



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

Nyaywera, C. O., Kahuthia, J., & Gakenia, J.

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

Nyaywera, C. O.,^{*1} Kahuthia, J.,² & Gakenia, J.³

^{*1} MBA Candidate, Faculty of Business, St. Paul's University [SPU], Kenya

² PhD., St. Paul's University [SPU], Kenya

³ PhD., St. Paul's University [SPU], Kenya

Accepted: July 11, 2018

ABSTRACT

The main objective of this study was to assess the influence of leadership on performance of non-governmental organizations in Kenya: A Case Study of CARE FOR HIV/AIDS ORGANIZATION. To achieve this, the study was guided by two specific objectives: to establish the influence of leadership styles on performance and to determine the influence of leadership competency on performance. The study adopted a descriptive research design using primary data collected through a structured questionnaire. The population for this study was all the 108 employees at Care for HIV/AIDS Organization. The study concluded that CFA leaders take charge of situations in the organization as they arise to avoid procrastination and delay of events. Managers had the final say on decision implementation in the organization. Managers possessed the right academic qualifications to deliver on the mission of CFA organization. Managers had adequate management experience on issues concerning CFA operations. The study recommended that CFA leaders should take charge on situations in the organization as they arise. The leader's beliefs should be in line with the vision of CFA organization. Managers should possess the right academic qualifications to deliver on the mission of CFA organization.

Keywords: Leadership Styles, Competency, HIV/AIDS Organizations

INTRODUCTION

Governments all over the world are established with the aim of providing basic infrastructure and services which would otherwise prove unprofitable or too expensive for the private sector to provide. However, because of a few limitations, governments may not be able to deliver fully on their mandate hence the existence of non-governmental organizations which support the government in provision of key services. The non-governmental organizations are mainly formed as charity organizations whose resources are mainly gotten from donors to champion the provision of certain key goods and services (Munyeki & Were 2017). They are always directed by their core mission and vision. This research endeavored to assess how leadership aspects affect the ability of NGOs to deliver on their mandate. Globally, there are large numbers of NGO activities and programs initiated to supplement government efforts in improving the living standard of their citizens. A study by Aga, Noorderhaven and Vallejo (2016) puts the number in the international category at 40,000. Statistics from Russia indicate that there are more than 400,000 while China has almost 280,000 NGOs registered. India has more than 500,000 NGOs while the United States has more than one million. According to Katou (2015), NGOs have absorbed about 10.2 million people into their workforce which makes up about 7% of the labor skills available. NGOs are also increasingly playing a vital role in rural development especially given the fact that poverty level is increasingly rising in these areas. Looking at the poverty index in Africa, studies show that millions of people struggle daily to access the most basic of needs like water, nutrition and shelter thereby constantly tittering on the edge of survival (Mathew & Gupta, 2015). To show a united front, the member states of the United Nations sat together in 2000 and drafted what is known as the Millennium Development Goals with eradication of poverty being the number one issue. The target set

was to reduce by half the percentage of those living on less than a dollar a day by 2015. The timeline for this goal was subsequently readjusted when the same body came up with Sustainable Development Goals with a new timeline set for 2025 to end the poverty menace (Sachs, 2015). In Kenya, NGOs have taken up front row seats in fighting for social justice and human rights. In fact, Munda and Odebero (2014) opine that NGOs are integral and crucial for agitating for more democratic space due to their hefty grass-root clout as well as their community development programs. Karani, Bichanga and Kamau (2014) add that Non-Governmental Organizations (NGOs) are a crucial cog in the matter of rural development since they enjoy massive goodwill from the host population in their target areas of operation. This makes it very evident that they occupy a vital place when it comes to social development in a country.

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

Leadership is a unit of managers and executives that work as a team to run the daily operations of an organization. Strong leaders are efficient and result-oriented using the available organizational resources to achieve high returns. Lussier and Achua (2015) in leadership for learning argues that the executives, directors and top managers have a vision of where the firm should be; they communicate the vision, laying plans to achieve the vision in a specified time frame. All the executives' decisions, plans, actions and directives are what is commonly referred to as leadership. Their actions must motivate and encourage junior staffs to join the wagon and push towards realizing the ultimate organizational goals (Ciulla, 2014). The Kenya National Council of Social Services (KNCSS) was established as a public body managed privately in 1964 with the objective of being the body that manages NGO activities in the country as well as being the advisory arm of the government on matters pertaining to the NGO sector. This body was however disbanded in 1990 and in its place a body known as the NGO Coordination Board established. This was done as an act of parliament chronicled in the Hansard as The NGO Act of 1990. The act in a nutshell defined an NGO as an entity that operates purely for non-commercial purposes to achieve social and public good. Care for HIV/AIDS Organization is classified as a national NGO according to the NGO Act of 1990. That is to say that it's registered to operate within the borders of Kenya. Care for AIDS was founded in 2007 as a non-government organization thereby launching its operations in Kiambu County in 2008. The organization then extended its operations in Nairobi during the same year. In 2010, the organization opened its first center in Kisumu. The organization also reached to Mombasa in 2015. The organization now boasts of 44 centers whereby 11 centers are operational in Kisumu, 22 centers in Nairobi and Kiambu counties, and 10 centers in Mombasa.

Statement of the Problem

Leadership has been seen as the driving force that pushes organizations into high performance levels (Daft, 2014). But in recent times, the NGOs have faced a lot of challenges with regulatory bodies due to their performance as based by their mandate and strategic plans. In addition, some NGOs have experienced cases of leadership wrangles which eventually affect the performance of the entire organization as a whole (Ouma & Webi 2017). This then urges researchers to investigate and come up with the answers as to the influence of leadership on performance of NGOs. NGOs are established with the aim of supplementing government efforts in improving the welfare of its citizens. This is largely because in some instances, governments may not be able to meet all that is required by its citizens. The debut of the term NGOS occurred in 1945 upon the founding of the United Nations. Campbell (2014) further records that its definition originated in resolution 288x of ECOSOC on February 27, 1950. Brass (2010) observes that in Kenya, there has been a 15-fold increase in NGOs operating in Kenya since the early 90s to the present. Statistics from the NGO Council estimate the number of NGOs registered per year as 340. Interestingly the vicious cycle of poverty has not been breached. The standards of living among residents still low while social suffering remains on the rise. The Human Development Index which is measured using indicators from life expectancy, education and per capita income stands at a score of 0.55 (UNDP, 2017). As of 2016, the HIV/AIDS prevalence rate stood at 5.9% which represents about 1.6 million people (NACC, 2017). This therefore raises the question as to the effectiveness and long-term impacts of the NGOs and government agencies tasked with service delivery. A closer look presents a situation whereby the NGOs have turned into surrogates for the government as far as service delivery is concerned. This therefore

calls for leadership within the management ranks of NGOs in order to improve performances. A number of research papers have been written on this subject with most linking performance and leadership. The studies concentrated on commercial firms where performance is measured in financial terms but for NGOs, performance measure is non-financial, and it is on the basis of its impact to the society and achievement of its mandate. This has therefore created a knowledge gap which this study sought to fill by looking at the influence of leadership on performance of non-governmental organizations in Kenya: A case of Care for HIV/AIDS Organization.

Research Objectives

To general objective of this study was to assess the influence of leadership on performance of non-governmental organizations in Kenya: A Case of Care for HIV/AIDS Organization. The specific objectives were:-

- To establish the influence of leadership styles on performance at Care for HIV/AIDS Organization.
- To determine the influence of leadership competency on performance at Care for HIV/AIDS Organization.

LITERATURE REVIEW

Theoretical Review

Contingency Theory

This study used the contingency theory developed by Fielder who based it on the thinking that leadership cannot be limited to one style of management (Otley, 1980). According to Tarter and Hoy (1998), the contingency theory maintains that leadership effectiveness relies on various variables.

One therefore needs to identify a combination of personal traits, situational variables and task structure in order to regard one as an effective or ineffective leader. He further criticized the trait theory and the situational theory because both focused on one issue only and came up with the contingency theory. Fielder confirms that the theory falls into two categories: task-oriented leader (nomothetic) who emphasizes the job performance at the expense of human characteristics. The other is human oriented (ideographic) this emphasizes the human elements of an organization for example welfare of individual employees. The theory therefore argues that a specific trait under a particular situation makes a particular leader effective. This study therefore utilized the contingency theory to show the different types of leadership styles based on personal traits and attitudes, situations at work culture, and structure of work to determine the performance.

Constructionism Theory

In this study, the constructionism theory makes leaders in corporate authority aware of the factors that influence their competency to the available leadership positions within their respective organizations to enable them work towards changing or transforming the construed reality. Change occurs when active effort is placed to alter existing reality or the status quo (Wen & Jia, 2002). By working to change these factors, a permanent solution is achieved not only for the top-level leaders but also supervisors to improve their capability to lead. The theory states that effective leadership requires active participation and hands-on building of things collaboratively. It assumes that staff can be influenced to learn effectively by experiential learning especially in learning institutions. It therefore occurs efficiently when the learners are engaged in constructing something for

others to see. The staff should not just learn by doing, but also participate reflexively and socially in the tasks assigned. Both the creation process and the produced artifacts ought to be socially shared. The study investigated how the competence of leaders is crucial for the performance of NGOs hence the need for the aspects of this theory. The Constructionism theory was relevant to this study because it helped enhance the aspect of leadership competency and performance in organizations. Since competent leaders are expected to engage their followers in producing the desired expectations, hands-on leaders were among the most influential as highlighted by this theory.

Empirical Review

Leadership Styles and Performance

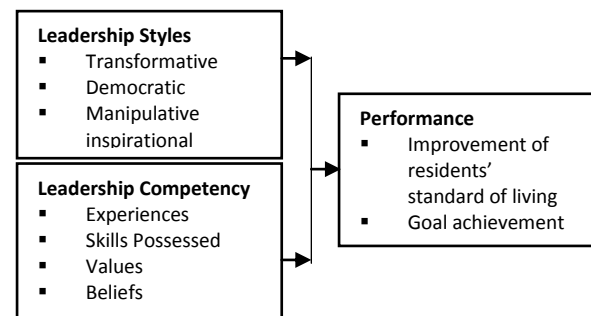
Leadership is the process whereby one is able to influence the commitment of others by causing them to realize their full potential through the sharing of value added, integrity and passion (Ngambi, 2011). Leadership style on the other hand is the manner in which a leader manages his workload and his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

Leadership Competency and Performance

Competent leadership indicates the presence of a particular influence relationship between two or more persons (D’Innocenzo et. al, 2016). This basic and emergent form applies to leadership which is perceived mostly in the informal character where those leading are neither elected nor appointed to any official positions in the strict sense of the term as defined by the constructionism theory. They

exercise subtle roles of leadership instead by virtue of that ability to offer information, skills or material resources which are valued by the members of the community. Core competence in an organization defines strength, provides a solid base upon which to build on as well as open up chances to get into new markets and develop new product and service packages for clients.

Conceptual Framework



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

Source: Author (2018)

METHODOLOGY

This study used a descriptive survey design which determines and reports the way things are according to Mugenda and Mugenda (2012). The population for this study comprised of all the 120 employees at Care for HIV/AIDS Organization. Since the population of this study was small and easily accessible in three offices of Kiambu, Kisumu and Mombasa all members of the organization were included hence a census was adopted.

FINDINGS AND DISCUSSION

Leadership Styles

Several statements on how leadership styles influenced performance of non-governmental organizations in Kenya, were carefully identified by the researcher. Respondents were then requested

to indicate the extent of their agreements on each statement. A Likert scale of 1-5 where; 1= Not at all, 2 = little extent, 3 = Moderate extent, 4 = Large

extent and 5 = Very large extent was used. From the response, descriptive measure of dispersions was used for ease of interpretation.

Table 1: Leadership Styles

	Min	Max	Mean	Std. Dev
Our managers accept knowledge and ideas from other staff in organization	1	5	3.82	0.851
Our leaders provide opinion on issue in the organization only when asked	1	5	2.44	1.27
Our leaders take charge on situations in the organization as they arise	1	5	4.03	0.966
Manager always have the final say on decision on the organization	1	5	3.63	1.36
Our managers tell employs what to do and how to do it	1	5	3.42	1.17
Leaders share their leadership powers with subordinate.	1	5	3.75	1.13
Aggregate Score			3.75	1.12

Source: Survey Data (2018)

The findings in Table 1 above indicated that Care for AIDS (CFA) leaders took charge on situations in the organization as they arose as indicated by a minimum of 1, a maximum of 5, a mean of 4.03 with standard deviation of 0.966. The study established that managers had the final say on decision implemented in the organization as supported by a minimum of 1, a maximum of 5, a mean of 3.63 with standard deviation of 1.36. In summary, managers at CFA made the final decision in strategy implementation. This is in agreement with Khan (2016) who stated that leaders derived their authority and power from his followers. Leaders delegated responsibility to staff but had a final say in all organizational operations as they hold the most responsibility. Democratic leaders consulted with other stakeholders including junior staff, who shared their insights, experiences, and knowledge on certain elements in the organization, which increased performance of the firm. Leaders in CFA shared their leadership's styles with subordinates as indicated by a minimum of 1, a maximum of 5, a mean of 3.75 with standard deviation of 1.13. This is in agreement with Mitonga-Monga, Coetzee and Cilliers (2012) who

postulated that performance and relationship were correlated when considering the interactions between a leader and a follower and was greatly influenced by the type of leadership style adopted by the organization. CFA managers accepted knowledge and ideas contributed by staffs in the organization as indicated by a minimum of 1, a maximum of 5, a mean of 3.82 with standard deviation of 0.851. Therefore, managers learnt from the subordinate staff. This is in agreement with Lee (2017) who stated that a democratic leadership entailed centralized authority where workers had the liberty to give opinions on organizational processes. The study further established disagreement that CFA leaders provided opinion on issues only when asked by a minimum of 1, a maximum of 5, a mean of 2.34 with standard deviation of 1.24. Respondents indicated their agreement that CFA leaders told employees what to do and how to do it as supported by a minimum of 1, a maximum of 5, a mean of 3.42 with standard deviation of 1.17. This is in agreement with a study by Lee (2017) who stated that a democratic leadership entailed centralized authority where workers had the liberty to give opinions on

organizational processes. Similarly, Khan, Asghar and Zaheer (2014) indicated that a democratic leader listened to the opinions of his employees and thus workers did their work willingly, without being pushed. Leadership styles had an aggregate of 3.75 with standard deviation of 1.12. This meant that most of the respondents agreed that leadership styles influenced performance of non-governmental organizations. This was in similar to a study by Ngambi (2011) who indicated that leadership is the process whereby one is able to influence the commitment of others by causing them to realize their full potential through the sharing of value added, integrity and passion. Similarly, Nugent (2013) stated that leadership style on the other

hand is the manner in which a leader manages his workload and his team involving all of their tendencies, methods and mannerisms in their day to day responsibilities as group leaders.

Leadership Competency

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

Table 2: Leadership Competency

	Min	Max	Mean	Std. Dev
Our managers have adequate management experience in issues concerning our operations	1	5	4.13	.814
Our managers possess the right academic qualifications to deliver on the mission of our organization	1	5	3.89	1.00
Our leaders' beliefs are in line with the vision of our organization	1	5	4.44	.857
Our leaders value the core values of our organization	1	5	4.41	.928
Our leaders have ability to solve social problems among staff	1	5	4.08	.928
Aggregate Score			4.19	.905

Source: Survey Data

Table 2 indicated that respondents were in agreement to a great extent that their leaders valued the core values of CFA organization as indicated by a minimum of 1, a maximum of 5, a mean of 4.41 with standard deviation of 0.928. CFA leaders' beliefs were in line with the visions of their organization as supported by a minimum of 1, a maximum of 5, a mean of 4.44 with standard deviation of 0.857. Therefore, the managers' beliefs and core values were similar to the vision of CFA. This was in agreement to a study by Zakaria and

Taiwo (2013), who established that leadership competence incorporated unique knowledge possessed by leaders, expertise, skills, beliefs, values, and behavioral characteristics which enhanced quality decisions that created a competitive edge for an organization. Managers had adequate management experience concerning CFA operations as supported by a minimum of 1, a maximum of 5, a mean of 4.13 with standard deviation of 0.814. It was similar to a study by Mwithi (2016) who revealed that self-management

leadership competency and social awareness leadership competency had a positive but insignificant relationship. Similarly, a study by Ruleejanto *et al*, (2015) established that leadership competency influenced work discipline on the application of total quality leadership management and employees' performance for the accreditation status achievement. The study further established that CFA leaders had the ability to solve social problems among staff as shown by a minimum of 1, a maximum of 5, a mean of 4.08 with standard deviation of 0.928. The study showed that CFA managers possessed right academic qualifications to deliver on the mission of their organization by a minimum of 1, a maximum of 5, a mean of 3.89 with standard deviation of 1.00. This is in agreement with Ruleejanto, Brasit, Payangan and Pahlevi (2015) who indicated that employees had a high level of integrity, honesty and wisdom in action. Each employee worked professionally and the organization involved all the elements in the organization's set up in order to obtain a representative decisions and mutual benefit. Leadership competency had aggregate mean of 4.19 with standard deviation of 0.905 an indication

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

Performance

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

Table 3: Performance

	Min	Max	Mean	Std. Dev
Our organization has continuously accessed financing from donors	1	5	4.57	.799
Our organization has continuously achieved set goals	1	5	4.23	.718
Our organization has improved the living standards of residents	1	5	3.86	1.08
Our organization completes its projects within the set time lines	1	5	4.20	.862
Our organization has been remodeling itself to meet the emerging needs	1	5	4.35	.765
Aggregate Score			4.24	.844

Source: Survey Data (2018)

The findings in Table 3 showed that respondents were in agreement to a great extent that CFA

organization had continuously accessed financing from donors as supported by a minimum of 1, a

maximum of 5, a mean of 4.57 with standard deviation of 0.799. The magnitude of web relationship formed by an organization as a result of its leadership played a key role in supporting the various key functions in the organization (Anderson & Sun, 2015).

Respondents were in agreement that their organization had been remodeling itself to meet the emerging needs as shown by a minimum of 1, a maximum of 5, a mean of 4.35 with standard deviation of 0.765. Wen and Jia (2002) stated that leaders incorporated authority on factors that influenced their competency to the available leadership positions within their respective organizations to enable them work towards changing or transforming the construed reality. Permanent solution was achieved not only for the top-level leaders but also supervisors to improve their capability to lead. The study established that CFA completed its projects within set time limits as indicated by a minimum of 1, a maximum of 5, a mean of 4.20 with standard deviation of 0.862. CFA organization had continuously achieved set goals as indicated by a minimum of 1, a maximum of 5, a mean of 4.23 with standard deviation of 0.718. This is in agreement with Shields *et al*, (2015) who indicated that a healthy balance between the two behaviors was necessary. Result – oriented leaders were able to motivate people to stretch for the highest priority goals hence established high standards of excellence for the work group. The study further established that CFA organization had improved the living standards of residents as indicated by a minimum of 1, a maximum of 5, a mean of 3.86 with standard deviation of 1.08. Chen, Eberly, Chiang, Farh and Cheng (2014) noted that most organizations had embarked on an ambitious program to link up efficiency and good performance inside and outside the organization since most of them were involved in addressing issues of social welfare and humanitarian needs in the community.

Munda and Odebero (2014) stated that NGOs were integral and crucial for agitating for more democratic space due to their hefty grass-root clout as well as their community development programs. The performance non-governmental organization had an aggregate mean of 4.24 with standard deviation of 0.844. This indicates that respondents were in agreement on performance of the non-governmental organizations. This was in agreement to a study by Zakaria and Taiwo (2013) who indicated good leadership skills ensure that superior organization performance is achieved because they are in a position to marshal all other organizational resources optimally.

Discussion of the Findings

On leadership styles, the study established that Care for AIDS (CFA) leaders took charge on situations in the organization as they arose. The study established that managers always had the final say on decision to be implemented in the organization. In summary, managers at CFA made the final decision in strategy implementation. This is in agreement with Khan (2016) who stated that a Leader derives his authority and power from his followers. Leaders delegate responsibility to staff but they may have a final say in all organizational operations as they hold the most responsibility. It is important to note that democratic leaders consult with other stakeholders including junior staff, who share their insights, experiences, and knowledge on certain elements in the organization, which increases performance of the firm. The findings of the study indicated that leaders in CFA shared their leadership styles with subordinates. This is in agreement with Mitonga-Monga, Coetzee and Cilliers (2012) who postulated that performance and relationship are correlated when considering the interactions between a leader and a follower and is greatly influenced by the type of leadership style adopted by the organization. CFA managers

accept knowledge and ideas contributed by staff in the organization. This shows that managers were ready to learn from the subordinate staff. This is in agreement with Lee (2017) who stated that a democratic leadership entails centralized authority where workers have the liberty to give opinions on organizational processes. The study further established respondent's disagreement on CFA leaders providing opinion on issues only when asked and CFA leaders tell employees what to do and how to do it. On the contrary, Lee (2017) states that a democratic leadership entails centralized authority where workers have the liberty to give opinions on organizational processes. Similarly, Khan, Asghar and Zaheer (2014) indicated that a democratic leader listens to the opinions of his employees and thus workers do their work willingly, without being pushed. The finding of the study indicated that leaders valued the core values of CFA organization. CFA leaders' beliefs are in line with the visions of their organization. Therefore, the manager's beliefs and core values were in line with the vision of CFA. This is similar to a study by Zakaria and Taiwo (2013), who established that leadership competence incorporates the unique knowledge possessed by leaders, expertise, skills, beliefs, values, and behavioral characteristics which enable them to make quality decisions that would create a competitive edge for an organization. The study showed that CFA managers possess the right academic qualifications to deliver on the mission of their organization. This is in agreement with Ruleejanto *et al*, (2015) who indicated that employees should have a high level of integrity, honesty and wisdom in action. Each employee is to work professionally and the organization should involve all the elements in the organization's set up in order to obtain a representative decision and mutual benefit. The managers have adequate management experience in issues concerning operations. This is similar to a study by Mwithi (2016) who revealed that self-management

leadership competency and social awareness leadership competency had a positive but insignificant relationship. Similarly, a study by Ruleejanto, *et al*, (2015) established that leadership competency influenced work discipline on the application of total quality leadership management and employees' performance for the accreditation status achievement.

CONCLUSION AND RECOMMENDATION

Conclusion

The study concluded that leadership styles significantly influenced the study. This would be associated to; CFA leaders took charge on situations in the organization as they arose to avoid procrastination and delay of events. Leaders shared their leadership powers with subordinates in order to share and accommodate new ideas. Managers allowed contribution but had the final say on decision implementation on the organization. CFA managers guided employees on what to do and how to do it and leaders provided opinion on issues in the organization. Finally, the findings infer that the leadership styles implemented in the organization have led to steady and exponential growth over the last few years. The study further concluded that leadership competency positively influenced performance of non-governmental organizations. This would be attributed to: Managers possessing the right academic qualifications to deliver on the mission of CFA organization. Managers having adequate management experience in issues concerning CFA operations. CFA leaders valuing the core values of their organization. The leaders' beliefs being in line with the vision of CFA organization and leaders having the ability to solve social problems among staff.

Recommendations with Policy Implications

The study ascertained that employees consider managers to only react to issues only when asked. To this end, the organization should ensure that there is an open communication conduit between management and employees on all levels that will enable the managers to stay in touch with employee issues that may affect performance. The study also revealed that employees feel aggrieved when they are not given a chance provide opinions on key policy issues and ideas that ultimately affect their productivity. To this end, the study recommended that organizations should adopt a more inclusive and democratic model in the work place so as to harness the creativity of employees that would otherwise be stifled. Leaders should

however realize that the responsibility of providing direction and making ultimate decisions rests on them. These are the leadership styles that will enhance organizational performance. The study further revealed that employees believe that managers with higher academic qualifications and previous working experience make better leaders and are likely to post better performances. The management of CFA should therefore ensure that this aspect of competence is adhered to during hiring of future employees as well as identifying candidates for promotion. The study is of the opinion that managers that have better academic qualifications and experience are better suited to anticipate and deal with social problems among staff as they will have a professional edge and social awareness.

REFERENCES

- Aga, D. A., Noorderhaven, N., & Vallejo, B. (2016). Transformational leadership and project success: The mediating role of team-building. *International Journal of Project Management*, 34(5), 806-818.
- Agnew, C., & Flin, R. (2014). Senior charge nurses' leadership behaviors in relation to hospital ward safety: A mixed method study. *International journal of nursing studies*, 51(5), 768-780.
- Ali, A. S. A., Elmi, H. O., & Mohamed, A. I. (2013). The Effect of leadership behaviors on performance in Somalia. *Educational research international*, 2(2) 23-34.
- Alsalam, E., Behery, M., & Abdullah, S. (2014). Transformational leadership and its effects on organizational learning and innovation: evidence from Dubai. *Journal of applied management and entrepreneurship*, 19(4), 61.
- Anderson, M. H., & Sun, P. Y. (2017). The downside of transformational leadership when encouraging followers to network. *The Leadership Quarterly*, 26(5), 790-801.
- Arham, A. F. (2014). Leadership and performance: The case of Malaysian SMEs in the services sector. *International Journal of Asian Social Science*, 4(3), 343-355.
- Asuga, G., Eacott, S., & Scevak, J. (2015). School leadership preparation and development in Kenya: Evaluating performance impact and return on leadership development investment. *International journal of educational management*, 29(3), 355-367.
- Atta, M., & Khan, M. J. (2015). Leadership styles as determinants of organizational citizenship behavior among public sector university teachers. *Pakistan journal of social sciences (PJSS)*, 35(1) 65-77.
- Awan, K. Z., Qureshi, I. E. W., & Arif, S. (2012). The effective leadership style in NGOs: Impact of servant leadership style on employees' work performance and mediation effect of work motivation. *International journal of economics and management sciences*, 1(11), 43-56.

- Bamford, M., Wong, C. A., & Laschinger, H. (2013). The influence of authentic leadership and areas of worklife on work engagement of registered nurses. *Journal of nursing management*, 21(3), 529-540.
- Bedarkar, M., & Pandita, D. (2014). A study on the drivers of employee engagement impacting employee performance. *Procedia-social and behavioral sciences*, 133, 106-115.
- Bell III, T. J., Anderson, T. D., Conner, C., & Severance, J. (2016). Does leadership style affect the academic performance of undergraduate business students? An empirical study. *International Journal of Business & Public Administration*, 13(1), 9-32
- Bellon, E. O., Ngware, M. W., & Admassu, K. (2017). The role of parental leadership in academic performance: A case of pupils in the Free Primary Education Program in Kenya. *Education and Urban Society*, 49(1), 110-130.
- Brass, J. (2010). Kenya as case study: Historical portraits of NGOs and the state. *Allies or Adversaries*, 60-94.
- Brown, C. (2014). The Effects of Emotional Intelligence (EI) and Leadership Style on Sales Performance. *Economic insights-trends & challenges*, 66(3).
- Campbell, T. (2014). *Adam Smith's science of morals* (Vol. 3). Routledge.
- Chen, X. P., Eberly, M. B., Chiang, T. J., Farh, J. L., & Cheng, B. S. (2014). Affective trust in Chinese leaders: Linking paternalistic leadership to employee performance. *Journal of management*, 40(3), 796-819.
- Chughtai, A., Byrne, M., & Flood, B. (2015). Linking ethical leadership to employee well-being: The role of trust in supervisor. *Journal of Business Ethics*, 128(3), 653-663.
- Ciulla, J. B. (2014). *Ethics, the Heart of Leadership*. Westport, CT: Praeger.
- Clarke, S. (2013). Safety leadership: A meta-analytic review of transformational and transactional leadership styles as antecedents of safety behaviors. *Journal of occupational and organizational psychology*, 86(1), 22-49.
- D'Innocenzo, L., Mathieu, J. E., & Kukenberger, M. R. (2016). A meta-analysis of different forms of shared leadership–team performance relations. *Journal of Management*, 42(7), 1964-1991.
- Daft, R. L. (2014). *The leadership experience*. Cengage Learning.
- Daily, C. M., Dalton, D. R., & Cannella Jr, A. A. (2003). Corporate governance: Decades of dialogue and data. *Academy of management review*, 28(3), 371-382.
- Davis, N. (2017). Review of Followership Theory and Servant Leadership Theory: Understanding How Servant Leadership Informs Followership. *Servant Leadership and Followership*, 207-223.
- Donaldson, L., & Davis, J. H. (1991). Stewardship theory or agency theory: CEO governance and shareholder returns. *Australian Journal of management*, 16(1), 49-64.
- Dubey, R., Gunasekaran, A., & Ali, S. S. (2015). Exploring the relationship between leadership, operational practices, institutional pressures and environmental performance: A framework for green supply chain. *International Journal of Production Economics*, 160, 120-132.
- DuBrin, R., Gunasekaran, A., & Ali, S. S. (2015). Exploring the relationship between leadership, operational practices, institutional pressures and environmental performance: A framework for green supply chain. *International journal of production economics*, 160, 120-132.
- Ejere, E. I., & Abasilim, U. D. (2013). Impact of transactional and transformational leadership styles on organizational performance: Empirical evidence from Nigeria. *The journal of commerce*, 5(1), 30-41.
- Fama, E. F. (1980). Banking in the theory of finance. *Journal of Monetary Economics*, 6(1), 39-57.
- Fubini, D., Price, C., & Zollo, M. (2016). *Mergers: Leadership, performance and corporate health*. Springer.
- Goleman, D. (2017). *Leadership that gets results (Harvard Business Review Classics)*. Harvard Business Press.

- Gonnah, B. J., & Ogollah, K. (2016). Effect of transformational leadership on performance of commercial banks in Kenya: case of family bank limited. *International academic journal of procurement and supply chain management*, 2(1), 1-25.
- Guillén, L., De Stobbeleir, K., & Melsens, D. (2015). The bright and dark sides of leadership motivation: how a leader's motivation to lead impacts followers' perceptions of the leader's effectiveness. *Journal of the Pennsylvania University* 7(3) 121-150
- Hawi, R. O., Alkhodary, D., & Hashem, T. (2015). Managerial competencies and organizations performance. *International Journal of Management Sciences*, 5(11), 723-735.
- Higgs, M., & Dulewicz, V. (2016). Developments in leadership thinking. In *Leading with Emotional Intelligence* (pp. 75-103). Palgrave Macmillan, Cham.
- Karani, F. N., Bichanga, W. O., & Kamau, C. G. (2014). Effective use of monitoring and evaluation systems in managing HIV/AIDS related projects: A case study of local NGOs in Kenya. *Science journal of business and management*, 2(2), 67-76.
- Katou, A. A. (2015). Transformational leadership and organizational performance: Three serially mediating mechanisms. *Employee Relations*, 37(3), 329-353.
- Khan, S., Asghar, M., & Zaheer, A. (2014). Influence of leadership style on employee job satisfaction and firm financial performance: A study of banking sector in Islamabad, Pakistan. *Actual Problems in Economics Journal* (155), 374.
- Khan, U., Khan, A. S., Umber, H. W., Ahmad, A., & Shan, K. (2016). Impact of transactional & transformational leadership styles on organizational commitment-a case of private sector universities of Karachi. *Journal of the UNIVERSITIES OF KARACHI* 4(5), 73-110.
- Kilduff, M., & Brass, D. J. (2010). Organizational social network research: Core ideas and key debates. *Academy of management annals*, 4(1), 317-357.
- Kissi, J., Dainty, A., & Tuuli, M. (2013). Examining the role of transformational leadership of portfolio managers in project performance. *International Journal of Project Management*, 31(4), 485-497.
- Kitonga, D. M. (2016). The role of determining strategic direction on not-for-profit organizational performance in Nairobi County in Kenya.
- Lambert, L. (2013). Distributed instructional leadership in urban high schools: Transforming the work of principals and department chairs through professional development. *Journal of School Leadership*, 23(2), 362-388.
- Lau, A., Atwater, L., Avolio, B., & Brass, B. (1993). Foundations for Measuring the Development and Emergence of Leadership Behavior.
- Lee, M. L., Hsu, W., & Kothari, V. (2004). Cleaning the spurious links in data. *IEEE Intelligent Systems*, 19(2), 28-33.
- Lee, G. (2017). *Leadership coaching: From personal insight to organizational performance*. Kogan Page Publishers.
- Liu, J., Kwan, H. K., Fu, P. P., & Mao, Y. (2013). Ethical leadership and job performance in China: The roles of workplace friendships and traditionality. *Journal of occupational and organizational psychology*, 86(4), 564-584.
- Liu, Y., Li, Z., Wu, F., & Yin, F. (2013). Effects of the adaptations to climate changes on the income of herdsmen in Qinghai Province. *Chinese Journal of Population Resources and Environment*, 11(3), 261-267.
- Lussier, R. N., & Achua, C. F. (2015). *Leadership: theory, application, & skill development*. Nelson Education.

- Lutomia, A. N., Li, P., Yassine, R. A., & Tong, X. (2017). The role of guanxi, ubuntu, and wasta in shaping workplace leadership and culture: a conceptual framework. in exploring the influence of personal values and cultures in the workplace. *Journal of ethics in NIU* (pp. 54-75). IGI Global.
- Masa'deh, R. E., Obeidat, B. Y., & Tarhini, A. (2016). A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: A structural equation modelling approach. *Journal of Management Development, 35*(5), 681-705.
- Mathew, M., & Gupta, K. S. (2015). Transformational leadership: Emotional intelligence. *SCMS Journal of Indian management, 12*(2), 75.
- Metcalf, L., & Benn, S. (2013). Leadership for sustainability: An evolution of leadership ability. *Journal of business ethics, 112*(3), 369-384.
- Mitonga-Monga, J., Coetzee, M., & Cilliers, F. V. N. (2012). Perceived leadership style and employee participation in a manufacturing company in the democratic republic of Congo. *African journal of business management, 6*(15), 5389.
- Muenjohn, N., & Armstrong, A. (2015). Transformational leadership: The influence of culture on the leadership behaviors of expatriate managers. *International journal of business and information, 2*(2). 65-66.
- Mugenda, O. & Mugenda A. (2013). Research methods: quantitative and qualitative approaches.
- Mulki, J. P., Caemmerer, B., & Heggde, G. S. (2012). Leadership style, salesperson's work effort and job performance: the influence of power distance. *Journal of personal selling & sales management, 35*(1), 3-22.
- Müller, R., & Turner, R. (2010). Leadership competency profiles of successful project managers. *International Journal of Project Management, 28*(5), 437-448.
- Munda, S. W., & Odebero, S. (2014). The influence of education costs on students' academic performance in Kenya: An empirical study of Bungoma County secondary schools. *Asian J. Educ. Res, 2*(1) 76-88.
- Munyeki, N., & Were, S. (2017). INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON THE PERFORMANCE OF PROJECT BASED ORGANIZATIONS: A CASE OF INTERNATIONAL LIVESTOCK RESEARCH INSTITUTE. *International Journal of Project Management, 1*(3), 41-60.
- Aga, D. A., Noorderhaven, N., & Vallejo, B. (2016). Transformational leadership and project success: The mediating role of team-building. *International journal of project management, 34*(5), 806-818.
- Mwithi, J. M. (2016). Effect of leadership competencies on performance of state corporations in Kenya (Doctoral dissertation, COHRED, JKUAT).
- Nanjundeswaraswamy, T. S., & Swamy, D. R. (2014). Leadership styles. *Advances in management, 7*(2), 57.
- Neves, P., & Eisenberger, R. (2012). Management communication and employee performance: The contribution of perceived organizational support. *Human Performance, 25*(5), 452-464.
- Ngambi, H. C. (2011). The relationship between leadership and employee morale in higher education. *African Journal of Business Management, 5*(3), 762.
- Ngui, T. K., Elegwa, M., & Gachunga, H. G. (2014). Effects of employee resourcing strategies on the performance of Kenya commercial banks in Kenya. *International Journal of education and research, 2*(1), 1-20.
- Northouse, P. G. (2015). Leadership: Theory and practice. Sage publications.
- Nthini, E. K. (2013). Effect of strategic leadership on the performance of commercial and financial state corporations in Kenya. *Unpublished MBA Project, School of Business, University of Nairobi.*

- Nugent, D. (2013). Recommendations for the standardization of light transmission aggregometry: a consensus of the working party from the platelet physiology subcommittee of SSC/ISTH. *Journal of Thrombosis and Haemostasis*, 11(6), 1183-1189.
- Obeidat, B. Y., Tarhini, A., & Aqqad, N. (2016). The impact of transformational leadership on organizational performance via the mediating role of corporate social responsibility: A structural equation modeling approach. *International business research*, 10(1), 199
- Obiwuru, T. C., Okwu, A. T., Akpa, V. O., & Nwankere, I. A. (2011). A survey of selected small scale enterprises in Ikosi-Ketu council development area of Lagos state, Nigeria. *Australian Journal of Business and Management Research*, 1(7), 100-111.
- Ogechi, R. N. (2016). *The effect of strategic leadership on the performance of small and medium enterprises in Kenya* (Doctoral dissertation, University of Nairobi). 22-24
- Okumbe, J. A. O. (1998). *Educational Management: Theory and Practice*. African Books Collective Ltd., The Jam Factory, 27 Park End Street, Oxford OX1 1HU, United Kingdom (paperback: ISBN-9966-846-42-5, \$18).
- Otley, D. T. (1980). The contingency theory of management accounting: achievement and prognosis. *Accounting, organizations and society*, 5(4), 413-428.
- Ouma, C. A., & Webi, R. Y. (2017). Effect of Age Diversity of Board Members on Performance of Non-Governmental Organizations in Kenya.
- Panneerselvam, R. (2014). *Research methodology*. PHI Learning Pvt. Ltd.
- Punjaisri, K., Evanschitzky, H., & Rudd, J. (2013). Aligning employee service recovery performance with brand values: The role of brand-specific leadership. *Journal of marketing management*, 29(9-10), 981-1006.
- Rao-Nicholson, R., Khan, Z., Akhtar, P., & Merchant, H. (2016). The impact of leadership on organizational ambidexterity and employee psychological safety in the global acquisitions of emerging market multinationals. *The international journal of human resource management*, 27(20), 2461-2487.
- Ruleejanto, C., Brasit, N., Payangan, O. R., & Pahlevi, C. (2015). Effects of leadership, competency, and work discipline on the application of total quality management and employees+' performance for the accreditation status achievement of government hospitals in Jakarta, Indonesia. *Scientific research journal (SCIRJ)*, 3, 14-24.
- Sachs, J. D. (2015). The Age of Sustainable Development. *The Age of Sustainable Development*. Doi: 10.7312/sach17314.
- Sadeghifar, J., Fazeli, M., Keramatmanesh, F., Tolideh, Z., & Mousavi, S. M. (2016). Relationship between spiritual leadership and job motivation among teachers of Ilam Payame Noor University. *Bioethics Journal*, 4(12), 31-47.
- Samaitan, L. C. (2014). Leadership Styles and Performance of Commercial Banks in Kenya. *Unpublished Thesis, University of Nairobi*.
- Shields, J., Brown, M., Kaine, S., Dolle-Samuel, C., North-Samardzic, A., McLean, P., & Plimmer, G. (2015). *Managing Employee Performance & Reward: Concepts, Practices, and Strategies*. Cambridge University Press.
- Silverman, D. (Ed.). (2016). *Qualitative research*. Sage.
- Singh, B., Winkel, D. E., & Selvarajan, T. T. (2013). Managing diversity at work: Does psychological safety hold the key to racial differences in employee performance? *Journal of Occupational and Organizational Psychology*, 86(2), 242-263.

- Skeeters, N. C., & Mbohwa, C. (2015). A study on the leadership behavior, safety leadership and safety performance in the construction industry in South Africa. *Procedia manufacturing*, 4, 10-16.
- Susan, N. (2016). Influence of transformational leadership on employee performance. A case study of Safaricom limited. *Strategic journal of business & change management*, 3(2) 123-162.
- Takahashi, N., Kitamura, K., Matsuo, N., Mayford, M., Kano, M., Matsuki, N., & Ikegaya, Y. (2012). Locally synchronized synaptic inputs. *Science*, 335(6066), 353-356.
- Tandoh P. (2014). Management of Conflicts in Senior High Schools in Central Region, Ghana. *International Journal of Management Sciences*, 3(4), 246-253.
- Tarter, C. J., & Hoy, W. K. (1998). Toward a contingency theory of decision making. *Journal of educational administration*, 36(3), 212-228.
- Trivellas, P., & Drimoussis, C. (2013). Investigating leadership styles, behavioral and managerial competency profiles of successful project managers in Greece. *Procedia-Social and Behavioral Sciences*, 73, 692-700.
- Uadiale (2012). Corporate social responsibility and financial performance in developing economies: The Nigerian experience. *Journal of Economics and Sustainable Development*, 3(4), 44-54.
- Wallo, A., Ellström, P. E., & Kock, H. (2013). Leadership as a balancing act between performance-and development-orientation: A study of managers' and co-workers' understanding of leadership in an industrial organization. *Leadership & Organization Development Journal*, 34(3), 222-237.
- Waweru, R. (2016). *The influence of strategic leadership on the execution of corporate strategies in investment companies listed on Nairobi Securities Exchange in Kenya* (Doctoral dissertation, University of Nairobi). 33-38
- Wells, J. E., & Hancock, M. G. (2017). Networking, mentoring, sponsoring: strategies to support women in sport leadership. *Women in sport leadership: Research and practice for change*, 1(1)130.
- Wen, P. N., & Jia, G. Y. (2002). Constructionism theory & teaching reform; a summary of constructionism learning theory [J]. *Theory and Practice of Education*, 5, 3.
- Wong, C. A., & Laschinger, H. K. (2013). Authentic leadership, performance, and job satisfaction: the mediating role of empowerment. *Journal of advanced nursing*, 69(4), 947-959.
- Yasir, M., Rasli, A., Qureshi, M. I., Ullah, A., & Khan, H. (2016). Authentic leadership development process. *Abasyn journal of social sciences*, 3(2)17-30.
- Yin, R. K. (2017). *Case study research and applications: Design and methods*. Sage publications.
- Zakaria, N., & Taiwo, A. (2013). The effect of team leader skills and competencies team: A structural equation modelling approach. *Asian Social Science*, 9(7), 151.
- Zehrer, A., Reich, F., Siller, H., & Tschiederer, F. (2014). Leadership networks in destinations. *Tourism review*, 69(1), 59-73.
- Zhu, J. (2014). *Quantitative models for performance evaluation and benchmarking: data envelopment analysis with spreadsheets* (Vol. 213). Springer.