization because it enables organization's members to discuss critical organizational experiences and develop relevant information; communication helps organization members accomplish both individual and organizational goals by enabling them to interpret organizational change and ultimately enabling them to coordinate their fulfillment of personal needs with their accomplishment of their evolving organizational

ST. PAUL'S UNIVERSITY

responsibilities (Miller, 2014). Organizational communication also serves as a data-gathering function for organization members by providing them with sense-making information.

When leadership turnover is being carried out, there is a lot of organizational activity. Because most the staff are not directly involved in the leadership turnover process and are not aware of what exactly is happening, the level of uncertainty raises and rumors appear (Jablin, 2001). Thus, communication in this stage is quite essential and has the following objectives: to provide those not involved in the leadership turnover implementation with comprehensive information of what is happening; to provide those involved in the process with pertinent information regarding their roles in the change process, as well as information about how the effect of change on them, and their new roles and responsibilities; and to dismiss all the wrong information that may be circulating through the organization(Husain, 2013).

2.4.1 Organizational structure

Leadership conditions affect both the stability of and causal relationships among departments describing organizational structure. Where leadership has changed in the past, where it is dependent on higher authority, and where it is in close contact with superiors, organizational structures are unstable over time, but orderly causal relationships among environmental variables, size, and measures of organizational structure appear. Where leadership has been stable, and where it is autonomous and insulated from higher authority, organizational structures are more predictable, but causal relationships vanish. Organizational structure is particularly important for decision making. Most companies either have a tall or flat organizational structure. Small companies usually use a flat organizational structure. For example, a manager can report directly to the president instead of a director, and her assistants are only two levels below the president. Flat structures enable organizations to make quicker decisions, as they are often growing rapidly with new ideas or environment forces and require flexibility. The LIFE Ministry strategic plan should worry about her organizational structure, since they have more than one hundred staff. It is important for each executive to understand the complex interdependencies that determine the consequences of strategic decisions for other executives and for the overall organization. When members of the top management team have differentiated roles, the CEO may have primary responsibility for achieving integration, and it can be facilitated with the use

ST. PAUL'S UNIVERSITY

of appropriate decision processes (Edmondson et al., 2003). An alternative approach is to make the entire team responsible for integration. The facilitating conditions and essential processes for a "leader centric" or "team centric" approach are described by Smith and Tushman (2005).

2.5 Leadership Turnover and Organizational Performance

Senior managers are widely believed to make a difference to the outputs and achievements of organizations. Many studies on the role of executive in an organisation reveals that their role is evident in shaping strategies, affecting implementation, and influencing performance. Although much attention has been devoted to the impact of individual chief executives, little research has examined the impact of the team coordinators who forms the management team and is tasked with making key decision in an organization. Stückelberger (2007) suggests that there is a need to establish whether the extent of turnover in the top level management team makes a difference to organizational achievements or simply replaces those in the most senior positions with a similar group of people who have much the same impact as their predecessors. Not many studies examine the repercussions of staff turnover on the success or failure of organizations, let alone the effects of top management turnover.

There are two schools of thought. One is based on the literature on the private sector, which suggests that top management team turnover contributes to improvements in organizational performance by shaping the strategy of an organization, while the view suggests that senior management teams are important determinants of organizational performance even under circumstances where external challenges on strategic change exist. According to (Kaagan, 1999), organizational outcomes, both plans and efficacy are reflections of the values and emotional biases of powerful actors in the organization. High level managers occupy the organizational positions with the most formal power in the organization; so when one set of high level managers replace another; this should improve performance. The upper echelons model insinuates that a new management team might be counted on to make a positive difference to performance by generating new ideas and a better alignment with the political and socio-economic environment. On the other hand, Hannan and Freeman (1984) argues that organizational change such as leadership turnover is disruptive and not adaptive in any way. The introduction of new members of the management team to some extent destabilizes the team and in a way disrupts wider organizational routines and relationships. The outcome of this is a

ST. PAUL'S UNIVERSITY

reduction in organizational performance. The period that comes before and after a succession episode is extensively considered to create a situation for conflict in organizations, and to divert the attention of the managers and other staff from their work.

In addition, external partners and sponsors may be hesitant to offer support until the preferences and plans of the new leaders are well understood, which may further lessen internal operations. The result is that performance goes down, which makes it more difficult for the new executives to rescue the organization from the downward spiral brought about by conflict and uncertainty. Neither of these conventional viewpoints, however, considers the level of performance prior to executive team turnover, although previous performance always being the most essential predictor of current performance (Meier and O'Toole, 2002).

2.5.1 Strategy as a Planned/Deliberate Process

The classical view of strategy, advocates a linear, rationalistic and deliberate process driven from the top management of an organization. Similar to the prescriptive view by Ansoff (1965) in Burnes (2009) this view involves a process of a number of strategic planning steps which includes analyzing the organizations environment and its resources, establishing organizations mission and objectives, identifying and evaluating strategic options and then implementing and evaluating chosen strategies. Underpinning this approach to strategic management is a range of techniques and tools, ranging from SWOT analysis to a variety of diagrammatic and quantitative methods (Adrian et al, 2000). Even though there is not one widely accepted, clear and practical approach to organisational change management that explains what changes organisations need to make and how to implement them, the planned approach to organisational change attempts to explain the process that bring about change (Burnes, 2004).

Although the planned approach to change is long established and held to be highly effective (Bamford et al, 2003), it has come under increasing criticism since the early 1980s (Burnes, 1996). Moreover, it is suggested that organizational change is more an open-ended and continuous process than a set of pre-identified set of discrete and self-contained events (Burnes, 1996). By attempting to lay down timetables, objectives and methods in advance it is suggested that the process of change becomes too dependent on senior managers, who in many instances do not have a full understanding of the consequences of their actions (Wilson, 1992). Again the

ST. PAUL'S UNIVERSITY

approach of planned change ignores situations where more directive approaches are required. This can be a situation of crisis, which requires major and rapid change, and does not allow scope for widespread consultation or involvement (Burnes, 2004; Kanter et al,1992). Finally, critics argue that the planned approach to change presumes that all stakeholders in a change project are willing and interested in implementing it, and that a common agreement can be reached (Bamford et al, 2003). This presumption clearly ignores organizational politics and conflict, and assumes these can be easily identified and resolved (Burnes, 1996, 2004). In response to this criticism of the planned approach to organisational change, the emergent approach was developed. Rather than seeing change to be top-down driven, the emergent approach tends to see change driven from the bottom up (Bamford *et al*, 2003; Burnes, 1996). The approach suggests change to be so rapid that it is impossible for senior managers effectively to identify, plan and implement the necessary organizational responses (Rune, 2005). Therefore, the responsibility for organizational change has to become increasingly devolved (Wilson, 1992).

In contrast to the formalized strategic planning process and similar to the analytical process is, seeing strategy as an emerging process (Burnes, 2009). Adrian *et al* (2000) refer to the approach as "crafting Strategy", they see the development of strategy as analogous to the approach of craftsmen, whose knowledge and skills mean that they formulate and implement their work in an integral manner. This provides a powerful contrast to the formal planning approach. (Burnes, 2009), is of the view that organizational strategies emerge from a less structured and ordered way. He found out that decisions were made very quickly, often on the move, usually based more on intuition and experience than on considered analysis. Thus, the formulation and implementation of strategy is, in practice a more integrated or fluid process rather than being different stages in a deliberately planned and formal process. The implementation of strategic organizational change is likely to be problematic, this is especially likely to be in cases where changes involves people, and in which personal relationship and emotional responses are predominant (Adrian *et a*l 2000). Mabey *et al* (1992 in Adrian et al, 2000) also considered a number of perceptions about the management of change that will affect reactions to it. The methods used in implementing organisational change have an important role in affecting the nature and strength of these reactions. By methods, we mean whether change is implemented as a "Top-Down" or "bottom-Up" approach, whether its intention is transformational or incremental and whether it is a rapid or gradual process. Top-down approach to the implementation of

ST. PAUL'S UNIVERSITY

strategic organizational change is associated with the deliberately planned approach; it is basically designed and driven by an organization's senior management. Although, Nicholson (1993 cited in Adrian et al 2000) is of the view that this approach is necessary to bring about radical changes in organizations, its impacts and effectiveness are often criticized.

2.6 Organizational Culture and Leadership Turnover

Culture is socially gained and disseminated by members of a particular community; it avails the rules for behavior within organizations. Organizational culture is the belief that can guide staff in knowing what is expected of them. It also covers practices, values, and assumptions about work in the organization. The core values of an organization starts with its leadership, which will then develop to a leadership style (Tsai, 2011). Subordinates will be guided by these values and the conduct of leaders, such that the behavior of both parties should become increasingly similar. When firm and undivided conduct, values and beliefs have been advanced, a strong organizational culture comes forth. Leaders have to appreciate their role in maintaining an organization's culture. This would in return ensure consistent behavior between members of the organization, managing conflicts and creating a healthy working environment for employees. Organizational culture explicit shared assumptions, values and beliefs, and is the social bond holding an organization together (Ng'ang'a, 2006). A strong culture is a system of rules that clearly outlines the way people should behave. An organization with a strong culture has shared values and codes of behavior for its employees, which should assist them to accomplish their purpose / objective. Work recognition and job satisfaction can be realized when employees are able to accomplish the tasks given to them by the organization

The value of leaders has a positive contribution on the development of the culture in the organization. Culture is developed out of the repeated patterns of behavior. The leader serves his or her organization as a fractal. They set the pattern through their individual values and behaviors, and the extent to which they bring consistent poisoning of the organizational vision with every aspect of the organization's work. As these patterns are set, and as people are given the freedom to repeat and build and expand upon them, culture is born. While culture may be a resistant to change, culture can be a great enabler of organizational change. Whether the change involves digitization, faster product development, or a systematic lowering of costs. Overall, change initiatives are only adopted and sustained about half the time, our survey shows. But

ST. PAUL'S UNIVERSITY

when companies tap into the energy and emotional commitment that are bound up in their cultures, change initiatives are far more sustainable. In any major change initiative, it is the job of the Leadership to involve all the affected by the transition to figure out how to harness the strong cultural attributes of their company to build momentum and create lasting change. Organization that are able achieve the inclusiveness "culture led" approach to change substantially increase the speed, success, and sustainability of their transformation initiatives. Based on our survey findings, the odds of success are about twice as high with culture-led change than with more conventional change-management approaches.

2.6.1 Emotional Intelligence

According to Ryan, (2011) emotional intelligence refers to the skills or ability necessary to identify, assess and control the emotions of oneself, other people or entire groups, emotional intelligence is a concept that has become widely popular in management texts and related literature for its ability to enhance and capitalize on the human potential of an organization. It include skills such us to identify your own emotions and those of others (Emotional awareness), the skill to harness emotions and apply them to tasks like thinking and problems solving and the skill to manage emotions, including the ability to regulate ones emotions, and the ability to cheer up or calm down another person. Seeking to support leaders' cognitive, emotional and physical resources, the use of emotional intelligence is a modern tool of effective management, enabling the individual to manage a wide range of employees that are often performing in a unique set of roles. In addition, emotional and personal competencies are two primary factors that are shown to be directly linked to performance within a work environment, making their identification and analysis essential for effective management as well as the increased development of the organizations' human capital. Some psychologists believe that emotional intelligence matters twice as much as both technical and analytic skills combined. And the higher the individual moves up within an organization, the more crucial emotional intelligence becomes not really a surprise given the high degree of loyalty required to inspire people toward achieving an expansive, complex or long-term goal.

Leaders need emotional intelligence to turn intention into action, in order to make informed decisions about the things that matter most to the organization for productivity. Emotional Intelligence is the ability to identify, use, understand, and manage your own emotions in positive

ST. PAUL'S UNIVERSITY

ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict. This ability also allows us to recognize your own emotions and how they affect your thoughts and behavior. You know your strengths and weaknesses, and have self-confidence (self-awareness), to be able to control impulsive feelings and behaviors, manage your emotions in healthy ways, take initiative, follow through on commitments, and adapt to changing circumstances (Self-management), to understand the emotions, needs, and concerns of other people, pick up on emotional cues, feel comfortable socially, and recognize the power dynamics in a group or organization (social awareness), and to know how to develop and maintain good relationships, communicate clearly, inspire and influence others, work well in a team, and manage conflict relationship management. In other words emotional intelligence affects performance, physical health, mental health and relationships and in summary, a leader must be competent within their chosen field but also have a finely-tuned sense of emotional intelligence. Specifically, they are typically expected to be more positive, approachable, warm, empathetic and optimistic, traits many believe to be more important than traditional cognitive intelligence in the successful achievement of workplace goals. The reason for this may be due to the fact that a focus on emotional intelligence often includes the ability to contain any negative feelings and focus instead on a positive outcome a capability that is vital for high-reaching leaders and executives.

2.7 Leadership Style

In any organization those in the National Leadership Team and looked upon by other staff for leadership and direction. How leader chooses to lead has impact how content the different team members will perform in their roles (Stogdill, 1974). Hence has an effect on both the leader and the staff retention and turnover, and productivity. This study explain the different leadership theories looking into those that tend to focus on characteristics and behaviors' of successful leaders, those that consider the role of followers and the contextual nature of leadership follows; Great man is based on the belief that leaders are exceptional people, born with innate qualities, destined to lead. Behaviorists concentrate on what leaders actually do rather than on their qualities. Different patterns of behavior are observed and categorized as 'styles of leadership'. This area has probably attracted most attention from practicing managers. Situational Leadership approach sees leadership as specific to the situation in which it is being exercised. For example,

ST PAUL'S UNIVERSITY

whilst some situations may require an autocratic style, others may need a more participative approach. It also proposes that there may be differences in required leadership styles at different levels in the same organization. Contingency is a refinement of the situational viewpoint and focuses on identifying the situational variables which best predict the most appropriate or effective leadership style to fit the particular circumstances. Transactional emphasizes the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of 'contract' through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers, and we have the Transformational whose central concept here is change and the role of leadership in envisioning and implementing the transformation of organizational performance

2.7.1 Shared/Collective leadership

Shared leadership entails responsibilities common to individuals of an organization. In other words, instead of having a single designated leader, more members of a team with common leadership influence the others and help move the organization's performance towards its set goals (Boundless, 2015). While by definition individuals in an organization have communal responsibility for an organization's outcomes, shared leadership implies that they equally hold each other accountable for setting the organization's goals and maintaining its direction. Shared leadership is a multi-faceted model of leading (Natale, 2010). Even though there is not a great deal of research in this area, studies conducted to date have demonstrated that the implementation of shared leadership has led to high performance in organizations. Much of this research measures how an increase in influence of behaviors and the creation of a learning culture improves capacity for leadership and enhance team performance.

A relational viewpoint underlies the approaches in shared leadership and serves to bring people together in a purposeful learning environment and a balancing of power. Basically those in power need to empower employees and take accountability for participating in a shared approach to leading and operating (Klenke, 2015). The common currency of a team practicing shared leadership is debate, which is the means to bring to light concealed beliefs, assumptions, and values as well as to share knowledge and connect the dots facilitating the development of shared meaning. Of particular importance is the team member's proclivity for inquisitiveness and skill in harmonizing advocacy and inquiry while engaging in honest conversations (Boundless, 2015).

ST. PAUL'S UNIVERSITY

In essence, an organization searching to embrace a shared leadership model would need to value relationships and develop skill in communication and collaboration. Shared or collective leadership where the study engaged on identifying if leaders enacted ministry performance as a result of shared leadership in terms of overall planning and organizing, problem solving, support and consideration, and development and mentoring. There was no relationship between shared leadership and the organization performance. The implications of may include the possibility that leadership in the National leadership team is needed and the MCCs report are answerable to the National Director.

2.7.2 Consultative Leadership

The study engaged more Consultative leadership style referring to the Bass and Collegues' Five Styles of leadership. Consultative leadership is task oriented and focuses on the end result almost as much as the directive leadership style. However, the consultative leader also does something over and above the directive leader, which is to ask his subordinates for opinions. While he ultimately has the authority to make the final decision, he is willing to listen to the viewpoints of his team. This is likely because the consultative leader is in a position where he does not know the whole situation and he requires the views and opinions of the team on the ground that he may be able to make an informed decision. This could happen in either a huge corporation in a specialized industry where the experts are the engineers and scientists working in the frontlines. Another reason a leader can choose the consultative leadership style is because he is humble enough to listen and consider all views before coming to a final decision. Despite having the complete authority to make a final decision, he chooses to listen to the team because he knows that he does not know everything. As a result, the quality of decisions he makes will often be far better than if he would have made them himself.

LIFE Ministry Kenya National Leadership can be effective consultative Leaders creating a culture of speaking up in teams. Although strongest leadership traits is directive, and so the change would not be immediate. Imagine an authoritative army general suddenly asking his sergeants about how to fight a war. His sergeants will keep quiet for a long time before they decide its actually safe to speak up. The reason is because they're afraid of being criticized and or looking stupid in front of their bosses. Because of that fear, the more comfortable approach is to simply keep silent and agree. While this seems to make work easier, the leader loses out on

ST. PAUL'S UNIVERSITY

precious advice or information that he would have otherwise gotten would he have made his team speak up. Creating that culture of speaking up should be that first step of changing your personal leadership traits. The second step is to learn effective facilitation skills.

2.8 Learning Organization

According to Renesch and Chawla, (2006), Learning organizations are organizations where people continually expand their ability to attain the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective ambitions is set free, and where people are continually learning to see the whole together. Learning organizations uses a management philosophy based on knowledge and understanding for the complexity of the real world. Senge (2006) expresses that Learning Organization scatters the role of leadership, places human values at the cornerstone of the workplace and recognizes vision, purpose, reflectiveness and systems thinking as essential. This brings out the picture that a Learning Organization decentralizes the role of leadership to increase the contribution of all employees, employs an integrated approach and gets everyone on the same page, employs systems and structures for sustainability, and puts a strong emphasis on informal and social networks.

Most conceptualizations of the learning organizations seem to work on the assumption that learning is of great value, continuous, and most effective when shared and that every experience is an opportunity to learn. It could be argued that the notion of the learning organization provides managers and others with a picture of how things could be within an organization.

2.9 Theoretical Framework

This study is based on situational or contingency approaches to leadership. This theory is based on the belief that leaders are products of given situation. According to Block, (2004)people become leaders not only because of the attributes of their personalities but also due to various situational variables and the interactions between the leader and the group members.

Kotter (2002), leading change theory gives key to change an organization successfully, emphasizing that planning carefully and building the proper foundation, implementing change can be much easier. He gives eight (8) steps to achieve success in leadership transition: Create a sense of urgency, Form a powerful coalition, Create vision for change, make known the vision, Remove obstacles, Create short-term wins, Build change and Anchor the change in corporate

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culture. Transition is a common thread that runs through all organization regardless of size, industry and age. Lewin (1950) models which aid in understanding organizational change model still holds true today. His model, known as Unfreeze – Change – Refreeze, focuses on the three-stage process of change he describes. If you have a large cube of ice, but realize that what you want basically is a cone of ice, what do you do? First you need to melt the ice to make it amenable to change (unfreeze). Then you have to mold the iced water into the shape you want (change). Finally, you must solidify the new shape (refreeze).



Figure: 2.2 Kurt Lewin understanding organizational change model

2.9.1 Unfreeze

This initial stage of change involves preparing the organization to embrace the idea that change is necessary. It involves break down in the existing status quo before, the organization can build up a new approach of operating. Key to this is developing a compelling message indicating why the existing way of doing things has to be done away with. This is the most easy to frame when one can point to declining sales figures, poor financial results, worrying customer satisfaction surveys, among others. These clearly indicate that things have to change in a way that everyone can understand.

2.9.2 Change

After the anxiety from the unfreeze stage, the change stage therefore is where people start to resolve their uncertainty and seek for new approaches to do things. People begin to believe and act in ways that support the new direction. The transit from unfreeze to change does not occur overnight: People take time to adopt the new direction and participate aggressively in the change. A related change model, the Change Curve**,** targets the specific issue of personal turning points in a changing environment and is useful for understanding this specific aspect in more detail.

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2.9.3 Refreeze

When the changes are taking place and people have adopted the new approaches of working, the organization is prepared to refreeze. The outward indicators of the refreeze include a stable organization chart, consistent job descriptions, and so on. The refreeze stage equally requires helping people and the organization to internalize or institutionalize the changes. This implies making sure that the changes is used every time; and that they are made part of everyday business. With a new sense of stability, employees become confident and comfortable with the new ways of working. As part of the Refreezing process, it is important to ensure that the organization celebrates the success of the change, as this helps people to find closure, thanks them for enduring a painful time, and helps them believe that future change will be successful (Day, 2014).

2.10 Critical Dimensions of the Leadership Situation

The situational approach is important to this study because it helps to understand the emerging of leadership and the three critical dimensions of the leadership situation. It helps to understand some of the factors that affect leadership like environment and culture within the organization and the situation from which the leadership emerges. Leadership transition is a result of a situation, environment and the relationship that exists between the members of the organization. Some scholars have criticized Fielder's theory in that nothing is automatic in either task oriented or the people satisfaction oriented style. Leader effectiveness is the extent to which the leader influences his followers to achieve group objective (Cole, 2002).

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2.11 Conceptual Framework

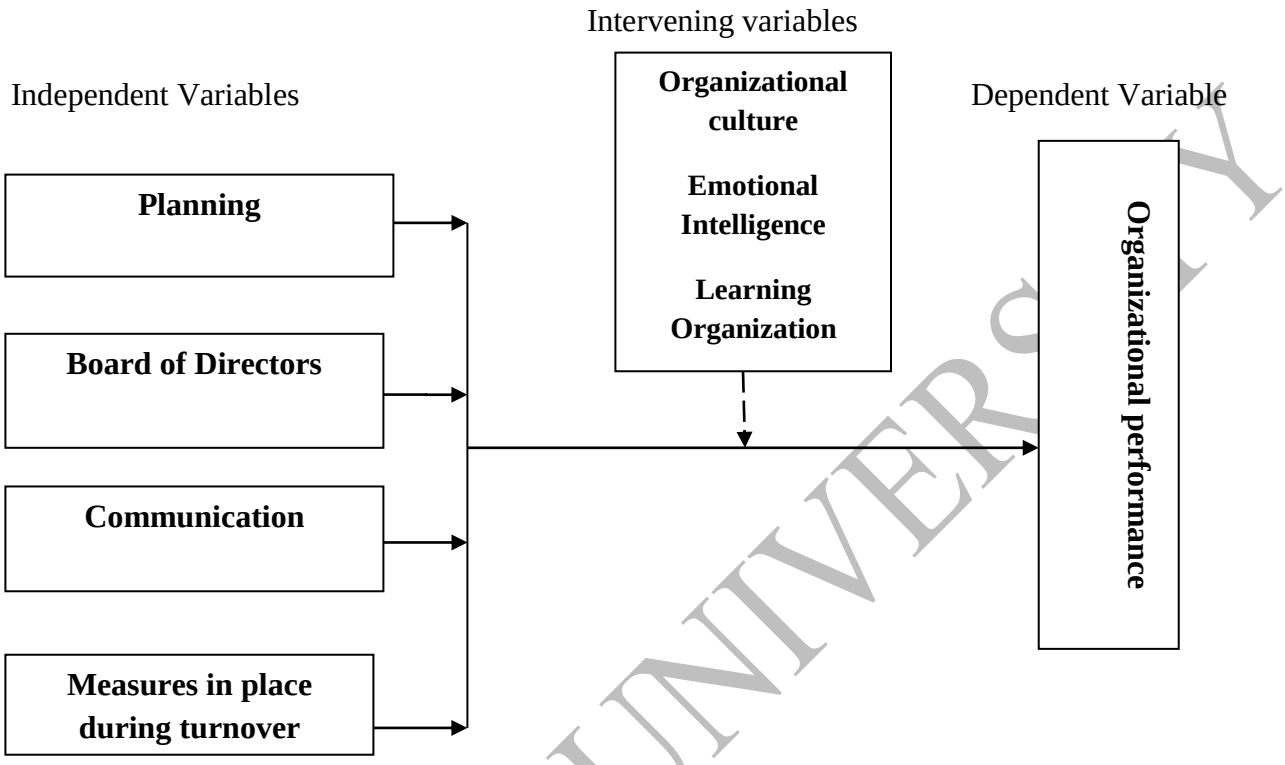


Figure: 2.3 Conceptual Frame Work

(Source: Author 2016)

2.11.1 Planning

It is evident that planning for turnover may conflict with the traditional values and practices that protect the dignity and image of leaders as well as other members of the organization (McGillivray and Smith, 2005). To succeed leaders may need to modify their leadership style in order to promote their organization's interest in a world that rewards flexibility, transparency, interconnectedness, and information. The study looked at the continued relatively high leadership turnover at the Life Ministry Kenya and any plan were possibly put in place to manage heavy turn-over trend experienced in this organization.

2.11.2 Board of Directors

In this study the governors' included the board of directors and the area team leader, tasked with the burden of providing a process of practical guidelines for organizing operations and sustaining

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a quality leadership transition. The governors'' responsibilities thus included recruiting or appointing a qualified national director, providing a step by step orientation, ensuring high quality meetings, also giving guidelines to improve a leadership that is struggling, evaluate different leadership styles. This study therefore looked at / evaluated / identified the role of the board of directors during leadership turnover and how it affected organizational performance then and after the whole process of transition.

2.11.3 Communication

Openness in an organization can be understood by using open system theory. The idea behind is to develop a written communication plan to ensure consistency and through multiple channels, including speaking, writing, training, team meetings, and bulletin boards communicate all that is known about the changes, as quickly as the information is available (Didsbury, 2009). Also providing significant amounts of time for people to ask questions, request clarification, and provide input. Organizations are made up of vertical structures, which reflect hierarchical location, and horizontal structures which reflect the distribution of responsibilities within a given function or a department. Through this approach staff can effectively participate and contribute to organizational goals and effectiveness. The study therefore properly assed how communication helps organization members during leadership turnover to accomplish both individual and organizational goals by enabling them to interpret organizational change and ultimately enabling them to coordinate their fulfillment of personal needs with their accomplishment of their evolving organizational responsibilities.

2.11.4 Measures put in place during Leadership Turn-Over

The governors focus on managing polarities in order to successfully coordinate the stakeholder to maintain stability. Polarities to be managed may include among others directive vs. participative culture, centralized vs. decentralized operations, quality focus vs. cost focus, and organization good vs. staff good (Sanborn, 2008). The study therefore looked at the effects of these measures on organizational performance during leadership turnover. Didsbury, (2009) notes that Organizational performance is heavily dependent upon the levels of engagement of staff which in turn is very closely related to the style and quality of leadership in the enterprise. Stokes (2009) subscribes to the fact that Leadership is about discerning and maintaining

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direction in the face of the unpredictable reality. For the Christ-centered leader this is to be done in a way that is consistent with Biblical principles and Jesus as the model. Therefore, Christ-centered servant leadership calls for the development of those traits that can envision a team, equip and motivate them to achieve excellence, enable them to confidently adapt to change, innovatively solve problems, inspire commitment, engender trust and achieve goals with distinction; all modeled upon the character of Jesus. This is as much about heart and character as it is about skill for spurring transformation within Christian and or non profit making organizations.

2.12 Summary and the Gaps to be filled by the study

Traditionally and even today, leadership is usually reserved for people in the highest ranks of an organizational pyramid. The more hierarchical the organizational culture, the harder it is for people in the lower ranks to see themselves as leaders. Leadership as a means of organizational renewal embraces notions of leadership as a collective activity. Therefore, it is vital to change to a leadership concept that is geared towards promoting organization's developmental prospects.

Planning for key leadership positions, particularly the executive director reduces the risk of an unexpected and traumatic transition. Referring to Cole (2002), one of the features of a structured management system is a succession plan. This is basically a plan for identifying who is currently in post and who is available and qualified to take over in the event of retirement, voluntary leaving, dismissal or sickness. Communication helps create shared meaning because it provides social context cues which leads to the perception of social presence, and creates a shared interpretive context among the members of the organization. To maintain stability during leadership transition may mean the management to work on organization transformation during the transition planning. Whereby the organization will focus on what needs to be done to ensure the organization's projects perform more effectively in adding value especially for its clients.

The study intended to fill knowledge gap pertaining to the challenges of realizing smooth and healthy leadership turnover at the LIFE Ministry Kenya, attributed to lack of leadership transition framework and sufficient handing over. The study envisaged to come up with leadership transition framework/methods which other scholars have not come up with hence bridging the gap in knowledge in the matter in question.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design and methodology that the researcher used in the research problem, Objectives, and research questions. It presented the research design, target population, sample size and sampling technique, data collection instruments and procedures, pretesting and data analysis.

3.2 Research Design

The researcher used descriptive design for convenience and context to ensure that the data obtained would give answers to the research questions (Burns et al 2003). The design offered an opportunity for a logical structure of the inquiry into the problem of the study. According to Polit et al (2001), descriptive surveys are good at providing information and explanations to research questions.

3.3 Area of Study

The LIFE Ministry Kenya Headquarter offices at The LIFE Ministry Resource Center, on Jabavu Road, off Rose Avenue (Next to Kilimani Police Station).

3.4 Target Population

Mugenda and Mugenda (2012) define population as the total number of units from which data can be collected such as individuals, artifacts, events or organizations. Burns et al (2003) describe population as all the elements that meet the criteria for inclusion in a study. In this study all the staffs (field and office staff) in LIFE Ministry Kenya were therefore targeted. Target population in itself referred to the entire group of individuals the researcher had interest in generalizing the conclusions. The target population as it were, had varying characteristics, and the total population was 800 staff (LIFE Ministry Human Resource and Development data base). The research had target a sample of 80 staff of The LIFE Ministry Kenya as displayed in Table 3.1 below.

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Table 3.1: Target population

Population	Number of Employees	Percentage
National Team Leaders	112	14%
Program Coordinators	195	24%
Field Staff	240	30%
Office staff	253	32%
Total	**800**	**100%**

Source: Researcher (2016)

3.5 Sample size and Sampling Procedure

Mugenda and Mugenda (2003) advise that 10% of the target Population would suffice for descriptive study if the population units are more than 30. Thus, a sample of 80 respondents representing 10% of the target population was used. Table 3.2 shows how the sample was distributed.

Table 3.2: Sample Size

Category	Target Population	Sampling Size	%(Percentage)
National Team Leaders	112	11	13.75%
Program Coordinators	195	20	25%
Field staff	240	24	30%
Office staff	253	25	31.25%
Total	**800**	**80**	**100%**

Source: Researcher (2016)

Stratified and simple random sampling techniques were adopted to select the sample. The study grouped the target population into relatively homogeneous sub-groups then random sampling was applied within each stratum. The study also made use of purposive to select the key informants within each strum. This therefore ensured that there was no biasness among the respondents as all the respondents had equal chances of being selected to participate in the study hence improve the representativeness of the sample as it would reduce sampling error (Webb, 2002).

3.6 Data collection

To achieve objective of the research study, the researcher made use of both primary and secondary data. Primary data was quite useful in getting first hand information from different respondents and the process of collecting data therefore took about one month to complete. The study made use of closed and open-ended questions approach to determine how leadership turn-

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over affects organization performance, which in this case was Kenya Life Ministry. Since the researcher also required specific information from the respondents, interviews were also conducted.

3.7 Data Collection Instruments

Questionnaires were issued by the researcher at the right time to the respondents in the four categories of the target population, namely the National Team Leaders, Program Coordinators, Field staff and Office staff. They were then given two weeks to complete the questionnaires. There were two parts of the questionnaire; Part A and part B.

The questions in the questionnaire were both structured and unstructured. Structured questionnaires list had close ended questions. These included multiple choice questions which offered respondents the ability to answer "yes" or "no" or choose from a list of several answer choices. Close end questions also included scales refer to questions that ask respondents to rank their answers at a particular point on a scale. Unstructured questionnaires have open ended questions (Ngechu, 2004), where respondents were expected to answer in their own words. Open ended questions were used as they encourage the respondent to give an in-depth and felt responded without feeling held back in revealing of any information therefore giving insight to his or her feeling, background, hidden motivation, interest and decisions.

3.8 Pilot Testing

A pilot study was also conducted at Life Ministry to test the reliability and validity of the research. Validity focuses on the extent to which an instrument measures what is supposed to measure data need not only to be reliable but also true and accurate (Orodho, 2003). A pre-test study was also conducted to test the reliability and viability of the research Pilot testing was conducted to determine the reliability of the questionnaires including the structure and sequence. This was administered to 20 respondents who were given enough time to fill the questionnaire and return them willingly. This was used to ensure that the respondents in the final study would not have any difficulty in answering the questions.

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3.9 Data Analysis

Before processing the responses, the completed questionnaires were edited for completeness and consistency. Descriptive analysis was employed. The data was coded to enable the responses to be grouped into categories. Data was analyzed using excel and Statistical Program for Social Scientist version 21 (SPSS) as the basic computer method for data analysis. Descriptive statistics including: percentages, frequencies; mean, and standard deviation were used present the data analyzed. These included. Tables and pie charts were used to present the data collected for ease of understanding and analysis.

3.10 Ethical Considerations

Due to sensitivity of some information collected, the researcher was expected to bear a moral obligation by treating the information confidentially and only for the purpose of the course. The researcher therefore, provided the respondents with enough and accurate information about the study, and coded the data for identity protection. Since the respondents could be reluctant to disclose some information, the researcher had to reassure them of confidentiality of the information given. The researcher also obtained data collection permit from NACOSTI, a letter from the university and another letter from Life Ministry

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CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATIONS AND DISCUSSIONS

4.1 Introduction

This chapter presents the findings of the study as set out in the research methodology. The study findings are presented to investigate the study investigated the effects of leadership turnover on the performance of the Life Ministry Kenya. This chapter presents the response rate, demographic information, planning, role of board of directors during leadership turnover, organizational communication and leadership turnover, measures put in place during leadership turnover and the interviews on the National Team Leaders and Program Coordinators.

4.1.1 Response Rate

A total of 80 questionnaires were distributed to the target respondents out of which 57 questionnaires were returned giving a response rate of 71%. This response was considerable and representative of the population. This response was good enough and representative of the population and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and above is excellent. These findings are well illustrated in the Figure 4.1.

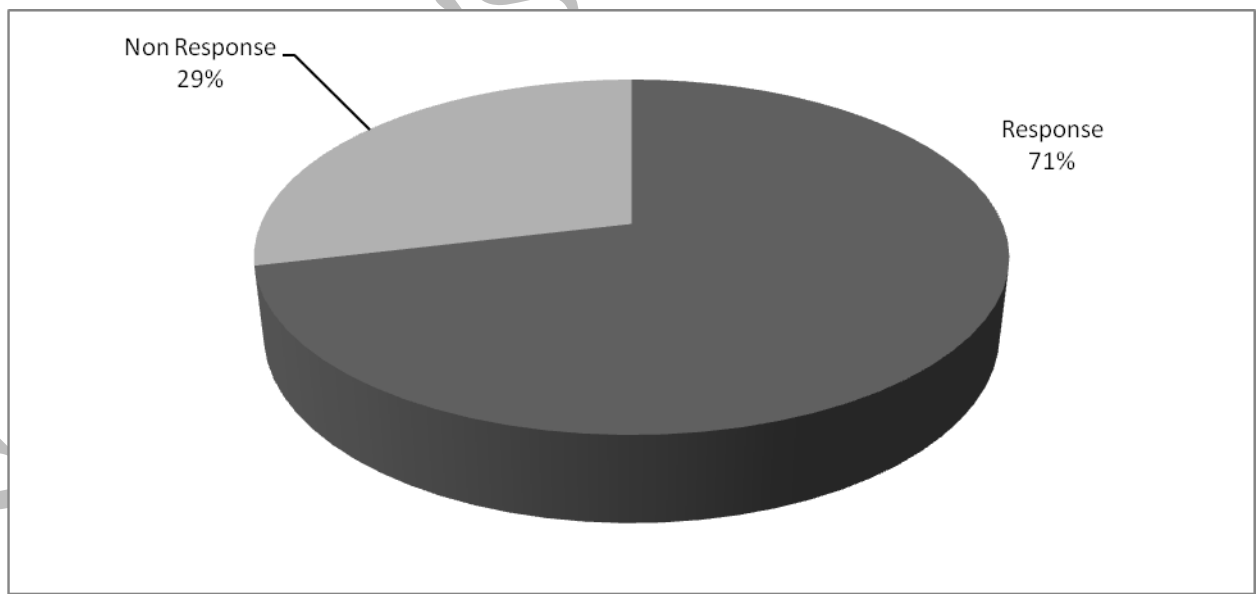


Figure 4.1: Response Rate

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4.2 Demographic Information

This section shows the respondent's demographic information as regards their gender, age distribution, highest level of education attained and the period they have been at the life ministry.

4.2.1 Gender Distribution

The study sought to establish the gender distribution of the respondents. The finding is shown in Figure 4.2.

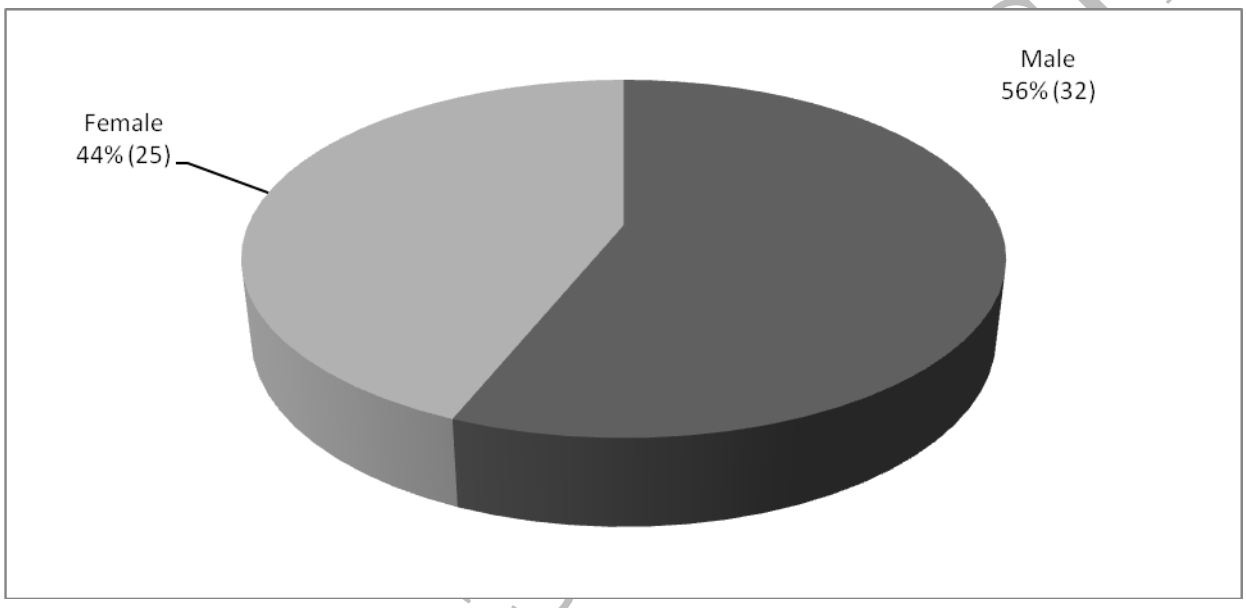


Figure 4.2: Gender Distribution

Source: Author (2016)

As shown in Figure 4.2, 56% (32) were males while 44% (25) were females. This implies that all genders were represented in the study though there were more male than female staff at LIFE Ministry Kenya. Thus the information they provided were relevant for the study.

4.2.2 Age Distribution

The study sought to determine the age distribution of the respondents. The findings are shown in Figure 4.3.

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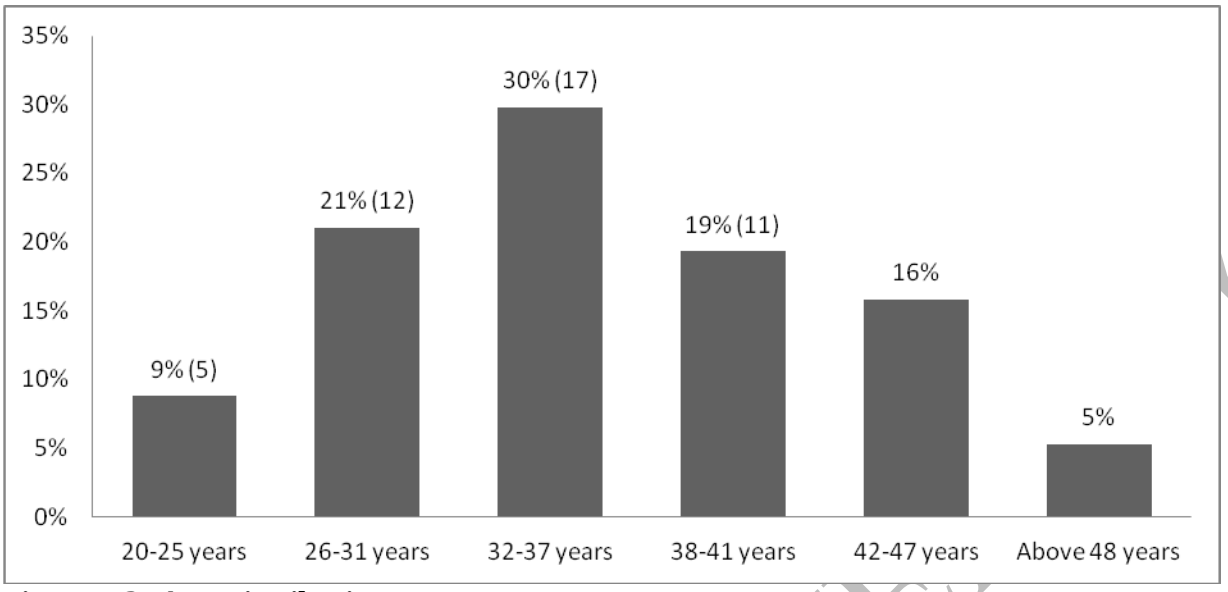


Figure 4.3: Age Distribution

Source: Author (2016)

The findings indicated that 9% of the respondents ranged between the ages of 20-25, 21% were between the ages of 26-31 years, 30% were between 32-37 years, 19% were between 38-41 years, 16% were between 42-47 years and 5% were above 47 years. From the data, it shows that all the age groups were represented thus the information they provided were reliable and relevant for the study.

4.2.3 Level of Education

The respondents were required to indicate their highest level of education attained. The findings are shown in Figure 4.4.

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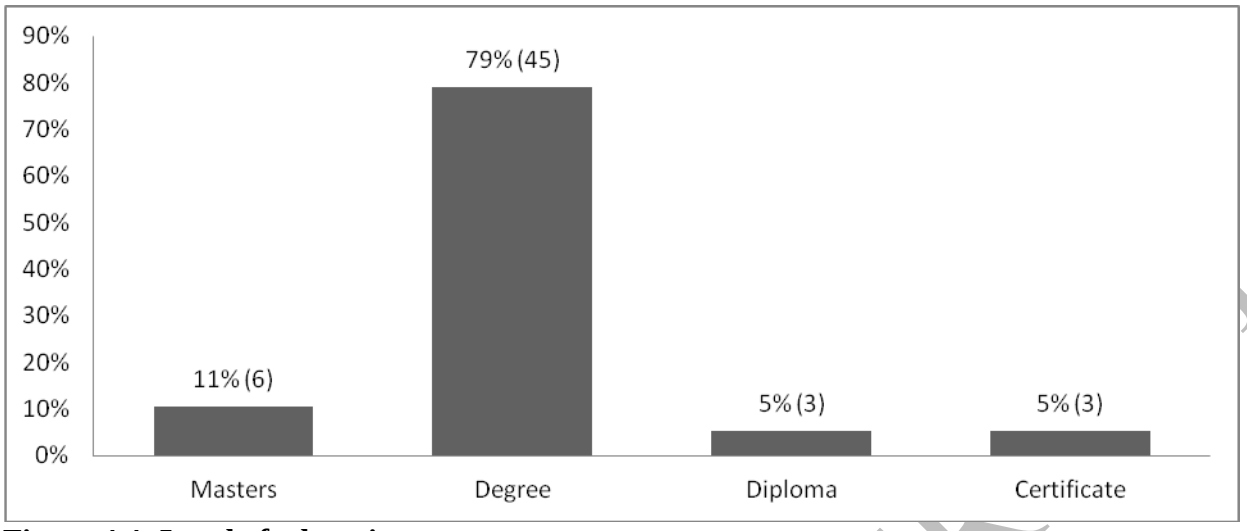


Figure 4.4: Level of education

Source Author (2016)

From the findings in Figure 4.3, 11% of the respondents had masters as their highest level of education, 79% had degree, 5% had diploma and 5% had certificate. This implied that majority of the respondents had relevant knowledge on effect of leadership turnover on performance thus they had ease in addressing the question and provided the correct responses.

4.2.4 Period Working in the Organization

The study sought to establish the period that the respondents had worked in the organization. The findings were as shown in Figure 4.5.

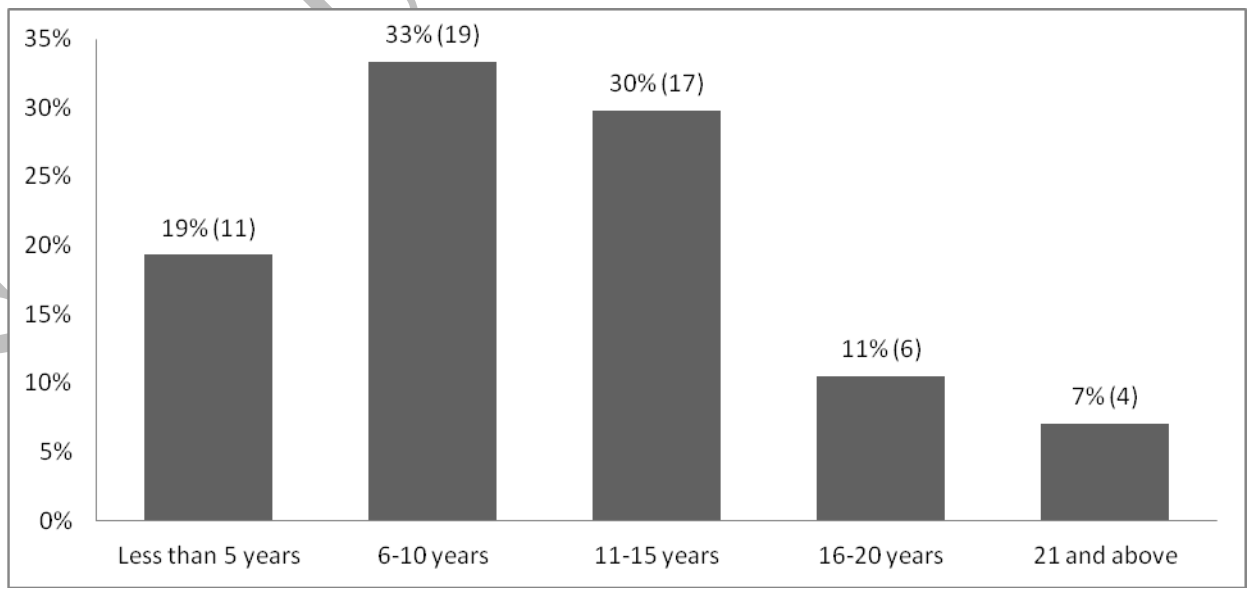


Figure 4.5: Period worked with LMK

Source: Author (2016)

From the findings in Figure 4.5, 19% of the respondents had worked at LMK for less than 5 years, 33% for between 6-10 years, 30% for between 11-15 years, 11% for between 16-20 years and 7% for 21 and above years. This shows that data was collected from individuals who had experience and gave valid information on leadership turnover on performance.

4.3 Planning

Several statements on planning in organizations were identified and the respondents were required to indicate the extent to which it applied in their organization where a scale of 1 to 5 was used where; 1=strongly disagree, 2=disagree 3=neutral, 4= agree and 5=strongly agree. From the responses mean and standard deviation were calculated for ease of interpretation. The findings are shown in Table 4.1.

Table 4.1: Planning

	Mean	Std. Deviation
There is planning for an unplanned or emergency succession at the LIFE Ministry	4.77	.423
There is proper planning for leadership change at the LIFE Ministry	4.24	1.022
Planning provides humble time necessary for adjustment of operations	4.12	.927
Proper measures have been put in place to ensure smooth transition at the LIFE Ministry	4.10	.673
All employees are involved in planning for leadership change	3.64	.790

As shown in Table 4.1, planning for an unplanned or emergency succession at the LIFE Ministry had a mean of 4.77 with a standard deviation of 0.423, the respondents agreed that there was proper planning for leadership change at the LIFE Ministry with a mean of 4.24 and a standard deviation of 1.022, planning provides humble time necessary for adjustment of operations had a mean of 4.12 with a standard deviation of 0.927, proper measures have been put in place to ensure smooth transition at the LIFE Ministry had a mean of 4.10 with a standard deviation of 0.673, all employees are involved in planning for leadership change had a mean of 3.64 with a standard deviation of 0.790. The mean value of the findings ranges from 3.64-4.24 which shows that the respondents agreed with the statements which is in line with the finding of (McGillivray

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& Smith, 2005) that planning for turnover may conflict with the traditional values and practices that protect the dignity and image of leaders as well as other members of the organization.

4.4 Role of the Board of Directors During Leadership Turnover

Several statements on the role of board of directors during leadership turnover in organizations were identified and the respondents were required to indicate the extent to which it applied in their organization. A scale of 1 to 5 was used where; 1=strongly disagree, 2=disagree 3=neutral, 4= agree and 5=strongly agree. From the responses mean and standard were calculated for ease of interpretation. The findings are shown in Table 4.2.

Table 4.2: Role of the Board of Directors during Leadership Turnover

	Mean	Std. Dev
The board plays an important role in making sure that a productive organizational environment continues as the transition unfolds	3.87	1.018
Boards of directors ensures that a plan for leadership turnover is put in place	3.85	.953
Boards help in finding and facilitating an excellent stability in the leadership transition	3.66	1.057
The Board guides the National Director and the National leadership team in developing the National Director's emergency succession plan	3.40	1.251

From the findings in Table 4.2, board plays an important role in making sure that a productive organizational environment continues as the transition unfolds had a mean of 3.87 with a standard deviation of 1.018, boards help in finding the respondents were in agreement that the boards of directors ensure that a plan for leadership turnover was put in place had a mean of 3.85 with a standard deviation of 0.953, LIFE Ministry engages the Board to develops all the ministry's leadership plan had a mean of 3.84 with a standard deviation of 1.031, facilitating an excellent stability in the leadership transition had a mean of 3.66 with a standard deviation of 1.057. and the board guides the national director and the national leadership team in developing the national director's emergency succession plan had a mean of 3.40 with a standard deviation of 1.251. The mean values ranges from 3.40-3.85. This finding concurs with that of Stückelberger (2007) that there are three things the board must do to realize a successful turnover: Set an agenda for the outgoing executive; Set expectations for the incoming executive

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and facilitate the sharing of knowledge among the leaders; and Model stable and unifying conduct for staff, donors, other major stakeholders and the public at large.

4.5 Organizational Communication and Leadership Turnover

Several statements on organizational communication and leadership turnover in organizations were identified and the respondents were asked to indicate the extent to which it applied in their organization. A scale of 1 to 5 was used where; 1=strongly disagree, 2=disagree 3=neutral, 4= agree and 5=strongly agree. From the responses mean and standard were calculated for ease of interpretation. The findings are shown in Table 4.3.

Table 4.3: Organizational Communication and Leadership Turnover

	Mean	Std. Dev
The communication channels are reliable at LIFE Ministry Kenya	4.42	.924
The written procedure for managing change in leadership offers a tool for communication	4.38	.796
Communication plays a major role in leadership turnover at LIFE Ministry Kenya	4.19	1.063
There is clear channels of communication at LIFE Ministry Kenya	4.14	.789
Effective communications influences the effectiveness of leadership transition process	4.07	.979
LIFE Ministry Kenya have open meetings which are transparent two-way communication hence sustaining productivity	3.73	1.094

As indicated in Table 4.3, the respondents agreed that, the communication channels are reliable at LIFE Ministry Kenya had a mean of 4.42 with a standard deviation of 0.924 the written procedure for managing change in leadership offers a tool for communication had a mean of 4.38 with a standard deviation of 0.796, LIFE Ministry Kenya have open meetings which are transparent two-way communication hence sustaining productivity had a mean of 3.73 with a standard deviation of 1.094 and communication plays a major role in leadership turnover at LIFE Ministry Kenya had a mean of 4.19 with a standard deviation of 1.063 this finding concurs with that of Bridges (2010) that communications are essential to keep the whole organization performing at the highest levels and to make the most of greatest management.

The respondents further agreed that effective communications influences the effectiveness of leadership transition process had a mean of 4.07 with a standard deviation of 0.979, there were

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clear channels of communication at LIFE Ministry Kenya had a mean of 4.14 with a standard deviation of 0.789 and the communication channels are reliable at LIFE Ministry Kenya had a mean of 4.42 with a standard deviation of 0.924. This finding is consistent with that of (Miller, 2014) that communication helps organization members accomplish both individual and organizational goals by enabling them to interpret organizational change and ultimately enabling them to coordinate their fulfillment of personal needs with their accomplishment of their evolving organizational responsibilities.

4.6 Measures Put in Place During Leadership Turnover

Several statements on measures put in place during leadership turnover in organizations were identified and the respondents were required to indicate the extent to which it applied in their organization. A scale of 1 to 5 was used where; 1=strongly disagree, 2=disagree 3=neutral, 4= agree and 5=strongly agree. From the responses mean and standard were calculated for ease of interpretation. The findings are shown in Table 4.4.

Table 4.4: Measures put in place during Leadership Turnover

	Mean	Std. Dev
The organization identifies, evaluates and implements the chosen strategies	4.56	.779
The organization analyzes its environment and its resources	4.26	.835
The organization acknowledges and addresses both the pitfalls and opportunities presented by turnover among the team leaders	4.05	.717
The organization has establish its mission and objectives	3.89	.880
Leaders learn to proactively coordinates the ministry through the many changes that are inherent to realize stability	3.87	1.053

As shown in Table 4.4, the organization identifies, evaluates and implements the chosen strategies had a mean of 4.56 with a standard deviation of 0.779, the organization analyzes its environment and its resources had a mean of 4.26 with a standard deviation of 0.835 and the organization has establish its mission and objectives had a mean of 3.89 with a standard deviation of 0.880. The mean values ranges from 3.89-4.56 an indication that the respondents were in agreement with the statements and thus concurs with the finding of Burnes (2009) that this view involves a process of a number of strategic planning steps which includes analyzing the organizations environment and its resources, establishing organizations mission and objectives,

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identifying and evaluating strategic options and then implementing and evaluating chosen strategies.

The respondents also agreed that the organization acknowledges and addresses both the pitfalls and opportunities presented by turnover among the team leaders had a mean of 4.05 with a standard deviation of 0.717 and leaders learn to proactively coordinates the ministry through the many changes that are inherent to realize stability had a mean of 3.87 with a standard deviation of 1.053. This finding is in agreement with that of Stokes (2009) who subscribes to the fact that Leadership is about discerning and maintaining direction in the face of the unpredictable reality.

The study also targeted a total of 10 interviewees comprising of National Team Leaders and Program Coordinators. The study collected some background information about the interviewees so as to determine their suitability in providing the information sought by the study. The interviewees were requested to indicate the position they held in the organization. From the responses, 2 of the interviewees were National Team Leaders while 4 were Program Coordinators.

The interviewees were further required to indicate the period they had served in the organization so as to determine how well they understood the effects of leadership turnover effects on the organizational performance. From the responses, the study established that the interviewees had worked with the organization for a long period ranging from 5 to 10 years. These findings show that they had worked in the organization long enough to understand the leadership turnover. Therefore the information provided was highly reliable.

The interviewees were asked to give their opinion on who a leader is and their qualities. They define a leader as one who leads, plans, organizes, controls communication, delegates, and accepts responsibility to reach the expectations. They indicated that leadership must be consistent in three areas: people (building security), principles (providing direction), and projects (building the morale). Great leadership team should have the ability to visually communicate their message.

On what causes leadership turnover, the interviewees indicated that promotion, reinforcing strategies, death, organization evaluation and political and tribal lines. From the responses, it

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would be true to note then there is an expectation of improved performance after leadership turnover. The performance can however go low if the incoming leader is not better. Therefore, the changes can either be negative or positive depending on the capabilities and skills of the incoming leader.

Majority of the interviewees indicated that they joined leadership through promotions in the organization and they had their personal visions inclined with the organizational vision in order to deliver their duties. They further indicated that indicated that LMK donors and partners give more when there is leadership stability and when leadership change they withhold their support and donation.

On whether the performance of the organization was affected in any way by their presence as new leaders they indicated that staffs were motivated in the current leadership and experiences demoralization during turnovers. This was because the changes are not effectively communicated and they do not know their fate since when the leader comes and restructures the organization some of staff end up losing their job, allocated to regions that they do not like or even being demoted.

The interviewees also indicated that leadership turnovers poses threats and that LMK organizational structure does not accommodate or represent all the staff at all levels in the organization.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMEDATIONS

5.1 Introduction

This chapter presents the summary of the key data findings and draws conclusions from the findings based on the objectives. The Chapter also presents the recommendations made from the findings. The purpose of this study was to investigate how the turnover of the LIFE Ministry Kenya National Leaders was carried out, engaging the effects of leadership turnover on the organizational performance.

5.2 Summary of the Findings

This section presents a summary of the findings as per the research objectives and the research questions.

5.2.1 Planning

The study found out that the respondents agreed that there was proper planning for leadership change at the LIFE Ministry with a mean of 4.24 and a standard deviation of 1.022, planning provides humble time necessary for adjustment of operations had a mean of 4.12 with a standard deviation of 0.927, the respondents strongly agree that there was planning for an unplanned or emergency succession at the LIFE Ministry which had a mean of 4.77 with a standard deviation of 0.423 and proper measures have been put in place to ensure smooth transition at the LIFE Ministry had a mean of 4.10 with a standard deviation of 0.673.

5.2.2 Role of the Board of Directors During Leadership Turnover

The study revealed that boards of directors ensures that a plan for leadership turnover was put in place had a mean of 3.85 with a standard deviation of 0.953, LIFE Ministry engages the Board to develops all the ministry's leadership plan had a mean of 3.84 with a standard deviation of 1.031, the board guides the national director and the national leadership team in developing the national director's emergency succession plan had a mean of 3.40 with a standard deviation of 1.251, the board plays an important role in making sure that a productive organizational environment continues as the transition unfolds had a mean of 3.87 with a standard deviation of 1.018 and

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boards help in finding and facilitating an excellent stability in the leadership transition had a mean of 3.66 with a standard deviation of 1.057.

5.2.3 Organizational Communication and Leadership Turnover

The study established that the written procedure for managing change in leadership offers a tool for communication had a mean of 4.38 with a standard deviation of 0.796, LIFE Ministry Kenya have open meetings which are transparent two-way communication hence sustaining productivity had a mean of 3.73 with a standard deviation of 1.094, communication plays a major role in leadership turnover at LIFE Ministry Kenya had a mean of 4.19 with a standard deviation of 1.063, effective communications influences the effectiveness of leadership transition process had a mean of 4.07 with a standard deviation of 0.979, there were clear channels of communication at LIFE Ministry Kenya had a mean of 4.14 with a standard deviation of 0.789 and the communication channels are reliable at LIFE Ministry Kenya had a mean of 4.42 with a standard deviation of 0.924.

5.2.4 Measures put in place during Leadership Turnover

The study also found out that the organization analyzes its environment and its resources had a mean of 4.26 with a standard deviation of 0.835, the organization has establish its mission and objectives had a mean of 3.89 with a standard deviation of 0.880, the organization identifies, evaluates and implements the chosen strategies had a mean of 4.56 with a standard deviation of 0.779, the organization acknowledges and addresses both the pitfalls and opportunities presented by turnover among the team leaders had a mean of 4.05 with a standard deviation of 0.717 and leaders learn to proactively coordinates the ministry through the many changes that are inherent to realize stability had a mean of 3.87 with a standard deviation of 1.053.

5.3 Conclusion

The study concludes that successful leadership turnover preserves the organization and the trust of its stakeholders and allows it to grow and adapt to meet new challenges with imagination and enthusiasm through leadership turnover planning. Preparations for a leadership turnover allowed for a long lead time and well-balanced consideration of relevant issues.

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The study also concludes that the governing system of LIFE Ministry Kenya help management to remain stable and objective during a leadership turnover. As the principal governing mechanism of LMK, boards of directors ensure that a plan for leadership turnover exists which help to establish rules and procedures to guide the process. The LMK board approves the strategic plan of action and various policy provisions that drive the organization's activities. LIFE Ministry engages the Board to develop all the ministry's plans. The Board guides the National Director and the National leadership team hence taking a more hands-on role in developing the National Director's emergency succession plan.

The study further concludes that communication plays a major role in leadership turnover and that effective communications influences the effectiveness of leadership transition process and preserves the organization and the trust of its stakeholders and allows it to grow and adapt to meet new challenges with imagination and enthusiasm. The written leadership turnover plan offers a tool for communication and the involvement of both the internal and external stakeholders in planning reduces uncertainty and promotes understanding.

The study also concludes that measures put in place are achievable through acknowledging and addressing both the pitfalls and opportunities presented by turnover among the team leaders. Leadership turnover need not be distressing to LMK if thoughtfully planned and implemented in an open path to unexpected ministry strategies toward fulfilling the mission and objectives of LMK.

5.4 Recommendation

The study recommends that LIFE Ministry Kenya should focus in different stages of leadership turnover which includes; planning for an unplanned or emergency succession, transition planning which is the leader's process of planning their own departure, succession planning which is the organization's process of planning for the departure of the current leader, implementing leadership turnover that is announcing the departure, managing internal and external relationships and selecting an interim for the role and plan on how to support the on-boarding of a new leader.

The study also recommends that the board leadership must become well informed about best practices in leadership succession to be able to devote a significant amount of time to the process

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and create a positive environment for the new leader. The management team needs to have adequate time to take on the additional work during transition and have the support of the board, LIFE Ministry strategic plan related to the current mission and vision and Resources from the area office set aside to facilitate the succession process.

The study further recommends that it is crucial for LIFE Ministry Kenya to be proficient in leadership turnover given that it enjoys dynamic fast paced environment forcing it to continually adapt in order to accomplish the call of the great commission. The successful turnover initiatives should be founded in the clear LIFE Ministry Kenya vision and effectively communicated to the stakeholders in a manner which motivates them to even consider making changes at individual level.

5.5 Suggestion for Further Research

The study was basically to find out if leadership turnover affects organizations' performance, using the case of LIFE Ministry Kenya. A further research can be carried out to investigate the factors that can enhance effective leadership transition in nonprofit making/Christian organization and if shared leadership style can be an answer to the frequent leadership turnover.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Beatrice Omondi

P.O. Box 783
00618, Ruaraka

21st February 2016

The National Director
LIFE Ministry Kenya
P.O. Box 62500
00200 Nairobi

Dear Sir,

Re: EFFECTS OF LEADERSHIP TURNOVER ON PERFORMANCE OF THE LIFE MINISTRY KENYA

I am currently pursuing a Master degree in development studies at St Paul's University Nairobi Campus. As part of my course work, I am required to write a research project paper. I am kindly seeking your help and approval to carry on with my research project at LIFE Ministry Kenya.

In this study the use of interviews, questioners and observation methods will be used to collect valuable data to enhance the study, any information gathered will be treated with outmost confidentiality.

Thank you in advance,

Yours sincerely,

Beatrice Omondi

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APPENDIX II: INTRODUCTION LETTER FOR STAFF

Beatrice Omondi

P.O. Box 783
00618, Ruaraka

21st February 2016

Staff (Respondent)
LIFE Ministry Kenya
P.O. Box 62500
00200 Nairobi

Dear Respondent,

Re: EFFECTS OF LEADERSHIP TURNOVER ON PERFORMANCE OF THE LIFE MINISTRY KENYA

I am a student at St Paul's University pursuing a master's degree in development studies. I am conducting a research on **"Effects of Leadership Turnover on the performance of the LIFE Ministry Kenya"** to enable me to carry out this research kindly fill in the attached questionnaire to best of your knowledge.

The National Director has granted my permission to carry on with the project. The information sought is to assist me in the research project required for the degree.

Your views will be treated with all confidentiality it deserves and only be utilized for the purpose of this study.

Thank you for your cooperation.

Beatice Omondi

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APPENDIX III: QUESTIONNAIRE FOR STAFF

Section A

Demographic Data

(Please tick in appropriate box where necessary**)**

1. What is your Gender
   a. Male ☐ b. Female ☐
2. What is your age bracket
   a. 20-25 ☐ b. 26-31 ☐ c.31-36 ☐ d. 37- 41 ☐ e.42- 46 ☐ f. Above 46 ☐
3. What is your highest level of education attained
   a. Masters ☐
   b. Degree ☐
   c. Diploma ☐
   d. Certificate ☐
4. For how long have you been in the organization?
   a. 18-28 ☐ b.29-39 ☐ c. 40-50 ☐ d. 51 and above years ☐

SECTION B: PLANNING

5. Below are several statements on planning in organizations. Kindly indicate the extent to which each of them has been applied in your organization. Use a scale of 1 to 5 where; 1=strongly disagree, 2=disagree, 3=neutral, 4= agree and 5=strongly agree.

	1	2	3	4	5
1.There is proper planning for leadership change at the LIFE Ministry					
2. The planning provides humble time necessary for adjustment of operations					
3. All employees are involved in planning for leadership change					
4.There is planning for an unplanned or emergency succession at the LIFE Ministry					
5.Proper measures have been put in place to ensure smoot transition at the LIFE Ministry					

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SECTION C: ROLE OF THE BOARD OF DIRECTORS DURING LEADERSHIP TURNOVER

6. Below are several statements on the role of board of directors during leadership turnover. Kindly indicate the extent to which each of them has been applied in your organization. Use a scale of 1 to 5 where; =strongly disagree, 2=disagree 3=neutral, 4= agree and 5=strongly agree.

	1	2	3	4	5
1.Boards of directors ensures that a plan for leadership turnover is put in place					
2.LIFE Ministry engages the Board to develops all the ministry's leadership plan					
3.The Board guides the National Director and the National leadership team in developing the National Director's emergency succession plan					
4.The board plays an important role in making sure that a productive organizational environment continues as the transition unfolds					
5.Boards help in finding and facilitating an excellent stability in the leadership transition					

SECTION D: ORGANIZATIONAL COMMUNICATION AND LEADERSHIP TURNOVER

7. Below are several statements on how communication affects organizational performance during leadership turnover. Kindly indicate the extent to which each of them has been applied in your organization. Use a scale of 1 to 5 where; =strongly disagree, 2=disagree 3=neutral, 4= agree and 5=strongly agree.

	1	2	3	4	5
1.The written procedure for managing change in leadership offers a tool for communication					
2.LIFE Ministry Kenya open meetings and transparent two-way communication hence sustaining productivity and safeguarding morale					
3.Communication plays a major role in leadership turnover at LIFE Ministry Kenya					
4.Effective communications influences the effectiveness of leadership transition process					
5.There is clear channels of communication at LIFE Ministry Kenya					
6.The communication channels are reliable at LIFE Ministry Kenya					

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SECTION E: MEASURES PUT IN PLACE DURING LEADERSHIP TURNOVER

8. Below are several strategies put in place during leadership turnover. Kindly indicate the extent to which each of them has been applied in your organization. Use a scale of 1 to 5 where; =strongly disagree, 2=disagree 3=neutral, 4= agree and 5=strongly agree.

	1	2	3	4	5
1.The organization analyzes its environment and its resources					
2.The organization has establish its mission and objectives					
3.The organization identifies, evaluates and then implements the chosen strategies					
4.The organization acknowledges and addresses both the pitfalls and opportunities presented by turnover among the team leaders					
5.Leaders learn to proactively coordinates the ministry through the many changes that are inherent to realize stability					

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APPENDIX IV: INTERVIEW GUIDE FOR COORDINATORS

Section A

Demographic Data (Please tick in appropriate box where necessary)

1. Gender…….

2. a. Age: 20-25 ☐ b. 26-31 ☐ c. 31-36 ☐ d. 37- 41 ☐ e. 42- 46 ☐ f. Above 46 ☐

3. Which is your highest academic status?

   a. Masters ☐
   b. Degree ☐
   c. Diploma ☐
   d. Certificate ☐

SECTION B: LEADERSHIP TURNOVER

Key informant Interview

1. What is Leadership Turnover?
2. Who is a leader in your own opinion?
3. In your own opinion what are the qualities of a leader?
4. What causes Leadership Turnover?
5. What are some of the changes that take place after Leadership Turnover?
6. For how long have you been in the leadership of this organization?
7. How did you join the Leadership of this organization?
8. What was your personal vision for the organization?
9. What was the organization's vision?
10. How did you incorporate the personal vision and organization's vision?

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11. When you got into Leadership, what were some of the changes that you had to effect in order for you to work effectively?
12. What are some of the challenges you faced?
13. Was the performance of the organization affected in any way by your presence as a new leader?
14. Did the organization experience any threats as a result of Leadership turnover in terms of its stability and existence?
15. How did you deal with these threats?
16. Has the vision of organization been affected in any way by the leadership turnover?

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APPENDIX V: AUTHORIZATION LETTER



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email:dg@nacosti.go.ke
Website: www.nacosti.go.ke
when replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. NACOSTI/P/16/90895/11856

Date: 28th June, 2016

Beatrice Achieng Omondi
St. Paul's University
P.O. Private Bag-00217
LIMURU.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Effects of leadership turn over on performance of the Life Ministry Kenya,"*** I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **27th June, 2017.**

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

APPENDIX VI: NACOSTI PERMIT

THIS IS TO CERTIFY THAT:
MS. BEATRICE ACHIENG OMONDI
of ST PAULS UNIVERSITY, 0-506
NAIROBI,has been permitted to conduct
research in *Nairobi County*

on the topic: *EFFECTS OF LEADERSHIP TURN OVER ON PERFORMANCE OF THE LIFE MINISTRY KENYA*

for the period ending:
27th June,2017

Permit No : NACOSTI/P/16/90895/11856
Date Of Issue : 28th June,2016
Fee Recieved :Ksh 1000



.....
Applicant's Signature

.....
Director General
National Commission for Science, Technology & Innovation

CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit
2. Government Officers will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice

REPUBLIC OF KENYA

National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No. A 9791

CONDITIONS: see back page

APPENDIX VII: AUTHORITY TO CONDUCT RESEARCH FROM THE LIFE MINISTRY KENYA



THE LIFE MINISTRY KENYA

The LIFE Ministry-Kenya
P.O Box 62500, City Square 00200-Nairobi Kenya.
LIFE Ministry Centre (Next to Kilimani Police Station)
Jabavu Road, Off Rose Avenue.

Tel: +254-020-2723065 / 2723153. Fax: +254-020-2710329
Cell: 0722 202 511 Email: info@lmkenya.org,www.lmkenya.org
Dropping Zone: Venture Africa,City House,3rd floor,Nairobi

29th April 2016

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

Re: Research Authorization for Beatrice A. Omondi – Development Studies Student, St Paul's University

This is an approval of request by the above named Development Studies student to carry out a research project on the **"Effects of Leadership Turnover on Performance of the LIFE Ministry Kenya".** It was agreed that she will collect data through observation, questionnaires and interviews among the staff (former and current National Leadership Team, Field Staff, Office Staff, and Associate Staff). On completion of the research Beatrice will be required to submit a hard copy of the final report to the Ministry.

Yours faithfully

A.A Nzova
05 JUL 2016

Arnold A. Nzova
The National Director

Movements everywhere so that everyone will know someone who truely follows Jesus

GARISSA P.O.BOX 424, Garissa | ISIOLO P.O.BOX 198, Isiolo | NAKURU P.O.BOX 13690, Nakuru | KISUMU P.O.BOX 4586, Kisumu | MOMBASA P.O.BOX 87327, Mbsa | ELDORET P.O.BOX 5251, Eldoret