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**EFFECT OF LEADERSHIP TRANSITION INTERVENTIONS ON
ORGANIZATION PERFORMANCE: A CASE OF INTERNATIONAL NGOS IN
NAIROBI COUNTY**

AMOS ATUYA NYAKUNDI

ADMISSION NO.136433



**A THESIS SUBMITTED IN PARTIAL FULFILMENT FOR THE REQUIREMENT
OF THE AWARD OF A MASTER OF COMMERCE DEGREE AT STRATHMORE
UNIVERSITY BUSINESS SCHOOL**

JUNE 2023

DECLARATION

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the thesis contains no material previously published or written by another person except where due reference is made in the thesis itself.

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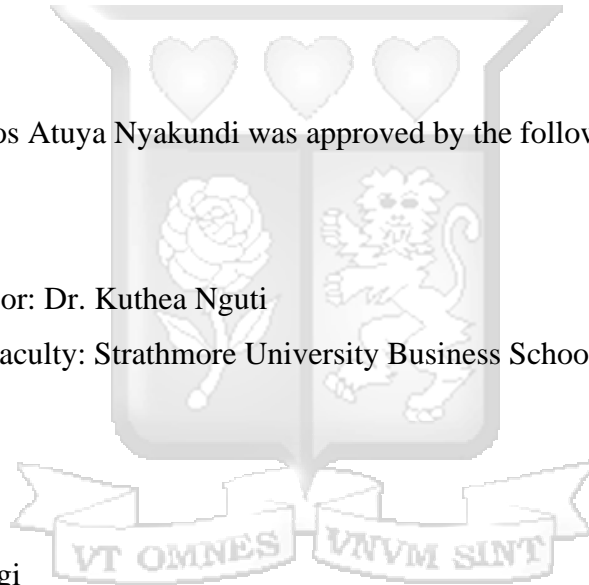
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DEDICATION

This thesis is dedicated to my wife Angela Moraa Miyogo and my friend Mr. Jean Paul Mugiraneza and my children. Your support and encouragement have seen me through this, and I will forever remain grateful.



ACKNOWLEDGEMENT

I sincerely thank our Almighty God for the gift of life, health, and protection for the entire period of my study. Without his help I could not have come this far. Special appreciation to my supervisor Dr. Kuthea Nguti for her support, thank you so much for the guidance throughout the course of preparing this thesis. I would also like to thank in a big way all those individuals who assisted in proofreading my document and giving positive criticism. I would also like to acknowledge all lecturers who took me through the course units in this program. Thank you for making me a better person through the knowledge you have imparted.



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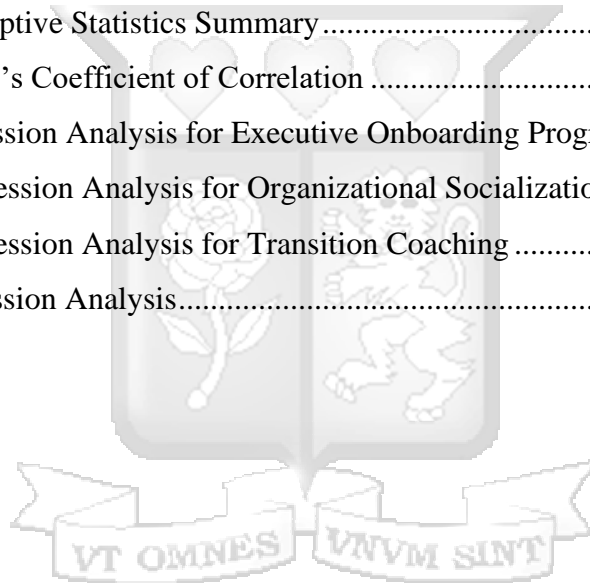
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ABSTRACT

Organizations are now functioning in an ever-changing world with unprecedented challenges. Increasing complexity and performance constraints require firms to implement leadership transitions in order to improve organizational performance. The performance of non-governmental organizations (NGOs) as a major development stakeholder is particularly concerning. It has been stated that foreign aid can only boost growth in a sound policy environment with consistent good leadership in terms of management and governance. The current study sought to investigate the effect of leadership transition interventions on the performance of international NGOs within Nairobi County. The specific objectives of this study were to determine the effects of executive onboarding programs, organization socialization, and transitional coaching on the performance of international NGOs within Nairobi County. Leadership transition theory underpinned this research and was complemented by structural contingency theory. A descriptive cross-sectional survey design was adopted in this study. The participants in this study were all 93 international NGOs registered with the NGO Coordination Board and had experienced leadership transitions. The study adopted a census approach where all 93 INGOs were involved while two respondents were selected for each firm, contributing to a sample size of 186 respondents. Primary data was collected using a questionnaire. The data was analyzed with the use of SPSS, which included descriptive and inferential statistics. Multiple linear regression analysis and correlation analysis were tested using inferential statistics. Frequency tables and figures were used to present and interpret the study findings. The study findings indicated that job orientation was conducted in their organizations to make new leaders understand the operational processes of the organizations and that team integration was conducted to enhance collaborative principles within the organizational units for high performance. It was also established that respondents indicated that their organization encourages co-worker support and that performance competency priorities are consistent and well-articulated to the new leaders. Further, transition coaching had a positive and statistically significant effect on the organizational performance of NGOs in Nairobi County. It was therefore concluded that executive onboarding programs had statistically significant effects on the organizational performance of international NGOs in Nairobi County. It was also concluded that organizational socialization and transition leadership had a positive and statistically significant effect on the organizational performance of NGOs in Nairobi County. It was recommended that the management of international NGOs strive to embrace the findings of this study in order to be aware of the most significant aspects of leadership transition that they should embrace in order to enhance the organizational performance of their firms. Further, it was recommended that policymakers concerned with the regulation of NGOs in the country strive to ensure that they have in place effective measures on what ought to be followed during leadership transition.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Nowadays, organizations are operating in an increasingly changing environment with unprecedented challenges. Both small and mid-sized enterprises are facing fierce challenges characterized by changes such as technology development, customer expectations, innovation, employee demands, and employee turnover, among other challenges that affect organization performance (Wang & Shi, 2018). Changes are daily challenges for organizations, and there is therefore a need for organizations to be more inclined to adjust their organizational environment to those changes if they are to survive. This means that organizations are either instigating changes or having changes forced on them by environmental changes (Al-Ali, Singh, Al-Nahyan, & Sohal, 2017). As the challenges mount, some organizations have chosen to restructure, merge, acquire, and hire qualified personnel, while others have chosen to make changes in their leadership ranks in order to cope with the unprecedented environment in which they operate (Staal, 2014).

Outstanding performance in such an environment demands more and better leaders up and down the line (Goleman, 2021). A change in leadership within all of a company's operational units, or just one of them, is the strategy that businesses most frequently use to improve performance. A core aspect of leadership transition is that it is a necessity for the organization's performance, whether promoted from within or hired externally (Groysberg, Lee, Price, & Cheng, 2018). Leadership transition interventions help organizations achieve their objectives in terms of performance (Watkins, 2013). Leadership transition interventions affect organizational performance by assisting it in developing and thriving operational approaches (Beacom, Cotton, & Ellis, 2016). When the new leader's human capital matches the organization's task contingencies and when the leader is given the freedom to shape the organization, the positive effects of leadership transition become more pronounced. Effective leadership transition interventions are the focus required to assist any organization through the storms of change and achieve its goals (Mallaby, Price, & Hofmeyr, 2017).

Leadership transition is a critical issue for organizations and has important implications for organizational performance (Mallaby, Price, & Hofmeyr, 2017). It can be an opportunity for an organization to grow and thrive. According to Beacom, Cotton, and Ellis (2016), leadership transitions can be stressful and risky for a business, but they can also be an opportunity to improve performance. Staff and management naturally worry about executive transitions because badly managed leadership changes can cause organizational ineffectiveness. The challenge for organizations is to treat leadership transitions positively and seize opportunities. The positive effect of a leadership transition is most pronounced when the new leader's human capital is matched to the organization's task contingencies and when the leader is given the discretion to shape the organization. Effective leadership transition is considered to be the main focus required to assist any organization through the storms of change to achieve its goals (Mallaby, Price, & Hofmeyr, 2017).

Across all sectors, organizations experience leadership transitions that affect their performance positively or negatively. The scenario is common to non-governmental organizations, where most of the NGOs experience leadership transitions. For instance, Bridges (2009) argued that in nonprofit organizations, a lack of thoughtful leadership transition results in the organization incurring costs on many levels, such as through additional staff, board turnover, or missed opportunities for program growth. The worst-case scenario is the closure of organizations. Other consequences include decreased contributions, program cuts, confusion over the direction of the organization, and poor employee morale. An unsuccessful transition can also result in a negative image of the institution.

1.1.1 Leadership Transition Interventions

Terblanche, Albertyn, and Van Collier (2018) defined leadership transition as when a firm has a big change in its leadership or leader job description because of a promotion or secondment, moving to a new company, mergers, acquisitions, or reorganization. Gill (2017) described the transition process as representative of the psychological demands that leaders in new roles must address to adapt to more senior levels in the organization. On the other hand, Bridges and Bridges (2019) defined transition as a continuous psychological process that requires the learning of new behaviors and perspectives while the leader copes

with higher levels of stress, anxiety, and alienation. He further described transition as a 3-part psychological process that includes an ending stage, a neutral stage, and new beginning stages.

According to Bridges and Bridges (2019), the ending stage is experienced when people first get news of the change and initially react to it. The second stage of transition is referred to as the "neutral" or "exploration zone." The third stage is new beginnings. In this phase, the new way is formally announced and started. Conversely, this phase is equally characterized by the occasional experience of a mixture of anxiety, hope, enthusiasm, and impatience by the people (Bridges & Bridges, 2019). Watkins (2009) pointed out that there are two types of leadership transitions: internally promoted and externally recruited. Internally recruited staff have the easiest time figuring out the approaches needed to enhance the organization's performance since they are used to the organization's environment. On the other hand, externally recruited leaders face greater challenges in the transition due to a lack of understanding of their organizations' culture and the need to establish a set of new relationships (Zhang 2018).

Levin (2016) pointed out that the "new leader assimilation process is one of the leadership transition interventions adopted by firms. The assimilation method of leadership transition helps new leaders learn, adapt quickly, and build relationships with their teams early in their transition. Downey (2014) argued that senior-level leaders find the assimilation process more difficult due to their higher level of experience, leading to more prejudices, formed opinions, and the use of existing frameworks.

The leadership pipeline is another widely adopted leadership transition intervention by organizations (Charan, Drotter, & Noel, 2011). This intervention explains that there are several levels of leadership in organizations and that the required skills change dramatically at each level. The leadership pipeline focuses on the aspects specific to transitioning between levels and how these may affect the leader and the organization, and it prescribes interventions and actions for organizations to enhance the chance of success. (Freedman, 2011). According to this leadership transition intervention, leaders move through six passages that are each framed by a different leadership level: leading oneself, leading

others, leading leaders, functional leader, business leader, group leader, and enterprise leader (Charan, Drotter, & Noel, 2011).

Bond and Naughton (2011) identified three leadership transition interventions that include executive onboarding programs, organizational socialization, and transition coaching. Executive onboarding is a company-led endeavor to help new hires succeed. It is a method for leaders to obtain the skills and information required to succeed in their new firm (Bauer & Erdogan, 2011). Onboarding programs assist executives in improving important abilities, connecting their leadership styles with the company culture, building effective relationships, and maximizing their new role's most desirable skills (Gierden 2007).

Schein (1998) described organizational socialization as the process during which new leaders transition from being organizational outsiders to integrated members of an organization. Bauer et al. (2007) point out that organizational socialization is an indoctrination and training process in which the new leader learns the norms, values, required behaviors, and what is important to the organization. Downey (2002) suggested that the success of a leader in transition may hinge on how effectively the organization manages the leader's socialization process. The objective of socialization is to create a sense of belonging for the leader by learning about the organization's history, values, and people and thus developing a collective organizational identity.

Transition coaching, a relatively new specialization of executive coaching, is being increasingly used to support leaders in transition (Sutton, 2008). Transition coaching assists leaders to identify and understand key issues that they will encounter during the transition (Terblanche, Albertyn, & Van Coller-Peter 2017); it also improves leadership effectiveness through enhanced self-awareness and the practice of new behaviors (Kombarakaran et al. 2008), and it enables leaders to act appropriately at different stages of the transition to facilitate success. Bossert (2005) claimed that transition coaching engages leaders in culture and strategy with the intention of accelerating productivity. It consequently has a positive economic effect with a considerable return on investment.

Wiggins (2019) pointed out that organizations struggle to support their leaders in transition; this is truer for leaders who are new to the organization and who have a more difficult

transition than for leaders who are promoted from within, although both are risky situations for leaders. The programs used to integrate new staff into an organization include orientation, induction, socialization, and onboarding. Many of these programs are effective for general staff, but they fail to meet the needs and expectations of leaders in transition. Externally recruited leaders are often left to 'sink or swim' in their new role within a new organizational culture and are without the support of a relational network. Internally promoted leaders also criticize the lack of support provided during their transition into different and more senior roles. This observation is supported by Manderscheid and Ardichvili (2008) in their leadership transition theory, which suggests new leaders may not be knowledgeable of the success factors that may result in effective organization performance. The theory adds that the healthy development of team relationships is tied to successful leadership transitions.

The theory argues that organizations that cannot have effective leadership transition interventions encounter increased turnover, decreased productivity, leader stress, and a vacuum of healthy team relationships (Gilmore, 2003). Based on this argument, the current study finds leadership transition applicable to this study since it will help to clearly show how leadership transition intervention can enhance organization performance. Likewise, the theory will provide the interventions that can be adopted in the organization during a leadership transition to maximize their performance, regardless of their business or size. According to Watkins (2009) and Wiggins (2019), there is a need for organizations to have leadership transition interventions in order to familiarize the new leaders with the operation of the organization and what is expected of them for better organization performance.

Burnes, Hughes, and By (2018) pointed out that the most common approach to the transition challenge is to assume that smart people who have been successful in the past will figure things out. Feser, Nielsen, and Rennie (2017) added that most organizations do not have a formal transition process for new leaders. Not surprisingly, this haphazard approach has a high failure rate. Forty percent of new leaders in an organization do not meet performance expectations in the first 18 months. According to Burnes Hughes and By (2018), organization socialization is an effective method of familiarizing a leader with

new leadership roles, which results in a competitive advantage for organizations that do it better and faster than their competitors.

In a study that was conducted by Strack, Caye, Vonder Linden, Quiros, and Haen (2018), they found that companies that successfully onboard new hires and retain talent had 2.5 times as much revenue growth and 1.9 times higher profit margins than their less capable competitors. Bauer, Bodner, Erdogan, Truxillo, and Tucker (2017) revealed that organizations that engage in formal onboarding by implementing step-by-step programs for new employees to teach them what their roles are, what the norms of the company are, and how they are to behave are more effective than those that do not. Transitional coaching is one of the approaches used by most organizations in leadership development today. This approach helps the person set appropriate and realistic goals, create effective development plans, measure progress towards goals, and assess change at the end of the coaching engagement.

According to a study by Larcker, Miles, Tayan, and Wright (2018), nearly 75% of the population does not receive outside leadership advice, but nearly all want it. The study revealed that leaders who have adopted transitional coaching experience notable improvements in conflict management, mentoring, talent development, sharing leadership, delegating to subordinates, and entire organization performance. Based on these findings, organizations that embrace leadership transition interventions have improved performance results. Thus, the current study will establish the influence of executive onboarding, organization socialization, and transition on organization performance. Executive onboarding will be measured using job induction, orientation, mentorship programs, and team integration. Organizational socialization will be measured using job knowledge, co-worker support, organizational goals, and performance competency. Finally, transition coaching will be measured through leadership training, leader assessment, communicating organization objectives, and task handling.

1.1.2 Organization Performance

Performance is the ability of an object to produce results in a dimension determined in relation to a target (Javier, 2002). Daft (2013) defined performance as the organization 's

ability to attain its goal by using resources in an efficient and effective manner. Organizational performance relates to the efficiency and effectiveness of a firm (Machuki & Aosa, 2011). Other scholars, like Machuki and Aosa (2011), have referred to organizational performance as efficiency and effectiveness in terms of the utilization of resources and the accomplishment of organizational goals. This definition guided this study. From an organizational perspective, effectiveness is the measure of how successful organizations achieve their missions through their core strategies.

There are various models that have been developed to measure an organization's performance. For instance, Kaplan and Norton (1996) present the balanced scorecard model as a useful tool for managers to obtain a competitive advantage. These days, organizations are competing in a complex environment where understanding the objectives and the ways they can be achieved is vital. The balanced scorecard translates the mission and the organization's strategy into a set of performance indicators that offer a model for the performance measurement system. The model assesses organizational performance from four perspectives: financial, client, learning and growth, and internal processes (Kaplan & Norton, 1996).

The OECD framework is another model that assesses a company's non-financial performance and aims to find indicators of stakeholder well-being that companies can use frequently (Siegerink, Shinwell, & Zarnic, 2022). Existing measurement frameworks tend to focus on diversity and inclusion as isolated issues. Inequalities between men and women, racial and ethnic groups, or low and high-skilled workers need to be considered throughout a measurement framework in order to adequately assess a business' contribution to inequalities in society and identify financially material risks and opportunities in the social area. Existing measurement frameworks tend to focus on diversity and inclusion as isolated issues. Inequalities between men and women, racial and ethnic groups, or low and high-skilled workers need to be considered throughout a measurement framework in order to adequately assess a business' contribution to inequalities in society and identify financially material risks and opportunities in the social area.

The Baldrige model, which the Department of Commerce created in the late 1980s to promote competition among American businesses, is another tool for evaluating organizational performance. The model allows any organization to attain its objectives, improve its results, and become more competitive by aligning its plans, processes, decisions, people, actions, and results (Garvin, 1991). The model uses seven criteria to evaluate an organization's performance: leadership, strategic planning, customer focus, analysis and knowledge management, workforce focus, operations focus, and results orientation (Ivanov & Avasilcai, 2014).

The Baldrige model suggests that strategic business leaders should focus attention on possible parameters that can help them quantify organizational performance (Evans & Jack, 2003). Baldrige is used as a tool with which business leaders can analyze organizations' performance from a holistic perspective, regardless of the sector the organization is operating in (Borawski & Brennan, 2008). This model was adopted in this study since it provides a structured method that can be used across sectors by organizations to measure their performance. The model also provides systematic criteria for understanding and measuring an organization's performance. In this study, the model was applied since it provides reliable criteria that are applicable in management practices to assess the performance of NGOs.

Leadership has a great impact on every domain of an organization (Goonan & Stoltz, 2014). In an organization, leadership creates an important connection between the mission, vision, goals, and objectives of the organization and enables it to serve its target customer better, which serves as the foundation for the organization's existence (Bryson, 2018). In a study conducted by Griffith (2017), it was pointed out that performance management in most organizations becomes more difficult due to several factors, including a lack of effective methods for enhancing performance, a lack of leadership, accountability, and line management, as well as poor strategic planning. In an organization, strategic planning addresses strategic and action planning, the deployment of plans, how plans are changed if circumstances require a change, and how accomplishments are measured and sustained. In today's economic environment, customers are often the ones who set the performance expectations for a company by establishing the required quality of the service or product

(Parra, 2019). Customers represent an essential dimension because they drive organizational success. Organizations that fail to pay attention to their customers' needs will face stiff competition from their competitors and eventually register poor performance.

Knowledge management is another aspect of the Baldrige model, and it focuses on collecting, understanding, and evaluating data from across the organization (Maleki, Fatehpanah, & Gouhari, 2011). This includes engaging in organizational learning and knowledge management to support the activities of the other dimensions. According to a study by Jones (2014), knowledge management activities have the greatest influence on a company and the strongest correlation with the success of the company. The workforce dimension is focused on creating an environment where high performance can be achieved, taking into account the capability and capacity of the employees. According to a study by Badgett, Chen, May, Field, and Greiner (2019), organizations can develop their full potential through an effective workforce, which aids in achieving their organization's goals. Operations focuses on whether the workforce is effective and the capabilities and capacity of the organization.

Asif, Raouf, and Searcy (2018) pointed that in the NGO sector, having efficient operational systems enables organizations to deliver better service, comprehend their clients and customers better, and improve their performance situation. Result orientation focuses on evaluating everything done in the other dimensions, learning from the insights, and using this information to make decisions. The achievement of improved organizational results is a direct result of the linkage of organizational rewards to work performance (Hamukwaya & Yazdanifard, 2014). The current study investigated whether the criteria used are applicable in the NGO sector given the impact that the Baldrige model has on organization performance. Thus, the seven criteria identified in the Baldrige model were used in this study, namely, leadership, strategic planning, customer focus, knowledge management, workforce focus, operations focus, and results orientation, to establish their effect on NGO performance.

1.1.3 International NGOs

In Kenya, international NGOs are non-profit institutions independent of government involvement. However, they must abide by Kenya's laws and policies. In most cases, they are critical agents in promoting economic, human rights, and societal progress (Chacha, 2018). Kenya, being a dynamic and multicultural country, has positioned itself as the most significant East African business hub. And all these come with massive interest from various stakeholders, both profit-oriented and non-profit-oriented. Over the last few decades, the number of international non-governmental organizations (NGOs) has exploded, with each organization establishing itself for a specific cause based on the needs of the region. In Kenya, international NGOs have become part of the system.

Despite the fact that the number of international NGOs has exploded in Kenya over the last few decades, especially in Nairobi County, where the majority of them have set up their headquarters, it doesn't mean that these institutions are immune to leadership change (Kivasu, 2015). As a result of this, these institutions are also exposed to leadership changes in the environment in which they operate, which have inevitably influenced their staff performance and, hence, led to changes in terms of their size of their operations and scope.

Leadership changes among international NGOs in Nairobi County have had an impact on the organization's performance as well as that of their various stakeholders, particularly the organization's performance. The organization's mandate requires these international NGOs to work in various parts of the country that have different demographics. Hence, they are required to institute leadership transitions in accordance with the environment that they work in (Kivasu, 2015).

According to a report by the NGO Coordination Board (2021), most transitions happen in international NGOs as staff look for a greener pasture within the sector. For instance, the NGO Coordination Board (2021) report indicated that there were 93 international NGOs by the end of 2021, classified under disability, energy, children, culture, sports, environment, health, agriculture, governance, education, and youth. These NGOs formed the population of this study. In most NGOs, including international NGOs, staff work on contract terms since most of the projects undertaken have a time limit and the NGOs have

limited financial resources. This limitation of finances hinders these NGOs from having long-term employment contracts. International NGOs as staff look for a greener pasture within the sector. For instance, the NGO Coordination Board (2021) report indicated that there were 93 international NGOs by the end of 2021, classified under disability, energy, children, culture, sports, environment, health, agriculture, governance, education, and youth. These NGOs formed the population of this study. In most NGOs, including international NGOs, staff work on contract terms since most of the projects undertaken have a time limit and the NGOs have limited financial resources. This limitation of finances hinders these NGOs from having long-term employment contracts. According to the NGO Coordination Board (2021) report, at least 10% of the NGOs experience leadership transitions at their management level each year before their contract expires. In 2021, at least 16 international NGOs encountered leadership transitions, with 2 having CEO transitions, 2 regional directors, 3 HR managers, 2 finance managers, 2 program managers, and 2 operations managers, with others experiencing staff transitions from strategy to corporate management (NGO Coordination Board, 2021).

Due to the nature of NGO formation and operations, these organizations rarely develop risk management plans that include succession plans. In most organizations, the executive director is the main planner, implementer, and controller of programs within the organization (Tierney, 2006). These leadership transition interventions make these international NGOs in Nairobi County a good case study on how leadership transitions affect organization performance. It is upon this understanding that the current study aims to establish the effect of leadership transition interventions on the performance of international NGOs operating within Nairobi County.

1.3 Problem Definition

Non-governmental organizations (NGOs) constantly face challenges not only associated with the evolving social, political, and economic environment but also with respect to the rapid changing demographics of their workforce (Amiri & Pagheh, 2019). In Kenya, for instance, the NGOs Coordination Board report released in 2019 revealed that most of the NGOs are desperate to retain qualified human resources as the sector has experienced rapid employee turnover. This scenario has affected the performance of the NGO sector

significantly (NGO Coordination Board, 2019). The Kenyan Human Resource Development Sector Report (2019) for the years 2015/16–2017/18 supported this conclusion and identified it as a crucial area for Kenya as a nation to take into account. The report emphasized that the main challenge facing NGOs in Kenya is the increasing number of cases of employee leadership transitions (GoK, 2017). In most NGOs, there is increased staff turnover, resulting in NGOs losing experienced and skilled work forces, institutional memory, and organizational identity in the long run.

In a report by the NGO Coordination Board (2017), the annual report indicated that 70% of international NGOs do not meet their expected results due to leadership transitions that inconvenience the operation of the organizations (NGO Council, 2017). These statistics indicate that NGOs in Kenya continue to experience challenges that result from the leadership transition, a phenomenon that needs to be understood. The report indicates that the international NGOs are largely unsustainable and may not be able to continue offering services and pursuing their objectives in the event qualified staff quit their positions and leave a vacuum in their positions. Mugambi and Obere (2021) observed that only 32% of non-governmental organizations perform as expected when faced with leadership transition, 24% partially achieve their set goal, and 44% do not meet their goal. Gachenge, Githui, and Gathaiya (2021) indicate that 34.2% of the non-governmental organizations partially met their organization's objectives and 29.7% did not meet their objectives. In addition, Mkutano (2018) observed inefficiency in service delivery in 34.7% of the programs by non-governmental organizations. According to Nyanje and Wanyoike (2016), a lack of emphasis on important organizational factors like leadership transition can explain the poor performance and low profitability of NGOs' projects.

Scholars have provided different opinions in relation to leadership transition and organizational performance in different sectors. For instance, Moore (2014) pointed out that leadership transition plays a strategic role in most nonprofit organizations in the United States of America (USA). In India, Budhiraja and Pathak (2018) established that more than 75 percent of businesses do not have a robust succession plan and do not even discuss succession planning until the chief executive officer plans to retire or unfortunately passes away. In South Africa, Kumalo and Scheepers (2018) found that there has been limited

academic attention paid to leadership transition in the public sector, despite increased reports of the collapse of public organizations, Makabira (2020) did a study on change determinants of successful leadership transition within churches in Nairobi County, Kenya. The study found that staff commitment and change management are key factors that determine a successful leadership transition. Awuor (2015) noted that the problems associated with state-owned enterprises are a result of weak leadership transition processes in an era of competition and changing business environments. However, there seem to be scanty studies done on the effect of leadership transition interventions on organization performance, despite the key role that leadership has in organization success. Thus, the current study sought to investigate the effect of leadership transition interventions on the performance of international NGOs within Nairobi County.

1.4 Research Objectives

1.4.1 General Objective

The general objective of this study was to determine the effect of leadership transition interventions on the performance of international NGOs within Nairobi County.

1.4.2 Specific Objectives

- i. To determine the effect of executive onboarding programs on performance of international NGOs within Nairobi County.
- ii. To examine the effect of organization socialization on performance of international NGOs within Nairobi County.
- iii. To investigate the effect of transitional coaching on performance of international NGOs within Nairobi County.

1.4.3 Research Questions

- i. To what extent does executive onboarding programs affect performance of international NGOs within Nairobi County?
- ii. To what extent does organization socialization affect the performance of international NGOs within Nairobi County?

- iii. What is the effect of transitional coaching on the performance of international NGOs within Nairobi County?

1.5 Significance of the Study

First, the study findings are of great benefit to the management of international NGOs in Kenya since they provide significant insight with regard to understanding the influence of leadership transition interventions on organizational performance. For this reason, managers of international NGOs might consider making use of these findings to enhance organizational performance, thus being able to offer more effective services.

Secondly, the results of the study were beneficial to various stakeholders operating within international NGOs, as the findings created insights on the role of leadership transition intervention in the enhancement of the organization's performance. As such, the various stakeholders within the NGO sector were able to encourage the use of the identified leadership transition intervention concepts as a way of enhancing their staff's performance.

Lastly, the findings were beneficial to researchers, scholars, and academicians who in the future might be interested in undertaking further research on the topic, as this study helped in acting as a source of reference and empirical concepts from which the researchers might be able to elaborate further on the topic.

1.6 Scope of the Study

The increasing staff turnover has caused inconvenience in terms of performance for the international NGOs, with most staff leaving before their contracts mature. This leaves NGOs in a dilemma without a clear plan for leadership transition interventions. Thus, the current study sought to investigate the effect of leadership transition interventions on the performance of international NGOs in Nairobi County. The study aimed to investigate the influence of executive onboarding programs, organizational socialization, and transitional coaching on the performance of international NGOs within Nairobi County. The study focused on 93 NGOs that have a branch or headquarters in Nairobi County and have registered with the NGO Coordination Board. Primary data was used for the completion of this study and was obtained through the use of a structured questionnaire. The study was conducted between November 2022 and December 2022.

1.7 Chapter Summary

This chapter provided detailed information about the study. As such, the chapter is structured into various key sub-chapters, which are: background of the study; statement of the problem; research objectives; research questions; scope of the study; significance of the study; and it concludes with a chapter summary in regard to the effect of leadership transition interventions on organization performance with a focus on international NGOs within Nairobi County.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presented a detailed description and evaluation of theories that support the study, as well as empirical literature on study variables. The study also presented a conceptual framework that guided the study, and finally, it analyzed the existing literature to establish various relationships between the research variables and how they have been explained by other scholars and researchers.

2.2 Theoretical Review

This study was guided by leadership transition theory and Structural contingency theory

2.2.1 Leadership Transition Theory

Manderscheid and Ardichvili (2008) proposed a leadership transition theory that suggests the healthy development of team relationships is tied to successful leadership transitions. New leaders at different levels in diverse types of organizations often lack the training or development guidance to take on their new roles effectively and successfully (Bear et al., 2000). The process relies heavily on "on-the-job" learning. By the time the new leader is expected to begin making a significant impact within about one month, the leader has only begun to learn about the organization and his or her own team members. If experience plays a disproportionately significant role absent any formal guidance, then this effect is surely compounded for younger, inexperienced leaders. The ability to manage a new leadership role and successfully build momentum would significantly reduce this learning curve.

Leadership transition theory aims to deepen understanding of the implications of leader transitions by identifying leadership mechanisms that enable organizations to succeed following such a transition. According to Manderscheid and Ardichvili (2008), a new team leader who actively manages the team's strategic core human capital resources during key action phases is better able to leverage the human capital resources in these key roles to address team problems and promote success than new team leaders who engage in a less active approach. Leadership transition theory points out that leaders need to understand

what the new job entails within the systemic context and organizational culture and maintain a global perspective. Leadership transition theory emphasizes that leadership transition should be implemented since it may result in more turnover, lower productivity, increased leader stress, and a lack of good team relationships if ignored (Gilmore, 2003).

Manderscheid and Freeman (2012) applied leadership transition theory while investigating managing polarity, paradox, and dilemma during leader transition in the USA. The study revealed that there is great potential for training new leaders in polarity thinking. If coaching and development professionals see value in polarity thinking for transitioning leaders and can respond with timely leadership transition interventions, it could have a positive impact on new leader effectiveness and subsequent organization performance. Wiggins (2019) adopted leadership transition theory while conducting a study on factors that promote and inhibit performance during leadership transitions. The study pointed out that there is a need to offer support to new leaders who join or are promoted to a new role in order for them to perform as expected.

The study results indicate that onboarding, organization socialization, and coaching are key aspects whenever a leadership transition is to happen in an organization. These interventions have a positive impact on new leaders' effectiveness and subsequent organizational performance. Based on this rationale, leadership transition theory fits into this research since it clearly demonstrates how leadership transition intervention can enhance leader effectiveness, resulting in better organizational performance. Similarly, regardless of the sector or size of the organization, the theory will suggest interventions that can be used in the organization during the leadership transition to maximize performance.

2.2.2 Structural Contingency Theory

Scott in 1981 advocated structural contingency theory. Johannes Pennings provided a significant empirical test by examining the interaction between organizational structure, environmental uncertainty, and various performance-related factors (Pennings, 1998). Structural contingency theory holds that the effect of organizational structure on

organizational performance depends upon how well it fits the contingencies, such as uncertainty, strategy, and size (McAdam, Miller, & McSorley, 2019).

Organizations facing low uncertainty are fitted with specialized and centralized hierarchical structures, whereas organizations facing high uncertainty are fitted with lower specialization and decentralization, such as decisions being taken at lower levels of the hierarchy (Araral, 2020). A functional structure defines a diversified strategy, whereas a multidivisional structure defines a diversified strategy. A more specialized and decentralized structure suits a larger size. Various changes over time in focus are identified, such as from differentiation to interdependence (Heller, 2019).

Structural contingency theory suggests that companies have a plan in place to guide organizational change when necessary. Structural contingency theory points out that organizational structures must be adaptable to each business and that each business must make moves to ensure they are operating within the most efficient structure to support the business (Donaldson, 2006). A variety of factors, referred to as contingency factors, influence structural contingency decisions and plans.

Researchers such as Karemu, Nyakora, Thoronjo, and Mandere (2021) applied contingency theory and pointed out that organizational effectiveness in organizational performance should be taken into consideration. Irungu (2019) asserted that contingency theory gives an organization a competitive advantage, leading to outstanding performance. These studies argue that the adaptation of structural contingency theory to achieve increased organizational performance is applicable to all organic organizations, which are liable to keep changing management structures to increase performance.

This theory was applicable to this study since it holds that the effect on organizational performance depends upon the structure that guides the organization. For an organization that have a clear line of command, it enhances leadership transition as well as the succession step that should be taken whenever a vacancy or retirement occurs (McAdam, Miller, & McSorley, 2019). Additionally, structural contingency theory advocates that organizational structure must be adaptable to each business, and each business must make moves to ensure they are operating within the most efficient structure to support business

operations (Donaldson, 2006). A lack of organizational structure that does not clearly outline the duties of individuals may result in poor organization performance. An effective structure must be able to consider how decisions, strategic plans proposed, goals set, and resources utilized benefit the organization as a whole. When set in motion, contingency plans can change the landscape of a business temporarily or permanently.

2.3 Empirical Review

This section reviewed previous literature undertaken by other scholars that is related to the effect of leadership transition interventions on the performance of international NGOs.

2.3.1 Executive Onboarding and Organization Performance

Executive onboarding is an organization-driven initiative to foster success for externally recruited leaders. It is a process designed to help leaders learn the behaviors, skills, and knowledge necessary for succeeding in their new organization (Bauer & Erdogan 2011). According to Moore (2008), executive onboarding should be a distinct process from general employee onboarding. Kumar and Pandey (2017) agreed that onboarding is unlike traditional induction or orientation as it extends well beyond the first day or first week, has the objective of developing a long-term relationship between the leader and the organization and confirms the right hiring decision. Onboarding programs are designed to address leaders' critical areas of weakness, align their leadership styles with the culture of the business, help develop effective relationships, and optimize the most desirable skills for their new role (Gierden, 2007).

In the USA, Kirchner and Stull (2021) did a study on executive onboarding and satisfaction in manufacturing companies. The study targeted 19 focus groups. Semi-structured interviews were adopted to collect primary data from senior management, middle management, tenured employees, and new employees. Onboarding procedures, training manuals, employee satisfaction surveys, and performance evaluations were subsequently reviewed. Insufficient onboarding, inadequate communication, and a perceived lack of assistance were noted as employee satisfaction issues. The findings of this study agree with Anderson, Cunningham-Snell, and Haigh (2016), who found that nearly 60% of companies did not implement or did not plan to implement an onboarding initiative. The study added

that it has been estimated that 93% of all organizations use some form of new employee orientation training to help new employees become comfortable with their new surroundings. This study focused on onboarding and employee satisfaction. The study also focused on manufacturing enterprises, where the situation may differ from that of NGOs in developing nations like Kenya. The current study investigated the effect of executive onboarding as an independent objective on international NGO performance.

In India, Chenji and Raghavendra (2021) conducted a study on the influence of onboarding on employee creativity and tested if psychological empowerment moderates the relationship between onboarding and perceived employee creativity among knowledge workers. The data required for the survey was collected from 550 knowledge workers at three firms in the service sector. The model was analyzed using ANOVA, the Chi-square test, and regression analysis to establish the relationship between variables. A descriptive analysis was used to calculate the mean, standard deviation, and correlation coefficient. The results of the study supported the impact of onboarding levels on employee creativity. The results indicated that onboarding strongly influences employee creativity. The findings of this study conform to Ndunguru (2018) observation that onboarding programs such as acquiring, accommodating, assimilating, and accelerating new leaders into the organizational culture and business need to be tailored specifically to the needs of the organization and individuals. The focus of this study was on employee creativity as a result of onboarding. The study failed to show how onboarding influenced organizational performance. The study also focused on knowledge workers from the service sector, while the current study investigated how executive onboarding influences organizational performance.

In a study by Matsuno and Mentzer (2019), they subscribe to the conviction that onboarding is the solution to successful business performance. Belcourt, Bohlander, and Snell (2018) note that occasionally underperformers may not understand exactly what is necessary for them. However, once their responsibilities are well clarified, they are in a position to take the corrective action required to enhance their performance. This clearly supports the need to appropriately orient new workers with the intention of optimizing their performance. In a study that was carried out by Sharma and Stol (2020), onboarding

success, organizational fit, and turnover intention of software professionals were explored. The study established that providing support to new hires plays a major role in onboarding success, but that training is less important. The study focused on training, support, and orientation as the constructs of onboarding practices. The current study focused on induction, orientation, mentorship programs, and team integration as measures of onboarding.

Research by the Boston Consulting Group demonstrates that organizations that had an effective onboarding program had 2.5 times more revenue growth and a 1.9 times greater profit margin than those without an onboarding process (Strack et al. 2012). A study by Ross et al. (2014) at Texas Instruments demonstrated the advantages of a formal onboarding process by reporting that new leaders who participated in the full program achieved full productivity two months' sooner than those who did not. This suggests that onboarding is an effective process for helping leaders perform successfully in the early phases of their new roles. Onboarding helps new hires adjust to the social and performance aspects of their jobs so they can quickly become productive, contributing members of the organization.

Kumar and Pandey (2017) carried out research on the new employee onboarding process in an organization. The study was carried out through a survey conducted through face-to-face and telephone conversations. The target respondents were 305, out of which 123 responded. The findings revealed that the majority of respondents were not satisfied with the onboarding process in the organization. Induction, mentorship programs, orientation, and team integration were some of the employee onboarding processes that were carried out. In another study that was conducted by Wanous (2018), it was established that attitudes and beliefs that newcomers develop towards their organization generally form very early and can remain relatively stable, highlighting the importance of instilling positive attitudes early in an employee's relationship with a company. The study was conducted in India, while the current study was conducted in a Kenyan context, which may be different from India. However, the current study adopted the onboarding components used by the study as the parameters to investigate the influence on firm performance.

2.3.2 Organizational Socialization and Organization Performance

Organizational socialization is the process during which new leaders transition from being organizational outsiders to integrated members of an organization (Bauer et al. 2007). According to Schein (2018), organizational socialization is an indoctrination and training process in which the new leader learns the norms, values, required behaviors and what is important to the organization. Downey (2014) suggested that the success of a leader in transition may hinge on how effectively the organization manages the leader's socialization process. The objective of socialization is to create a sense of belonging for the leader by learning about the organizations' history, values, and people and thus developing a collective organizational identity (Van Maanen & Schein 2012).

Taormina (2018) did a study on the interrelationships between leadership behaviors, organizational socialization, and organizational culture. In the questionnaire, 166 employees from a variety of organizations evaluated their leaders and companies on all variables. Correlation and regression analyses were employed. The study identified distinct content areas of socialization such as training, understanding, coworker support, and prospects. Training asks employees to assess the extent to which their organizations provide job skills and how well do they comprehend the organization's operations, among other things. Coworker support asks employees to assess the extent to which other workers provide assistance to them. Future prospects ask them to appraise the rewards and opportunities in their organization. According to a study conducted by Van Maanen and Schein (2014), socialization has been used to describe the process by which an individual acquires the attitudes, behaviors, and knowledge needed to successfully participate as a new organizational member. These studies focused more on behavior and organization culture, while the current study aims to investigate how socialization programs influence NGO performance.

Balci, Ozturk, Polatcan, Saylik, and Bil (2016) explore the organizational socialization and organizational performance levels of secondary school teachers and the relationship between the two variables mentioned. The study is designed as correlational research. The target population of the research consists of 5744 teachers who work in public and private Anatolian high schools in the center of Ankara, the capital city of Turkey. Using the

stratified sampling technique, 650 participating teachers were included in the sample. The participants were more socialized in terms of organizational socialization language, followed by performance competency, people, history, organizational aims and values, and politics. History and language instructors' socialization levels varied by gender. Private school teachers were more social than public school teachers in all variables. In a study that was conducted by Wang, He, and Zeng (2017), it was indicated that organizational socialization has positive effects on performance that are significant in practice. These studies were carried out in developing countries, while the current study will be carried out in a Kenyan context. Likewise, the study was carried out at a learning institution, while the current study will be carried out in the INGOs sector. The contextual focus of this study differed from the current study, thus the need to carry out a study focusing on the Kenyan context.

Beheshtifar, Rashidi, and Nekoie-Moghadam (2018) conducted a study on organizational socialization and its relationship to employees' performance. This study surveyed organizational socialization and its relationship to employee performance in banks and financial and credit institutions in Kerman City, Iran. This study used descriptive methods with a sorted correlation. The statistical population consisted of two groups. The first group comprised 122 employees of the banks with two years' seniority. The second group were the managers of each employee who conducted performance evaluations. Two questionnaires were used to collect the data. The first evaluated organizational socialization and the second evaluated employee performance. Findings show that there is a meaningful relationship between organizational socialization and employee performance. This study was conducted in Iran and focused on financial and credit institutions. The findings of this study concur with Xu Ke (2018) finding that employee socialization has considerable positive effects on performance. Developing the professional skills of employees with the help of the organizational socialization process, thus increasing performance and accelerating organizational adaptation. The situation in this sector may be different from that in the INGOs sector, which is the focus of the current study. Likewise, the contextual aspects may be different in the Kenyan context, and thus there is a need to focus on organization performance rather than employee performance, which was the focus of the former study.

Saks and Gruman (2018) did a study on making organizations more effective through organizational socialization. The socialization resources theory was used to explain how organizational socialization can influence different indicators of newcomer adjustment. The study findings indicated that organizational socialization can influence organizational outcomes (operational and financial) through newcomer adjustment, human capital, motivation, social capital, and psychological capital variables, as well as traditional socialization and HR outcomes such as job satisfaction, organizational commitment, job performance, and reduced turnover. According to a study by Vinsova, Komarkova, Kral, Tripes, and Pirozek (2013), the organizational socialization process plays an important role in the development of organizational culture and thus leads to an increase in organizational performance. The study focused more on human resources aspects, while the current study focused on leaders' aspects and how they influence firm performance with a focus on the NGO sector.

Ozdemir (2015) did a study on the relationship between organizational socialization and organizational citizenship behavior. This study aimed to examine the mediating effect of person-environment fit on the relationship between organizational socialization and organizational citizenship behavior. A cross-sectional study was conducted on 202 white-collar employees in Istanbul. The study adopted job knowledge, organizational goals and values, performance proficiency, and language as the parameters of organizational performance. The study found that there is a significant relationship between organizational socialization and organizational citizenship behavior. In another study that was conducted by Kim, Park, and Lee (2018), a complicated correlation between OS and OCB was identified. The variables that contributed most to each canonical function were politics, organizational goals, and values. These studies were carried out in other countries and in the health sector, which the current study sought to investigate in the NGO sector.

Wekesa (2017) carried out a study on the role of organizational socialization on employee performance at an equity bank in Kenya. Data was collected using questionnaires, which were administered to staff members of Equity Bank. The researcher used a stratified random sampling technique to ensure small urban areas were adequately represented. The study focused on training and mentorship as components of organizational socialization.

The study established that organizational socialization influences employee performance. Musangi (2011) revealed in his study that most employees were not introduced during the first few days of their appointment. This affects their productivity since such an introduction would have indicated a learning process through which a new organizational employee adapts from an outsider to an integrated and effective insider. Even though the current study was conducted in a Kenyan context, it measured employee performance as the dependent variable. However, the current study sought to investigate how organizational socialization as a parameter of leadership transition interventions influences organization performance with a focus on non-governmental organizations (NGOs).

2.3.3 Transition Coaching and Organization Performance

Transition coaching is a creative process of discovery where leaders and transition coaches come together to help clarify the intentions of career coaching and set the leader on the path of true career development (Sutton, 2008). Transition coaching assists leaders to identify and understand key issues that they will encounter during the transition; it also improves leadership effectiveness through enhanced self-awareness and the practice of new behaviors, and it enables leaders to act appropriately at different stages of the transition to facilitate success (Terblanche, 2018). Bond and Naughton (2014) claimed that transition coaching engages leaders in culture and strategy with the intention of accelerating productivity. It consequently has a positive economic effect with a considerable return on investment.

Miller and Buxton (2012) did a study on the effects of managerial transition training on organizational performance. The study focused on the effect of the self-managed transition process on the performance of mid-level managers, specifically company commanders serving in the US Army. The study established that the use of the transition process enhanced the performance of company commanders who had an external locus of control and/or did not come directly from a job proximal to command. This study focused on the security sector, with a special focus on the US Army, focusing more on army performance. The current study focused on how transitional coaching translates to organizational performance in the INGO sector in the Kenyan context.

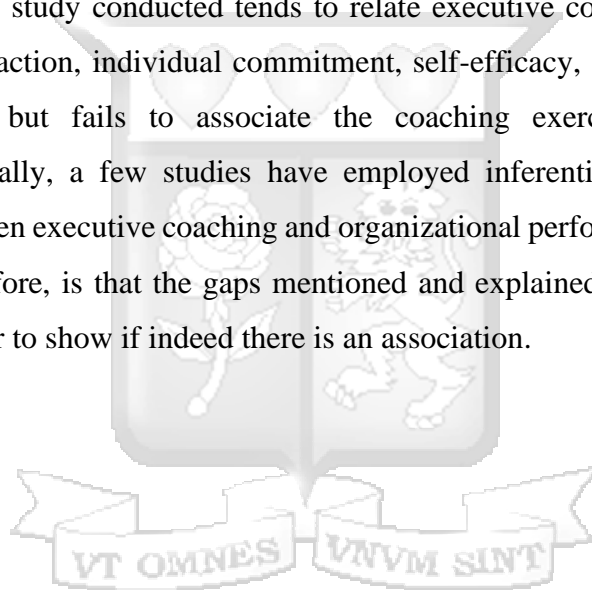
Kopelman and Bane (2017) conducted research on transitional coaching as a tool for learning transfer. Thirty-one (31) managers in the civil service received coaching for two months on enhancing new managerial skills, implementing new systems of control, and implementing an essential work project that would, in turn, improve performance. The groups reported positive reactions to the coaching process. However, as much as executive coaching was being tested as a learning tool, its findings were restricted to workgroup performance and employees in a work unit. The study focused on how executive coaching enhances the transfer of learning for civil servants. The study did not show how executive coaching enhances firm performance, which is the focus of the current study. The previous study focused on civil servants, while the current study focused on the INGOs sector.

Terblanche, Albertyn, and van Coller (2017) carried out a study on designing a transitional coaching intervention to support leaders promoted into senior positions. A constructivist, grounded theory approach was used to identify 16 participants from various organizations, including promoted senior leaders, coaches, human resource [HR] partners, and a line manager, with whom open-ended interviews on their experiences of coaching during a transition were conducted. The study's main findings were that transition coaching was employed reactively, despite the fact that it began too late and lasted just a short time. Transition coaching goals should include the organization's goals, the place where coaching sessions will take place, as well as time for reflection and active experimentation. The study focused on how executive coaching enhances the performance of newly promoted staff. However, the current study focused on how executive coaching translates to firm performance, particularly for INGOs in Kenya.

Moen and Skaalvik (2019) conducted studies on executive coaching through the lens of psychology. Variables such as goal setting, self-determination, and self-efficacy were considered in the study. The study targeted 144 respondents who happened to be executives and participated in the study. The finding supported the notion that executive coaching has a positive influence on self-efficacy. Self-efficacy is at the core of human performance. This study focused on psychological aspects, while the current study focuses on firm performance, which is under management aspects. The current study focused on the Kenyan context to reveal the actual situation in the INGOs sector.

Benavides (2018) did a study on the relationship between executive coaching and the organizational performance of female executives as a predictor of organizational success. The results provide evidence that executive coaching contributes to the organizational performance of female executives. The finding pointed out that respondents did not expect to be promoted within a short period of time following their participation in executive coaching. The findings also revealed that executive coaching results in improved teamwork, improved relationships with direct reports, higher employee satisfaction levels, and increased self-retention among female executives.

Kibe and Muathe (2018) carried out a study on executive coaching and organizational performance. The study conducted tends to relate executive coaching to other variables such as job satisfaction, individual commitment, self-efficacy, and self-awareness in the western context but fails to associate the coaching exercise with organizational performance. Finally, a few studies have employed inferential statistics to show the association between executive coaching and organizational performance. The fundamental conclusion, therefore, is that the gaps mentioned and explained in this study need to be addressed in order to show if indeed there is an association.



2.4 Research Gap

Table 2.1 Summary of Knowledge Gaps

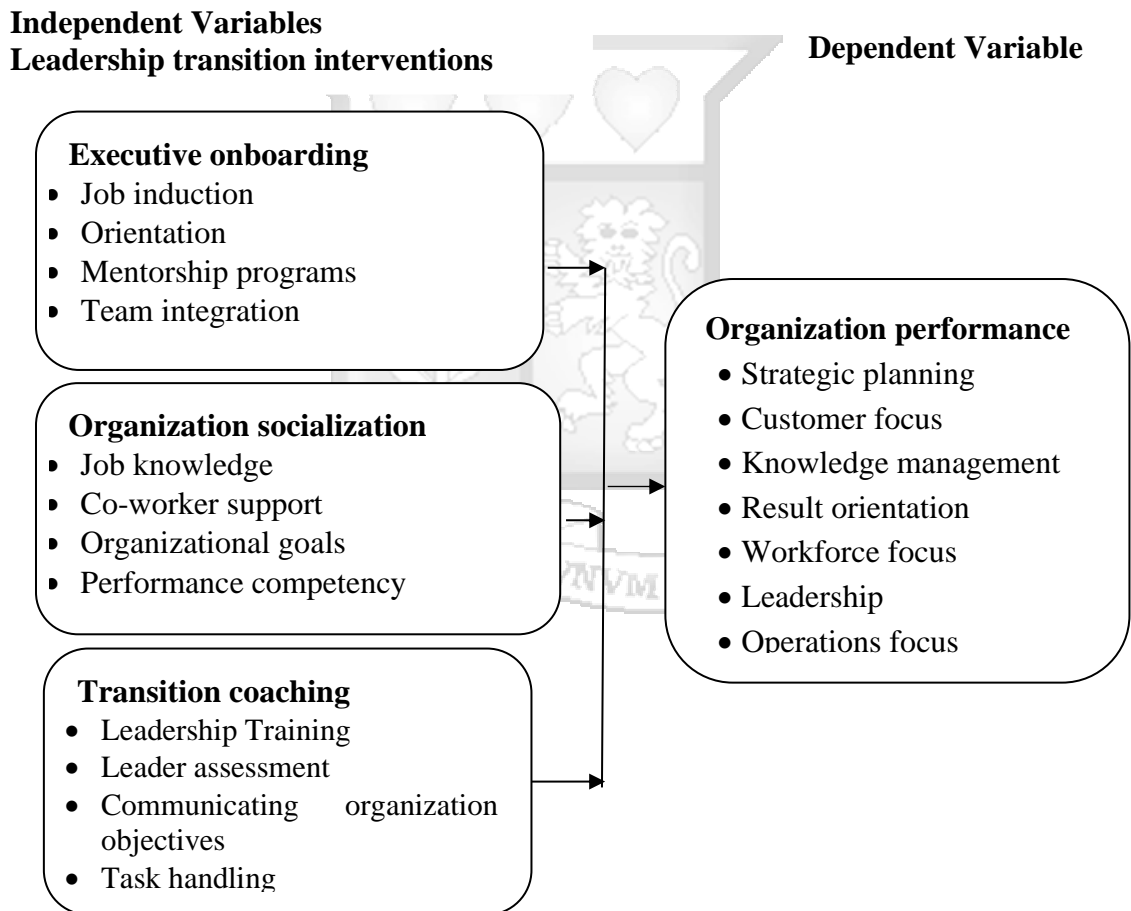
| Study | Focus of Study | Findings | Research Gap | Focus of current study |
|---|---|--|--|---|
| Kirchner and Stull (2021) | Executive onboarding and satisfaction in US manufacturing companies | The study found that insufficient onboarding, poor communication, and a perceived lack of support were reported as satisfaction concerns by manufacturing employees. | Focus of the study was carried out at manufacturing companies | The study focused on NGOs sector |
| Kumar and Pandey (2017) | new employee onboarding process in an organization | The study established that induction, mentorship programs, orientation and team integration were some of the employee onboarding processes that were exercised | The study was done through survey monkey, face to face and telephonic conversation | The study adopted primary data where questionnaire will be used to collect the data |
| Balci, Ozturk, Polatcan, Saylik and Bil (2016) | Organizational socialization and organizational performance levels of secondary school teachers | The study found that participants were more socialized in organizational socialization language, followed by performance competency, people, history, organizational aims and values, and politics | The study was conducted in Turkey | The current study was conducted in Kenya context with a focus on international non-governmental organizations |
| Beheshtifar, Rashidi and Nekoie-Moghadam (2018) | organizational socialization and its relationship on employees' performance | The study found that there is a meaningful relationship between organizational socialization and employee performance | The study was conducted in Kerman City in Iran in Iran and focused on financial and credit institution | The current study was conducted in Kenya context with a focus on |

| | | | | |
|--|--|---|---|--|
| | | | | international NGOs. |
| Saks and Gruman (2018) | Making organizations more effective through organizational socialization | An integration of SHRM theory and organizational socialization research indicates that organizational socialization can influence organizational outcomes | The study focused on human resource aspects | The study left out its implication on organization performance aspects which this study focused on |
| Ozdemir (2015) | relationship between organizational socialization and organizational citizenship behavior | The study established that there is significant relationship between organizational socialization and organizational citizenship behavior | The study was conducted to Vihiga County employees | The current study focused on organization performance. |
| Kopelman and Bane (2017) | transitional coaching as a transfer-of-learning tool | The study revealed that there is positive reactions to the coaching process. | The study did not show how executive coaching enhances firm performance which is the focus of the current study | This study was conducted the current study focuses on organization performance. |
| Terblanche, Albertyn and van Coller-Peter (2017) | designing a transitional coaching intervention to support leaders promoted into senior positions | The study concluded that transition coaching is used reactively | The study focused on how executive coaching enhances performance of the promoted staff. | The current study focused on how executive coaching translate to firm performance |

2.5 Conceptual Framework

The conceptual framework describes the scientific process of research that identifies the specific terms in metric form in order to bring clarity to the concept. Mugenda and Mugenda (2003) stated that the conceptual framework is represented in the form of an illustration that provides the link between the dependent variable and the independent variable. The study hypothesized that leadership transition interventions have a significant effect on executive onboarding, organizational socialization, and transitional coaching, while the dependent variable is the performance of NGOs.

Figure 2.1 Conceptual Framework



Source: Researcher (2023)

2.6 Operationalization of Study Variables

Operationalization facilitates the reduction of abstract notions of constructs into observable characteristics so that they can be measured using indicators. A rating scale ranging from 1 (strongly disagree) to 5 (strongly agree) will be used to measure both the

dependent and independent variables. The indicators that will be used in the study are summarized in Table 2.2.

Table 2.2 Operationalization of Variables

| Variable | Constructs | Operational Definition | Indicators | Measurement Scales | Source(s) |
|--|-----------------------------------|---|--|---|---|
| Independent variable (Leadership transition interventions) | Executive onboarding | is the process of hiring and integrating new executive hires into the company's culture and familiarizing them with the organization's mission. | <ul style="list-style-type: none"> • Job induction • Orientation • Mentorship programs • Team integration | Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree | Gierden (2007) |
| | Organization socialization | Is the process during which new leaders transition from being organizational outsiders to integrated members of an organization | <ul style="list-style-type: none"> • Job knowledge • Co-worker support • Organizational goals • Performance competency | Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree | Bauer et al. (2007) |
| | Transition coaching | Is the process that leaders go through as they undergo leadership shifts. | <ul style="list-style-type: none"> • Learn • Assess • Communicate • Act | Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree | Terblanche, Albertyn & Van Collier-Peter (2017) |
| Variable | Constructs | Operational Definition | Indicator | Measurement Scales | Source(s) |
| Dependent variable (Organization performance) | Strategic planning | Refers to the process of setting goals and creating a blueprint for an organization future. | <ul style="list-style-type: none"> • Strategy implementation • Strategy development | Five-point Likert scale 1-Strongly Disagree 2-Disagree | Malgwi and Dahiru (2014) |

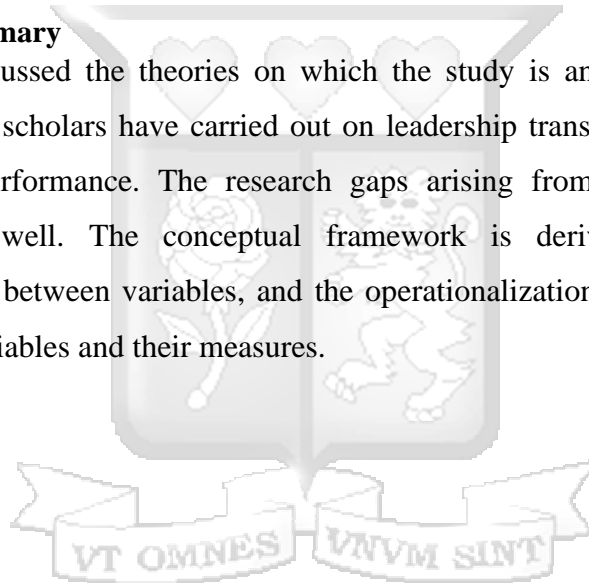
| | | | | | |
|--|----------------------|---|---|---|---|
| | | | | 3- Neutral 4-Agree 5-Strongly Agree | |
| | Customer focus | is the ability to consistently build long-term relationships based on the delivery of a service, product or value. | <ul style="list-style-type: none"> • Customer engagement • Customer voice • Customer needs | Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree | Meena (2017) |
| | Knowledge management | is the collection of methods relating to creating, sharing, using and managing the knowledge and information of an organization. | <ul style="list-style-type: none"> • Knowledge capture • Knowledge generation | Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree | Meena (2017) |
| | Results orientation | This is an ability of an individual or organization to focus on outcome rather than process used to produce a product or deliver a service. | <ul style="list-style-type: none"> • Governance result • Financial result | Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree | Lawrie, Abdullah, Bragg and Varlet (2016) |
| | Workforce focus | Refers to how organization manage workforce capability and capacity to accomplish the task | <ul style="list-style-type: none"> • Capability • Capacity | | |
| | Leadership | refers to how organization governance system fulfills its legal, ethical, societal responsibilities and supports local community | <ul style="list-style-type: none"> • Information sharing • Ethical issues | | |

| | | | | | |
|--|------------------|--|--|--|--|
| | Operations focus | It refers to how an organization is able to design, manage, and improve its work systems and processes to deliver patient and stakeholder value and achieve organizational success and sustainability. | <ul style="list-style-type: none"> • Work design • Work management | | |
|--|------------------|--|--|--|--|

Source: Researcher (2023)

2.7 Chapter Summary

This chapter discussed the theories on which the study is anchored as well as the empirical studies scholars have carried out on leadership transition interventions and organizational performance. The research gaps arising from previous studies are summarized as well. The conceptual framework is derived by showing the interrelationships between variables, and the operationalization table summarizes the description of variables and their measures.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the methodology of the study and starts by outlining the philosophy of the research, research design, population of the study, data collection, data analysis, research quality, and ethical considerations of this study.

3.2 Research Philosophy

Research philosophy relates to the development of knowledge as well as the nature of that knowledge and contains assumptions about the way in which researchers view the world (Saunders et al., 2007). There are two main research philosophies that underpin research in the social sciences: positivism and interpretivism. Interpretivism details how reality can only be understood through the subjective interpretation of interventions and admits the existence of multiple interpretations of reality as part of the scientific knowledge being pursued. The theory argues that acquired knowledge is socially constructed and not objectively determined or perceived. Its goal is to interpret and understand the meaning in human behavior rather than to generalize and predict causes and effects. Interpretivism uses interviews and observations as popular methods of data collection, and data is heavily impacted by personal viewpoints and values. The philosophy enables studies based on qualitative research (Cooper & Schindler, 2006).

Positivism, on the other hand, is based on the assumption that the observer is independent of what is being observed and holds that measurement should be done through an objective criterion. It is based on real facts, neutrality, measurements, and validity of results and attempts to gain predictive and explanatory knowledge of the world through the determination of cause and effect in relationships (Uddin & Hamiduzzaman, 2009). Research using the positivist approach begins with a theory, where data is collected and analyzed through statistical techniques, and results are used to falsify the theory.

This research adopted the positivism research philosophy. This implies that the study assumed that only factual knowledge is trustworthy (Bajpai, 2011). Saunders, Lewis,

and Thornhill (2009) assert that through positivism, the researcher is concerned with facts and not impressions. Research findings generated from positivistic research are observable and statistically quantifiable (Wilson, 2014). Positivism approach relies on theory to develop hypotheses to be tested during the research process (Easterby, Thorpe, & Jackson, 2008).

3.3 Research Design

Research design is the overall strategy chosen to integrate the variables of a study in a coherent and logical way to effectively address a research problem (Kothari, 2010). This study adopted a descriptive cross-sectional survey design. A descriptive research design seeks to obtain information that describes existing phenomena associated with a subject population. It ascertains and describes the characteristics of the variables while enabling data collection and the drawing of objective conclusions (Cooper & Schindler, 2006). A descriptive research design was chosen because the study sought to describe the study variables. The survey design enabled the researcher to demonstrate the characteristics of the sampled population and administer questionnaires in order to obtain statistical data for analysis. The cross-sectional research design was selected because the study is a survey involving the collection of data at one point in time, and this study will be undertaken in May 2022. Ongoto (2021), Muthuri, Senkubuge, Hongoro (2021), and Chepkurui (2016) have all used a similar research design.

3.4 Target Population

A target population is the collection of elements that possess the information sought by a researcher (Solverman, 2016). According to Taylor, Bogdan, and DeVault (2015), population refers to the entire group of persons or elements that have at least one thing in common. The population of this study were international NGOs operating within Nairobi County that have experienced leadership transition in the last two years (2020–2021). The choice of international NGOs is based on the fact that they are more prone to leadership transition as the staff look for a good working environment within the NGO sector. According to a report by the NGO Coordination Board (2021), there were 93 international NGOs by the end of 2021, classified under disability, energy, children, culture, sports, environment, health, agriculture, governance, education, and youth.

Thus, the population of this study was 93 INGOs that are operating within Nairobi County, where the unit of analysis was the operation manager and HR manager in each firm.

Table 3.1 Target Population

| NGO category | Frequency | Percentage |
|--------------|-----------|------------|
| Disability | 17 | 18 |
| Energy | 6 | 7 |
| Children | 9 | 10 |
| Culture | 5 | 6 |
| Sports | 7 | 7 |
| Environment | 10 | 11 |
| Health | 11 | 12 |
| Agriculture | 6 | 7 |
| Governance | 4 | 4 |
| Education | 4 | 5 |
| Youth | 14 | 15 |
| Total | 93 | 100 |

Source: NGO Coordination Board (2021)

3.5 Sampling Design

The study adopted the census method, where all ninety-three (93) international NGOs that are operating within Nairobi County and have registered with the NGO Coordination Board will be involved in this study. This is because the target population is small and manageable. The study targeted two respondents in each firm from the following departments: the operation department and the human resources department. This contributed to a sample size of 186 respondents. The choice of the respondents in the indicated department was based on the fact that they are responsible for the operation of the INGOs, and thus they are in a better position to give the information that this study seeks on performance.

3.6 Data Collection Methods

The study employed primary data, which was collected using a questionnaire. The thoughts, motives, behaviors, achievements, and experiences of individuals are captured through questionnaires (Mellenbergh, 2008). Closed-ended questionnaires were used in the questionnaire. The questionnaire of the study captured the study's goals, and the researcher also ensured that the participants were not manipulated (Franker, 2006). The questionnaires are less expensive and take less time, which is why they were preferred as per Franker (2006) in collecting the data.

The questionnaires were subdivided into two parts: the first section focused on demographic details, and the second part discussed the basic goals of the research and the main purpose of the study. The questionnaire was designed in a Likert scale format, with questions ranging from 1 to 5 on a 5-point scale (Kiess & Bloomquist, 2008).

During the data collection process, three research assistants were trained on the purpose of the study and the ethical issues that should be observed. Questionnaires were given to the targeted respondents, which were circulated with the help of three research assistants. The drop and pick later approach was used, and in case a respondent delayed filling out the questionnaire, follow-up phone calls were made to remind them to fill it in. In a situation where a respondent required clarification, the researcher provided the clarification to the respondent.

3.7 Data Analysis

The techniques for data analysis and testing are described in this section. The data was edited, coded, and cleaned prior to processing the responses. In addition, quantitative data was collected as part of the project. The quantitative data was coded and recorded using SPSS 23 and descriptive statistics. Researchers utilized statistical methods to describe the data and determine the level of agreement that respondents have with the numerous assertions mentioned under each of the categories in the study. The data was analyzed according to the variables and objectives of the study. Descriptive statistics included the use of frequencies, means, and standard deviations. Inferential statistics were also conducted using multiple linear regression analysis and correlation analysis. The regression equation was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \alpha$$

Where: Y is the dependent variable (organization performance),

$\beta_1, \beta_2, \beta_3$ and β_4 are the slopes of the regression equations,

X_1 is executive onboarding

X_2 is organization socialization,

X_3 is transitional coaching

α is an error term normally distributed about a mean of 0 and for purpose of computation, the α is assumed to be 0.

3.8 Research Quality

This section presents the validity and reliability test of the study.

3.8.1 Reliability Test

A reliable questionnaire is one that would give the same results if used repeatedly with the same group (Collis & Hussey, 2013). In this study, the Cronbach coefficient alpha was used to calculate the internal consistency (reliability) of the measuring instrument. The Cronbach coefficient alpha was used to calculate the internal consistency (reliability) of the measuring instrument. George and Mallery (2003) provide the following rules of thumb for the Cronbach's alpha test: " $>.9$: excellent; $>.8$: good; $>.7$: acceptable; $>.6$: moderate; $>.5$: "poor," and $>.4$: "unacceptable. According to Cooper and Schindler (2006), a Cronbach's alpha coefficient ranging between 0.7 and 0.9 is considered good. Gliem and Gliem (2003) recommend a Cronbach's value of 0.7, while Asikhia (2009) recommends a reliability cutoff of 0.6. For this study, a Cronbach's value of 0.7 was considered acceptable. The Cronbach's indices of leadership transition intervention and organization performance were 0.735 and 0.762, respectively, and were interpreted as acceptable (Stevens, 2013). Table 3.3 gives a summary of the reliability results.

Table 3.3: Reliability Results

| Leadership transition intervention | Items |
|---|--------------|
| Cronbach's Alpha | N of Items |
| 0.735 | 12 |
| Organization performance | |
| Cronbach's Alpha | N of Items |
| .762 | 17 |

3.8.2 Validity Test

In the measurement of validity, it represents the extent to which the questionnaire is measuring what it intends to measure. According to Cooper and Schindler (2014), validity is considered to be the most critical attribute of a measuring instrument since it should measure what it is supposed to measure. There are three ways to measure validity: face or content validity, construct validity, and criterion validity (Johnston, 2014). In this study, both construct validity and content validity will be applied. The instrument's content validity was ascertained through discussion with experts in leadership transition in INGOs. Construct validity was conducted with the supervisor's assistance to ensure that all elements of the conceptual framework were captured in the questionnaire. This was in accordance with the proposition by Cooper and Schindler (2011) to ensure face, content, construct, and concurrent validity when carrying out research.

In research surveys, it is ideal to conduct a pilot study that ranges from 10–30% of the sampled population (Connelly, 2008). In this study, a pilot study was carried out among 10% of the sample respondents. The study was conducted with eight (8) staff drawn from the international NGOs operating in Machakos County. The findings of the pilot study were not included in the final study findings. The findings from this test were used to refine the questionnaire in terms of wording, phrasing, sentence structure, and alignment with objectives.

3.9 Ethical Considerations

In research, ethics is important for two important reasons: First, ethics in research is important to enhance the aims of the research, such as knowledge, truth, and the

avoidance of error. Second, since research often involves a great deal of cooperation and coordination among many different people in different disciplines and institutions, ethical standards promote the values that are essential to collaborative work, such as trust, accountability, mutual respect, and fairness. The researcher ensured the privacy and confidentiality of the participants as well as sensitive data that would be shared. Ethical issues concerning research subjects are confidentiality, privacy, anonymity, and voluntary and informed consent (Saunders et al., 2015). The researcher, therefore, ensured anonymity by separating the identity of the individual university from the information given.

The conduct of this research was guided by Strathmore University's code of ethics. Permission to carry out the research was obtained from the university. In addition, ethics approval and a permit from NACOSTI were obtained. Respondents who gave their consent orally were interviewed. A full acknowledgment of all published and unpublished material was used to write this thesis to avoid plagiarism. Therefore, in this research, the information that was gathered was regarded with high privacy, and no disclosure was made beyond using the information for this study.

3.10 Chapter Summary

This chapter articulates the research methodology to be considered throughout the project. It highlighted the process by considering the research design, the population and sampling design, the data collection methods, the research procedures, and the methods that were considered for data analysis.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter discusses data analysis, interpretation, and presentation of the findings. The purpose of the study was to analyze the effect of leadership transition interventions on the organizational performance of international NGOs within Nairobi County. The findings aimed to answer the study's research questions. The collected data was collated, and reports were produced in the form of tables and figures for better comprehension.

4.2 Questionnaire Response Rate

The study targeted 186 respondents from international NGOs within Nairobi County. However, out of the 186 questionnaires that were issued, only 154 were fully filled out and returned, thus representing a response rate of 82.8%. The response rate of 82.8% was deemed adequate for the purpose of undertaking the analysis and drawing the conclusion, as it conforms with Kothari (2004), who opines that a response rate of 50% is adequate for analysis and reporting, 60% is good, and 70% or more is exceptional and suitable for the study.

Table 4. 1: Response Rate

| | Frequency | Percentage |
|-------------------------|------------|--------------|
| Filled Questionnaires | 154 | 82.8 |
| Unfilled Questionnaires | 32 | 17.2 |
| Total | 186 | 100.0 |

Source: Researcher (2023)

4.3 Demographic Respondent Profile

This section presented the demographic profile of the respondents with regard to the number of years their NGO had been operational, the size of their NGO, the position held within the NGO, the sector the NGO is operating in, and the respondents' gender. Table 4.2 shows a summary of the research findings.

Table 4. 2: Demographic Characteristics

| Characteristics | Frequency | Percentage |
|-------------------------------|------------------|-------------------|
| Years in Operations | | |
| 0-5 Years | 14 | 9 |
| 5-10 Years | 26 | 17 |
| 10-15 Years | 41 | 27 |
| 15-20 Years | 36 | 23 |
| Above 20 Years | 37 | 24 |
| Total | 154 | 100 |
| Number of Employees | | |
| 1-10 Employees | 12 | 8 |
| 11-25 Employees | 43 | 28 |
| 26-50 Employees | 44 | 29 |
| 50-100 Employees | 32 | 21 |
| Above 100 Employees | 23 | 15 |
| Total | 154 | 100 |
| Position Held | | |
| Operation Manager | 88 | 57 |
| Human Resource Manager | 66 | 43 |
| Total | 154 | 100 |
| NGO Operational Sector | | |
| Health Sector | 23 | 15 |
| Environmental Sector | 43 | 28 |
| Educational Sector | 19 | 12 |
| Governance Sector | 9 | 6 |
| Agricultural Sector | 29 | 19 |
| Youth and Children Sector | 31 | 20 |
| Total | 154 | 100 |

Source: Researcher (2023)

Respondents were requested to indicate the number of years the NGO had been in operation. According to the findings, it was established that 27% of the NGOs had been in operation for between 10 and 15 years, 24% for over 20 years, 23% for between 15 and 20 years, 17% for between 5 and 10 years, and the least 9% had been in operation for between 0 and 5 years, respectively. The study findings are an indication that the majority of the NGOs have been in operation long enough, hence providing the study with reliable information in regards to leadership transition.

The study also aimed to establish the number of employees within the targeted NGOs. As per the study findings, most (29%) of the NGOs had between 26 and 50 employees, 28% had between 11 and 25 employees, 21% had between 50 and 100 employees, 15% had over 100 employees, and 8% had between 1 and 10 employees. This implies that the NGOs involved were different in terms of size based on the number of employees they had employed. This also means that every firm is prone to leadership transitions, despite its size.

Respondents were further requested to indicate exactly the position that they held within their NGOs. The results obtained indicated that the majority (57% of the targeted employees) held the position of operations manager, while 43% held the position of human resources manager position. The respondents obtained in this study comply with the categories of the respondents targeted; thus, the response is not biased.

The study further aimed to ascertain the sector within which the NGOs operated. The findings obtained indicated that 28% of the NGOs operated within the environmental sector, 20% within the youth and children sector, 19% within the agricultural sector, 15% within the health sector, 12% within the educational sector, and 6% within the governance sector. This means that the response obtained cut across these sectors that most NGOs operate in, reflecting that the response is based on different perspectives based on the sector that NGOs operate in.

4.4 Descriptive Statistics

In this section, the descriptive statistics of the study variables were analyzed in terms of the mean and standard deviation. The mean was obtained by adding the score of each

parameter (question) and then dividing by the number of respondents to that particular parameter. In this study, a Likert scale of 1–5 was adopted, where a mean of 1.00–1.80 was considered to be strongly disagree, 1.81–2.60 was considered to be disagree, 2.6–3.40 was considered to be moderate, 3.41–4.20 was considered to be agree, and 4.21–5.00 was considered to be strongly agree. On the other hand, a value of standard deviation greater than 0.5 shows homogeneity, whereas a value of standard deviation less than 0.5 indicates heterogeneity. In a study, heterogeneity means that the sample had various outcomes. It reveals that there is a substantial degree of diversity among the individuals in the study group. Nonetheless, if the data is homogeneous, it shows that respondents had a similar understanding of the subject and provided identical responses.

4.4.1 Executive Onboarding Programs

The study aimed to establish the extent to which executive onboarding programs affect the organizational performance of international NGOs within Nairobi County. The results obtained were as displayed in Table 4.3 below.

Table 4. 3: Executive Onboarding Programs and Organizational Performance

| | N | Mean (μ) | Std. Dev (σ) |
|---------------------|------------|----------------|-----------------------|
| Job induction | 154 | 4.12 | 0.72 |
| Job orientation | 154 | 4.68 | 0.47 |
| Mentorship programs | 154 | 4.14 | 0.71 |
| Team integration | 154 | 4.67 | 0.47 |
| Average | 154 | 4.40 | 0.59 |

Source: Researcher (2023)

Respondents were presented with four statements regarding the effect of executive onboarding programs on the organizational performance of international NGOs within Nairobi County. According to the findings, it was established that respondents strongly agreed that job orientation ($\mu = 4.68$, $\sigma = 0.47$) and also that team integration enhances the performance of INGOs ($\mu = 4.67$, $\sigma = 0.47$). Respondents agreed that mentorship programs enhance the performance of INGOs ($\mu = 4.14$, $\sigma = 0.71$), and also that job induction programs enhance the performance of INGOs ($\mu = 4.12$, $\sigma = 0.72$). The average mean score (4.40) and standard deviation (0.59) indicated that respondents strongly

agreed with the aspects of executive onboarding programs applied in their organizations which in turn affect the organizational performance of international NGOs within Nairobi County, Kenya. The mean ranges between 4.12 and 4.68 implying a strong relationship between the variables used in this study. Additionally, the standard deviation ranges between 0.47 and 0.72, which is higher than 0.5 (round off), indicating the homogeneity of the study data.

4.4.2 Organizational Socialization

The study aimed to establish the extent to which organizational socialization affects the organizational performance of international NGOs within Nairobi County. The results obtained were as shown in Table 4.4 below.

Table 4. 4: Organizational Socialization and Organization Performance

| | N | Mean (μ) | Std. Dev (σ) |
|------------------------|------------|----------------|-----------------------|
| Job knowledge | 154 | 4.00 | 0.64 |
| Co-worker support | 154 | 4.35 | 0.63 |
| Organization goals | 154 | 4.10 | 0.69 |
| Performance competency | 154 | 4.31 | 0.60 |
| Average | 154 | 4.19 | 0.64 |

Source: Researcher (2023)

Respondents were further presented with four statements regarding the effect of organizational socialization on the organizational performance of international NGOs within Nairobi County, Kenya. Respondents strongly agreed that co-worker support influences the performance of INGOs ($\mu = 4.35$, $\sigma = 0.63$), and also that performance competency influences the performance of INGOs ($\mu = 4.31$, $\sigma = 0.60$). Respondents further agreed that organization goals influence the performance of INGOs ($\mu = 4.10$, $\sigma = 0.69$), and that job knowledge influences the performance of INGOs ($\mu = 4.00$, $\sigma = 0.64$). The average mean score (4.19) and standard deviation (0.64) indicated that respondents strongly agreed with the aspects of organizational socialization applied in their organizations, which in turn affect the organizational performance of international NGOs within Nairobi County, Kenya. The mean ranges between 4.00 and 4.35, implying a strong relationship between the parameters used to measure organizational

socialization. Additionally, the standard deviation ranges between 0.60 and 0.69, which is higher than 0.5, indicating the homogeneity of the study data.

4.4.3 Transition Coaching

The study aimed to establish the extent to which transitional coaching affects the organizational performance of international NGOs within Nairobi County. The results obtained were as displayed in Table 4.5 below.

Table 4. 5: Transition Coaching and Organization Performance

| | N | Mean (μ) | Std. Dev (σ) |
|--|------------|--------------------------------|---------------------------------------|
| Leadership training | 152 | 4.40 | 0.57 |
| Leader assessment | 154 | 3.94 | 0.61 |
| Communication of organization objectives | 154 | 4.13 | 0.65 |
| Task handling | 154 | 4.03 | 0.68 |
| Average | 154 | 4.13 | 0.63 |

Source: Researcher (2023)

Respondents were again presented with four statements regarding the effect of transition coaching on the organizational performance of international NGOs within Nairobi County. According to the findings, it was established that respondents strongly agreed that leadership training influences the performance of international INGOs ($\mu = 4.40$, $\sigma = 0.57$). In addition, respondents agreed that communication of organization objectives influences the performance of international INGOs ($\mu = 4.13$, $\sigma = 0.65$), and that leaders are coached on how to handle this, which influences the performance of international INGOs ($\mu = 4.03$, $\sigma = 0.68$). Respondents agreed that leaders are assessed on their capability to handle their roles ($\mu = 3.94$, $\sigma = 0.61$). The average mean score (4.13) and standard deviation (0.63) indicated that respondents agreed with the aspects of transition coaching applied in their organizations, which in turn affect the organizational performance of international NGOs within Nairobi County, Kenya. The mean ranges between 3.94 and 4.40, implying a strong relationship between the parameters used and the effect of transition coaching on the organizational performance of international NGOs within Nairobi County. Additionally, the standard deviation ranges between 0.57 and 0.68, which is higher than 0.5, indicating the homogeneity of the study data.

4.4.4 Organizational Performance

The study aimed to establish the extent to which leadership transitions affect the organizational performance of international NGOs within Nairobi County. The results obtained were as displayed in Table 4.6 below.

Table 4. 6: Leadership Transition and Organizational Performance

| | N | Mean (μ) | StDev (σ) |
|-------------------------|------------|----------------|--------------------|
| Strategy implementation | 154 | 4.07 | 0.73 |
| Strategy development | 154 | 4.10 | 0.65 |
| Customer engagement | 154 | 4.36 | 0.67 |
| Customer voice | 154 | 4.06 | 0.76 |
| Customer needs | 154 | 4.75 | 0.74 |
| Knowledge capture. | 154 | 4.03 | 0.66 |
| Knowledge generation. | 154 | 3.88 | 0.65 |
| Capability | 154 | 3.93 | 0.60 |
| Capacity | 154 | 3.97 | 0.62 |
| Team work | 154 | 4.67 | 0.47 |
| Skill development | 154 | 4.00 | 0.64 |
| Information sharing | 154 | 4.02 | 0.69 |
| Ethical issues | 154 | 4.31 | 0.60 |
| Work design | 154 | 4.40 | 0.57 |
| Work management | 154 | 3.94 | 0.61 |
| Average | 154 | 4.16 | 0.64 |

Source: Researcher (2023)

Respondents were further presented with seventeen statements regarding organizational performance. According to the findings, it was established that respondents strongly agreed that focus on customer needs has resulted in effective performance of the INGOs ($\mu = 4.75$, $\sigma = 0.74$), and teamwork also results in effective performance of the INGOs ($\mu = 4.67$, $\sigma = 0.47$). Respondents strongly agreed that work design results in effective performance of the INGOs ($\mu = 4.40$, $\sigma = 0.57$), customer service leads to effective performance of the INGOs ($\mu = 4.36$, $\sigma = 0.67$), and ethical issues result in effective performance of the INGOs ($\mu = 4.31$, $\sigma = 0.60$), respectively. The findings also noted that strategy development results in effective performance of the INGOs ($\mu = 4.10$, $\sigma = 0.65$), strategy implementation results in effective performance of the INGOs ($\mu = 4.07$,

$\sigma = 0.73$), and customer voice results in effective performance of the INGOs ($\mu = 4.06$, $\sigma = 0.77$), respectively.

Respondents further moderately agreed that knowledge capture enhances the performance of the INGOs ($\mu = 4.03$, $\sigma = 0.66$), information sharing enhances the performance of the INGOs ($\mu = 4.02$, $\sigma = 0.69$), and skill development moderately enhances the performance of the INGOs ($\mu = 4.00$, $\sigma = 0.64$), respectively. Respondents felt that capacity enhances the performance of the INGOs ($\mu = 3.97$, $\sigma = 0.62$), work management ($\mu = 3.94$, $\sigma = 0.61$), capability ($\mu = 3.93$, $\sigma = 0.60$), and knowledge generation ($\mu = 3.88$, $\sigma = 0.65$), respectively. The average mean score (4.16) and standard deviation (0.64) indicated that respondents agreed with the aspects of transition leadership applied in their organizations, which in turn affect the organizational performance of international NGOs within Nairobi County, Kenya. The mean ranges between 3.88 and 4.75, implying a very strong relationship between the parameters used to measure the performance of international NGOs. Additionally, the standard deviation ranges between 0.47 and 0.76, which is higher than 0.5 (rounded off), indicating the homogeneity of the study data.

4.4.5 Descriptive Statistics Summary

A summary of the average means and standard deviations of the independent variables (executive onboarding, organizational socialization, and leadership transition) and dependent variables (organizational performance) is indicated under Table 4.6.

Table 4. 7: Descriptive Statistics Summary

| Area of Focus | Item Description | N | Mean (μ) | STD (σ) |
|----------------------------|-------------------------------|-----|----------------|------------------|
| Leadership | Executive Onboarding programs | 154 | 4.40 | 0.59 |
| Transition | Organizational Socialization | 154 | 4.16 | 1.52 |
| | Transition Coaching | 154 | 4.10 | 0.62 |
| Average | | | 4.22 | 0.91 |
| Organizational Performance | | 154 | 4.16 | 1.00 |

Source: Researcher (2023)

Based on the research findings, executive onboarding programs registered the highest average mean score of 4.40 with a standard deviation of 0.59. The finding is an implication that executive onboarding had the most influence on organizational performance when compared to the other two independent variables, and respondents strongly agreed with the constructs under this variable. Organizational socialization followed with an average mean score of 4.16 and a standard deviation of 1.52. The finding is an indication that organizational socialization also had a significant effect on organizational performance, though not to the extent of the executive onboarding programs. Transition coaching had an average mean score of 4.10 with a standard deviation of 0.62. This implied that even though transition coaching had an effect on the organizational performance of international NGOs in Nairobi, its overall effect was less when compared to that of executive onboarding programs and organizational socialization. The overall average mean score of leadership transition ($\mu = 4.22, \sigma = 0.91$), and organizational performance ($\mu = 4.16, \sigma = 1.00$), is an indication that the variables of executive onboarding, organizational socialization, and transition coaching have a significant effect on the organizational performance of international NGOs in Nairobi County.

4.5 Inferential Statistics

According to Mugenda and Mugenda (2010), inferential statistics is the branch of statistics that deals with generalizations, estimates, and approximations based on sample data. It is used to make population-related decisions based on data acquired from a particular community. The correlation analysis was used to establish statistical significance and the nature of the relationship between the dependent variable and independent variables. The study also used a multivariate regression model to investigate the effect of leadership transition interventions on the organizational performance of international NGOs within Nairobi County. The study's independent variables were executive onboarding programs, organizational socialization, and transition coaching, while organizational performance was the dependent variable.

4.5.1 Pearson's Coefficient of Correlation

To test the linear relationship between the variables, Karl Pearson's coefficient of correlation was utilized. The Pearson correlation coefficient is a highly effective tool to quantify the statistical link that exists between independent and dependent variables. The correlation was evaluated by Saunders, Lewis, and Thornhill (2009), who stated that $r = 1$ indicates a strong relationship; $0.9 < r < 1$ shows a perfect linear correlation; $0.9 < r < 0.7$ indicates a positive strong correlation; $0.7 < r < 0.5$ indicates a positive moderate correlation; $0 < r < 0.5$ positive low correlation; $r = 0$ indicates a weak correlation; and $r = -1$ indicates a negative correlation relationship.

The study employed Karl Pearson's coefficient of correlation to demonstrate the relationship between the study variables (r). Correlation analysis is critical for establishing the prevalence and correlations between variables, as well as forecasting occurrences based on current data and knowledge. The study's findings are provided in Table 4.8 below.

Table 4.8 Pearson's Coefficient of Correlation

| | | Organizational Performance | Executive Onboarding Programs | Organizational Socialization | Transition Coaching |
|-------------------------------|---------------------|----------------------------|-------------------------------|------------------------------|---------------------|
| Organizational Performance | Pearson Correlation | 1 | | | |
| | Sig. (2-tailed) | | | | |
| Executive Onboarding Programs | Pearson Correlation | 0.558 | 1 | | |
| | Sig. (2-tailed) | 0.000 | | | |
| Organizational Socialization | Pearson Correlation | 0.539 | 0.229 | 1 | |
| | Sig. (2-tailed) | 0.000 | 0.000 | | |
| Transition Coaching | Pearson Correlation | 0.563 | 0.159 | 0.146 | 1 |
| | Sig. (2-tailed) | 0.000 | 0.000 | 0.002 | |

Source: Researcher (2023)

According to the findings, it was established that there was a significant and positive relationship between executive onboarding programs, organizational socialization, and transition coaching, as shown by Pearson correlation values of 0.558, 0.539, and 0.563 in that order. These findings suggest that organization performance is influenced by the three aspects of leadership transition interventions: executive onboarding programs, organizational socialization, and transition coaching.

4.5.2 Multiple Regression Analysis

A regression equation for each of the study variables as well as their respective model equation for the multiple regression model based on the findings of the simple regression were run. The multiple regression analysis was utilized to investigate the nexus between the dependent variable (organizational performance) and the independent variables (executive onboarding, organizational socialization, and leadership transition).

To attain this, the R-squared statistic was utilized in order to establish how well the model fits the data. The coefficient of determination (R-squared) is a statistical measure that determines how closely the regression line matches the actual data in the process of regression analysis. It determines what percentage of the variance in the dependent variable, which in this case is succession planning within private telecommunication enterprises, can be attributed to the factors that are classified as independent variables. R squared has been modified to account for the fact that there are now more predictors in the model. This new statistic is referred to as adjusted R squared. The value of the adjusted R-squared will only go up if the addition of the new predictor results in a statistically significant improvement to the model. The standard error of the estimate is a measure of the accuracy of predictions, and it decreases when a predictor improves the model by less than what would be anticipated by chance. However, it increases when a predictor improves the model by more than what would be expected by chance. Additionally, the standard error (or errors) of the regression offers an absolute measurement of the typical distance that the data points deviate from the regression line.

4.5.2.1 Regression Analysis for Executive Onboarding Programs

The researcher sought to examine the extent to which executive onboarding affects the organizational performance of international NGOs within Nairobi County.

Table 4. 9: Regression Analysis for Executive Onboarding Programs

| Model Summary | | | | | | |
|----------------------|-----------------------|-----------------------------|-------------------|----------------------------|--------|-------|
| Model | R | R-Square | Adjusted R Square | Std. Error of the Estimate | | |
| 1 | 0.121 | 0.515 | 0.008 | 0.392 | | |
| ANOVA | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 0.344 | 1 | 0.344 | 2.240 | 0.037 |
| | Residual | 23.028 | 153 | 0.154 | | |
| | Total | 23.372 | 154 | | | |
| Coefficients | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 11.160 | 0.524 | | 21.285 | 0.000 |
| | Executive On boarding | 0.641 | 0.389 | 0.911 | 27.177 | 0.000 |

Source: Researcher (2023)

The correlation of determination was utilized by the researcher in order to establish the strength of the relationship between executive onboarding programs and the organizational performance of international NGOs within Nairobi County. The R-squared value obtained of 0.515 is an indication that 51.5% of the organizational performance of international NGOs within Nairobi County is determined by executive onboarding programs. This therefore means that 48.5% of the organizational performance of international NGOs within Nairobi County is explained by other factors other than executive onboarding programs.

An analysis of variance (ANOVA) was also computed in order to establish whether the model was significant in explaining the relationship between executive onboarding programs and the organizational performance of international NGOs within Nairobi County. The results obtained indicated that the significance of the model was 0.037. This therefore means that the ANOVA result of 0.037 is less than 0.05, which means that the model is statistically significant in its ability to predict the effect that executive

onboarding has on the organizational performance of international NGOs in Nairobi County.

The correlation coefficient was utilized in order to examine the existing strength between dependent and independent variables. A coefficient result of 0.911 with a P-value >0.05 is an indication that there was a statistically significant connection between executive onboarding programs and the organizational performance of international NGOs in Nairobi County. This means that holding all other factors constant, a unit change in executive onboarding programs will have a 64% change in the organizational performance of international NGOs in Nairobi County.

Therefore, the regression equation is;

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

Where:

Y is the dependent variable – Organizational Performance,

β_0 is the regression coefficient/ Y-intercept,

β_1 is the slopes of the regression equation,

X_1 is the independent variable – Executive Onboarding Programs,

ϵ is the error term.

Thus, the regression equation for executive onboarding programs and organizational performance was as follows;

$$Y = 11.160 + 0.641X_1 + 0.524$$

4.5.2.2 Regression Analysis for Organizational Socialization

The researcher sought to examine the extent to which organizational socialization affects the organizational performance of international NGOs within Nairobi County.

Table 4. 10: Regression Analysis for Organizational Socialization

| Model Summary | | | | |
|---------------|-------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | 0.394 | 0.555 | 0.150 | 0.363 |

| ANOVA | | | | | | |
|--------------|------------|----------------|-----|-------------|--------|-------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 3.629 | 1 | 3.629 | 27.576 | 0.000 |
| | Residual | 19.742 | 153 | 0.132 | | |
| | Total | 23.372 | 154 | | | |

| Coefficients | | | | | |
|---------------------|------------------------------|-----------------------------|---------------------------|--------|-------|
| Model | | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| | | B | Beta | | |
| 1 | (Constant) | 8.534 | | 24.237 | 0.000 |
| | Organizational Socialization | 0.630 | 0.917 | 28.283 | 0.000 |

Source: Researcher (2023)

The researcher used the correlation of determination to determine the strength of the relationship between organizational socialization and the organizational performance of international NGOs within Nairobi County. The R-squared value of 0.555 indicates that organizational socialization accounts for 55.5% of the organizational performance of international NGOs within Nairobi County. This implies that other factors other than organizational socialization account for 44.5% of the organizational performance of international NGOs within Nairobi County.

An analysis of variance (ANOVA) was also computed in order to establish whether the model was significant in explaining the relationship between organizational socialization and the organizational performance of international NGOs within Nairobi County. The results obtained indicated that the significance of the model was 0.000. This therefore means that the ANOVA result of 0.000 is less than 0.05, which means that the model is statistically significant in its ability to predict the effect that organizational socialization has on the organizational performance of international NGOs in Nairobi County.

The correlation coefficient was utilized in order to examine the existing strength between dependent and independent variables. A coefficient result of 0.630 and a P-value greater than 0.05 is an indication that there was a positive and statistically

significant connection between organizational socialization and the organizational performance of international NGOs in Nairobi County. This means that, holding all other factors constant, a unit change in organizational socialization will have a 63% positive change in the organizational performance of international NGOs in Nairobi County.

Therefore, the regression equation is;

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

Where:

Y is the dependent variable – Organizational Performance,

B₀ is the regression coefficient/ Y-intercept,

β₁ is the slopes of the regression equation,

X₁ is the independent variable – Organizational Socialization,

ε is the error term.

Thus, the regression equation for organizational socialization and organizational performance was as follows;

$$Y = 8.534 + 0.630X_2 + 0.352$$

4.5.2.3 Regression Analysis for Transition Coaching

The researcher sought to examine the extent to which transition coaching affects the organizational performance of international NGOs within Nairobi County.

Table 4. 11: Regression Analysis for Transition Coaching

| Model Summary | | | | | | |
|---------------|------------|----------------|-------------------|----------------------------|--------|-------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | | |
| 1 | 0.570 | 0.523 | 0.320 | 0.324 | | |
| ANOVA | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 7.587 | 1 | 7.587 | 72.104 | 0.000 |
| | Residual | 15.784 | 153 | 0.105 | | |
| | Total | 23.372 | 154 | | | |

| Coefficients | | | | | | |
|---------------------|---------------------|-----------------------------|------------|---------------------------|--------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 6.989 | 0.400 | | 17.479 | 0.000 |
| | Transition Coaching | 0.538 | 0.529 | 0.753 | 14.031 | 0.000 |

Source: Researcher (2023)

The correlation of determination was utilized by the researcher in order to establish the strength of the relationship between transition coaching and the organization performance of international NGOs within Nairobi County. The R-squared value obtained of 0.570 is an indication that 57% of the organization performance of international NGOs within Nairobi County is determined by transition coaching. This therefore means that 43% of the organizational performance of international NGOs within Nairobi County is explained by other factors other than transition coaching.

An analysis of variance (ANOVA) was also computed in order to establish whether the model was significant in explaining the relationship between transition coaching and the organizational performance of international NGOs within Nairobi County. The results obtained indicated that the significance of the model was 0.000. This therefore means that the ANOVA result of 0.000 is less than 0.05, which means that the model is statistically significant in its ability to predict the effect that transition coaching has on the organizational performance of international NGOs in Nairobi County.

The correlation coefficient was utilized in order to examine the existing strength between dependent and independent variables. A coefficient result of 0.538 and a P-value greater than 0.05 are indications that there was a positive and statistically significant connection between transition coaching and the organizational performance of international NGOs in Nairobi County. This means that, holding all other factors constant, a unit change in transition coaching will have a 53.8% positive change in the organizational performance of international NGOs in Nairobi County.

Therefore, the regression equation is;

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

Where:

Y is the dependent variable – Organizational Performance,

β_0 is the regression coefficient/ Y-intercept,

β_1 is the slopes of the regression equation,

X_1 is the independent variable – Transition Coaching

ϵ is the error term.

Thus, the regression equation for organizational socialization and organizational performance was as follows;

$$Y = 6.989 + 0.538X_3 + 0.400.$$

4.5.3 Regression Analysis

The study aimed to establish the extent to which leadership transition affect the organizational performance of international NGOs within Nairobi County.

Table 4.12 Regression Analysis

| Model Summary | | | | | |
|-------------------------------|-----------------------------|------------|---------------------------|----------------------------|-------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | |
| | 0.755 | 0.570 | 0.561 | 0.261 | |
| ANOVA | | | | | |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 Regression | 13.323 | 3 | 4.441 | 65.407 | 0.000 |
| Residual | 10.049 | 148 | 0.068 | | |
| Total | 23.372 | 151 | | | |
| Coefficients | | | | | |
| Model | Unstandardized Coefficients | | Standardized Coefficients | | Sig. |
| | B | Std. Error | Beta | t | |
| (Constant) | 1.392 | 0.535 | | 31.350 | 0.000 |
| Executive Onboarding Programs | 0.641 | 0.389 | 0.911 | 27.177 | 0.000 |
| Organizational Socialization | 0.630 | 0.371 | 0.917 | 28.283 | 0.000 |
| Transition Coaching | 0.538 | 0.529 | 0.753 | 14.031 | 0.000 |

Source: Researcher (2023)

The correlation of determination was utilized by the researcher in order to establish the strength of the relationship between the dependent variable (organizational performance) and the independent variables (executive onboarding programs, organizational socialization, and leadership transition). The R-squared value obtained, R-squared (0.570), is an indication that 57% of the organizational performance of international NGOs within Nairobi County is determined by executive onboarding, organizational socialization, and leadership transition. This therefore means that 43% of the organizational performance of international NGOs within Nairobi County is explained by other factors other than executive onboarding, organizational socialization, and leadership transition.

An analysis of variance (ANOVA) was also computed in order to establish whether the model was significant in explaining the relationship between dependent and independent variables in the study. According to the table, p is less than 0.05 (0.000) indicates that there is sufficient evidence that the model is useful in explaining the impact of the leadership transition on the performance of international NGOs. Likewise, the F calculated (65.407) is greater than the mean square (4.441), an indication that the model is statistically significant in predicting the effect of leadership transition on the performance of INGOs in Nairobi County.

Significant regression weights were observed for three independent variables. Unstandardized coefficients were included in the regression model because they were easy to perceive and comprehend and because their use in calculations and analyses was preferred (Siegel et al., 2016). Executive on-boarding had a coefficient of 0.641 and $p = 0.000.05$, while organizational socialization had a value of 0.630 and $p = 0.000.05$, and transition coaching had a coefficient of 0.538 and $p = 0.000.05$. The study also found that all p-values less than 0.000 were less than 0.05, an indication that executive on-boarding, organizational socialization, and transition coaching have a statistically significant influence on the performance of INGOs.

Therefore, the regression equation is;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

Y is the dependent variable – Organizational Performance,

β_0 is the regression coefficient/constant/Y-intercept,

β_1 , β_2 , β_3 , and β_4 are the slopes of the regression equation,

X_1 is the executive onboarding programs,

X_2 is the organizational socialization,

X_3 is the transition coaching,

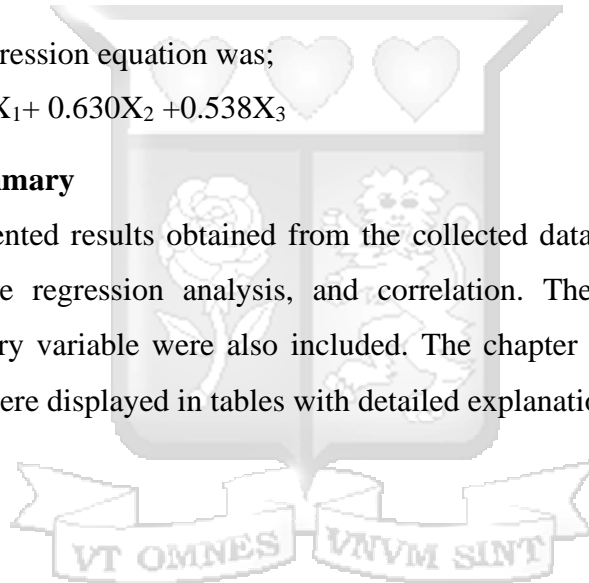
ϵ is an error term

Therefore, the regression equation was;

$$Y = 1.392 + 0.641X_1 + 0.630X_2 + 0.538X_3$$

4.6 Chapter Summary

The chapter presented results obtained from the collected data, including descriptive statistics, multiple regression analysis, and correlation. The means and standard deviations of every variable were also included. The chapter explained the research findings, which were displayed in tables with detailed explanations under each table.



CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter provided a detailed discussion of each and every research objective. In addition, the chapter provided a detailed conclusion and recommendations drawn thereafter in regards to the effect of leadership transition interventions on the organizational performance of international NGOs within Nairobi County.

5.2 Discussion of Findings

This section provided a detailed discussion of each and every study variable in terms of the effect of executive onboarding programs, organizational socialization, and leadership transition on the organizational performance of international NGOs within Nairobi County.

5.2.1 Executive Onboarding Programs and Organizational Performance

The study sought to examine the effect of executive onboarding programs on the organizational performance of international NGOs within Nairobi County. Six key statements were presented to the study respondents. As per the findings, it was established that respondents indicated that job orientation was conducted in their organizations to make new leaders understand the operational processes of the organizations and that team integration was conducted to enhance collaborative principles within the organizational units for high performance. Respondents also indicated that mentorship programs are offered to the new leader by a more skilled individual and that job induction is done in their organization to help newly appointed leaders, such as managers' directors of programs, by acquainting them with the details and requirements of the work. It was also established that executive onboarding had the most influence on organizational performance when compared to the other two independent variables. The findings revealed that there was a positive and statistically significant relationship between executive onboarding programs and the performance of INGOs in Nairobi County.

The findings of this study conform to those of Matsuno and Mentzer (2019), who subscribe to the conviction that executive onboarding is the solution to successful business performance. Belcourt, Bohlander, and Snell (2018) added that if the new employee responsibilities are well clarified, they are in a position to take the appropriate action required to enhance the organization's performance. This clearly supports the need to appropriately orient new workers with the intention of optimizing organizational performance. This implies that providing support to newly hired staff plays a major role in onboarding success, which in turn enhances organizational performance. However, the study contradicted Kumar and Pandey (2017) finding that the majority of respondents were not satisfied with the onboarding process in the organization. Induction, mentorship programs, orientation, and team integration were some of the employee onboarding processes that were carried out.

5.2.2 Organizational Socialization and Organization Performance

The study aimed to establish the extent to which organizational socialization affects the organizational performance of international NGOs within Nairobi County. Results obtained indicated that respondents indicated that their organization encourages co-worker support and that performance competency priorities are consistent and well-articulated to the new leaders. Respondents further indicated that their organization has clear organization goals and that details about the task processes are shared with the transitioning leaders to enhance job knowledge. The finding is an indication that organizational socialization also has a significant effect on organizational performance, though not to the extent of executive onboarding. Results obtained indicated that co-worker support and performance competency priorities are consistent and well-articulated for the new leaders. Having clear organization goals and well-defined job knowledge enhances the performance of INGOs. The finding is an indication that organizational socialization also had a significant effect on organizational performance, though not to the extent of executive onboarding. All the aspects employed in measuring organization socialization, that is, co-worker support, performance competency, organization goals, and job knowledge, contribute to the performance of INGOs; thus, organizations should consider organizational socialization aspects as they strive to enhance their performance.

The study findings agree with Wang, He, and Zeng (2017); it was indicated that organizational socialization has positive effects on performance that are significant in practice. Additionally, the result of the study concurs with the findings of Xu Ke (2018) that employee socialization has considerable positive effects on performance. This implies that organization socialization helps in developing professional skills among employees, thus increasing organization performance. The study also agrees with Saks and Gruman (2018) that the organizational socialization process plays an important role in the development of organizational culture and thus leads to an increase in organizational performance. However, Musangi (2011) study found a contradictory result: according to his study, most employees were not introduced during their first few days of their appointment. This affects their productivity since such an introduction would have indicated a learning process through which a new organizational employee adapts from an outsider to an integrated and effective insider.

5.2.3 Transition Coaching and Organization Performance

The study aimed to establish the extent to which transitional coaching affects the organizational performance of international NGOs within Nairobi County. Respondents were again presented with four statements regarding the effect of transition coaching on the organizational performance of international NGOs within Nairobi County. According to the findings, it was established that respondents indicated that leaders in transition undergo leadership training. In addition, respondents indicated that organization objectives are communicated in transition coaching and that leaders are coached on how to handle any task on their job descriptions. Respondents also indicated that leaders are assessed on their capability to handle their roles in their new positions in the organization. The findings also indicate that there was a positive and statistically significant relationship between transitional coaching and the performance of INGOs in Nairobi County.

The study findings concur with Miller and Buxton (2012) that the use of the transition process enhanced the performance of company commanders who had an external locus of control and did not come directly from a job proximal to command. The study also concurred with Terblanche, Albertyn, and van Coller (2017) that executive coaching

enhances the performance of promoted staff. Thus, executive coaching has a positive influence on self-efficacy among employees in new positions. A study by Benavides (2018) revealed that transition coaching results in improved teamwork, improved relationships with direct reports, higher employee satisfaction levels, and increased self-retention among female executives.

5.3 Conclusion

On the first objective, on the effect of executive onboarding programs on the organizational performance of international NGOs within Nairobi County, it was established that executive onboarding programs have an influence on organizational performance, and respondents strongly agreed with the assertions that were categorized under it. Based on this, it was concluded that executive onboarding programs had a positive relationship with organizational performance. According to Ndunguru (2018), onboarding programs such as job induction, orientation, mentorship programs, and team integration need to be tailored specifically to meet the needs of the organization as well as improve organization performance. This clearly means that organizations should consider executive onboarding since it influences organization performance.

On the second objective, the effect of organizational socialization on the organizational performance of international NGOs within Nairobi County, it was established that organizational socialization had a positive and statistically significant effect on the organizational performance of NGOs in Nairobi County. It was therefore concluded that organizational socialization and organizational performance had a close relationship between them. The findings agree with Wang, He, and Zeng (2017) that organizational socialization has positive effects on performance that are significant in practice. Given that organization socialization contributes positively to organization performance, management should consider employee job knowledge, provide co-worker support, and provide performance competency whenever there is a leadership transition in their organization.

On the third objective, the effect of transition coaching on the organizational performance of international NGOs within Nairobi County, it was established that

transition coaching had a positive and statistically significant effect on the organizational performance of NGOs in Nairobi County. It was therefore concluded that transition coaching and organizational performance had a close relationship between them. The result of the study conforms to Benavides (2018) findings that transition coaching contributes to organizational performance; therefore, it is imperative for the organization's management to apply leadership training, leaders' assessment, communicating organization objectives, and task handling in order to enhance organization performance.

5.4 Implications of Research

The findings of this study had significant implications for various parties, including the management of international NGOs in Kenya, concerned sectoral policymakers, and academicians and scholars.

5.4.1 Contribution to Management of International NGOs

The findings of the study were of great significance to the management of various international NGOs across Kenya. As such, the study recommends that the management of NGOs in the country should always strive to ensure effective leadership transition within their organization as a crucial way of achieving effective organizational performance. Therefore, the management of international NGOs should strive to embrace the findings of this study in order to be aware of the most significant aspects of leadership transition that they should embrace in order to enhance the organizational performance of their firms. Obtaining knowledge about these concepts will aid them in ensuring that their firm maintains stability during leadership transition, a fact that is likely to motivate their employees to perform at a high level to build up a viable potential for when it comes time for the company leadership to change hands.

5.4.2 Contribution to Policy Makers

The study's findings were also of great significance to the government and other concerned policymakers within the NGO sphere of influence. Based on this, it was recommended that policymakers concerned with the regulation of NGOs in the country strive to ensure that they have in place effective measures on what ought to be followed during leadership transitions. This will eventually ensure that NGOs always have

effective leadership transition plans in place to ensure the smooth transition of leaders from one leader to another.

5.4.3 Contribution to Knowledge

Other academics, researchers, and scholars will use the findings of this study to add to the body of literature on the concept of leadership transition and organizational performance. An empirical contribution was made by the study to the field of leadership transition in organizations in general and, more specifically, to the management of international NGOs.

5.5 Limitations of the Study and Recommendations for Further Studies

During the course of carrying out this survey, the researcher encountered various obstacles. To begin, the researcher faced a time limitation because there was a finite amount of time during which the research must be completed. To address this issue, the researcher hired two research assistants and trained them so that they could assist in the administration of questionnaires throughout the data collection phase.

In addition, those individuals who are being targeted to take part in the study might not comply with taking part in the survey due to the fact that they can be afraid of sharing some of the sensitive information that pertains to their organization. However, this obstacle was surmounted by presenting them with an introduction letter from the university, alerting respondents to the relevance of the study, assuring them that the survey is purely for academic objectives, and promising to keep the information that is provided confidential.

The main aim of this study was to examine the effect of leadership transition interventions on the organizational performance of NGOs in Nairobi County. This suggests that the findings of this study only apply to international NGOs in Nairobi County and not to those in other parts of the country. Therefore, it is recommended that further studies be undertaken targeting all NGOs in Kenya and examining how their leadership transition interventions affect their organizational performance in order to allow for the generalization of the findings.

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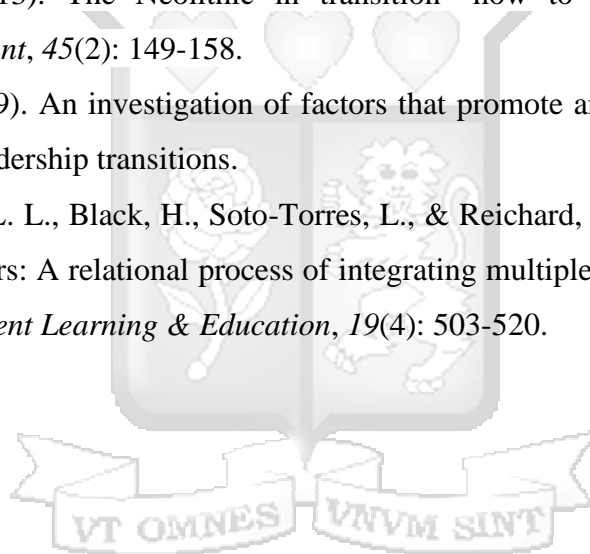
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APPENDICES

Appendix I: Letter of Introduction

Dear Sir/Madam,

RE: RESEARCH DATA COLLECTION

I am a postgraduate student at Strathmore University pursuing a Master's degree in strategic management. I am conducting research on the effect of leadership transition interventions on organization performance: a case study of international NGOs in Nairobi County.

In view of the above, I am humbly requesting that you cooperate in answering the questionnaire or responding to the questions that I will provide in the questionnaires attached herewith. Kindly read the accompanying instructions and respond to the questions as provided. I also request that you provide me with the necessary documentation and information regarding the strategy implementation practices of your firm. This will help me collect the necessary data, which will help me carry out the analysis and, hence, achieve the objectives of the study.

The information that you will provide will remain confidential and will be used exclusively for this research and not for any other purpose whatsoever. Your response and cooperation in this matter will be highly appreciated. Thank you in advance.

Yours Faithfully,

Amos Atuya

Appendix II: Questionnaire

Instructions:

Please answer each question as completely and clearly as possible by ticking only one answer from the choices given or writing your response as appropriate in the space provided.

Section A: Demographic Information

Tick where appropriate

1. Name of NGO (Optional) _____

2. For how many years has this NGO been in operation?

- | | | | |
|--------------------|--------------------------|--------------|--------------------------|
| 0– 5 years | <input type="checkbox"/> | 5 – 10years | <input type="checkbox"/> |
| 10 – 15years | <input type="checkbox"/> | 15 – 20years | <input type="checkbox"/> |
| 20 years and above | <input type="checkbox"/> | | |

3. What is the size of the NGO you are working at in terms of number of employees?

- | | | | |
|---------------------|--------------------------|------------------|--------------------------|
| 1 -10 employees | <input type="checkbox"/> | 11-25 employees | <input type="checkbox"/> |
| 26-50 employees | <input type="checkbox"/> | 50-100 employees | <input type="checkbox"/> |
| Above 100 employees | <input type="checkbox"/> | | |

4. Which position do you hold in this firm?

- | | | | |
|------------------------|--------------------------|------------------------|--------------------------|
| Operation Manager | <input type="checkbox"/> | Human Resource manager | <input type="checkbox"/> |
| Any other specify..... | | | |

5. Kindly indicate the sector your NGO operates in

- | | | | |
|-----------------------|--------------------------|--------------------|--------------------------|
| Health | <input type="checkbox"/> | Environment | <input type="checkbox"/> |
| Education | <input type="checkbox"/> | Governance | <input type="checkbox"/> |
| Agriculture | <input type="checkbox"/> | Youth and Children | <input type="checkbox"/> |
| Others (specify)..... | | | |

SECTION B: Effect of leadership transition interventions on the performance of international NGOs within Nairobi County.

Part I: Executive Onboarding

1. Please check the level of agreement with the following statements, as shown in the table. Please indicate in the table with a tick (√) or across (×) with a scale of 5 =strongly agree: 4= Agree 3= Neutral 2= Disagree 1: strongly disagree.

| Executive onboarding | 1 | 2 | 3 | 4 | 5 |
|--|----------|----------|----------|----------|----------|
| Job induction is done in our organization to helps newly appointed leaders such as managers, director of programs, by acquainting them with the details and requirements of the work | | | | | |
| Job orientation is conducted to make new leader understand operational processes of the organizations | | | | | |
| Mentorship programs are offered to the new leader by a more skillful individual | | | | | |
| Team integration is conducted to enhance collaborative principles within organizational units for high performance | | | | | |

Part II: Organization socialization

2. Please tick the level of agreement of the following statements relating to effect of organization socialization strategies on performance INGOs as shown in the table. Please indicate in the table with a tick (√) or across (×) with a scale of 5= strongly agree 4= Agree 3= Neutral 2= Disagree 1= Strongly Disagree

| Organization socialization | 1 | 2 | 3 | 4 | 5 |
|---|----------|----------|----------|----------|----------|
| Details about the task processes are shared with the transitioning leaders to enhance job knowledge | | | | | |
| Our organization encourages co-worker support | | | | | |
| Our organization have clear organization goals | | | | | |
| Performance competency priorities are consistent and well-articulated to the new leaders | | | | | |

Part III: Transition coaching

3. Please tick the level of agreement of the following statements, as shown in the table.

Please indicate in the table with a tick (√) or across (×) with a scale of 5= strongly agree 4= Agree 3= Neutral 2= Disagree 1= Strongly Disagree

| Transition coaching | 1 | 2 | 3 | 4 | 5 |
|---|----------|----------|----------|----------|----------|
| Leaders in transition undergo leadership training | | | | | |
| Leader is assessed on their capability to handle their roles in their new positions in the organization | | | | | |
| Organization objectives are communicated in transition coaching | | | | | |
| Leaders are coached on the way to handle any task on their job descriptions | | | | | |

PART C: Organization performance

4. Please tick the level of agreement of the following statements on performance of international NGOs as shown in the table. Please indicate in the table with a tick (√) or across (×) with a scale of 5= strongly agree 4= Agree 3= Neutral 2= Disagree 1= Strongly Disagree

| Organization performance | 1 | 2 | 3 | 4 | 5 |
|---|----------|----------|----------|----------|----------|
| Strategic planning | | | | | |
| Our organization aligns it is day to day operations to the changing operation environment for competitive advantage | | | | | |
| Our organization and it is leadership think and plan for its future existence | | | | | |
| Customer focus | | | | | |
| The organization periodically accesses the level of satisfaction of customers with the services provided | | | | | |
| The organization empowers leaders to make decisions that would satisfy the customers | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| One of our key organization objectives is to meet the need of our customers | | | | | |
| Most of organization decisions focus on the need of our customers | | | | | |
| Knowledge Management | | | | | |
| Our employee gets all the information they need to do their work. | | | | | |
| Our employee uses available information to make changes that will improve their work. | | | | | |
| Results orientation | | | | | |
| We monitor the productivity and operational agility of our workforce | | | | | |
| The organization defines its goals and has clearly articulated performance indicators | | | | | |
| Workforce focus | | | | | |
| We cooperate and work as a team in every task | | | | | |
| Every employee is encouraged to develop their work skill so as to advance their career. | | | | | |
| One of the key organizational objectives is to development and satisfaction of the workforce | | | | | |
| Leadership | | | | | |
| Management knows about our organization's mission (what the company should accomplish) | | | | | |
| Management knows about our organization's vision (where the company is trying to go in the future) | | | | | |
| Operations focus | | | | | |
| Our organization has a good process for doing work | | | | | |
| Employees have control over their work processes | | | | | |

Thank you for your Participation

Appendix III: Ethical Certificate

RHInnO Ethics - SU-ISERC1503/22 - 1 of 1 - Date Issued: 2022-11-14

Strathmore University Institutional Scientific and Ethical Review Committee (SU-ISERC)



Strathmore
UNIVERSITY

Final Decision

This is to certify that the application for ethics clearance submitted by:

Principal Investigator: Mr. Nyakundi, Amos Atuya

Reference number: SU-ISERC1503/22

For Study: "EFFECT OF LEADERSHIP TRANSITION INTERVENTIONS ON ORGANIZATION PERFORMANCE"

Was reviewed and received the following status: "approved"

Reviewer Comments

Reviewer #1:

'Good job on your proposal.'

The SU-ISERC wishes you all the best with this research undertaking.

14 November 2022 09:23:27

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

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