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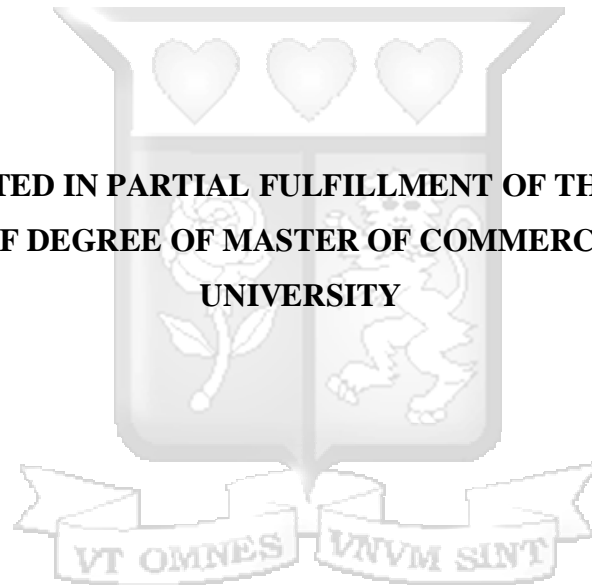
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**THE INFLUENCE OF LEADERSHIP STYLES ON THE PERFORMANCE OF NGOS
IN THE HEALTH SECTOR IN NAIROBI COUNTY, KENYA**

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MCOM 136428

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE AWARD OF DEGREE OF MASTER OF COMMERCE AT STRATHMORE
UNIVERSITY**



STRATHMORE BUSINESS SCHOOL

STRATHMORE UNIVERSITY

NAIROBI, KENYA

AUGUST 2022

DECLARATION

I declare that this work has not been previously submitted and approved for the award of the degree by this university 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 has been made in the research thesis itself.

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Otieno, Maureen Atieno

Sign  Date ...3rd Sept 2022.....

Approval

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Senior Lecturer, Strathmore Business School,
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Sign...  Date.....28-9-2022.....

ABSTRACT

Non-governmental organizations play a critical role in the community, especially in the health sector, as most of the research conducted comes from donor funding. Leadership is not the main area of focus in NGOs as there are other life-threatening and other issues to focus on. However, with continuous collaboration and interconnectivity within institutions, there is a dire need to hold leaders accountable for their actions. The purpose of this study was to establish the influence of leadership styles on the organizational performance of NGOs in the health sector in Nairobi County, Kenya. The specific objective included determining the influence of transactional, transformational, and democratic leadership styles on the organizational performance of NGOs in the Health sector in Nairobi County in Kenya. The study was anchored on Stewardship theory and style and behavior theory. A descriptive survey was adopted. The study population consisted of 240 top management team in the health sector NGOs in Nairobi County. The top management team comprised of Country managers; the Chief Executive Officer or Executive Director; the Project Manager or Director; and the Grants Manager or Director. A questionnaire patterned after Multifactor Leadership Questionnaire was used to collect data that was analyzed using SPSS software (SPSS Version 26.0) and the result was presented in tabular form. According to the research findings using descriptive research design, leadership style influences organizational performance but the most influential leadership style was transformational leadership. There were traces of democratic leadership style in the health sector NGOs. The findings also indicated a positive correlation between variables explored in the study. The variation in organizational performance due to transactional, transformational, and democratic leadership was minimal compared to other factors in the health NGO sector. Majority of the leaders in the health sector NGOs were highly educated young professionals. This study was limited to Nairobi County Health Sector NGOs. A further look into the other counties is recommended. The employees indicated that organizational performance was influenced by other factors such as appraisals, goal setting, periodic reviews, employee incentives, knowledge, and skills, change management and innovation and organization culture. A relook into the suggested factors can bring insight into how these factors affect the health sector NGOs. The study was limited to the three- leadership style and recommends that other leadership styles in the health sector NGOs be explored. The study concluded that in general transactional, transformational and democratic leadership style gave organizations a competitive edge that influenced organizational performance positively.

Key Words: Transformational leadership, Transactional leadership, Democratic leadership, Leadership styles, Organization Performance, Health Sector NGOs, Kenya.

TABLE OF CONTENTS

DECLARATION.....	i
ABSTRACT.....	ii
LIST OF FIGURES.....	vii
LIST OF TABLES.....	viii
ACKNOWLEDGEMENT.....	x
ABBREVIATIONS	xi
DEDICATION.....	xii
OPERATIONAL DEFINITION OF TERMS.....	xiii
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study	1
1.1.1 Leadership Styles.....	3
1.1.2 Organizational Performance	5
1.1.3 NGOs in the Health Sector in Kenya.....	7
1.2 Statement of the problem.....	9
1.3 General Objective	11
1.3.1 Specific Objectives	11
1.4 Research Questions	11
1.5 Scope of the Study	12
1.6 Significance of the Study.....	12
1.7 Chapter Summary	12
CHAPTER TWO: LITERATURE REVIEW	13
2.1 Introduction	13

2.2 Theoretical Framework	13
2.2.1 Stewardship Theory	13
2.2.2 Style and Behavior Theory	15
2.3 Empirical Review	17
2.3.1 Transformational Leadership Style and Organizational Performance	17
2.3.2 Democratic Leadership Style and Organizational Performance.....	21
2.3.3 Transactional Leadership Style and Organizational Performance.....	24
2.4 Research Gap.....	26
2.5 Conceptual Framework	29
2.6 Operationalization of Variable.....	30
CHAPTER THREE: RESEARCH METHODOLOGY	32
3.1 Introduction	32
3.2 Research Philosophy	32
3.3 Research Design	32
3.4 Population of the Study	33
3.5 Sample Design and Technique.....	33
3.6 Data Collection.....	34
3.7 Data Analysis	35
3.8 Pilot Testing	36
3.9 Research Quality	36
3.9.1 Validity	36
3.9.2 Reliability.....	36
3.10 Ethical Considerations.....	38
CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND INTERPRETATION.....	39

4.1 Introduction	39
4.1.1 Response Rate	39
4.2 Demographic Profile	39
4.2.1 Gender	40
4.2.2 Age Distribution	40
4.2.3 Education Level	41
4.2.4 Years Worked in the Organization	42
4.2.5 Position in the Organization	43
4.2.6 Number of Years in the Position	43
4.3 Organization Profile	44
4.4 Transformational Leadership Style	45
4.5 Transactional Leadership Style	47
4.6 Democratic Leadership Style	48
4.7 Organizational Performance	50
4.8 Normality Test	51
4.9 Inferential Statistics	52
4.9.1 Correlation Matrix and Analysis	52
4.10 Regression Coefficient	53
4.11 Relationship between Transformational Leadership style and organizational performance ..	54
4.12 Relationship between Democratic Leadership style and organizational performance	57
4.13 Relationship between transactional leadership style and organizational performance	59
4.14 Chapter Summary	61

CHAPTER FIVE: DISCUSSION OF FINDINGS, CONCLUSIONS AND

RECOMMENDATIONS	62
5.1 Introduction	62
5.2 Discussion of the findings	62
5.2.1 Transactional leadership style and Organizational performance	63
5.2.2 Transformational leadership style and Organizational performance	64
5.2.3 Democratic leadership style and Organizational performance	65
5.3 Conclusion	65
5.4 Recommendations.....	67
5.4.1 Policy Recommendations	67
5.4.2 Managerial Recommendations.....	67
5.5 Limitations of the Research.....	67
5.6 Suggestions for further Research.....	68
APPENDICES.....	81
APPENDIX A: Letter of Introduction to Research Participation	81
APPENDIX B: Research Questionnaire.....	82
APPENDIX C: List of Non-governmental Organization.....	89
APPENDIX D: Ethics Approval.....	94
APPENDIX E: NACOSTI Approval.....	95

LIST OF FIGURES

Figure 2.1 Conceptual Framework30



LIST OF TABLES

Table 2.1 Summary of Literature and Research Gaps	27
Table 2.2 Operationalization of Study Variables	30
Table 3.1 Cronbach Reliability Coefficient	37
Table 3.2 Reliability Statistics	37
Table 4.1 Response Rate.....	39
Table 4.2 Gender Distribution.....	40
Table 4.3 Age Distribution.....	41
Table 4.4: Education Level	41
Table 4.5 Years Worked in the Organization.....	42
Table 4.6 Position in the Organization.....	43
Table 4.7 Number of Years in the Position.....	44
Table 4.8 Years in Operation	45
Table 4.9 Type of Organization.....	45
Table 4.10 Transformational Leadership Style.....	46
Table 4.11 Transactional Leadership Style.....	47
Table 4.12 Democratic Leadership Style	49
Table 4.13 Organizational Performance.....	50
Table 4.14: Kolmogorov- Smirnov and Shapiro-Wilk	51
Table 4.15: Correlation Analysis	52
Table 4.16 Coefficients.....	53
Table 4.17 Correlation.....	55

Table 4.18 Model Summary.....55

Table 4.19 ANOVA56

Table 4.20 Correlation.....57

Table 4.21 Model Summary.....57

Table 4.22 ANOVA58

Table 4.23 Correlation.....59

Table 4.24 Model Summary.....59

Table 4.25 ANOVA60



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ABBREVIATIONS

ANOVA	Analysis of Variance
COVID 19	Corona virus disease 2019
MLQ	Multifactor Questionnaire
MOH	Ministry of Health
NACOSTI	National Commission for Science Technology and Innovation
NFP	Not for Profit Organization
NGO	Non-Governmental Organization
TMT	Top Management Team
TF	Transformational Leadership style
OP	Organizational Performance
TAL	Transactional Leadership style
DL	Democratic Leadership style



DEDICATION

To God Almighty, for his abundance grace and favor throughout the journey and for empowering me to give nothing less than my best. To my husband, my sons and daughter who have been my source of strength, prayers, understanding and patience. To my late father who would have been extremely joyous of this achievement. To my mum and sibling for supporting my career path. To Strathmore fraternity for shaping my future to be the kind of person I am today. To my friends and Strathmore syndicates for challenging me to do my best. Thank you and God bless you.

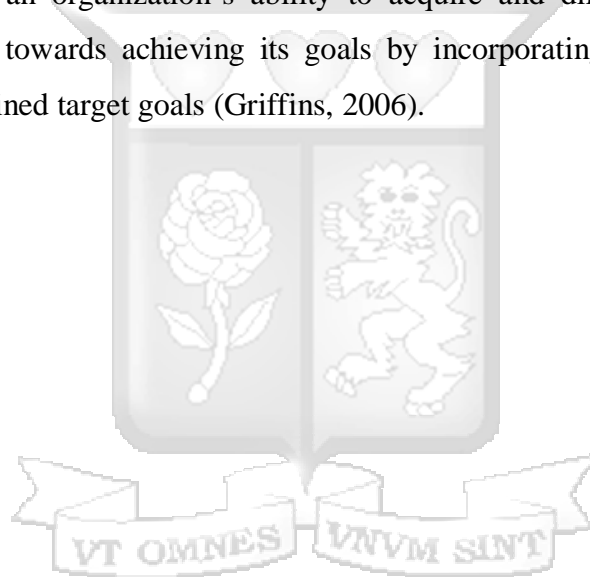


OPERATIONAL DEFINITION OF TERMS

Leadership Style: The way a leader manages his workload, methods, and mannerisms of his team incorporating all their tendencies and day-to-day responsibilities as group leaders (Nugent, 2013).

Non-governmental organizations (NGOs): These are charitable organizations that operate independently of government influence and rely primarily on donations to advocate for the provision of specific key goods and services (Munyeki & Were, 2017).

Performance: refers to an organization's ability to acquire and diligently apply its limited resources and valuables towards achieving its goals by incorporating all results produced in comparison to predetermined target goals (Griffins, 2006).



CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Global health has become a significant issue worth of attention in this current day and age (Chelagat et al., 2021). In the 21st Century, factoring the investment made towards global health care worth trillions of dollars, majority of the people in developing countries continue to die daily from preventable disease like malaria, tuberculosis, anemia, or polio (Chelagat et al., 2021). This highlights a leadership gap in health care and the only ways to address it is by accepting that leadership plays a critical role as it forms a fundamental part of the health system (Chelagat et al., 2021). According to Chelagat et al. (2021), leadership is an essential factor in strengthening national health systems and a key element in achieving health-related goals.

System failure can be attributed to poor leadership, which could be solved by supporting good leadership that enables good governance, administration, service delivery and an overall improvement in the health of the population (Chelagat et al., 2021). Leaders however face challenges as they try to ensure efficient systems. These challenges include lack of structured guidelines and coordination to improve health goals, lack of a collaborative structure to enhance transparency, and the lack of a dedicated capacity-building program to promote health care growth (Chelagat et al., 2021).

According to Dubey et al. (2015), leadership practice is an important strategy for leading 21st-century organizations. This argument persists due to the volatile environments in which most organizations (both for-profit and non-profit) find themselves. Achieving results in the ever-changing and increasingly competitive world with less stability and predictability requires quite a different type of leadership than prior studies identified (Haque et al., 2015). Leadership has increasingly become difficult, complex, and multi-faceted for all types of organizations worldwide (Gandolfi & Stone, 2018). This raises new questions and challenges on the most suitable leadership to adopt in the different organizational setups (Gandolfi & Stone, 2018). It triggers even more confusion and doubts on the general discussion of leadership (Gandolfi & Stone, 2018). This has led to a leadership dilemma, fostering a need for leaders who can simultaneously be agents of change and centers of gravity, who can maintain internal focus and enabling people and the organization to adapt and thrive (Jyoti & Bhau, 2015).

Leadership goes beyond management as it is found at various levels of an organization from the top, middle, and lower levels (Michael, 2010). Gandolfi et al. (2018) continues to add that the above explanation helps move leadership from a theoretical realm into a tangible and pragmatic space and gives space to explore the leadership styles and their connection to such a definition. According to Cherry (2015) leadership style ranges from transformational, transactional, democratic, autocratic and laissez-faire. Abraham (2011) argues that no leadership style is better than another, but the styles depend on varied factors. He points that such factors included type of organization, nature of the task, characteristics of the individuals on the leader's team, group the leader leads, and most importantly, leader's personality. He concludes that there is no leadership style considered the best, as any given situation would require one or a combination of different leadership styles.

Al Khajeh (2018), study on leadership and organizational performance, argue that the role of leadership is critical for an organization to achieve a higher level of performance. Organizations undergo rapid changes daily due to a variety of factors. The external factors include competition, global market trends, and technology advancements. While internal factors include employee motivation, innovation, organizational culture, and human resource management (Igbaekemen & Odivwri, 2015). All these factors have an impact on the performance of these organizations, however the most crucial factor on an organization's performance is its leadership (Michael, 2010). The worrying trend on this is that despite the extensive literature on leadership, it remains one of the most misunderstood business phenomena (Gandolfi, 2016).

NGOs around the world have wrestled with the issues of accountability of their work (Lewis & Kanji, 2009). This is due to the different stakeholder information needs and multiple constituencies that their work attracts (Lewis & Kanji, 2009). Ramadan & Borgonovi (2015) also points out that NGOs have an obligation to manage and evaluate their performance from different perspectives, considering the donors' agenda, the performance of projects/programs, the needs of the beneficiaries and internal effectiveness. Organizational performance has different measurement variables to different scholars hence a lack of consensus among the different organization's (Kareithi & Lund, 2012). Javier (2002), Teelken (2008), Carman (2007) organization performance to corresponded to the well-known 3E's (economy, efficiency, and effectiveness). However, this is only one perspective in regard to organization

performance as this varies from organization to organization. Karani et al. (2014) argues that lack of performance measure against targets and indicators, means using resources, without changing the problems you have recognized as a problem in the first place. Karani et al. (2014) adds that there has been an increase in negative unintentional consequences from NGOs projects/programs. It's a situation that has raised concerns about the performance of NGOs by various stakeholders. Brass et al., (2018) notes that there has been tremendous interest and concern about NGO performance from NGO practitioners, governments, citizens, donors, legislators, and academics. The various issues noted above, formed the basis for undertaking the research on the influence of the leadership style on performance of the health sector NGOs.

1.1.1 Leadership Styles

According to Gandolfi et al. (2018) leadership comprises of five components. A leader must have followers, be involved, be action-oriented, have a legitimate procedure, and have clear goals and objectives. From these five criteria, leadership definition can be grounded. Northouse (2007) opines that there are four common themes that run through leadership theory: leadership is a process; implies influence; takes place in a group context and implies the achievement of goals. Ding et al. (2017) adds that leadership incorporates everything from the impact of the first-level attitudes of managers on the subordinates to the impact of executives on organizational performance; from attribution processes for characterizing leaders to committing specific leaders' activities; and from the characteristics of the people who emerge as leaders to the impact of the leaders themselves (Ding et al., 2017).

In relation to this study, Bertocci (2009) defines leadership as the combination of characteristics or personality traits that compels leaders to inspire others to achieve goals. This definition was embraced because it clearly shows that leadership is not one-dimensional but rather requires a deep understanding of the role of people in the eventual success of the organization's vision and mission (Gandolfi et al. 2018). Ciulla (2014) concurs that leadership comprises of all the executives' decisions, plans, actions, and directives hence their actions need to motivate and encourage junior employees towards the ultimate organizational goals.

According to Michael (2010), organizational success is associated with leaders as values, culture, change, tolerance, and employee motivation are all determined by them. They influence not only institutional strategies and their implementation but also their effectiveness. Successful leaders' main attributes include allocation of the organization's scarce resources by exerting influence over others (Gandolfi, 2016). According to Barrick et al. (1991) top managers are the vision bearers, who communicate these vision and relay plans to achieve them within a specified period this was in relation to their study on the impact of 'learning' and 'leadership' management styles on organizational outcomes in Thailand.

Mullins (2000) defined leadership style as the way a leader chooses to act toward his employees and the way the leadership function (Xenikou, 2017). An effective leadership style is a powerful source of managing the development and long-term competitive advantage (al Khajeh, 2018). Leadership style is explored as a set of features, traits, and behaviors both explicit and implicit that leaders employ while interacting with their subordinates (Mitonga-Monga et al., 2012). The various leadership styles include transactional, laissez-faire, transformational, autocratic, and democratic leadership styles adopted by different leaders within the organization (Cherry, 2015). According to McGrath & MacMillan (2000), there is a significant relationship between leadership styles and organizational performance.

Efficiency in attaining organizational objective by any organization can only be achieved through leadership style where the leader ensures that employee have adequate resources and are duly rewarded based on their job performance. In relation to the study, the focus was on transformational, transactional, and democratic leadership styles and their influence on organizational performance in the health sector NGOs in Nairobi County. The leadership styles were embraced for this study because prior researchers (al Khajeh, 2018; Sofi & Devanadhen, 2015; Longe 2014), have used them to investigate leadership style and organizational performance. This was also because (Aga et al., 2016; Masa'deh et al., 2016; Mohamed & Otman, 2021) used these leadership styles to review leadership styles in NGOs. However, the above-mentioned studies conducted, were limited to other sectors and not the health NGO sector in Nairobi. The geographical scope and methodological scope were also different.

Various scholars have proposed different leadership theories to try and help scholars understand about leadership (Northouse, 2015). Barrick et al. (1991) mentions trait theory,

management theory, relationship theory, process theory, behavioral theory, and participative leadership theory. This study anchored on stewardship theory and Style, or behaviors theory. Stewardship theory claims that executives do not need motivation to act in the best interests of their principals, as they prioritize pro-organizational and collectivist behaviors (Davis et al., 1997). Style and behavior theory on the other hand focused on what leaders do and how leaders act (Northouse, 2015). Style and Behavioral theories of leadership emphasized studying the determinants of a leader's behavior and concluded that leadership style is adopted using these determinants. In this study the two theories were used together as stewardship theory explains the relationship between the leader, organization, and the stakeholders with emphasis on organizational performance. Style and behavior theory expounded on the distinctive styles embraced by a leader within the organization.

1.1.2 Organizational Performance

Organizational performance is still a major concern for all organizations, whether for profit, for not for profit, private or public. Organizational performance is a recurring theme that has captivated the interest of both academics and practitioners. Practitioners and Researchers alike have attempted to understand why some organizations perform better than others (Mkalama, 2014). Al Khajeh (2018) believes that organization performance business literature is not only multidimensional but also complex. As organizations must identify various stakeholder interests; thus, organizational effectiveness provides a better understanding to describe performance (Jaleha & Machuki, 2018).

According to Daft & Marcic (2013), organizational performance is the ability of an organization to achieve its goals through the efficient and effective use of resources. From this point of view, achieving superior organizational performance is not a matter of luck as it must be determined by strategic leadership practices (Daft, 2011). Neely et al. (2002) believe that performance is quantifiable. This quantification can be both qualitative and quantitative about efficiency and effectiveness.

According to Mujtaba & McFarlane (2011), performance measurement can either be financial or non-financial. The financial measurement consists of the use of financial statements and disclosures that help achieve a degree of transparency, provide clarity and justification for the use of donor funds, and allow for better planning, monitoring, and evaluation of activities and programs undertaken. The non-financial measure tracks the impact of activities and

efforts on the intended beneficiaries. This was necessary due to the dynamic environment in which NGOs operate (Mujtaba & McFarlane, 2011).

According to Zhu (2014), performance is the completion of assigned tasks in a way that exceeds established standards. In this study, organization performance corresponded to the well-known 3E's (economy, efficiency, and effectiveness) in the utilization of organization resources (Javier, 2002). This formed the basis of the variables used in the study to explore organization performance. Carman (2007) in his study concurs that the most used performance indicators by NGOs in the United States of America included efficiency, effectiveness, fundraising, costs, audits, and beneficiary satisfaction. Teelken (2008) in Dutch also evaluated NGOs' operations using four performance indicators: efficiency, effectiveness, economy, and efficacy. Both scholars of organization performance have used different variables to measure performance in the NGO. Hence organizational performance had different measurement variables to different scholars as articulated above, which also reveals a lack of consensus among the different scholars. The indicators used above were from different geographical area and was not explored in the health sector NGO.

This study aimed at expounding the body of knowledge by exploration of the three indicators (economy, efficiency and effectiveness) in the context of the health sector NGOs in Nairobi, Kenya. In relation to the study, organizational economy was examined as a firm's operations, transactions, management decisions, policies, organizational structure, and plans. Organizational efficiency referred to optimal conversion of input to output. Thus, the critical elements of organizational efficiency included the value of services, program delivery, accuracy, and timeliness. Organizational effectiveness thus referred to the efficient, prudent, and strategic use of all organizational resources, including human, financial, and technological resources, to gain a competitive advantage (Daft, 2011; Njuguna, 2013; Yukl, 2013).

Ngui et al. (2014), while examining how human resource strategies affected and influenced the performance of NGOs in Kenya, pointed out that the organizational performance of NGOs in Kenya in terms of accounting, operations, and market base, was on survival terms. A systematic literature review by the different scholars on Performance also showed different assessment measures of performance and their view was that organizational performance was dependent on the variables used by the researcher (Richard et al., 2009). In support, Kareithi & Lund (2012) adds that there was a severe lack of voices with reference to both authors and beneficiaries, from the Global South in relation to the assessment of organizational

performance. Scholarly works showed that there was little agreement on the definition and measurement of the performance of non- governmental organizations in Kenya and for those whose do so, it is because donors ask for it (Wadongo & Abdel-Kader, 2011).

Thairu (2020) in her research on the effect of strategic planning factors on the non-financial performance of non-governmental organizations in Kenya found that, leadership practices had no significant impact on NGOs' non-financial performance. The study recommended additional research on the impact of leadership style on NGO productivity in Kenya. The researcher recommended more research on how institutionalization and structure influence firm performance within Non-Governmental Organizations in Kenya. In examining non-financial performance, the study only considered the perspectives of the NGOs' management. To determine the impact of NGOs in Kenya, additional research should evaluate beneficiary outcomes and involve actual project beneficiaries.

The empirical review of the above literature reveals a lack of consensus on organizational measurement variables hence the different scholars use what is applicable to their organization and different situation (Jaleha & Machuki, 2018). To close the gap, this study focused on the influence of leadership styles on organizational performance of health sector NGOs in Nairobi County in Kenya as a way of finding out if the study agrees or contradicts previous findings.

1.1.3 NGOs in the Health Sector in Kenya

Globally, non-governmental organization (NGO) activities and programs launched, supplement government efforts to improve the living standards of their citizens (Aga et al., 2016). Aga et al. (2016), adds that the international figure NGOs stands at 40,000. In Russian statistics, there are over 400,000 NGOs, while China has over 280,000 registered NGOs. India has over 500,000 non- governmental organizations (NGOs), while the United States has over one million (Aga et al., 2016). According to Katou (2015), NGOs have absorbed approximately 10.2 million people into their workforce, accounting for approximately 7% of the labor skills available. NGOs also play an increasingly key role in rural development, especially as poverty levels in these areas rise.

According to Kitonga (2017) the non-governmental sector includes tens of thousands of organizations that interact with the government, the commercial sector, and individuals to provide essential and necessary services. NGOs work in a unique environment. For NGOs in the health sector, managing important strategic practices is complex due to the amount

of information generated in the delivery of health services (Chebii et al., 2019). According to DeMars (2015), NGOs give humanitarian aid wholly or entirely independent of the government. Donations to non-profits translate to billions of dollars (Bendell, 2016). The review of NGOs' performance is necessary to address both upward and downward accountability to donors, governments, and others in positions of power and downward accountability to the key stakeholders (Bendell, 2016). There is a need for every organization to find leaders who can lead, guide, organize, and inspire their employees (Golensky & Hager, 2020).

An effective leadership is a critical factor in the life and performance of an NGO (Golensky & Hager, 2020). In addition, leadership in NGOs has been studied from different perspectives: transformational and servant leadership styles that they exhibit and abilities. All these perspectives focus on the individual leader, ignoring the social and time dynamics at the heart of effective leadership (Couture & Harvey, 2021). NGOs have not or are yet to achieve the expected benefits (Bailey, 2012). NGOs operating around the world continue to report more failures than successes. NGOs have an obligation to consider the donors' agenda, the performance of projects/programs, the needs of the beneficiaries and internal effectiveness in managing and evaluating their performance from different perspectives (Ramadan & Borgonovi, 2015)

In the recent years, the number of NGOs in Kenya has increased at an unprecedented rate (Romanchenko et al., 2019). He adds that there are over 350,000 registered NGOs, majority of which have failed, and these numbers are expected to grow. According to Tracey (2015) There is failure by the health service sector to provide services in ways that correspond to people's growing expectations, stated demands and changing health needs. This deficiency translates to peoples increasing impatience with health services' inability to deliver levels of national coverage. Tracey (2015) continues to add that the health systems must respond to the challenges of a changing world, this can only be done through collaborative partnerships among governments, NGOs, businesses and communities to find effective way to improve standards of living , enhance sustainability and long-term development. All this can be hampered by poor leadership in the NGOs (Chelagat et al., 2021). In the past, NGOs in Kenya have faced serious accountability, transparency, leadership, and performance issues due to corruption and lack of proper accountability (Kimemia, 2014). Health sectors receive trillions of dollars from donor for health care, yet people still die from preventable disease

(Chelagat et al., 2021). There is still a dearth of literature that shows the influence of leadership style on performance of the health sector NGOs in Nairobi hence this study aimed to close that gap.

1.2 Statement of the problem

Leadership in NGOs has attracted the interest of academics and researchers due to the constant changes and challenges that these organizations face (Brass et al., 2018). Among the challenges that NGOs face is limited financial resource, limited human resource and rapid changing work environment (Brass et al., 2018). Along with a lack of resources, most NGOs face institutional challenges such as poor governance and leadership (Aga et al., 2016). These challenges make it difficult for the organizations to be able to meet their objectives (Golensky & Hager, 2020). Additionally, NGOs have had leadership squabbles, which have harmed the organization's overall performance (Ouma & Webi, 2017), prompting researchers to relook the leadership qualifications in the NGOs. A solution to these issues remains to be found as to holding these leaders accountable for their actions. However, the question that remains puzzling in the NGO sector and which is unclear is to whom these leaders are accountable to and for what are they accountable for (Yekini & Yekini, 2020).

Jaafari-pooyan et al. (2017) study in Iran, found out that appropriate leadership could foster a quality-oriented organizational culture by reducing conflicts, increasing team efficiency and productivity, increasing staff satisfaction, advancing hospital performance, and, finally, meeting personal and organizational goals. The authors continued to add that the majority of health-care system problems were caused by poor communication and leadership. However, poor leadership in health care organizations led to increased costs, reduce efficiency and effectiveness, and caused employee dissatisfaction, all of which led to lower patient satisfaction and societal health. Their study recommends that leadership studies be conducted in developed countries as they were few conducted in health care and those conducted were in fields other than health care, (Jaafari-pooyan et al., 2017).

According to researchers, to achieve the necessary success, most firms in the 21st century will require a modern style of leadership and the instillation of the best and most acceptable organizational culture (Naraine & Parent, 2017). Leadership style are critical element of leadership which needs to be addressed as they differ from one organization to the next (Hassan

& Abujarad 2020). Leadership style influences the organizational strategy and culture and how the obstacles and problems at different levels are handled at work. This, in turn, affects the organization's performance and the overall strategy (Haque et al., 2015). Researchers have conducted extensive theoretical and empirical research to investigate potential leadership styles (Hassan & Abujarad 2020). However, leadership researchers point out that no leadership style is superior to another, but that different styles are dependent on certain factors from internal and external environment (Hassan & Abujarad 2020). Ongige (2018) argues that the type of leadership style used within an organization determined the organization's success or failure.

To survive globalization's influence, technology, and competition, organizations should relook a shift from transactional leadership to transformational leadership (Achitsa, 2014). According to Alshaher (2013), there is a need to rethink transformational leadership and view it as a function of organizational performance. Kivasu (2015) research on NGOs in Nairobi, found that most organizations only employed authoritative and democratic leadership styles. The research conducted focused on the different leadership styles and found out that each leader uses different leadership style based on the situation and resources available. Gandolfi et al. (2018) research study reveals that despite having a substantial body of research examining various leadership styles, there is still a notable lack of research investigating the concept of leadership style.

Most research on leadership has primarily concentrated on the role and character of leaders in the for-profit sector, rather than the nonprofit or public sector (Parsehyan, 2017). Though few of this literature relate to the health NGO sector. Emphasis of the importance of leadership style is brought out by the fact that without these leadership styles, NGOs find it difficult to secure the resources they require to act appropriately and to serve the community as stewards (Aga et al., 2016). For example, while the transformational-transactional leadership styles stream has received considerable attention in the business world, it is yet to be explored more in the non-profits sector (Aboramadan & Dahleez, 2020). Furthermore, most works of leadership research in non-profits focused on board analysis rather than individual leadership styles (Aboramadan & Dahleez, 2020).

Several studies on leadership styles and organizational performance have been conducted (al Khajeh, 2018). Some of the studies highlighted discussed on leadership style and

organizational performance, have positive relationship while others a negative relationship depending on the variables used (Wang et al., 2010). Globally, Karacsony (2021) did research on the relationship between leadership style and organizational performance in Hungary's SMEs. The findings revealed a link between the dimensions of leadership style and organizational performance. Hassan & Abujarad (2020) investigated the impact of leadership and organizational culture on nongovernmental organization (NGOs) effectiveness in Turkey. The survey results show that organizational culture and leadership both have a positive impact on the effectiveness of NGOs. According to Maina (2016), donor-funded health project performance was influenced by key available variables such as leadership style, organizational structures, and stakeholder engagement however in literature it was not fully developed in terms of scope and outcomes, particularly in Kenya (Maina, 2016). Recognizing such knowledge and contextual gaps motivates this study to find out the influence of leadership styles on non-governmental organization performance in the health sector.

1.3 General Objective

The study aimed to determine the influence of leadership styles on organization performance in the health sector NGOs in Nairobi County in Kenya.

1.3.1 Specific Objectives

- i. To ascertain the influence of transactional leadership style on organizational performance of health sector NGOs in Nairobi County, Kenya.
- ii. To examine the influence of transformational leadership style on organizational performance of health sector NGOs in Nairobi County, Kenya.
- iii. To determine the influence of democratic leadership style on organizational performance of health sector NGOs in Nairobi County, Kenya.

1.4 Research Questions

- i. What is the influence of transactional leadership style on organizational performance of the Health Sector NGOs in Nairobi County, Kenya?
- ii. In what ways does transformational leadership style influence organizational performance of the Health Sector NGOs in Nairobi County, Kenya?
- iii. What is the influence of democratic leadership style on organizational performance of the Health Sector NGOs in Nairobi County, Kenya?

1.5 Scope of the Study

The interest of the study was the influence of leadership styles on performance of health sector NGOs in Nairobi County Kenya. The study focused on three leadership styles that is transactional, transformation and democratic leadership styles within these NGOs. Primary data was collected by surveying the respondents from Nairobi health sector NGOs using a questionnaire modeled after the Multifactor Leadership Questionnaire (MLQ). The study was underpinned by stewardship and style and behavior theories. The elements of the study being effectiveness, efficiency, and economy in the use of resources in relation to organization performance. The study was conducted between January to July 2022 and was limited to quantitative and cross-sectional research approach.

1.6 Significance of the Study

The study will aid NGOs and their respective sub-recipient in the health sector to enhance their goal achievement and to cultivate better methods of operation to ensure organizational success.

The study will also assist the top management teams to understand the need to embrace the different leadership styles within their organizations while dealing with staff. Ensure the different leaders within the health sector NGOs are equipped to carry out their mandate when faced with different scenarios. The NGOs' management and the board members to adhere to set policies around leadership training within the health sector NGOs

Finally, researchers and scholars with intention to explore further into the area of study can increase their knowledge as this will act as a reference material. Research into various leadership styles and organizational performance will help to unearth previously unknown information, which will go a long way toward facilitating a better understanding of the health sector NGO.

1.7 Chapter Summary

This chapter discussed and explained the study's overall background by discussing and explaining the concept factors, problem statement, research objectives, research questions, scope of the study and significance of the study. The next chapter reviews relevant literature to discuss the theoretical framework for this study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter focused on the literature review that discussed and explained the topic. The theoretical framework concentrated on prior research on the subject and how the findings apply to the problem at hand. Empirical review details on prior research on the influence of leadership styles on organizational performance. The existing literature was critically reviewed, and the research gaps that serve as the foundation for this study were identified. The chapter concludes by conceptualizing and operationalizing the study variables.

2.2 Theoretical Framework

The study's theoretical framework offered detailed and relevance within the organization's performance context. The theoretical framework illustrated a hypothesis as a connection between observable, obvious, and empirical aspects characterized as an idea operationalized with units that are approximated. This study adopted two theories: Stewardship theory and Style and behavior theory. In this section, the study focused on the different leadership styles with an emphasis on transformational, transactional and democratic leadership style.

2.2.1 Stewardship Theory

Stewardship theory was introduced by (Davis et al., 1997). According to Donaldson & Davis, (1991), management motivation is not a general issue because leaders desire to do an excellent job and be good stewards of the company's assets rather than being an opportunistic freeloader. According to Davis et al. (1997) the steward's behavior is collective as he strives to achieve the organization's goal. Stewardship theorists believe that there was a strong relationship between organizational success and principal satisfaction. They ensured a diversity of shareholder objectives, so their behavior can be classified as organizationally centered. A pro-organizational steward is motivated to maximize organizational performance while also satisfying shareholders' competing interests. Since doing so maximized the steward's utility functions, a steward preserves and maximizes shareholder wealth through firm performance (Davis et al., 1997).

Stewardship theory therefore in the NGO sector context requires that leaders and implementers use resources cautiously to maximize shareholder returns and hence improve

organization performance. It asserts that managers are not only self-interested, but also capable of constructive behavior; they desire achievement and internal pleasure and will improve their performance as stewards of organizational resources to satisfy these desires. However, checks and balances needs to be put in place to improve efficiency (Joel & Mosago, 2013).

Stewardship theory borrows elements from sociology (situational factors) and psychology (intrinsic motivation) by ensuring the alignment of both parties' prior goals to ensure their actualization through a collectivism approach (Krzeminska & Zeyen, 2016). Stewardship helps with decision-making, creativity, supervision, and teamwork. However, flaws include ignoring potential problems, costs, and issues with trust, which can lead to groupthink (Krzeminska & Zeyen, 2016). One of the key arguments of stewardship scholars is that stewardship relationships lead to superior performance, based on (Davis et al., 1997) theorization's of "performance maximization" in stewardship relationships. While some scholars focus on stewardship's alleged normative ethical superiority, emphasizing the performance-enhancing nature of "serving others," others examine behavioral stewardship literature and argue that an organization's overall human capital improves because of active development of employees' skills and capabilities (Krzeminska & Zeyen, 2016).

Stewardship theory was used as a lens to explore organizational performance (Eddleston and Kellermanns, 2007) and the extent to which leaders were organization oriented (Kluvers and Tippett, 2011). The theory showed the alignment of leaders towards meeting the overall organization success through proper utilization of resources in an efficient, economic and effective manner. The study used the theory to show how the tenants of empowering workers, autonomy and responsibilities were utilized by the leaders to achieve organizational efficiency, effectiveness and economy. The theory was used to assess how it fits the leadership attributes or behavior as an important firm's tool for organizational performance. The theory was used to assess how shared goals and goal alignment leads to organizational performance. This theory was dominant as it was used to determine how the different leadership style affect organizational performance.

According to this theory, the respondents in the leadership had intrinsic motivation to lead the leaders towards achieving organizational performance in the different situations. Stewardship theory investigated whether the leader was focused on the intrinsic motivation or situational factors around them or on both. In this study, the leaders were viewed to be stewards who were pro-organizational. The leaders aimed to ensure organizational success. Joel & Mosago (2013)

defines accountability as the obligation to produce an account or reckoning of one's acts for which one is accountable.

Joel et al. (2013) continues that, unlike corporations, NGOs must account for their actions and effects on society as well as their financial performance to a specific set of stakeholders. According to (Ramadan & Borgonovi, 2015) organizations must identify various stakeholder interests; thus, organizational effectiveness provides a better understanding to describe performance (Jaleha & Machuki, 2018). This agreed with Njuguna (2013), who stated that organizational efficiency was based on the tactical use of resources, meeting deadlines, low-cost operations, and maximum value results. According to Yukl (2013), an organization's effectiveness was defined as its ability to meet its set vision and mission given the resources at its disposal. Organizational economy in the allocation of resources therefore referred to, efficiency in operations, effectiveness of the NGOs projects as per the mandate of the NGO.

From the findings of the study, the respondent ensured that the organizations remodeled to meet the emerging needs. This was by embracing the current technology trends and different leadership approaches. This answered the sociological aspect of the stewardship theory. The steward in the organization also ensured the accomplishment of organizational mission and vision. They enhanced the achievement of set targets and ensured cooperation among staff. The psychological aspect of the theory was also answered by ensuring staff remained motivated.

2.2.2 Style and Behavior Theory

Style theory also known as behavior theory, initial contribution came from Ohio State University researchers Stogdill, Coons, Halpin, Winer and Fleishman who developed influential leadership theories that were popular in the 1950s and 1960s (Gill, 2011). They studied leadership behaviors in the military (Stogdill & Coons, 1957) and discovered that leadership styles are practiced in several ways. They mostly influenced their followers by instituting structure and consideration. Leaders initiated structure by organizing work, defining tasks, and scheduling work activities for their followers. Taking this into account, they cultivated a climate of respect and trust among their followers. To varying degrees, effective leaders employed both initiating structure and consideration (Stogdill & Coons, 1957).

Relationship behavior and task behavior form part of behavioral theories (Northouse, 2015). The task behaviors were associated with task completion, whereas the relationship behaviors encouraged followers to continue their efforts. The underlying assumption of behavioral theories of leadership was that leadership behavior and styles were learned through training (Northouse, 2015). Style and behavior theory acknowledges the importance of certain necessary leadership styles that pave the way for a leader to act.

Leaders improve employee's commitment (Vecina et al., 2013), work engagement (Park et al., 2018), and performance (Erdurmazli, 2019). This theory was used to hypothesize the different leadership styles under review. Task oriented behavior was hypothesized as an important predictor of transactional leadership style. Relationship behavior was hypothesized as an important predictor of transformational and democratic leadership style. This theory supports the leadership style variables objectives. This is because it was through the leadership style used that we assessed the organizational performance. The theory was used to test whether certain leadership behavior require specific skill fit for the different leadership styles as viewed by the subordinates. The theory explored how the task-oriented aspect revealed the transactional elements like management by exception and reward. How the relationship behavior brought out the elements of transformational and democratic leadership style like individualized influence, motivation, enhanced participation and respect among subordinated.

In the context of the NGO, leadership skill draws parallel with the leader's previous skills prior to that specific action, implying that everyone has a different leadership style that they embrace. Since not all leaders are the same, one leadership style may not be effective in all situations. According to the style and behavior theory, the respondents in the leadership taught their observing staff how to become leader. Behavior theories investigated whether the leader was focused on the task at hand, on the people around them or on both. In this study, this style and behavior theory assisted in unearthing the leadership style aspect in relation to the different leadership styles within the health sector NGOs in Nairobi County.

Cherry (2015) discusses the different leadership style. This study focused on three leadership style transformational, transactional and democratic leadership style all anchored on style and behavior theory. The respondents using transformational leadership style motivated employees and showed respect to their employees. The leaders also fostered cohesion among staff and empowered staff to be innovative and creative. Task and relationship aspect of the style and

behavior theory was seen through transformational leadership style. Transactional leaders on the other hand expressed happiness with attainment of goal. They showed power and confidence with their staff through delegation and were happy when the set standards were met. Task and relationship aspect of the style and behavior theory was seen through transactional leadership style. Democratic leadership style was revealed by the respondents allowing staff to take ownership of tasks. This showed task aspect of the style and behavior theory. Employees were also involved in decision making however the final decision was left to the leader. The leaders always made time for their employees. This showed the relationship aspect of the style and behavior theory.

2.3 Empirical Review

This section discusses previous research on the interrelationship between top management leadership styles and their influence on organizational performance. The section also discusses the existing gaps in the literature that prompted this study.

2.3.1 Transformational Leadership Style and Organizational Performance

Transformational leadership is a style where leaders are effective because of reasons such as charisma in terms of inspiring the employees, meeting the emotional need of the employees, or stimulating the employees intellectually (Bass et al., 2003). In this study, transformational leaders focused on changing people's minds and hearts; broadened vision, insight, and understanding; defined purpose; alignment of behavior with optimism, principles, or values; and creation of long-term, self-perpetuating, and momentum-building improvements (Bolden, 2014). According to (Butler, 1999), a transformational leader, motivates and encourages subordinates to have a vision, mission, team objectives, inspires critical thinking and new ways of problem-solving and treats employees as individuals. In this study, transformational leadership characteristics included variables like charisma, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994).

Transformational leaders aim to create a comfortable environment for the employees allowing them to outperform their task due to the personalized attention accorded to them. Transformational leadership according to (Jyoti & Bhau, 2015) in their research revealed a positive correlation to organizational performance. This was supported by (Sofi &

Devanadhen, 2015) who researched on banking organizations in India, also concluded that transformational leadership had a direct positive impact on organizational performance. From the above research findings, both researchers concur with each other on the role of transformational leadership and organization performance.

According to Suharto (2005), a transformational leader psychologically empowers subordinate behaviors favorably. Hence a transformational leader who focuses on the individual drives the organization's vision and mission, provide motivational support, and invent new ways to work efficiently with an aim to change the visionary. It evolves into a collaborative vision, with subordinates working to bring the idea to life. Inspirational motivation entails the ability to communicate clearly and effectively while inspiring employees to achieve important organizational goals. Transformational leaders are enthusiastic and optimistic, arousing and heightening their follower's motivation (Dubinsky et al., 1995).

Idealized influence refers to behaviors that serve as a role model for followers. Such behaviors could include demonstrating strong ethical principles and emphasizing group benefits over individual benefits (Bono & Judge, 2004). Individualized consideration entails treating everyone as an individual, each follower as an individual with distinct needs met in a timely manner (Judge & Bono, 2000). At the center of individualized consideration lies the development of the follower (Bass, 1985). Intellectual stimulation of leadership allows for creativity and innovativeness among the leaders' followers (Bass, 1985). Transformational leaders foster an environment of active thinking among their followers by providing intellectual stimulation, and this environment encourages followers to become more involved in the organization (Tims et al., 2011).

According to (Yukl, 2013), the adoption of a transformational leadership style boosts performance because it aims to expand knowledge and the potential of employees. Transformational leaders provide subordinates with the chance and confidence to discharge their duties in accordance with his motivation to achieve organizational goals

Alsalamy et al. (2014) on transformational leadership and its effect on organizational learning and Innovation: Evidence from Dubai, investigated the topic of transformational leadership and how it affects organizational culture and creativity. The study aimed to assess the impact of transformational leadership on the organization's ability to develop new initiatives and serve as a pointer for organizational learning. The findings revealed that the adopted transformational

leadership style influenced the rate of innovation in any organization. Furthermore, this demonstrates the importance of leadership styles and quality management in an organizational structure. However, this study only focused on organizational learning and not in the health sector NGOs.

Kasanga & Mokaya (2015) conducted research on the effects of transformational Leadership on organizational performance in Non-Governmental Organizations; Case Study of Compassion International Tanzania, found that the four variables (idealized influence, inspirational motivation individualized consideration and intellectual stimulation) of transformational leadership had a strong positive relationship with the performance of Compassion International Tanzania. The study recommended a further look into transformational leadership style as this influenced organizational performance. This study focused on the NGO in Tanzania and on transformational leadership style however this study did not focus on the health sector NGOs.

Khan et al. (2014) in their research on the influence of leadership styles on employee job satisfaction found out transformational leadership has a more significant impact on job satisfaction and firm performance of non-governmental organizations in Kenya compared to transactional leadership. The study was on a profit-making firm, therefore, rendering its findings inapplicable to the NGO sector. The study focused on closing that gap as it will focus on the leadership styles in Health sector NGOs. Kitonga's (2016) researched on the role of determining strategic direction on not-for-profit organizational performance in Nairobi County in Kenya. The study reveals that Not-for-profit organizational performance increases as determining strategic direction increase hence a positive correlation between strategic planning and firm performance of non-governmental organizations in Kenya. The findings focused on the strategic direction of firms operating in urban and cosmopolitan settings like Nairobi. This study focused on the influence of leadership styles on the performance of health sector NGO's.

Mugambi et al. (2021), in their study of the influence of motivation on the performance of health sector NGOs in Nairobi County, Kenya, found out, inspiring motivation from the leadership had a substantial, positive, and significant impact on the performance of health sector NGOs in Kenya, Nairobi County. In their study, Top managers in these Health Sector NGOs pushed their subordinates to achieve more by articulating expectations and encouraging optimism. This demonstrates that effective vision, communication, and staff involvement by leaders improves staff participation and collaboration. According to the study, top managers in these

Health Sector NGOs encouraged subordinate staff to achieve more by communicating expectations that subordinate staff desired to achieve while promoting optimism. The study only focused on one area of leadership style hence a further look at the other aspects can help highlight if the results will be the same or different. This study had an influence on the current study because the research area was similar the influence of leadership style on organization performance, the difference is that it only focused on transformational leadership style. The findings were similar as there was a positive and significant relationship between the leadership style adopted and performance of the health sector NGOs in Nairobi County in Kenya.

According to Ndirangu (2018) on the Influence of transformational leadership on employee performance in Kenyan NGOs. The study was conducted with a view to assessing performance of NGOs employees that have gone through a structured organizational change in the last one to two years. The study's findings applied to five organizations with staff complement of less than 20 people which did not reflect on the entire population of NGOs in Kenya. The study necessitated a need to relook the relationship between transformational leadership and its influence on employee performance on other local NGOs with a larger staff complement. Further study will aide to obtain a comprehensive result on the relationship between transformational leadership and employee performance among Kenyan local NGOs (Ndirangu, 2018).

This study compelled further research on the topic of transformational leadership as the target population focused on five organizations meaning the scope was limited. All the theoretical and empirical research on transformational leadership has indicated that it improves team member performance and helping behavior (Chun, 2016). The research conducted tend to agree with Chun's findings on transforming behavior of employees through stimulating staff creativity. According to Crane, (2018) and Zach (2018), transformational leaders can resolve employees' mental complexity through proper guidance and feedback. A leader is viewed as truly transformational if he or she creates the cognizant of righteousness, moral, significant, and appealing, while assisting followers in lifting their desires for accomplishment and self-fulfillment, while nurturing team members' good spirit and encouraging them to work far away from their self-interests for the best of their team, company, or community.

The above studies explain how authors have studied transformational leadership from different organizational perspective. Alsalami et al. (2014) focused on Dubai transformational leadership with a focus on organizational culture and creativity. Kasanga & Mokaya (2015) researched on the effects of transformational Leadership on organizational performance in

Tanzanian NGO. The findings show strong positive relationship of transformational leadership with the performance. Kitonga's (2016) researched on the role of determining strategic direction on not-for-profit organizational performance in Nairobi County in Kenya. The findings revealed a positive relationship between strategic direction and organizational performance. Khan et al. (2014) found out transformational leadership has a more significant impact on job satisfaction and firm performance of NGOs in Kenya compared to transactional leadership. Mugambi et al. (2021), focused on the influence of motivation on the performance of health sector NGOs in Kenya. The study found out inspiring motivation from the leadership had a substantial, positive, and significant impact on the performance of health sector NGOs. Ndirangu (2018) undertook a study on the Influence of transformational leadership on employee performance in Kenyan NGOs. The study's findings applied only to five organizations and showed a relationship between transformational leadership and employee performance. This study established a deficiency of studies on transformational leadership from the perspective of the health sector NGO's. This is a gap that this study filled by investigating the influence of transformational leadership style on organizational performance.

2.3.2 Democratic Leadership Style and Organizational Performance

Democratic, participative, or informed leadership style is a type of leadership style where a leader encourages group decision making, fostering improved morale through participation and consensus however the final decision remains the leaders (Cherry, 2015). Democratic leadership entails centralized authority in which employees are free to voice their opinions on organizational processes (Lee, 2017). Democratic style enhances creativity, successful execution of initiatives, boosts self-worth and esteem, and encourages open communication across all levels of staff (Northouse, 2015). In the context of this study, participatory leadership was concerned with considering subordinates' inputs and ideas. In this study democratic leadership is where subordinates engaged leading to better decision making and more creative problem-solving solutions (Sadia & Aman, 2018).

The two variables being consensus and involvement in decision making. However, decision-making may become overburdened since opinions and lengthy arguments play a key role in the process, as much as it helps to ensure successful implementation (Denhardt & Denhardt, 2003). According to Mohammed et al. (2014), in their study on the relationship between leadership styles and employees' performance in organizations, a study of selected business

organizations in federal capital territory in Abuja, Nigeria found out there was a significant relationship between participative leadership style and organizational employee performance. Otieno et al. (2015) discovered that democratic leadership styles increased employee engagement, which resulted in superior employee performance in the organization. In relation to the two findings of the above researcher, a further look into the NGO sector will offer more guidance as to whether a democratic leadership style positively influences organization performance.

According to Goleman (2017), there is a link between leadership style and organizational results, with democratic managers outperforming autocratic ones in non-governmental organizations in Kenya. To support the above claim, Moshal (2009), focuses on the advantages of democratic leadership, such as higher trust in leaders by their followers, which has a favorable impact on organizational performance. Democratic leadership allows for transparency as leaders that make choices while keeping their personnel in the dark risk losing their employees' trust (Jones, 2013). Employees may assume that the company is withholding information about its future intentions because those plans may have negative consequences for employees. This may have a negative influence on employee productivity (Gupta, 2012).

Bhargavi & Yaseen (2016) investigated the effect of democratic leadership on organizational performance in the United Arab Emirates as well. Their findings show that democratic leadership has a positive impact on organizational performance because it allows employees to express and implement their creative ideas as well as participate in decision-making. This research prompted a review of democratic leadership style on organizational performance. The study conducted concurs with the findings earlier looked at, with the two researchers.

Al Khajeh (2018) conducted research on the impact of leadership styles on organizational performance in the United Arab Emirates. Findings in his investigation show that transactional, autocratic, charismatic, transformational, bureaucratic, and democratic leadership styles were highlighted. The study provided insights on leadership styles; autocratic, transformational, bureaucratic, and democratic, leaderships had a positive impact on organizational performance, whereas transactional and charismatic leaderships had a negative impact on organizational performance because they did not provide employees with opportunities and freedom.

Kivasu (2015) study on leadership style and implementation of strategy among non-governmental organizations in Nairobi County found out that leadership styles play a significant role in assisting organizations in gaining a competitive advantage. The study focused on the effect of leadership styles on strategy implementation and the study conducted focused on organizational performance in the health sector NGOs. According to the findings of the study, most organizations only employed authoritative and democratic leadership styles. The research conducted focused on the three different leadership styles and found out that each leader uses a different leadership style based on the situation and resources available. As a result, the study suggests different study research, that includes other factors that are important in strategy implementation to determine the degree to which each factor influences strategy implementation and to determine whether other factors play a more influential role in the strategy implementation process. The study also agreed that leadership style is vital since the leaders are the organization vision and strategy bearers.

Ngetich & Maina (2014) on the Influence of leadership styles on strategy Implementation at Kenya Revenue Authority investigated the impact of autocratic, laissez-faire, democratic, and participative leadership styles on strategy implementation. The findings indicate that participative leadership has a positive impact on strategy implementation at KRA. This study influenced the research due to similarity of approach and the methodology. The finding was also similar in that there was a positive and significant relationship between democratic leadership style and the outputs.

The studies above indicate authors who have studied democratic leadership style from different angles. Bhargavi & Yaseen (2016) in the United Arab Emirates investigated the effect of democratic leadership on organizational performance. The findings show that democratic leadership had a positive impact on organizational performance. Al Khajeh (2018) in the United Arab Emirates focused on the impact of leadership styles on organizational performance. Findings revealed autocratic, transformational, bureaucratic, and democratic leadership styles had a positive impact on organizational performance, unlike transactional and charismatic leaderships which had a negative impact on organizational performance.

Kivasu (2015) focused on leadership style and implementation of strategy among non-governmental organizations in Nairobi County. The study found out that there is an effect of democratic leadership styles on strategy implementation. Ngetich & Maina (2014) focused on Kenyan public sector leadership and the findings indicate that participative leadership has a positive impact on strategy implementation at KRA. This study influenced the research due to

similarity of approach and the methodology. The finding was also similar in that there was a positive and significant relationship between democratic leadership style and the outputs. This study established a dearth of studies on democratic leadership from the perspective of the health sector NGO's. This is a gap that this study filled by investigating the influence of democratic leadership style on organizational performance.

2.3.3 Transactional Leadership Style and Organizational Performance

Transactional leadership is a type of leadership that focuses on the interactions between leaders and subordinates. According to Yukl (2013), the transactional leadership style focuses on transactions between leaders and subordinates. Transactional leaders are constantly willing to provide something in return (Uchenwamgbe, 2013). In the study, transactional leadership is an exchange of goals and rewards by management to employees (Ojokuku et al., 2012). Bass et al., (2003), add that transactional leadership consists of two variables which included reward and management by exception which was the focus of the study. Reward-based is where leaders agree on what their subordinates must do and promise a reward, while management by exception is where a leader keeps track of deviations from set norms and takes remedial action to help the organization accomplish its objectives. This includes promotions, wage raises, performance reviews, and additional duties which leads to employee expectation.

A study conducted by Longe (2014) in Nigeria on leadership style paradigm shift and organizational performance: A case of the Nigerian Cement Industry showed a positive impact relationship that transactional leadership style has on organizational performance. Transactional leadership style helps create and maintain the context in which organizational and human capabilities are explored because employees can achieve tangible and intangible rewards. This leadership style particularly helps create an environment optimal for performance and articulates the compelling vision that improves the overall performance of the organization (Longe, 2014).

According to a study conducted by Sofi & Devanadhen (2015) in India on Impact of Leadership Styles on Organizational Performance: An Empirical Assessment of Banking Sector in Jammu and Kashmir found out that transactional leadership had no direct impact on organizational performance. The transactional leadership style did not encourage creativity and innovation in employees and as a result, employees failed to meet the expectations of the organization. From the two studies conducted above, there is a clear inconsistency in the outcomes of transactional leadership style on organizational performance which this study will enable us to

either agree or disagree with the findings of the researchers.

Masa'deh et al. (2016) in their study on associations among transformational transactional leadership, knowledge sharing, job performance and firm performance of non-governmental organizations in Jordan; a theoretical approach found out that transactional leadership impacted knowledge sharing while transformational leadership did not. Both studies focused on leadership styles in the non-governmental organization with a different twist on the aspect of job performance and organization performance. The geographical scope was also different as one study was conducted in Jordan and another in Kenya. The knowledge-sharing approaches advocated for are more theoretical than practical approach due to cultural differences and contexts. Hassan (2015), research investigated the relationship between leadership styles and organizational commitment among employees working at non-governmental organizations in Ethiopia Somalia regions. The findings revealed that employees in these NGOs their respective leaders were frequently perceived to be more transactional and laissez-faire than transformational.

Koech & Namusonge (2012) conducted research on the impact of leadership styles on organizational performance. The research was on States Corporation in Mombasa, Kenya while this study focus was on the health sector NGOs. According to the study findings, managers should develop and implement effective reward and recognition systems by becoming more involved in guiding their subordinates and abandon laissez faire leadership. Both studies concur in context in that reward system is vital in transaction leadership but should be used for the greater good of the organization. In conclusion, the findings hypothesized that there is a correlation between NGOs and organizational performance when considering interactions between leaders and their followers and that this is greatly influenced by the type of leadership style adopted by the organization; leaders are involved in policy formulation but do not dominate group action. These findings support the study on the influence of leadership styles on health sector non-governmental organization performance.

The above authors studies show case transactional leadership from a different view. Masa'deh et al. (2016) in Jordan; conducted a theoretical model approach of transformational transactional leadership, knowledge sharing, job performance and firm performance of NGOs. They found out that transactional leadership impacted knowledge sharing while transformational leadership did not. Hassan (2015), research in Ethiopia Somalia regions

revealed that employees in these NGOs perceived leaders to be more transactional and laissez-faire than transformational. Koech & Namusonge (2012) focused on States Corporation in Mombasa, Kenya and the findings hypothesized that there is a correlation between transactional leaders in the NGOs and organizational performance. These studies reveal that there was a knowledge gap in relation to the health sector NGOs. This is a gap that this study filled by investigating the influence of transactional leadership style on organizational performance.

2.4 Research Gap

Complexity, uncertainty, and difficulty of leadership in the 21st century have brought even more confusion to the different firms both the for-profit and not-for-profit organizations as to which leadership to embrace (Gandolfi & Stone, 2018). Hence each organization prefers to use the kind of leadership that works for them due, to the varied factors that might affect the organization both internally and externally (Armstrong, 2012). NGOs over the years have placed a higher priority on principles like equality and participatory democracy, thus only encouraging research that focuses on these values while deliberately discouraging studies that focus on specific individuals (Allison, 2002).

Leadership styles may have a positive or negative correlation to organizational performance depending on the different variables used by the researcher (Wang et al., 2010). Explaining why the different studies give different results all the time. Prior studies conducted have shown notable contextual, thematic, and methodological gaps that call for a new study linking the influence of leadership directly to NGO performance (Ndisya et al. 2016). There are several studies conducted to investigate the concepts of leadership and performance of non-governmental organizations in Kenya, at various organizational levels and due to the differences in opinions, each organization only adapt what truly works for them (Ndisya et al. 2016).

Kareithi & Lund (2012), opines that prior research only focused on certain regions, especially countries with geopolitical importance and areas with large populations. Their study confirmed the continued need for increased research on factors influencing NGO performance. Their study revealed the low seeking of users (policy makers, donor, governmental and development institutions) of NGO performance research. This was despite the claims of collective action; and revealed the low number of published researchers in Africa. They also found out a minimal

joint effort in this sector between Southern and Northern researchers. Lastly, there were few African based researchers who had researched on NGO performance assessment. In addition, little academic research on the performance of NGOs was conducted in collaboration with researchers in Africa (Kareithi & Lund, 2012).

Table 2.1 Summary of Literature and Research Gaps

Author	Title	Findings	Research gap and how the study will fill the gap
Mugambi et al. (2021),	The influence of motivation on the performance of health sector NGOs in Nairobi County, Kenya.	The finding shows there was a positive relationship between inspirational motivation and performance.	The study only focused on inspirational motivation in transformational leadership style aspect. This study will focus on the 4I's (Idealized influence, Inspirational motivation, Intellectual stimulation and Individualize consideration) of leadership within the health sector NGOs.
Masa'deh et al. (2016)	Associations among transformational transactional leadership, knowledge sharing, job performance and firm performance of non-governmental organizations in Jordan. A theoretical model.	Transactional leadership impacted knowledge sharing while transformational leadership did not.	The study focused on the transactional and transformational leadership style in the NGO in Jordan. This study was more theoretical than practical due to cultural differences and contexts. To close the gap, this study focused on the influence of transformational, transactional and democratic leadership style on performance in the health sector NGOs in Nairobi. A more practical approach.

Thairu (2020)	The effect of strategic planning factors on the non-financial performance of non-governmental organizations in Kenya	Leadership practices had no significant impact on NGOs' non-financial performance.	Additional research on the impact of leadership style on NGO productivity in Kenya would bridge the gap. Examining non-financial performance only considered on aspect of the NGOs management. This study focused on the overall NGO performance.
Khan et al. (2014)	The influence of leadership styles on employee job satisfaction in Kenya.	Transformational leadership has a more significant impact on job satisfaction and firm performance of non-governmental organizations in Kenya compared to transactional leadership.	The study focused on profit making firms thus not applicable to all NGOs. The study also focused on the influence of leadership style on employee's satisfaction. This study focused on the health sector NGOs leadership styles influence on performance. A more wholistic approach of the NGOs.
(Al Khajeh, 2018)	Impact of leadership styles on organizational performance in the United Arab Emirates.	Findings show autocratic, transformational, bureaucratic, and democratic leaderships had a positive impact on organizational performance, whereas	The study did not focus on the health NGO sector. The geographical scope was different as this was in the UAE. This study will focus on The Health Sector NGOs in Kenya. The study looked at 6 leadership style, this study will focus on 3. This focused on confirming or rejecting the finding that

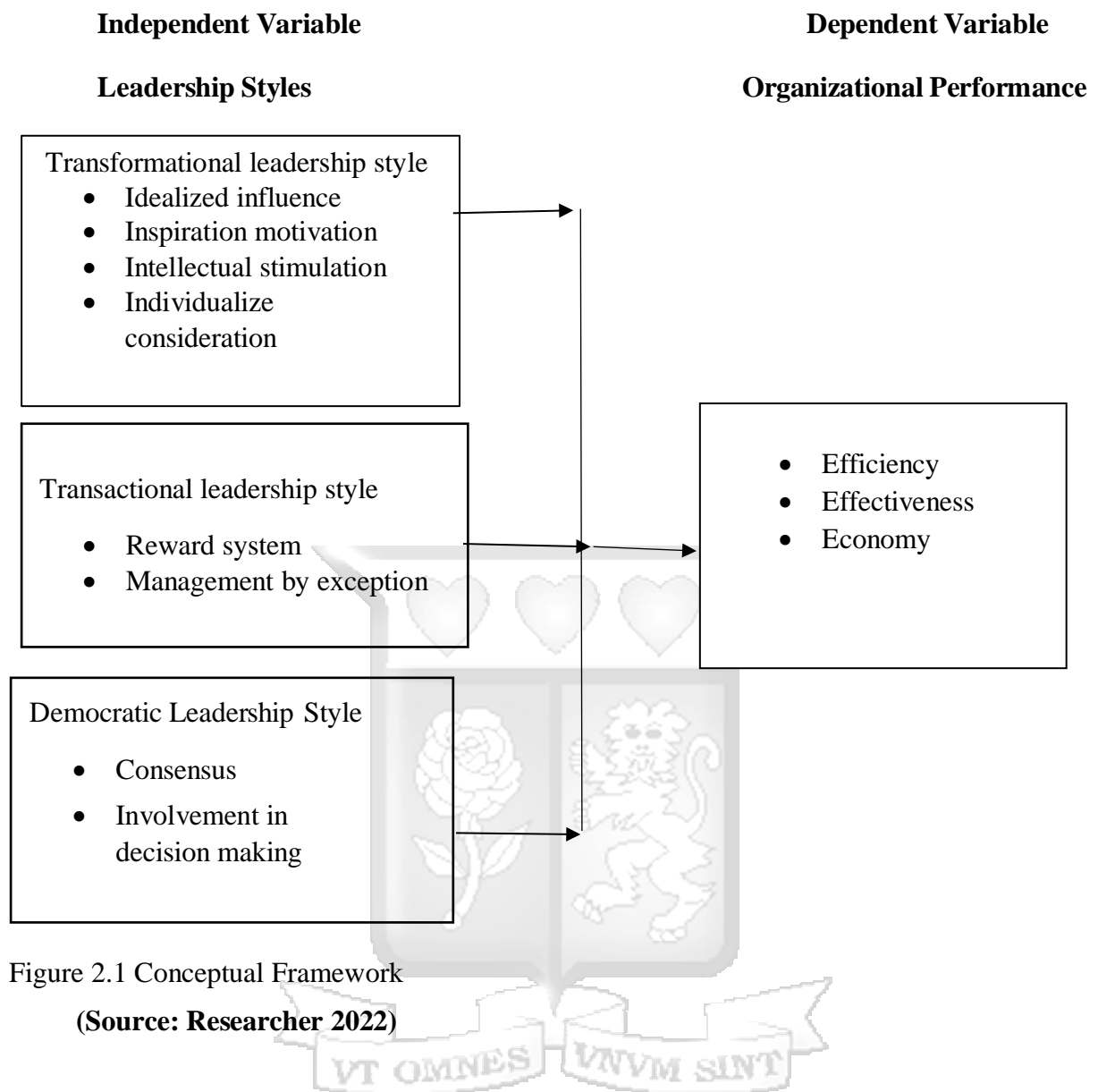
transactional and charismatic leaderships had a negative impact on organizational performance. transactional leadership has a negative impact on organizational performance.

Source: Researcher (2022)

2.5 Conceptual Framework

In this study, in relation to the literature review organization performance is the dependent variable because it is an important indicator of the organization's future, position, and direction, and the leadership styles are the independent variable. The independent variable will be looking at transformational leadership style with the elements of Idealized influence, Inspiration motivation, Intellectual stimulation and Individualized consideration, transactional leadership style with a consideration of the reward system and management by exception, and democratic leadership style which focused on consensus between leaders and employees and involvement of employees in decision making and their influence on the dependent variable organizational performance which looked at the outcomes like economy, efficiency, and effectiveness. This is as shown in figure 2.1





2.6 Operationalization of Variable

The main area of focus in this research is the evaluation of the influence of leadership styles on organization performance among Health sector NGOs in Nairobi County, Kenya.

Table 2.2 Operationalization of Study Variables

Variables	Operational Definition	Measurement indicators	Supporting Literature
Independent variables	Transformational leadership involves charisma, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration of staff.	Transformational Leadership style: -Idealized influence -Inspiration motivation -Intellectual stimulation -Individualized consideration : Statement will be captured on a Likert scale of 1-5	(Bolden, 2014). (Al Khajeh, 2018)
	Transactional leader as an employee and management exchange of goals and rewards.	Transactional Leadership style: -Reward system -Management by exception : Statement will be captured on a Likert scale of 1-5	(Ojokuku et al., 2012) (Al Khajeh, 2018)
	Democratic leadership is where members are allowed to own their decision.	Democratic Leadership style: -Consensus -Involvement in decision making : Statement will be captured on a Likert scale of 1-5	(Goleman, 2017) (Lee, 2017) (al Khajeh, 2018)
Dependent Variable	Performance is represented by the 3E's (economy, efficiency, and effectiveness) of a given program or activity.	Organization Performance: - Economy -Efficiency -Effectiveness : Statement will be captured on a Likert scale of 1-5	(Javier, 2002) Richard et al. (2009), Carman (2007)

Source: (Research 2022

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter presented the research methodology adopted in the study. It covered the research philosophy, design, target population, sampling design and technique, data collection method, data collection procedure, data quality, validity and reliability and ethical consideration.

3.2 Research Philosophy

The positivist approach falls under objectivism philosophy. This philosophy means conducting investigations in an objective manner (Cooper & Schindler, 2008). Positivists seek to identify the factors that influence outcomes, and they believe that useful research is founded on quantitative data, theory and hypothesis (Cooper & Schindler, 2008). Positivists hold that objective circumstance provide the best scientific evidence and are likely to lead to quantitative research methods, (Saunders et al., 2016). Positivism offers factual position because the data collected can be quantifiable and measurable (Greef, 2015).

Positivist approach helped in the understanding of the empirical study, methods and make scientific assumptions. The study relied on positivism approach to identify the association between the leadership styles and organizational performance. Positivists hold that objective fact provide the best scientific evidence of quantitative research methods, (Saunders et al., 2016). The Positivism philosophy was appropriate for this study because it ensured that the data collected was independent and reliable in supporting the study findings using both the inferential statistics and the descriptive method (Pham, 2018). The approach also enhanced validity and reliability of the study results that can be generalized to a large population scale

3.3 Research Design

A research design is a framework within which a researcher conducts his research, providing systematic order and direction to the design (Mugenda & Mugenda, 2012). The research design is a general plan of how one goes about answering the research question (Saunders et al., 2016). According to Mugenda et al. (2012), a descriptive method was used to determine and report the way things were. The study adopted a descriptive design. A descriptive research design describes people, organizations, settings, or phenomena. Descriptive design is a method of gathering information from a sample of people

administering a questionnaire to them. Descriptive design was used because it clearly defined the purpose and ensures consistency between the research questions and the proposed research method. The research was primarily quantitative and cross-sectional in nature. According to Cohen, Manion, & Morrison (2011) a cross-sectional study is a type of observational research in which data from variables collected across a sample population at one point in time are examined. Taket (2010) defines quantitative research as the generation of numerical data or data that can be converted into statistics to quantify an issue. The researcher undertook an in-depth study of the health sector in Nairobi County in Kenya to get appropriate information on the influence of leadership styles on the organizational performance of health sector NGOs in Nairobi County.

3.4 Population of the Study

The population is the complete set of items for which information is desired (Kothari, 2011). Thus, a target population is a well-defined set of objects, events, people, groups of things, or households studied to generalize the results (Kerlinger & Lee, 2007). The study's target population 240 respondent of the health sector NGOs in Nairobi County registered with the Kenya NGO Coordination Board (2021). The health sector NGOs selected, had at least 3 staff in the senior leadership team and were in operation for a minimum of 4 years in the Nairobi. The list of all registered NGOs in the health sector in Nairobi County obtained from NGO Coordination Board.

3.5 Sample Design and Technique

A sample is a subset of the population drawn primarily from the target population (Kothari, 2011). It is important to note the factors that influence sample size determination, including confidence interval (margin of error), confidence level, and the proportion of people who chose a given answer to a survey question (Aarons et al., 2012). Sampling is the process of selecting a sample from a larger population and is appropriate when a researcher finds it impossible to study the population due to limitations of time and money, or for survey results (Saunders et al., 2016). Kerlinger et al. (2007) state that the sample size should be large enough to detect a significant effect. A margin of error of about 1% to 5% is reasonable for determining sample size because it serves well for a broad view (Saunders et al., 2016). According to Cooper (2006), stratified sampling technique is a type of random sampling in

which the population is divided into two or more relevant and significant groups based on one or more attributes. A total of 80 active and operational Health sector NGO registered with the NGO coordination board was selected. A random sample of 3 respondents was drawn from the top managers from the different Health sector NGOs chosen. This sampling method was used because it is free of bias. The total sample respondents were 240. The leaders selected were in charge of strategic planning in their organizations.

3.6 Data Collection

This study relied on primary data. The main benefit of using primary data is that it structured for a specific purpose of the study (Bryman, 2005). This study used a guided structured questionnaire to collect information from the targeted participants. Questionnaires were used to collect primary data. A guided structured questionnaire was preferred because it enables detailed data collection and was more efficient. The MLQ questionnaire was used for data collection since it was less expensive to administer, and respondents would have a reasonable degree of assurance of anonymity, making them more likely to provide more truthful responses. A questionnaire also helps in the gathering of data and in the analysis of the data collected from the response rate. In this study, the questionnaire used was a modified version of the Multifactor Leadership Questionnaire (MLQ) originally developed and validated by (Avolio & Bass, 2004). MLQ questions assessed the leadership styles and were preferred by researchers in the study of transformational and transactional leadership. The Modification consisted of 11 items of transformational leadership style, 6 items of transactional leadership style, 6 Items of democratic leadership style and 6 items on organizational performance. The modification of the questionnaire in the present study was the introduction of participative leadership measured by a single-factor statement. The Organization performance assessment was conducted using the 5-point Likert scale. The MLQ 5X version was used because it is dependable and economical (Avolio et al., 1999).

The MLQ approach was based on the Theory of Transformational Leadership and analyzes styles by factors. Avolio & Bass (2004) designed the questions of the five-item questionnaire for Likert statements with the following descriptions: 1-never, 2-rarely, 3-sometimes, 4-often, 5-always but for the purpose of this study we will use **1- Strongly Disagree, 2- Disagree, 3- Neutral, 4- Agree, and 5- Strongly Agree**. Depending on the extent to which executives

surveyed believes they exhibit specific behaviors toward their subordinates. This approach ensured consistency of measurements across five scales and to allow the collection of numerical expressed standardized information for correlation analysis. To facilitate this data collection, Strathmore Business School permission was sought in a cover letter prior to reaching out to respondents. A total of 240 questionnaires were emailed and hand delivered to the respondent address in July 2022.

3.7 Data Analysis

Data analysis goes beyond organizing data but also working with it, breaking it down into manageable units, synthesizing it (Bogden & Bilken, 2007). It also entails determining what is important, what is to be learned and deciding what to report. The questionnaire responses were checked for completeness, paving the way for data analysis. The quantitative research data was coded and entered to Statistical Package for Social Sciences (SPSS Version 26.0) analysis software. To gain an understanding, the study analyzed the data using mean, standard deviation, frequency distribution, and percentages. The findings were presented in the form of frequencies and percentages for each study objective using Tables were, to make data easier to understand and describe. Inferential statistics using ordinary least square method using linear regression analysis were used to determine the nature of the relationship between variables.

The following is a linear regression equation for predicting the leadership style in relation to the performance of health sector non-governmental organizations in Nairobi:

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

$$Y = \beta_0 + \beta_2 X_2 + \epsilon.$$

$$Y = \beta_0 + \beta_3 X_3 + \epsilon.$$

Represented by:

Y = Organizational performance

β_0 = Constant coefficient of intercept

$\beta_1 + \beta_2 + \beta_3$ = Beta coefficient

X₁ = Transformational leadership style

X₂ = Democratic leadership style

X₃= Transactional leadership style

€ = Error term

3.8 Pilot Testing

A pilot study on 10% of the population was done to ascertain the validity of the research instrument. The pilot was done on 8 NGOs selected randomly and 3 respondents from pilot NGOs sent the questionnaire. As a result, the questionnaires were distributed to 24 respondents, who assisted the researcher in determining if the required information was submitted via the questionnaire was relevant. There were however minimal adjustments made an indication that the questionnaire was well understood.

3.9 Research Quality

3.9.1 Validity

According to Lau et al., (1993), validity is the degree to which the results obtained from data analysis truly represent the phenomenon under study. It is intended for a particular group and for a specific purpose and measure with precision what it was intended to measure. According to Yin (2017), validity is the degree to which the sample of test items represents the content for the intended measurement. Content validity in this study measured the extent to which data collected with a particular instrument represented a particular area or content of a particular concept. Lau et al. (1993) argue that the usual procedure for assessing the content validity of a measure is to consult a professional. For the purposes of this study, the researcher sought input from the supervisor to assess the validity of the research tool. In the study, content validity was used to assess the significance of the research findings. The content validity was used to determine the extent to which items on the questionnaire represented attributes of the transformational, transactional, and democratic leadership styles being studied in relation to organizational performance.

3.9.2 Reliability

Reliability is a measure of the ability of a research tool to provide consistent results or data after repeated trials. The researcher used Cronbach's alpha reliability to test q measurement of reliability where q represents the measurement or test. Cronbach's alpha is a measurement of reliability or internal consistency where the measurement represents multiple questionnaires or tests (Bonnet & Wright, 2014). The alpha coefficient, that ranges

from 0 to 1, describes reliability of elements extracted from multi-point structured questionnaires or scales. This was then replicated to the entire population and Cronbach's alpha was then be generated using a scaling test with a comparison of the conventional 0.7 as the cut-off. NGOs in the health sector who took part in the pre-test were not allowed from participating in the main survey data collection. A Cronbach's alpha greater than 0.7 indicated greater internal consistency. Cronbach's Alpha coefficient usually ranges between 0 and 1, with a higher alpha coefficient value implying more reliability.

Table 3.1 below summarizes the interpretation of Cronbach's Alpha coefficient as advanced by (Kotter, 2012).

Table 3.1 Cronbach Reliability Coefficient

Coefficient Range	Description
>0.9	Excellent
>0.8	Good
>0.7	Acceptable
>0.6	Questionable
>0.5	Poor
<0.5	Unacceptable

Source: (Kotter, 2012)

In this study 0.7 was taken as a reliable and acceptable cut off and the result present below. Cronbach Alpha for each construct was presented in table 3.2

Table 3.2 Reliability Statistics

Constructs	N	Items	Cronbach Alpha	Verdict
Transactional leadership style	173	5	0.725	Accepted
Transformational leadership style	173	11	0.84	Accepted
Democratic leadership style	173	6	0.815	Accepted
Organizational performance	173	6	0.839	Accepted

Source: (Primary Data, 2022)

The outcome of table 3.2 above shows the existence of internal consistency since all the constructs had an Alpha of above 0.7. Transactional leadership style (Alpha = 0.725), transformational leadership style (Alpha = 0.840), democratic leadership style (Alpha = 0.815), and organizational performance style (Alpha = 0.839). These scores, therefore, indicate internal consistency.

3.10 Ethical Considerations

Punch (2013) argued that empirical research raises ethical issues such as confidentiality, anonymity, and voluntary participation of respondents was managed by the researcher. In this study, these ethical concerns were managed in several ways. Permission from Strathmore Business School and Strathmore Ethical review committee, NACOSTI. Informed consent was then sought before the respondent's survey questionnaire is completed. In addition, the confidentiality of respondents was adhered to.

The participants' anonymity was also maintained. The participants were not required to write their names or provide any personal identifying information on the consent forms or questionnaires. The respondents received a guarantee in advance and the information obtained was used solely to further academic research. Participation in the survey was voluntary with an option to opt-out of the survey. No financial or other rewards was issued to the participants for completing the questionnaire. Finally, to the extent possible, all information quoted from diverse sources duly acknowledged to avoid plagiarism.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND INTERPRETATION

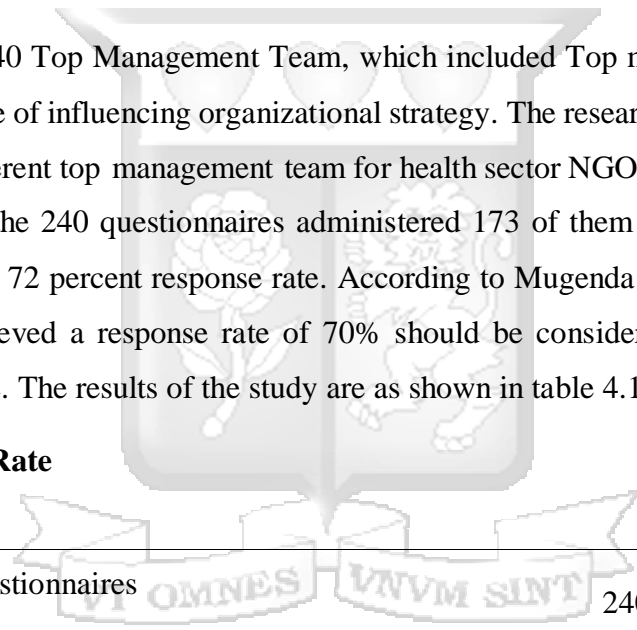
4.1 Introduction

This study was carried out to investigate the influence of leadership styles on organizational performance of NGOs in the health sector in Nairobi County, Kenya. In detail, the study investigated transactional leadership style, transformational leadership style and democratic leadership and its influence on organizational performance. This chapter focused on data analysis, interpretation, and presentation by presenting a discussion of the general information, descriptive statistics, regression analysis and discussion of the findings.

4.1.1 Response Rate

This study targeted 240 Top Management Team, which included Top managers in the health sector NGOs in charge of influencing organizational strategy. The researcher administered 240 questionnaires to different top management team for health sector NGOs that were the subject of the study. Out of the 240 questionnaires administered 173 of them were dully filled and returned, representing 72 percent response rate. According to Mugenda and Mugenda (2008), a study that has achieved a response rate of 70% should be considered excellent for data analysis and inference. The results of the study are as shown in table 4.1 below.

Table 4.1 Response Rate



Number of Questionnaires issued	240
Completed and returned questionnaires	173
Percentage response rate	72%

Source: (Primary Data, 2022)

4.2 Demographic Profile

The study sought to understand the demographic profile of the respondents. Among the information collected included gender, age, education, years worked in the organization, position in the organization and number of years in the organization. This subsection of the study presents the findings of the general information. This study targeted 240 Top

management teams, which included Finance and grants Managers, Grants Manager, Program Manager, Associate director, and Country representative in charge of influencing the organizational strategy. The researcher targeted for 240 participants from the health sector NGOs. As a result, two hundred and forty (240) questionnaires were distributed.

4.2.1 Gender

The study asked the respondents to indicate their gender. Findings from the study are as shown in the table 4.3 below.

Table 4.2 Gender Distribution

		Gender*			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Female	59	34.1	34.1	34.1
	Male	114	65.9	65.9	100.0
	Total	173	100.0	100.0	

Source: (Primary Data, 2022)

Findings from the study showed that majority of the respondents were male accounting for 65.9% (114) of the participants while females accounted for 34.1% (59) of the study participants. From these findings, it can be inferred that most of the top management team in the NGOs was mostly male dominated as compared to the female counterparts. This also show that the health sector NGOs employ both male and female employees in the leadership positions. This also shows inclusivity and equality in the hiring process. Both respondent male and female participated which show there was no bias.

4.2.2 Age Distribution

The study also wanted to find out the age distribution of the respondents. Results from the study are as shown below.

Table 4.3 Age Distribution

		What is your age? *			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	26-35 years	80	46.2	46.2	46.2
	36-45 years	65	37.6	37.6	83.8
	46years and over	28	16.2	16.2	100.0
	Total	173	100.0	100.0	

Source: (Primary Data, 2022)

From Table 4.3 above it was deduced that majority of the respondents 46.20% were aged between 26-35 years, 37.60% were aged between 36-45 years and 16.20% were aged 46 years and above. The findings show that the respondents were of different age group with different work experience. The findings implied that most members of the top management team in the health sector NGOs were significantly middle aged. These shows that young people in their early careers have embraced leadership and managerial roles. These also means there is proper succession and knowledge management within the health NGO sector.

4.2.3 Education Level

The study also wanted to establish the highest education qualification of the respondents. Findings from the study are shown below.

Table 4.4: Education Level

		What is the highest level of education that you have achieved? *			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Bachelor's Degree	58	33.5	33.5	33.5
	Diploma	3	1.7	1.7	35.3
	Master's Degree	107	61.8	61.8	97.1
	PHD	5	2.9	2.9	100.0
	Total	173	100.0	100.0	

Source: (Primary Data, 2022)

Findings from education revealed that most of the respondents 61.8% had a master’s degree. 33.5% had a bachelor’s degree, while 1.7% had diploma and 2.9% had PhD level. Finding also show that the respondents had different educational qualifications. The findings showed that many respondents had attained a bachelor’s degree and higher qualifications in their academics. These results depict that majority of the respondent embrace education in the health sector NGOs. This also mean that the sector attracted qualified personnel to handle key roles.

4.2.4 Years Worked in the Organization

The study also sought to inquire for how long the respondents had worked in their various organizations.

Findings from the study are as shown below 4.6

Table 4.5 Years Worked in the Organization

For how long you have been with the organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3-5 years	28	16.2	16.2	16.2
	Less than 3 years	20	11.6	11.6	27.7
	Over 5 years	125	72.3	72.3	100.0
	Total	173	100.0	100.0	

Source: (Primary Data, 2022)

From the study findings it was deduced that most the respondents 72.3% had worked in their organization for a period of more than 5 years. 16.2% of the respondents had worked in their organization for a period between 3 and 5 years and 11.6% Of the respondents had worked for less than 3 years in their organization.

From these findings most of the respondents had worked in their organization for more than 5 years. The finding shows that the respondents value leadership roles and responsibilities within the organization. This shows that the respondents had experience and were aware how the different leadership styles that influenced organizational performance, hence making the respondents suitable informants. This also show that the health sector NGO has proper staff retention mechanism.

4.2.5 Position in the Organization

The study also wanted to determine the various positions that the respondents occupied in the respective organizations. The findings from the study revealed that the respondents mostly held the following positions: Finance and grants Managers, Grants Manager, Program Manager, Associate director, and Country representative.

Table 4.6 Position in the Organization

		Position in the organization*			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Associate Director	31	17.9	17.9	17.9
	Country Representative	15	8.7	8.7	26.6
	Finance and Grants Managers	16	9.2	9.2	35.8
	Grants Manager	57	32.9	32.9	68.8
	Program Manager	54	31.2	31.2	100.0
	Total	173	100.0	100.0	

Source: Primary Data, 2022

The findings showed that majority of the respondents were the composed of the Grants Managers (32.9%), followed by Project Managers (31.2%) and the least respondents being Country representatives with 8.7%. The findings show that the stakeholders in the health sector are keen on how their finances are managed and how well the program activities are managed. Through proper management then the shareholders can be able to invest more within the sector and conduct more research. The findings also show that the NGOs are willing to invest, attract and retain the best management team.

4.2.6 Number of Years in the Position

The study also wanted to know for how long the respondents had been in the positions that they held. Findings from the study are as shown in the figure below.

Table 4.7 Number of Years in the Position

Number of years in the position (refer to above) *

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	19	11.0	11.0	11.0
	3	18	10.4	10.4	21.4
	4	45	26.0	26.0	47.4
	5	34	19.7	19.7	67.1
	6	31	17.9	17.9	85.0
	7	7	4.0	4.0	89.0
	8	7	4.0	4.0	93.1
	9	8	4.6	4.6	97.7
	10	4	2.3	2.3	100.0
	Total		173	100.0	100.0

Source: (Primary Data, 2022)

Results from the study revealed that most of the respondents 78.6% had worked in their positions for over 4 years. 10.4% of the respondents had worked in their positions for a period between 3 years' while 11.0% had worked for a period that is less than 3 years. The finding shows there is still minimal change of roles in the health sector NGOs as most of the staff had been in the position for more than 4 years. This also reveal that the respondents were well versed with the organizational growth and performance.

These findings show that majority of the respondents had worked in their management positions for a substantial period. Thus, they had the knowledge of how leadership style works and its influence on organization performance, hence making them ideal participants for the study.

4.3 Organization Profile

The study aimed to gather basic information about the respondent organizations, such as their number of years in operation, whether they were a local or international NGO, and their primary sector of operation.

Most of the organizations (40.63 percent) have been in operation between 5- 10 years and 34.37

percent had been in operation for between 3-4 years and 25% Less than 3 years. The results show that the health sector NGOs have made impact in Nairobi for more than 5 years and still will have an impact if they continue operations.

Tables 4.8 to 4.9 summarize the findings as follows:

Table 4.8 Years in Operation

	Frequency	Percent
Less than 3 years	14	25%
Between 3 and 4 years	20	34.37%
5 years and above	24	40.63%
Total	58	100%

Source: Primary Data, 2022

As shown in the table 4.9 below, 55.49 percent of the organizations were international NGOs, while the remaining 44.51 percent were local NGOs. These finding reveal that 32 of the health sector NGOs were international organizations and 26 of the organizations were local NGOs. This implies that most of the health sector NGOs had global presence outside Kenyan borders.

Table 4.9 Type of Organization

	Frequency	Percent
International	32	55.49%
Local	26	44.51%
Total	58	100%

Source: Primary Data, 2022

4.4 Transformational Leadership Style

The study investigated the transformational leadership style of the various organizations. To collect data on transformational leadership, style the study asked the respondents to rate statements about the transformational leadership style with the use of a Likert scale. The Likert scale that was divided into five points where; **1=Strongly Disagree, 2=Disagree, 3=Neutral 4=Agree, 5=Strongly Agree**. The results of the studies presented below.

Table 4.10 Transformational Leadership Style

Descriptive Statistics			
	N	Mean	Std. Deviation
[I act in a way that builds my respect]	173	4.57	.583
[I help my employees to find meaning in their work.]	173	4.40	.646
[I propose new ways of fulfilling professional duties.]	173	4.35	.608
[I help my employees to develop their strengths and skills at work.]	173	4.34	.593
[I stimulate staff creativity to solve work-related problems.]	173	4.31	.670
[I show how important it is to have a strong sense of purpose.]	173	4.29	.715
[I speak enthusiastically about the tasks that need to be done.]	173	4.28	.574
[I demonstrate a sense of power and confidence.]	173	4.21	.649
[I am confident that the goals will be achieved.]	173	4.15	.699
[I have time to teach and train my employees.]	173	4.09	.714
[I treat you as an individual and not as a member of the group.]	173	3.60	1.039
Valid N (listwise)	173	4.24	0.68

*TMT refers to Top Management Team

Source: (Primary Data, 2022)

Table 4.10 shows the eleven items used in this study to explain the transformational leadership styles in these organizations. Overall, the respondents aggregate on transformational leadership style was high with a mean of 4.24 and a standard deviation of 0.68, indicating that they mostly

agreed to exhibit those characteristics. The findings the statement "I act in a way that builds respect" had the highest mean (Mean = 4.57, SD = 0.583), implying that most TMT were always respectful to their staff which is a positive inspiration towards staff which translate into hard work which enhance effectiveness among staff. This shows that the TMT acted as stewards for the resources at their disposal hence they were pro-organizational (Donaldson & Davis, 1991). The respondents felt treating staff as individual and not as a member of the group was the least attribute with a mean of (Mean = 3.60, SD = 1.039) the leaders prefer cohesion and teamwork among their staff as this ensures timely reporting and ensures targets are met. An efficient way of management to lead the team. The TMT felt there are other managerial duties that needs more attention. The TMT felt that well-equipped staff can handle their roles better thus relieving the TMT to cater for more pressing issues.

4.5 Transactional Leadership Style

The study investigated the transactional leadership style of the various organizations. To collect data on transformational leadership, style the study asked the respondents to rate statements about the transactional leadership style with the use of a Likert scale. The Likert scale that was divided into five points where; **1=Strongly Disagree, 2=Disagree, 3=Neutral 4=Agree, 5=Strongly Agree.** The results of the studies are as presented below.

Table 4.11 Transactional Leadership Style

Descriptive Statistics			
	N	Mean	Std. Deviation
[Once goals are achieved, I express my happiness.]	173	4.06	.864
[I demonstrate a sense of power and confidence.]	173	4.05	.864
[I pay close attention to irregularities, errors, and deviations from standards.]	173	3.98	1.075
[Disciplinary action or warning is given for any misconduct and unethical behavior(s)]	173	3.79	.864

[I focus my attention on the failure to meet standards.]	173	3.31	1.269
[I provide employees with assistance in exchange for his or her efforts.]	173	3.18	1.242
Valid N (listwise)	173	3.72	1.03

Source: (Primary Data, 2022)

Table 4.11 above wished to verify the influence of transactional leadership style on the influence on organizational performance. Overall, respondents rated transactional leadership highly, with a mean of 3.72 and a standard deviation of 1.03, indicating that they mostly agreed to exhibit those characteristics. The respondents agreed that the major way through which transactional leadership style was felt was by expressing happiness once goals have been achieved as shown by the mean of 4.06 and standard deviation of 0.864. This aspect forms a major part of the organization success because leaders always have set targets and budget cutoff that might be a challenge if the goals are not met. This can lead to low funding in future if not well monitored hence a need to meet the set goals.

The least way through which transactional leadership style was felt was through providing employees with assistance in exchange for his or her efforts as shown by the mean of 3.18 and standard deviation of 1.242. This mean that the respondents not only keen on paying staff in exchange for the work they did but on staff development and well-being through training and support. Leadership with proper guidance on staff will alleviate such need and by ensuring that staff are constantly trained. As a result, this would translate to efficiency and effectiveness in the organization.

4.6 Democratic Leadership Style

The study investigated the democratic leadership style of the various organizations. To collect data on democratic leadership, style the study asked the respondents to rate statements about the democratic leadership style with the use of a Likert scale. The Likert scale that was divided into five points where; **1=Strongly Disagree, 2=Disagree, 3=Neutral 4=Agree,5=Strongly Agree**. The results of the studies are as presented below.

Table 4.12 Democratic Leadership Style

Descriptive Statistics

	N	Mean	Std. Deviation
[I create an environment where the employees take ownership of the project. I allow them to participate in the decision-making process.]	173	4.21	.509
[I always try to include one or more employees in determining what to do and how to do it. However, I maintain the final decision-making authority.]	173	3.77	.831
[I tell my employee what needs to be done and how to do it]	173	3.71	1.082
[I and my employees always vote on major decision.]	173	3.47	1.255
[For a major decision to pass in my organization, it must have the approval of each individual or the majority.]	173	3.32	.987
[I do not consider suggestions made by my employee as I do not have the time for them]	173	1.62	1.048
Valid N (listwise)	173	3.35	0.95

Source: (Primary Data, 2022)

The table 4.12 above the respondents rated democratic leadership on aggregate with a mean of 3.664 and a standard deviation of 1.043, indicating that they mostly agreed to exhibit those characteristics. This provided evidence that democratic leadership style characteristics was present among top management team in the health sector NGOs in Kenya although had a minimal impact on organizational performance. [The study reveal that the respondents agreed that the major way through which democratic leadership style was felt by creating an environment where the employees take ownership of the project and allowing them to participate in the decision-making process as shown by the mean of 4.21 and standard deviation of 0.509. The respondent felt delegation and separation of duty would enhance productivity which would translate to effectiveness within the organization. The respondents also indicated that the least way through which democratic leadership style was felt was by the statement “I do not consider suggestions made by my employee as I do not have the time for them” as shown by the mean of 1.62 and standard deviation of 1.048.

The management felt that employees were the greatest hence if there was a need to steer the

organization forward it was through the same staff. The employees also form part of the key stakeholders as they help in strategy implementation and fulfilment of the organization vision and mission.

4.7 Organizational Performance

The study investigated the organizational performance of the various NGO's. To collect data on organizational performance the study asked the respondents to rate statements about the organizational performance with the use of a Likert scale.

The Likert scale that was divided into five points where; **1=Strongly Disagree, 2=Disagree, 3=Neutral 4=Agree,5=Strongly Agree.** The results of the studies are as presented below.

Table 4.13 Organizational Performance

Descriptive Statistics

	N	Mean	Std. Deviation
[Our organization has remodeled to meet the emerging needs]	173	4.34	.624
[Our organization has ensured the accomplishment of the mission and vision]	173	4.29	.689
[Our organization has ensured cooperation among staff members]	173	4.26	.670
[Our organization continuously achieve the set targets]	173	4.18	.626
[Our organization continuously accessed financing from donors]	173	4.15	.994
[Our organization completes projects within the set timelines]	173	4.09	.646
Valid N (listwise)	173	4.22	0.71

Source: (Primary Data, 2022)

Table 4.13 above shows that the respondents agreed that the major way through which organization performance was felt was through the organization remodeling to meet the emerging needs with a mean of 4.34 and a standard deviation of 0.624. The respondents felt this was an essential part of the organization survival strategy after the Covid-19 pandemic. The organizations were offered work from home flexibility and flexi hours to their staff which enhanced effectiveness and efficiency in delivery of tasks. The least way through which

organization performance was felt was through the organization completing projects within the set timelines which respondents were neutral to as shown by the mean of 4.09 and standard deviation of 0.646. This was so because of the dynamic nature in which the Health Sector NGOs operate. The factors that these NGOs face include low funding, key staff turnover which majorly hinder success and triggered low staff morale.

4.8 Normality Test

To perform inferential statistics, it is necessary to understand the distribution of all elements in the research questionnaire to determine whether parametric or non-parametric tests should be used. Parametric approaches are used for further analysis if the items are normally distributed. Non-parametric methods are used otherwise. A Kolmogorov-Smirnov test and Shapiro-Wilk normality test was used for the investigation. The test performed on the primary data gathered revealed that none of the constructs followed a normal distribution hence the use of non-parametric method of analysis for inferential statistics. The test is best used when the sample size is small. The investigation looked at the p values of the Kolmogorov-Smirnov test and Shapiro-Wilk test to see if the data from the sample was normally distributed.

From the Table 4.14 below, the P value of the test is less than 0.05, hence the data set is not normally distribution.

The results of the data are shown in the table.

Table 4.14: Kolmogorov- Smirnov and Shapiro-Wilk

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TF	.111	173	.000	.957	173	.000
TAL	.167	173	.000	.918	173	.000
DL	.135	173	.000	.952	173	.000
OP	.173	173	.000	.934	173	.000

a. Lilliefors Significance Correction

Source: (Primary Data, 2022)

4.9 Inferential Statistics

4.9.1 Correlation Matrix and Analysis

A correlation analysis determines the relationship or association between two (or more) quantitative variables. This analysis is fundamentally based on the assumption that the quantitative variables have a linear relationship. The study employed correlation coefficients ranging from -1 to +1 to demonstrate that a coefficient of +1 indicates that the two variables are perfectly related in a positive linear manner. The study, on the other hand, used a correlation coefficient of -1 to indicate that two variables are perfectly related in a negative [linear] manner and a correlation coefficient of zero to indicate that no linear relationship existed between the two variables being studied.

Table shows the results of the correlation analysis. 4.15

Table 4.15: Correlation Analysis

		Correlations^b			
		TF	TAL	DL	OP
TF	Pearson Correlation	1	.054	.127	.421**
	Sig. (2-tailed)		.483	.097	.000
TAL	Pearson Correlation	.054	1	.068	.264**
	Sig. (2-tailed)	.483		.372	.000
DL	Pearson Correlation	.127	.068	1	.036
	Sig. (2-tailed)	.097	.372		.643
OP	Pearson Correlation	.421**	.264**	.036	1
	Sig. (2-tailed)	.000	.000	.643	

** . Correlation is significant at the 0.01 level (2-tailed).

b. Listwise N=173

* TF is Transformational leadership style, TAL is Transactional leadership style, DL is Democratic leadership style and OP is Organizational performance

Source: (Primary Data, 2022)

The correlation tests revealed that the transformational leadership style had a moderate positive effect on organizational performance among the Health Sector NGOs in Nairobi County with an ($r = .421$, $\text{sig} = .000 < .05$). The findings also revealed a significant moderate positive effect of the transactional leadership styles on organizational performance among the Health Sector

NGOs in Nairobi County with an ($r = .264$, $\text{sig} = .000 < .05$). The analysis also revealed weak positive effect of the democratic leadership styles on organizational performance among the Health Sector NGOs in Nairobi County with an ($r = .036$, $\text{sig} = .643 > .05$). Findings from the study showed that there exists either no relationship or weak positive relationship between the variables. There was no relationship between Transformational leadership and transactional leadership ($r=0.0$) and organizational performance ($r=0.0$). No relationship between transactional leadership style ($r=0.0$) and democratic leadership style ($r = 0.0$). No relationship between democratic leadership ($r = 0.0$) and organizational performance. This was an indication that the problem of multi-collinearity is avoided. Multi-collinearity occurs when variables in a regression model are highly correlated. Therefore, problems of correlation when fitting model and interpreting the results will not be experience.

4.10 Regression Coefficient

The following coefficient was generated to determine the individual factor influencing performance of health sector NGOs in Kenya.

Table 4.16 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	1.618	.401		4.031	.000
Overall TF	.490	.081	.412	6.081	.000
Overall TAL	.163	.045	.244	3.618	.000
Overall DL	-.029	.060	-.033	-.491	.624

a. Predictors: (Constant), Transformational, Transactional, Democratic Leadership

b. Dependent Variable: Organizational Performance score

* TF is Transformational leadership style, TAL is Transactional leadership style, DL is Democratic leadership style

Source: (Primary Data, 2022)

From the table the model fit for the data is as follows.

The regression equation was

$$Y = 1.618 + 0.412X_1 + 0.244X_3 - 0.033X_2$$

Where: Y = Organizational performance, X_1 = Transformational leadership style, X_3 = Transactional Leadership style, X_2 = Democratic leadership style

From the findings if all factors in the health organizations are constant (transformational leadership style, transactional leadership style, and democratic leadership style) performance of non-governmental organization in Kenya would be at 1.618. An increase in transformational leadership style would lead to an increase in the performance of NGO by 0.412. An increase in transactional leadership style would lead to an increase in performance of NGOs by 0.244. An increase in democratic leadership style would lead to an increase in performance of NGOs would lead to -0.033.

The p value of transformational and transactional styles was less than 0.05 an indication that the variables significantly influenced performance of non- governmental organizations in Nairobi while the p value for democratic leadership style was more than 0.05 an indication that the leadership style is not statistically significant. The findings from the study showed that transformational leadership style, transactional leadership style had a positive influence on organizational performance as shown by the beta value of 0.412, 0.244 and democratic leadership style has a negative influence on organizational performance by -0.033 respectively.

4.11 Relationship between Transformational Leadership style and organizational performance

The study utilized regression analysis to determine if a linear relationship existed between leadership styles and organizational performance of NGOs in the health sector. The results of the analysis are presented in the correlation, model summary, ANOVA tables. The correlation table determines the relationship or association between two (or more) quantitative variables. The model summary enlightens how much variation in the dependent variable is due to the independent variables fitted in the model. The ANOVA table assesses if the model fit from the data is statistically significant to predict the dependent variable and the coefficient table enumerates the extent of the relationship between the variables. The findings of the study are shown in the tables below.

Table 4.17 Correlation

		TF	OP
TF	Pearson Correlation	1	.421**
	Sig. (2-tailed)		.000
OP	Pearson Correlation	.421**	1
	Sig. (2-tailed)	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

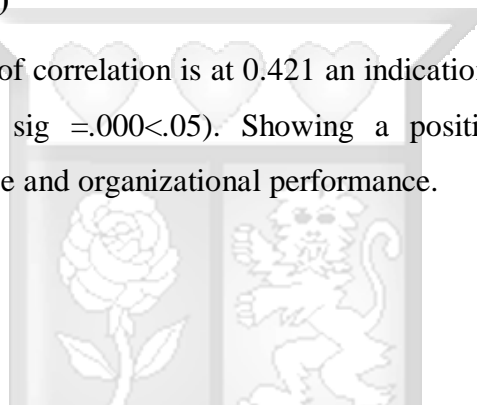
* TF is Transformational leadership style and OP is Organizational performance

b. Listwise N=173

Source: (Primary Data, 2022)

From the table the coefficient of correlation is at 0.421 an indication of a positive correlation between variables ($r = .421$, $sig = .000 < .05$). Showing a positive relationship between transformational leadership style and organizational performance.

Table 4.18 Model Summary



Model Summary


Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.421 ^a	.177	.173	.46537	.177	36.887	1	171	.000

- a. Predictors: (Constant), TF
 * TF is Transformational leadership style

Source: (Primary Data, 2022)

From the model summary R Square was 0.177 which implies that 17.7% of the variation in organizational performance can be attributed to transformational leadership style. This shows that 82.3% of the variation in organizational performance can be attributable to other variables.

Table 4.19 ANOVA



ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.988	1	7.988	36.887	.000 ^b
	Residual	37.033	171	.217		
	Total	45.021	172			

- a. Dependent Variable: OP
 b. Predictors: (Constant), TF
 * TF is Transformational leadership style and OP is Organizational performance

Source: (Primary Data, 2022)

The ANOVA table shows that the level of significance was 0.000. This value was less than the p value of 0.05. According to the findings, the calculated value of F was 36.887 with a p-value of 0.000. Clearly, the overall regression model used to predict the influence of transformational leadership style and performance was significant. Thus, the model fit is determined to be statistically significant for predicting organizational performance based on transformational leadership style.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.097	.351		5.977	.000
	TF	.501	.082	.421	6.073	.000

- a. Dependent Variable: OP

The regression equation

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

Organizational performance = 2.097 + 0.501 transformational leadership style

From the findings if all factors in the health organizations are constant (transformational leadership style) performance of non-governmental organization in Kenya would be at 2.097. An increase in transformational leadership style by 0.501 would lead to an increase in the performance of NGO by 2.097.

4.12 Relationship between Democratic Leadership style and organizational performance

Table 4.20 Correlation

Correlations^a

		OP	DL
OP	Pearson Correlation	1	.036
	Sig. (2-tailed)		.643
DL	Pearson Correlation	.036	1
	Sig. (2-tailed)	.643	

a. Listwise N=173

* DL is Democratic leadership style and OP is Organizational performance

Source: (Primary Data, 2022)

From the model summary, the coefficient of correlation is at 0.036 an indication of a positive correlation between variables ($r = .036$, $\text{sig} = .643 > .05$). Showing a weak positive relationship between democratic leadership style and organizational performance.

Table 4.21 Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change

1	.036 ^a	.001	-.005	.51279	.001	.216	1	171	.643
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a. Predictors: (Constant), DL

*DL is Democratic leadership style

Source: (Primary Data, 2022)

From the table, coefficient of correlation is at 0.036 an indication of a weak positive correlation between variables. The model summary show R Square was 0.01 which implies that 0.1% of the variation in organizational performance can be attributed to democratic leadership. Implying 99.9% of the variation in organizational performance can be attributed to other variables.

Table 4.22 ANOVA



ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.057	1	.057	.216	.643 ^b
	Residual	44.964	171	.263		
	Total	45.021	172			

a. Dependent Variable: OP

b. Predictors: (Constant), DL

* DL is Democratic leadership style and OP is Organizational performance

Source: (Primary Data, 2022)

The ANOVA table shows that the level of significance was 0.643. This value was more than the p value of 0.05. The findings calculated value of F was 0.216 with a p-value of 0.643. Clearly, the overall regression model used to predict the influence of democratic leadership style and performance was not significant. Thus, the model fit determined not to be statistically significant for predicting organizational performance based on democratic leadership.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.112	.230		17.899	.000
	DL	.031	.068	.036	.465	.643

a. Dependent Variable: OP

Source: (Primary Data, 2022)

The regression equation

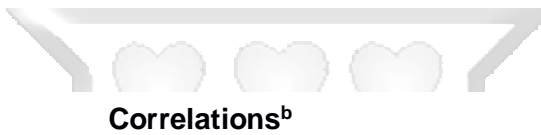
$$Y = \beta_0 + \beta_2 X_2 + \epsilon$$

Organizational performance = 4.112 + 0.036 democratic leadership style

From the findings if all factors in the health organizations are constant (democratic leadership style) performance of non-governmental organization in Kenya would be at 4.112. An increase in democratic leadership style by 0.036 would lead to an increase in performance of NGOs would lead to 4.112.

4.13 Relationship between transactional leadership style and organizational performance

Table 4.23 Correlation



		OP	TAL
OP	Pearson Correlation	1	.264**
	Sig. (2-tailed)		.000
TAL	Pearson Correlation	.264**	1
	Sig. (2-tailed)	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

* TAL is Transactional leadership style, and OP is Organizational performance

b. Listwise N=173

Source: (Primary Data, 2022)

From the model summary, the coefficient of correlation is at 0.264 an indication of a positive correlation between variables ($r = .264$, $sig = .000 < .05$). Showing a positive relationship between transactional leadership style and organizational performance.

Table 4.24 Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.264 ^a	.070	.064	.49494	.070	12.786	1	171	.000

a. Predictors: (Constant), TAL

* TF is Transformational leadership style, TAL is Transactional leadership style, DL is Democratic leadership style and OP is Organizational performance

Source: (Primary Data, 2022)

The model summary show R Square was 0.07 which implies that 7% of the variation in organizational performance can be attributed to transactional leadership style. Implying 93% of the variation in organizational performance can be attributable to other variables.

Table 4.25 ANOVA

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.132	1	3.132	12.786	.000 ^b
	Residual	41.889	171	.245		
	Total	45.021	172			

a. Dependent Variable: OP

b. Predictors: (Constant), TAL

* TAL is Transactional leadership style and OP is Organizational performance

Source: (Primary Data, 2022)

The ANOVA table shows that the level of significance was 0.000. This value was less than the p value of 0.05. According to the findings, the calculated value of F was 12.786 with a p-value of 0.000. Clearly, the overall regression model used to predict the influence of transactional leadership style and performance was significant. Thus, the model fit is determined to be statistically significant for predicting organizational performance based on transactional leadership style.

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.545	.192		18.462	.000
	TAL	.177	.049	.264	3.576	.000

a. Dependent Variable: OP

Source: (Primary Data, 2022)

The regression equation

$$Y = \beta_0 + \beta_3 X_3 + \epsilon$$

Organizational performance = 3.545 + 0.264 transactional leadership style

From the findings if all factors in the health organizations are constant (transactional leadership style) performance of non-governmental organization in Kenya would be at 3.545. An increase in transactional leadership style by 0.264 would lead to an increase in performance of NGOs by 3.545.

4.14 Chapter Summary

The descriptive results from transformational leadership style showed that respondents on average agreed that transformational leadership style had an influence on organizational performance as shown by the average mean of 4.24 and standard deviation of 0.68. Further, the findings from the study showed that respondents on average were neutral on how transactional leadership style had an influence on organizational performance as shown by the average mean of 3.72 and standard deviation of 1.03. Results from the study also showed that respondents on average were neutral on how democratic leadership style had an influence on organizational performance as shown by the average mean of 3.35 and standard deviation of 0.95.

Findings from the regression analysis showed that 23.7% of the variation in organizational performance can be attributed to transactional leadership style, transformational leadership style and democratic leadership. 76.3% of variation in the organization was due to other factors.

CHAPTER FIVE: DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter outlines the summary of the findings based on the objective of the study which was to investigate the influence of leadership styles on the organizational performance of NGOs in the health sector in Nairobi County, Kenya. This chapter also presents the conclusion, limitations of the study, recommendations, and suggestions for further studies based on the findings from the investigated objective.

5.2 Discussion of the findings

The purpose of this study was to fill empirical gaps in the literature on the influence of leadership styles on organizational performance. The goal of this study was to investigate the presence of three leadership styles, transformational, transactional, and democratic, among top management teams in health sector NGOs, as well as the impact of these styles on organizational performance. As a result, this study produced notable findings, which are discussed further below in accordance with the research objectives. To begin, the study found that attributes of the three leadership styles; transactional, transformational, and democratic leadership style under consideration were present to varying degrees among top managers of Health Sector NGOs. According to the study findings, various aspects of leadership style influence organizational performance.

The study aimed to provide answers to the following questions: What is the influence of transactional leadership style on organizational performance of the Health Sector NGOs in Nairobi County, Kenya? In what ways does transformational leadership style influence organizational performance of the Health Sector NGOs in Nairobi County, Kenya? What is the influence of democratic leadership style on organizational performance of the Health

Sector NGOs in Nairobi County, Kenya?

The study used a descriptive and cross-sectional research design, allowing for quantitative analyses. The study's total population was the 240 top management teams of the 80 health sector NGOs listed by the NGO coordination board. To collect responses, a structured guided questionnaire was used. Due to the logistical challenges caused by COVID 19, the questionnaire was converted to a Google survey and administered online to aid in timely data collection. The responses were examined using inferential statistics and descriptive method. Inferential statistics included correlation tests between leadership styles and organizational performance in health sector NGOs, whereas descriptive statistics included frequency distribution, mean, and standard deviation of the data.

5.2.1 Transactional leadership style and Organizational performance

Transactional leadership involves focusing on rules and regulations to complete objectives on time or move people in an organized way. The research objective was to ascertain whether top management leaders in Health sector NGOs in Kenya exhibited transactional leadership style qualities and how this influenced organizational performance. The data analysis revealed that managers in these organizations exhibited transactional leadership characteristics. Further investigation revealed a statistically moderate positive correlation between transactional leadership and organizational performance. This provided evidence that transactional leadership characteristics among top management in the health sector NGOs in Kenya positively influenced organizational performance. Transactional leaders felt happy when goals were achieved and were confident with their staff however felt staff should be intrinsically motivated regardless of the pay this was as per the stewardship theory.

As stewards the motivations was to influence the staff to be able to be effective and work towards achieving the organizational goals. Prior literature review of (Longe, 2014) and (Sofi & Devanadhen, 2015) on transactional leadership style and organizational performance show inconsistent results. One of the studies depicted positive relationship and the other showed a negative relationship. This study however, found a positive relationship between leadership style and organizational performance amongst the health sector NGOs in Nairobi. Transactional leadership is not only exhibited but the leadership style was present in the health sector NGOs.

Relationship aspect of the style and behavior theory was addressed by the respondent as they expressed happiness once goals were achieved. Style and behavior theory was shown through how the respondents handled the task aspect. The respondents in leadership paid close attention to irregularities, errors, and deviations from standards set. This was vital in enhancing cohesion among the team and helped strengthening the internal controls. Transactional leadership style was found to enhance organizational performance in various ways. The respondent felt there were other vital factors that affect transactional leadership style apart from the once selected for this study. This agreed with the study conducted by Kivasu (2015) on transactional leadership and organizational performance. These aspects from the respondents included patience and understanding of their employees.

5.2.2 Transformational leadership style and Organizational performance

This study second research objective was to ascertain the influence of transformational leadership styles on the health sector NGOs in Nairobi County, Kenya. Transformational leadership is used by leaders and managers to inspire and motivate employees to innovate and create change that will assist and shape the future success of the organization. Transformational leaders acted in a respectful manner and motivated the staff to be innovative. This show cases how idealized influence aspect of transformational leadership style (Bass & Avolio, 1994). This also brings out the style and behavior theory as the relationship aspect is addressed. They leaders developed new ways of solving issues that their staff faced at work. This showed inspirational motivation element of transformational leadership Mugambi et al. (2021) and brings out the relationship element of style and behavior theory. However, the leader's felt collaboration was key hence the need to treat employees as members of the group rather than individuals.

Prior research conducted have shown a positive correlation between transformational leadership and organizational performance (Mugambi et al., 2021). This is confirmed by the positive correlation of transformational leadership style, that the study showed in relation to the organizational performance. The study on the health sector NGOs revealed that top managers enthusiastically motivated junior staff and promoted their confidence by empowering them to achieve more within their organizations. This was exhibited by the respondents by acting in a manner that showed respect towards their employees. This also depicts style and behavior theory is vital for the health sector NGOs were the leaders lead by

example (Brass et al., 2018). The study also found out from the respondents' other aspects of transformational leadership, included knowing your surroundings, motivation, visionary, giving people an opportunity to express their abilities without fear of failure, and believing in developing the whole person to find work and life balance. These attributes are perceived to enhance organizational performance.

5.2.3 Democratic leadership style and Organizational performance

Democratic leadership style allows for open communication amongst leaders and staff enhancing successful execution and boost staff morale (Northouse, 2007). Democratic leadership involve employees of an organization in decision making process. The study objective was to establish the influence of democratic leadership style on organizational performance. The literature review by Otieno et al. (2015) agrees with the findings that Democratic leadership style has a positive influence on organizational performance. However, from the study there is a weak positive correlation between the democratic leadership style and organizational performance. The style and behavior theory elements of task behavior was also addressed as democratic leadership style allows for delegation and consensus in decision making (Northouse, 2015). Bhargavi & Yaseen (2016) investigation on the effect of democratic leadership on organizational performance. The results showed a positive impact of democratic leadership style on organizational performance. This was by allowing employees to express and implement their creative ideas as well as participate in decision-making. This agrees with research conducted by Karacsony (2021) on democratic leadership style and organizational performance. The respondents indicated that tolerance and inclusivity were ways through which democratic leadership that enhanced performance. Tolerance enhanced performance as it leads to extra effort exerted at work by employees.

5.3 Conclusion

Health sector NGOs are faced with different challenges like volatile environment full of uncertainty, dynamism in health issues and low funding. Due to different areas of operation and nature of the organizations, NGOs require different leadership styles to secure funding. Without these leadership styles NGOs find it difficult to secure the resources they require to act appropriately and to serve the community as stewards. The leadership style may also vary

from one NGO to another. The leadership style looked at in this study revealed that different situations require different leadership styles. This study revealed that different situations require different leadership styles. These findings concur with Ongige (2018) who says that the leadership style should be adaptable, allowing it to be tailored to a specific environment in which it operates.

A leader who can interpret this is able to steer the organization towards achieving organizational success and performance. The study findings agree with Hassan & Abujarad (2020) that no leadership style is superior to another, but that different styles are dependent on certain factors from internal and external environment. Majority of leaders in the NGO were reluctant to reveal their leadership style as they believed this was taking focus from the core which is organizational performance. Hence the more need to look further into the area.

Based on the results, the study concludes that transformational leadership style and transactional leadership style had a positive influence on the organizational performance of the NGOs. This was based on the latent variables used. Transformational leadership style used the following latent variables idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. While Transactional leadership used reward exchange and management by exception. The findings from this study agree with those Kivasu (2015) who investigated leadership styles and implementation of strategy among non-governmental organizations in Nairobi city county, Kenya. From her study she concluded that transformational leadership style and transactional leadership style had a positive influence on organizational performance.

The study also concludes that democratic leadership style has a weak positive influence on the organizational performance of the NGOs. This is as far as consensus and decision making is concerned because those were the latent variables used. If other variables were used maybe there would be different results. The study suggests that other researchers investigate other NGOs in other sectors thus provide adequate information on how various leadership styles affects organizational performance and thus avoid generalizations. Organization performance goes beyond just assessing foundations. It is steered by leadership, adequate funding, supportive organization structures, employee motivation, stakeholder management training, board perception and computerized records. Leadership style has a significant relationship with organizational performance, and different leadership styles may have a positive or negative correlation with organizational performance, depending on the variables used by the researchers. As a result, the leader's use of effective leadership style(s) is critical to

promoting standards of excellence in the professional development of the organization's members.

5.4 Recommendations

This section provides recommendation for the health sector NGOs and regulatory bodies and in terms of policy and managerial implications.

5.4.1 Policy Recommendations

According to the study, all regulatory bodies including the NGO coordination board should insist on leadership training as a key requirement for NGOs registered under Health sector. The study recommends that the policymakers develop accountability standards and standards of procedures that NGOs must meet, for the Leadership and management of NGOs in the health sector in Nairobi. This would result in increased accountability among the leaders and lead to the sustainability of NGOs. The study also recommends that the policymaker create policies that will assist NGOs in becoming more sustainable through accountability by adhering to the set standards in their conduct of NGOs operations, which would aid NGOs in providing services and advancing the development agenda.

5.4.2 Managerial Recommendations

In view of the study's findings, it is suggested that NGOs strengthen their leadership styles to enhance effectiveness and efficiency in the health sector NGOs in Nairobi County. To be at par with the global trend leaders in the NGO need to be adapt and adjust their leadership style to fit the current situation. Thus, the study recommends that the NGO's invest in training their top management team on how best to lead the fellow employees in a manner that is respectful, assertive and gives direction on how best to achieve organizational goals.

The study also recommends that the management team be keen in investing in a democratic type of leadership style. This is because an authoritative leadership style more often tends to alienate the employees who then become demotivated and hence leads to poor performance. The study also recommends that the top management team incorporates a culture that encourages fellow employees to turn to them for assistance and guidance. This will help ensure that the employees are able to accomplish their work excellently which will increase organizational performance.

5.5 Limitations of the Research

Due to Covid 19 guidelines, most of the organization were cautious of access to their premises. Other staff were also working from home thus were barely at the office. Responses from many

NGOs on the sample were difficult to obtain, resulting in a low response rate. This could have influenced the regression results. If the response rate had been higher, the results might have been different. Communication with the respondents was difficult because many of the contact details provided by the NGO coordination bureau as well as the websites of the sampled NGOs were out of date. This slowed the data collection process and necessitated the replacement of some selected NGOs with new ones. The study was limited in the context of NGOs in the health sector. Thus, the data collected, and findings drawn from the study were limited to the NGOs in the health sector. Thus, the results of this study can only be applied to the NGOs in the health sector and not in other sectors. The study was only conducted in Nairobi hence geographical limitations. A further review of other areas in Kenya would help bring to the light if the findings are similar. Most leaders in the NGO were reluctant to reveal their leadership style as they believed this was taking focus from the core which is organizational performance. Hence the more need to look further into the area.

5.6 Suggestions for further Research

Currently there is no agreement on the definition of leadership among the different scholars as much as it is a critical topic of interest in the study of management (Ongige, 2018). However, majority of scholars agreed that leadership is generally concerned with the activities of directing and controlling the actions of a group of subordinates who were willing to be led by a person (Ongige, 2018). The concept of leadership has been extensively studied in recent years, but it remains somewhat perplexing because none of the leadership theories can fully account for the diversity of leaders and the nature of their leadership dealings (Ongige, 2018). This study established that leadership styles accounted for 23.7% of the variation in organizational performance. A similar study by Karacsony (2021) on the relationship between the leadership style and organizational performance in Hungary found that 29% variance in performance was due to the leadership style. This only shows that there are other factors that affect organizational performance apart from leadership styles. In this study, other factors make up 76.3% of the variation. Thus, the study suggest that other researchers investigate what other factors that could have an influence on organizational performance.

Leadership is key to all organization regardless of size and nature. The study was limited to NGOs in the health sector. Health sector NGOs are faced with different challenges like volatile environment full of uncertainty, dynamism in health issues and low funding. Due to different areas of operation and nature of the organizations the results might not cut across the board or other NGOs from different sectors. This study revealed that different situations require

different leadership styles which can help secure the resources they require to act appropriately and to serve the community as stewards Aga et al. (2016). The study suggests that other researchers investigate other NGOs in other sectors thus provide adequate information on how various leadership styles affects organizational performance and thus avoid generalizations.

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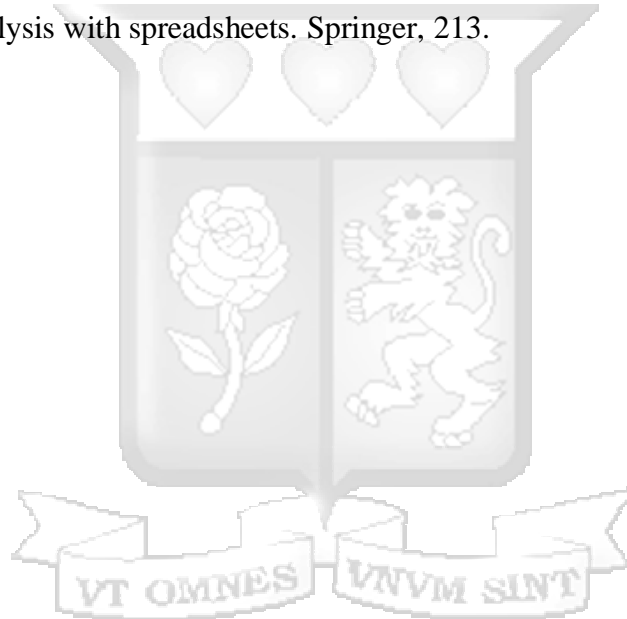
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APPENDICES

APPENDIX A: Letter of Introduction to Research Participation

The influence of leadership style on the organizational performance in the health sector NGOs in Nairobi County.

Dear Respondents,

I cordially invite you to participate in the above-mentioned research as a respondent representing your organization. I am currently, enrolled in the Master of Commerce Program at Strathmore Business School, and I am in the process of writing my master's thesis as part of the master's study requirement.

Please find attached a questionnaire designed to collect information primarily on two subtitles; part I contains general questions, and part II contains questions relating to the influence of leadership styles on organizational performance of health sector NGOs in Nairobi County.

Your participation in this research project is entirely voluntary, and there are no known risks.

Your responses will be strictly confidential and anonymous. This research's data will be under lock and key and will be reported as a collective combined total.

No one other than the researcher will be aware of your individual responses to this questionnaire.

If you agree to participate in this project, please answer the questionnaire questions to the best of your ability. It should take about eight to ten minutes to complete.

Please return the questionnaire as soon as you have finished answering all the questions. Thank you for your assistance in this important endeavor

Yours Sincerely,

Maureen Otieno

APPENDIX B: Research Questionnaire

The purpose of this questionnaire is to gather information about the impact of the top management team's transactional, transformational, and democratic leadership styles on the organizational performance of health sector NGOs in Nairobi County.

Confidentiality Clause

The responses you provided in this questionnaire will be strictly confidential and used solely for the academic purposes of this research.

Instructions

Please fill in the information and tick (✓) where appropriate in the spaces provided to answer all questions. Kindly make every effort to respond to all items.

SECTION A: BACKGROUND INFORMATION

1. Gender: Male [] Female []
2. What is your age?
20-25 years [] 26-35 years []
36-45years []
46 years and above []
3. What is the highest level of education that you have achieved?
Certificate []
Diploma []
Bachelor's Degree []
Master's Degree []
PHD []

4. For how long have you been with the organization?

Less than 3 years [] Between 3 and 5 years [] Over 5 years []

5. Position in the organization

.....

6. Number of years in the position (Refer to 5 above)

SECTION B: Transformational Leadership style

This section describes leadership style attributes using a 5-point scale: **1- Strongly disagree, 2- Disagree, 3- Neutral, 4-Agree, and 5- Strongly Agree.** Please tick in the box that best represents your opinion of the following statements.

NO	Transformational leadership style	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7.	I act in a way that builds my respect.					
8.	I speak enthusiastically about the tasks that to be done.					
9.	I am confident that the goals will be achieved.					
10.	I demonstrate a sense of power and confidence.					
11.	I have time to teach and train my employees.					
12.	I treat you as an individual and not as a member of the group.					

13.	I help my employees to find meaning in their work.					
14.	I show how important it is to have a keen sense of purpose.					
15.	I help my employees to develop their strengths and skills at work.					
16.	I propose new ways of fulfilling professional duties.					
17.	I stimulate staff creativity to solve work-related problems.					

18. Any other Specified?

.....

SECTION C: Transactional Leadership Style

This section describes leadership style attributes using a 5-point scale: **1- Strongly disagree**, **2- Disagree**, **3- Neutral**, **4-Agree**, and **5- Strongly Agree**. Please tick in the box that best represents your opinion of the following statements.

NO	Transactional leadership style	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
19.	I provide employees with assistance in exchange for his or					
20.	Once goals are achieved, I express my happiness.					

21.	Disciplinary action or warning is given for any misconduct and unethical behavior(s)					
22.	I pay close attention to irregularities, errors, and deviations from standards.					
23.	I focus my attention on the failure to meet standards.					

24. Any other Specified?

.....

.....



SECTION D: Democratic Leadership style

This section describes leadership style attributes using a 5-point scale: **1- Strongly disagree, 2- Disagree, 3-Neutral, 4-Agree, and 5- Strongly Agree.** Please tick in the box that best represents your opinion of the following statements.

NO	Democratic leadership style	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
25.	For a major decision to pass in my organization, it must have the approval of each individual or the majority.					
26.	I and my employees always vote on major decision.					
27.	I tell my employee what needs to be done and how to do it					
28.	I create an environment where the employees take ownership of the project. I allow them to participate in the decision-making process.					
29.	I do not consider suggestions made by my employee as I do not have the time for them					
30.	I always try to include one or more employees in determining what to do and how to do it. However, I maintain the final decision-making authority.					

31. What are the other influences of leadership styles on organizational performance?

.....

SECTION E:

This section provides the organizational performance in the health sector NGO by using a 5- point scale: **1- Strongly Disagree**, **2- Disagree**, **3- Neutral**, **4-Agree**, and **5- Strongly Agree**. Please tick in the box that best represents your opinion of the following statements.

NO	Organizational Performance	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
32.	Our organization completes projects within the set timelines					
33.	Our organization continuously achieve the set targets					
34.	Our organization continuously accessed financing from donors					
35.	Our organization has ensured cooperation among staff members					
36.	Our organization has remodeled to meet the emerging needs					
37.	Our organization has ensured the accomplishment of the mission and vision					

38. What are the other factors that influence organizational performance?

.....
.....

Thank you for taking part in this study



APPENDIX C: List of Non-governmental Organization

ACTION FOR RESEARCH AND DEVELOPMENT PROGRAMME
ACTION IN FOCUS
AFRICA 2000 NETWORK (KENYA)
AFRICA MISSION SERVICES
AFRICAN INSTITUTE FOR HEALTH AND DEVELOPMENT
AFRICAN WOMAN AND CHILD FEATURE SERVICE
AFRIKEN CHARITABLE ORGANIZATION
AFYA RESEARCH AFRICA
AHADI – KENYA
AMANI COUNSELLING CENTRE AND TRAINING INSTITUTE
AMREF HEALTH AFRICA IN KENYA
BRIDGES OF HOPE
CANCER RESEARCH & COMMUNICATIONS ORGANIZATION
CARE INTERNATIONAL
CENTER FOR PUBLIC HEALTH AND DEVELOPMENT
CENTRE FOR SOCIAL JUSTICE AND RESPONSIBILITY
CHILDFUND KENYA
CHILDHOOD CANCER INITIATIVE
CHRISTIAN AID KENYA

CHRISTIAN MISSION AID
COMMUNITY ACTION DEVELOPMENT ORGANIZATION
CONCERN WORLDWIDE
CONSORTIUM OF MEDICAL AND HEALTH PROFESSIONALS
COUNTY GOVERNANCE WATCH
CRESCENT MEDICAL AID KENYA
DIVINITY FOUNDATION INTERNATIONAL
EXPANSION INTERNATIONAL AFRICA
FEED THE CHILDREN KENYA
FAMILY HEALTH INTERNATIONAL (FHI 360) / KENYA
HEALTH NGO's NETWORK
HEALTH RIGHTS ADVOCACY FORUM
HEALTH WORKFORCE TRAINING AND RESEARCH, KENYA
HELP CHILD/MOTHER ORGANISATION
HUMANITARIAN INITIATIVE JUST RELIEF AID
INTERCONNECTED HEALTH SOLUTIONS
INTERNATIONAL CENTRE FOR DEVELOPMENT AND RESEARCH PAMIGA (CIDR PAMIGA)
INTERNATIONAL CHILD RESOURCE INSTITUTE- AFRICA
INTERNATIONAL COMMITTEE FOR THE DEVELOPMENT OF PEOPLES
INTERNATIONAL RESCUE COMMITTEE

INTERSOS KENYA
KENYA AIDS NGO'S CONSORTIUM
KENYA ASSOCIATION FOR THE INTELLECTUALLY HANDICAPPED
KENYA MEDICAL WOMEN'S ASSOCIATION
KENYA NGO ALLIANCE AGAINST MALARIA
KENYA PAEDIATRIC RESEARCH CONSORTIUM
KENYA WOMEN AND YOUTH LEAGUE
KENYAN NETWORK OF CANCER ORGANIZATION
MAP INTERNATIONAL
MARANATHA INTERNATIONAL COUNSELLING FOUNDATION
MEDICINS SANS FRONTIERES – FRANCE
MERCY USA FOR AID AND DEVELOPMENT KENYA
MOVEMENT AGAINST SUBSTANCE ABUSE IN AFRICA
ORGANIZATION FOR ENVIRONMENTAL CHANGE
PACT INC
PAN AFRICAN MEDICAL CENTER FOR PUBLIC HEALTH RESEARCH AND INFORMATION
PHYSICIANS FOR HUMAN RIGHTS INC
PLAN INTERNATIONAL
PROGRAMME AGAINST MALNUTRITION
PROGRAMME FOR APPROPRIATE TECHNOLOGY IN HEALTH (PATH)

PROTECT GIRL IMAGE ORGANIZATION

PROVIDE INTERNATIONAL

REGIONAL COUNSELLING AND PSYCHOSOCIAL ORGANISATION

RELIEF INTERNATIONAL – KENYA

SAFEGUARD YOUNG LIVES ORGANIZATION (SAY LIVE)

SAMARITANS PURSE INTERNATIONAL RELIEF

SAVE A CHILD MISSION FOR AFRICA

SAVE THE CHILDREN INTERNATIONAL (KENYA)

SUSTAINABLE HEALTHCARE FOUNDATION

TERRE DES HOMMES FOUNDATION

THE FRED HOLLOWS FOUNDATION KENYA

TROCAIRE

TUBERCULOSIS ADVOCACY CONSORTIUM HEALTH AFRICA (TAC HEALTH AFRICA)

TUMAINI FUND FOR ECONOMIC DEVELOPMENT INTERNATIONAL

VISIONS COMMUNITY DEVELOPMENT SERVICES

WASHINGTON STATE UNIVERSITY – GLOBAL HEALTH KENYA

WOMEN YOUTH AND CHILDREN DEVELOPMENT ORGANIZATION

WOMENS FEDERATION FOR WORLD PEACE – KENYA CHAPTER

WORLD CONCERN DEVELOPMENT ORGANIZATION

WORLD VISION KENYA

UNIVERSITY OF WASHINTON-GLOBAL ASSISTANCE PROGRAMME-KENYA

Source: NGO Coordination Board 2021



APPENDIX D: Ethics Approval



29th June 2022

Mrs Otieno Maureen,
maureen.otieno@strathmore.edu

Dear Mrs Otieno,

RE: The Influence of Leadership Styles on Organizational Performance of Ngos in The Health Sector in Nairobi County, Kenya

This is to inform you that SU-ISERC has reviewed and approved your above SU Masters' research proposal. Your application reference number is SU-ISERC1408/22. The approval period is 29th June 2022 to 28th June 2023.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 48 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 48 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to SU-ISERC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,

for: Dr Ben Ngoye,
Secretary; SU-ISERC

Cc: Prof Fred Were,
Chairperson; SU-ISERC



APPENDIX E: NACOSTI Approval



REPUBLIC OF KENYA

National Commission for Science, Technology and Innovation

Ref No: 211100



**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Date of Issue: 13/July/2022

RESEARCH LICENSE



This is to Certify that Ms.: Maureen Atieno Otieno of Strathmore University, has been licensed to conduct research in Nairobi on the topic: THE INFLUENCE OF LEADERSHIP STYLES ON ORGANIZATIONAL PERFORMANCE OF NGOS IN THE HEALTH SECTOR IN NAIROBI COUNTY for the period ending : 13/July/2023.

License No: NACOSTI/P/22/18659

Applicant Identification Number

211100

Director General



**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Verification QR Code



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