INFLUENCE OF MANAGERS' LEADERSHIP STYLES ON EMPLOYEES' ACCESS TO THEIR RIGHTS IN EDUCATION BASED NON GOVERNMENTAL ORGANIZATIONS IN BUSIA DISTRICT, KENYA

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DECLARATION

The research project is my original work and has not been submitted for award of a degree in any other university.

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This research project has been submitted for examination with our approval as the University supervisors.

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This work is dedicated to my loving family, wife and children.

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LIST OF ABBREVIATIONS AND ACRONYMS

CROC   Convention on the Rights of the Children

ICESCR   International Convention on Economics Social and Cultural Rights

ILO   International Labor Organization

KUDHEIHA Kenya Union of Domestic, Hotels Educational Institutions

            Hospitals and Allied Workers

MOEST   Ministry of Education Science and Technology

NGO   Non Governmental Organization

OECD   Organization for Economic Co-operation and Development

OSHA   Occupational Safety and Health Act.

UN   United Nations

UNDHR   United Nations Declaration of Human Rights

USAS   United Students against Sweat Shops

WIBA   Work Injury Benefit Act

WRC   Workers Rights Consortium.

ABSTRACT

The purpose of this study was to investigate the influence of managers' leadership styles on employees' access to their rights in education based NGOs in Busia District. Busia was chosen because there exist rampant cases of labor rights violations. The study was guided by four research objectives. The objectives sought information on the extent to which managers' leadership styles of democratic, autocratic, laissez-faire and charismatic influence employees' access to their rights. The literature review relevant to this study laid the background for the study. The study employed descriptive research design. The target population comprised of 10 managers and 360 employees. The sample size was therefore 10 managers and 160 employees totaling to 170 respondents. Data was collected using questionnaires and interviews. Data were analyzed by use of descriptive statistics. From the study findings the most popular leadership style used by managers was democratic although employees also indicated that their managers used autocratic style. Democratic and charismatic leadership styles were found to enable higher percentage of employees' access their rights. While autocratic leadership style was found to be retrogressive and largely did not enable employees access their rights. The study concluded that whilst managers' leadership styles influenced employees' access to their rights, the leadership styles played insignificant role in enabling employees form and join trade unions. This right was found to be influenced by other factors such as organizational policies and employment contracts. The study recommended that managers leadership skills need to be enhanced through frequent training to be able to handle better the human resource in their organizations and that managers of education based NGOs should ensure that organizations keep abreast with current regulations as well as any subsequent amendments or repeals so as to cater for employees rights adequately.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Leadership is often seen as a key factor in coordinating and aligning organization processes (Lewis Packard & Lewis 2009). While the concept has been extensively studied, there is still much to be discovered regarding how leadership influences variables such as organizational culture, climate and employee rights. Armstrong (2002) defines leadership as the process of influencing and supporting others to work enthusiastically towards achieving the objectives. It is largely recognized and accepted by practitioners and researchers that leadership is important, and research supports the notion that leaders do contribute to key organizational outcomes (Kaiser, Hogan & Craig 2008). Effective leadership increases an organization's ability to meet all challenges, including the need to manage a diverse workforce fairly and equitably (Moorhead & Griffin, 2004). Thus employees' access to their rights may highly depend upon the nature of leadership within the organization.

In China, China Labor Watch report (2010) reveals that due to poor leadership practices in organizations the labor conditions in suppliers of Adidas were far from satisfactory with weekly working hours exceeding the legal time limit by 150% on average. Employees also beaten by security guards and deaths caused by

heat stroke. This has forced the China government to recently enact specific laws detailing organizations obligations towards labor rights (Lan & Pickels, 2011).

Leadership style is the manner and approach of providing direction, implementing plans and motivating people (Newstrom & Davis, 1993). According to Chen and Chen (2008), previous studies on leadership have identified different types of leadership styles which leaders adopt in managing organizations. Among the more prominent leadership styles are Lewin's (1939) democratic, autocratic and laissez-faire leadership styles. The democratic leader involves people in decision making. The leader sets the boundaries within which subordinates participation or consultations are welcome. Under autocratic leadership style, the leader makes decision without consultation causing the greatest level of discontent from followers in relation to other styles where as in laissez-faire type of leadership a leader consciously minimizes his/her involvement in decision making.

In Thailand, Yukongd (2010) study on Thai employees contends that employees whose managers were perceived to be more democratic reported a higher degree of satisfaction with participation, with their job and perceived influence in decision making than employees under managers perceived to be autocratic. Participation and influence in decision making are attributes that may enable employees feel free to express themselves thus gaining their right to freedom of expression. Omolayo (2012) also found out in his study that two leadership styles i.e. autocratic and democratic influenced positively job satisfaction of workers in

tertiary institutions in Ekiti state, Nigeria. High job satisfaction of workers is a reflection of employees' needs being well catered for and in an organization these needs may revolve around employee rights such as better remuneration and good working conditions. According to Ilard et al. (1983) high job satisfaction enhances employees' psychological and physical wellbeing, which relate positively to employees' access to their rights.

In South Africa, the Bill of Rights has concurrently, enshrined a variety of fundamental rights that in principle offer protection in the work place. Despite this established protective legal framework South African schools regularly witness incidents where fundamental rights of educators are infringed by the leadership of schools. Numerous educators are currently convinced that their rights are put second to the rights of learners, even in cases of physical or psychological violence against them (Rossouw, 2012). This has forced educators to threaten industrial action.

The manager's leadership styles are important in facilitating employees' access to their rights, in Ghana for instance the labor laws provide for certain labor practices and standards to govern the operations of employers as well as their responsibilities towards their employees. In spite of the existence of local labor regulation and international labor standards, some employers and organizations' leadership act contrary to and in clear violation of such regulations and standards (Amankwah & Anku-Tsede, 2013). For example in a research conducted on

professional Ghanaian women, the outcome showed that most Ghanaian organizations make employees work for more than the stipulated eight hours provided for in the Labor Act of Ghana, with no overtime pay (Aryeetey, Kanbur, &Nissake, 2011).This has forced the National Labor Commission, the institution tasked to ensure compliance with the labor regulations in Ghana to up its game.

Jerotich (2013) also found out that the principal's leadership styles influences employees access to their rights of non-discrimination, compensation, working in safe and healthy environment and freedom to join trade union in secondary schools in Nandi East District. The researcher argues that democratic and charismatic leadership styles enable high percentage of employees access their rights, while autocratic and laissez-faire styles played minimal role in facilitating employees' access to their rights of compensation and non-discrimination for teachers and support staff. In this case the managers' leadership styles may enable employees' access their rights. She suggested further research on the topic be done on a large area so as to apply the findings nationally.

The world over, the employee rights protection has increasingly become an important issue for differing organizations. (Lee, Lau & Chang 2013). Prominent international institutions such as United Nations (UN), the World Trade Organization (WTO), and the International Labor Organization (ILO) have issued declarations or guidelines concerning the principles and practices of employee rights (Montgomery & Maggio, 2009). Many NGOs, such as United Students

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Against Sweatshops (USAS) the Workers Right Consortium (WRC) and the Institute for Global Labor and Human Rights have been dedicated to monitoring and promoting employee rights since the 1990's (Doorey, 2011). Labor rights or workers' rights are a group of legal and claimed rights having to do with labor relations between workers and their employers usually obtained under labor and employment law. In general, these rights debates have to do with negotiating workers' pay benefits and safe working conditions (ILO convention 2006).

The ILO and several other groups have sought international labor standards to create legal rights for workers across the world. The core labor standards are identified by the International Labor Organization (ILO) in the declaration of the Fundamental Principles and Rights at work and are widely recognized to be of importance. These core labor standards cover issues such as freedom of association, collective bargaining, equality of opportunity and treatment, wages, safety and health (Amankwah & Anku-Tsede, 2013). It is worth noting that the ILO may not possess the relevant enforcement and sanctioning mechanism to compel compliance with some of these standards. These standards may however be binding on international parties or states who may have included them in their agreements or treaties (Amankwah & Anku-Tsede, 2013).

Recent literature suggests that an organization adopting responsible employee practices make committed employees and reduce an organization's transaction cost through improved employee relations (Jones, 1995; Shen & Zhu, 2011). In

addition equal and competitive salary systems help employees advance their careers in the organization and improve employee satisfaction (Shen & Zhu, 2011). The satisfied employee could be more committed and intent on staying in the organization (Schwepker, 2001). The resulting lower employee turnover and absenteeism help retain skilled workers thereby improving performance, reducing lost time from occupational accidents and illness and lowering labor insurance (Mose& Hwang, 2010). Gomez, Balkin & Cardy (2007) have also indicated that discrimination and bad health and safety practices in the organization not only create a legal liability but also lead to poor employee morale and low job satisfaction which in the long run will affect performance. Thus, this study expects that the manager's leadership styles may influence employees' access to their rights in education based NGOs in Busia district.

Despite the existence of substantial body of implementation guidelines and literature on employees' rights, many organizations leadership teams still adopt irresponsible employee practices such as child labor and appalling work conditions (Lee, Lau & Chang, 2013). It appears whilst some employers blatantly violate such regulations others do so in ignorance (Amankwa & Anku-Tsede 2013). They employ leadership styles which infringe on employees' rights thus making it hard to retain the best talent in their organization. Leadership now on any level must be creative and flexible.

The Kenya Bill of Rights 2010 guarantees for a wide range of rights. Basically the constitution guarantees for a wide range of rights, a range of general principles underpinning labor rights are anchored in the constitution itself. Section 41 of the new constitution categorically states that every person has the right to fair labor practices amongst which includes fair remuneration, reasonable working conditions, right to form or join or participate in the activities and programs of a trade union and can go on strike (Republic of Kenya, 2010). The word in the document sounds sweet to the ear but evidence shows that it is easier said than done. Few Kenyan workers have access to the rights stated in the supreme law as demonstrated in the recent strike actions by workers in key sectors, namely Kenyatta National Hospital Staff, University academic staff and non-academic staff, secondary and primary school teachers and postal workers (International Trade Union Confederation, 2012). With unparalleled impunity, employers violate these rights day and night (The Star, 2013). This means that it is only the leader's style of leadership that can enable employees' access their rights.

In the recently enacted Kenyan labor laws of utmost concern are the Work Injury Benefit Act and the Occupational Safety and Health Act which basically are concerned with ensuring that oppressive practices are got rid of at work place (Republic of Kenya, 2010). Work Injury Benefit Act, is an act of parliament that seeks to provide for compensation to employees for work related injuries and diseases contracted in the course of their employment and for other connected purpose. On the other hand the Occupational Safety and Health Act (OSHA) No.

15 2007 provides for the safety and welfare of workers and all persons who are lawfully present at work places. OSHA introduced compulsory annual safety and health audits, risks assessment and the requirements for a health and safety statements by all employers.

In Busia, international and local NGOs (USAID-funded Aphia plus, Red Cross, UNICEF, World Vision, Child Fund and Family Life Education Programme) work in partnership with the sub county education office to promote the provision of quality education by providing facilities and resources (MOEST Busia County, 2014). Managers of these NGOs should facilitate the employees' access to their rights so as not to compromise the quality of education services they offer. Access to rights affects employees' satisfaction, thus affecting work related outcome (Jerotich, 2013).

In Busia District, most employees of education based NGO's are not informed of their rights while others fear demanding for them. This increases their vulnerability to exploitation by the management. A good example is where some employees put in extra working hours without overtime pay (Busia Labor office Annual Report, 2014). To make matters worse they are not members of any trade union, yet they are supposed to be automatic members of KUDHEIHA Union (COTU affiliate) hence cannot benefit from collective bargaining. According to the Busia District Labor Office Annual Report (2014) most labor rights complaints involve non-payment of wages and terminal benefits and lack of

freedom to join a union. If this inability of employees to access their rights is not addressed adequately, it may lead to poor employee morale and low job satisfaction which will in turn affect performance (Gomez et al, 2007). The general problem is that the leadership of NGOs in Busia focus mostly on goal attainment with less regard to the influence of leadership styles upon access to employee rights, thereby infringing on their rights and making them have low job satisfaction.

1.2 Statement of the Problem

There is paucity of research on the influence of managers' leadership styles on employees' access to their rights, not only in Kenya but more so in Busia District. Despite the Kenyan government enacting progressive labor laws to foster good employer-employee relationship, there still exists rampant labor rights complaints as lodged by employees in Busia (Busia District labor office Annual report, 2014). Most of these complaints involve non-payment of wages, non-payment of terminal benefits and lack of freedom to join a union, just like in Ghana as attested to by Aryeetey et al, (2011). Need therefore exists of establishing if the managers leadership styles is the variable influencing employees' access to their rights.

The above notwithstanding, there is scarcity of studies in Busia District analyzing the extent and nature of employee rights, the impact of such rights violations on productivity and the role of managers leadership styles in ensuring that employees

access their rights, particularly in education based NGOs. This study therefore seeks to fill a gap in research by investigating the influence of managers' leadership styles on employees' access to their rights in education based non-governmental organizations in Busia district.

1.3 Purpose of the Study

The purpose of this study was to investigate the influence of manager's leadership styles on employee access to their rights in education based Non-Governmental Organizations in Busia districts.

1. 4 Objectives of the study

The objectives of the study were:

i. To establish the influence of democratic leadership styles to employees' access to their rights in education based NGOs in Busia District.

ii. To examine how autocratic leadership style influences employees' access to their rights in education based NGOs in Busia District.

iii. To establish the influence of laissez-faire leadership style on employees' access to their rights in education based NGOs in Busia District.

iv. To determine the extent to which charismatic leadership style influence employees' access to their rights in education based NGOs in Busia District.

1.**5**   **Research Questions**

The study was based on the following research questions:

    i.   How does democratic leadership style influence employees' access to their rights in education based NGOs in Busia District?

    ii.   How does autocratic leadership style influence employees access to their rights in education based NGOs in Busia?

    iii.   What is the influence of laissez-faire leadership style on employees' access to their rights in education based NGOs in Busia District?

    iv.   In what ways does charismatic leadership style influence employees' access to their rights in education based NGOs in Busia District?

1.6 Significance of the study

The study findings would help policy makers such as Teachers Service Commission (TSC) and regulators provide an effective mechanism to protect employee rights and ensure an effective compliance with labor regulations. The

study is also expected to generate useful knowledge that will inform new areas of research. The study findings may also be used by the NGO council and management trainers like Kenya Education Management Institute (KEMI) to develop programs that can equip the managers of NGOs and principals of schools with skills to protect employee rights.

1.7 Limitation of the Study

The major limitation of this study was, it was not possible to control the attitude of the respondents which may have affected the validity of responses. The study was also carried out in one district and not the whole country and therefore the findings were generalized to other areas of the country.

1.8 Delimitation of the Study

The study was confined to employees of education based NGOs in Busia District. The study focused on the influence of managers' leadership styles of democratic, autocratic, laissez-faire and charismatic on employees' access to their rights in Busia district.

1.9 Basic Assumption of the Study

The study was based on the following assumptions:

    i.   The organization had a manual on employee rights

    ii.   Respondents had knowledge of their rights

1.10 Definition of significant terms

Autocratic leadership refers to dictatorship method of running an organization.

Charismatic leadership refers to the guidance provided to an organization by one or more individuals seen as heroic or inspiring.

Core Labor standard refers to important human rights recognized in widely ratified human rights instruments.

Democratic leadership refers to the leadership which takes into account the sentiments of other people before making a decision.

Employee rights refer to legal benefits of employees.

Laissez-fare refers to the leadership approach which allows the followers to make own strategies and decision.

Leadership style refers to the way of guiding a group of people by providing purpose, direction and motivation.

Manager refers to the leader of an NGO

1.11 Organization of the Study

The study is organized in five chapters.

Chapter one consists of background to the study, statement of the problem, purpose of the study, objectives, research questions, significance of the study, limitations, delimitations, basic assumptions, definition of the significant terms and organization of the study. Chapter two expounds on literature review on the concept of leadership and leadership styles, democratic leadership, autocratic leadership, laissez-faire, charismatic leadership summary of literature review, theoretical and conceptual framework. Chapter three covers introduction, research

design, target population, sample size and sampling procedure, research instruments, reliability, instruments validity, data collection procedures and data analysis techniques. Chapter four consists of data analysis, interpretation and discussion while chapter five deals with a summary of the research findings, conclusion and recommendations of the study and suggestions for further research

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section reviews literature related to the influence of leadership styles on employee rights. It mainly focuses on literature related to influence of democratic, autocratic, Laissez-faire and charismatic leadership style on employee rights.

2.1 General Concept of Leadership and Leadership Styles

Leadership is described in many different ways. Burns (2008) defines leadership in an organization as a process in which one person successfully exerts influence over others to reach desired objectives. Leadership is defined as influence, the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals (Koontz & Weinrich, 1988). Leadership focuses on getting people to move in the right direction, gaining their commitment and motivating them to achieve their goals.

According to Sagimo (2002), leadership is the art of managing consequently, a manager can be a leader, if he/she has the ability to influence others. Leadership is thus skill of a manager which enables him/her to inspire subordinate's potential to enhance efficiency and also meet their requirements in the process of achieving organizational goals (Lee & Chuang, 2009). Leadership here implies that the

official leader has to motivate subordinates and guarantee them of their rights, for them to work towards desirable goals.

Armstrong (2006) refers to leadership style as the approach managers use to deal with people in their teams. There are many styles of leadership, a good case can be made for using an appropriate style according to the situation, but it is undesirable to be inconsistent in the style used in similar situations. Betts (2000) identifies three basic leadership styles; democratic, autocratic and laissez faire. Peterson (1988) in his study found out that autocratic leadership style is most efficient in terms of productivity while democratic leadership style is the most effective in maintaining good morale and a steady level of work. He further noted that absence of leadership style brings about lack of direction from the leader resulting in low morale and lack of interest in the work. Democratic leadership style therefore correlates positively with employees' access to their rights.

2.2 Democratic leadership and employee access to their rights

Democratic or participative leadership style consists of the leader sharing the decision making abilities with group members by promoting the interest of the group members and by practicing social equality (Foster, 2002), Probst (2005) agrees with Foster when he observes that employees involved in decision making improve understanding and perception among colleagues and superiors and enhance personal value in the organization. The democratic style can therefore motivate superior employee task and extra role performance by empowering

employees and placing importance on their needs (Conger & Kanungo 1998). This not only increases job satisfaction of employees, but it also helps to develop their skills which impacts positively on their rights. Thus this leadership style may have an influence on employees' access to their rights.

Research carried out by Kahais, Sosik & Avolio (1997) differed with this view; in their findings there was no difference in the frequency of supportive remarks or critical remarks in teams working with participative and with autocratic. Hence suggesting that workers or employees cease to notice a difference between these leadership styles and are able to respond to both forms which subsequently cast doubt over the values of leadership styles. However Jerotich (2013) argues that democratic leadership enables high percentage of employees' access their rights without restriction. She further notes that even though the style gives room to employees' view it didn't do much to enable the support staff of secondary schools in Nandi district to join trade unions.

Okoth (2002) asserts that participative leadership requires a leader with power who is willing to share it. With his or her power, the leader sets the boundaries within which subordinate participation or consultations are welcome. Okumbe (1998) agrees with this view when he states that democratic style rests on the idea that workers should be involved in making of policies. It considers the needs, rights and freedom of workers. Nganyi (2001) also stresses that a person's basic needs, rights and freedom must be guaranteed and respected by the organization.

These assertions impact positively on employees' rights access for the leadership provides for rights of individuals and freedom of expression.

Researchers have found this leadership style as one of the most effective and leads to higher productivity, better contribution from group members and increased group morale (Asmub & Svennerig, 2009). Peterson (1985) differs with this view, he argues that in terms of productivity, autocratic style is the most efficient but concurs with them that democratic style is effective in maintaining good morale and a steady level of work. While it is the most effective leadership style, it does have some potential downsides. In situations where roles are unclear or time is of the essence democratic leadership can lead to communication failures and uncompleted projects. It is important to have plenty of time to allow people to contribute, develop a plan and then vote on the best course of action (Martindale, 2011). By so doing the interest of the employees may be catered for.

2.3 Autocratic leadership and employee access to their rights

Autocratic leadership is a leadership style that is being used when a leader who dictates policies and procedures, decides what goals are to be achieved, and directs and controls all activities without any meaningful participation by the subordinates (Hackman & Johnson 2009). This means therefore that this leadership style encompasses a consistent combination of individual's behaviors and attitudes towards group members and may have an influence on employees' access to their rights.

Access to employee rights should be facilitated by the manager's style of leadership. However, this may prove to be difficult as Bass (1990) found out in their research that autocratic leadership does not take care of the social-emotional dimensions of groups such as maintaining group cohesion and promoting group as a variable social entity. Yet this is required to facilitate employees' freedom of association especially when joining and participating in the activities of a trade union. Empirical evidence indeed, shows that autocratic leaders negatively influence group stability and effectiveness (VanVugt,et,al. 2004), group climate and feelings of being content and happy (Bass, 1990). This means that autocratic leadership may influence employees' access to their rights negatively.

Laferia (2008) states that authoritarian leaders have a huge blind spot, a condition that has contributed to the downfall of many managers. According to the research, this condition is what leads to strikes in schools; go slow by employees and some managers to be sacked. Jerotich agrees with Laferia when she states that autocratic leadership played minimal role in facilitating employees' access to their rights of compensation and non-discrimination for teachers and support staff. Iowa leadership studies also reflected this leadership style in negative light. Caldwell & Sprinks (1993) affirm that there is no place for an autocratic leader who is unwilling to empower others.

This style of leadership is best where the leader has all the information to solve the problem and is short of time and the employees are well motivated (Okoth,

2002). Otherwise if used in excess it can lead to revolution as Lewin et al's experiments discovered. This leadership style can motivate employees by making provisions for them to access their rights for effective and efficient realization of the tasks in the organization.

2.4 Laissez-Faire leadership and employee access to their rights

The term Laissez-Faire in French literally means to let people do as they chose (Merriam-Webster Inc, 2005). Bass and Avolio (1990) defined Laissez-Faire leadership as the absence of leadership, the avoidance of intervention, or both, with Laissez-faire (avoiding) leadership, there are generally neither transactions nor agreements with followers. Decisions are often delayed; feedback, rewards and involvement are absent. It allows independence but discourages team building and shows no concern for workers needs or welfare (Robbins & Judge 2009). The lack of concern for the employees or workers needs and welfare impacts negatively on employees access to their rights because for them to access their rights there is need for support and concern from the leaders or the management.

Research shows that this leadership style has more negative productivity, satisfaction and cohesiveness than any of the active forms of leadership (Zerras & Lassiter, 2007). Cherry (2011) differs with this view when she states that while the conventional term of laissez-faire leadership implies a hands off approach, many leaders still maintain open communication and are available to group members for consultations and feedback. Thus may address employee needs.

Okumbe (1998) identifies the advantage of laissez-faire leadership as; facilitating easy acceptance of decisions and employee providing their own motivation. However he points out that it is disadvantageous, since there is no control and chaos and conflict arise due to unguided freedom. Lewin in his study agrees with Okumbe when he pointed out that Laissez faire leadership offered little or no guidance to group members and leaves decision making, up to group members. He notes that this style is effective in situations where group members are highly qualified in an area of expertise. However, absence of leadership brings about lack of direction resulting in low morale and lack of interest in the work (Peterson, 1988) thus impacting negatively on employees' access to their rights.

2.5 Charismatic leadership and employee access to their rights

Charismatic leadership is defined by Max Weber as resting on devotion to the exceptional sanctity, heroism or exemplary character of an individual person and of the normative patterns or order revealed or ordained by him. While Rowden (2000) defines charismatic leadership as the behavioral tendencies and personal characteristics of leaders that create an exceptionally strong relationship between them and their followers. There are three personal characteristics of charismatic leaders, which are extremely high confidence, dominance and strong convictions in his or her belief (Robbins & Coalter, 2003). From the characteristics of a charismatic leader, it is evident that such leadership may address employee

grievances and needs out of a strong desire to influence the followers and by so doing may facilitate access to their rights.

Hearst newspaper (2013) points out that while many charismatic leaders are able to win over the employees those who take on the role for self-serving reasons may fail to get all employees to buy their intentions. Charisma alone is not enough to make a quality leader for an organization. This view therefore contrasts Max Weber's view as it points out that this leadership style can be abused for personal interest. In this case employees' access to their rights may be influenced negatively.

According to Weber a charismatic leader does not have to be a positive force. One of its minus points is that the whole environment is not conducive for personal development. Either deliberately or otherwise, charismatic leaders tend to act as a block for upcoming talents. If that happens then employee access to their rights may be influenced negatively.

2.6 Summary of Review of Literature

The chapter reviewed different leadership styles that are adopted by managers in running of organizations. The reviewed styles included democratic, autocratic, laissez-faire and charismatic styles. Foster (2002) defined democratic leadership as consisting of the leader sharing the decision making abilities with group members by promoting the interest of the group members and practicing social equality. Hackman & Johnstone (2009) defined autocratic leadership style as a

leadership that dictates policies and procedures decides what goals to be achieved, directs and controls all activities without any meaningful participation by the subordinates. Bass & Avolio (1990) defined laissez-faire leadership as the absence of leadership, the avoidance of intervention, or both. While Rowden (2000) defined charismatic leadership as the behavioral tendencies and personal characteristics of leaders that create an exceptionally strong relationship between them and their followers. Literature review seems to position democratic leadership as the most likely to give desired results.

Despite the literature reviewed, it remains clear that limited studies on the influence of manager's leadership style on employee's access to their rights have been done. Most of the studies have focused on other variables other than employees' rights. Having this in mind, this study seeks to fill this gap in research.

2.7 Theoretical Framework

The theoretical part of this study was on path-goal theory. The modern development of this theory is usually attributed to Martin Evans and Robert House (Okumbe, 1998). The theory states that a leader's behavior is contingent to employee satisfaction, employee motivation and employee performance. The theory emphasizes on how leaders can facilitate task performance by showing subordinates how performance can be instrumental in achieving the desired rewards.

The path-goal theory stresses that effective leadership is a function of the interaction between leader's behavior and situational variables which enacts performance. Effective leader clarify the path to help their followers achieve goals and make the journey easier by reducing roadblocks and pitfalls. According to Northouse (2007) the theory is useful because it reminds leaders that their central purpose as a leader is to help subordinates define and reach their goals in an efficient manner.

The theory was applicable to this study in the sense that managers as leaders of education based NGOs can facilitate task performance by showing employees the relationship between performance and employees access to their rights which leads to job satisfaction. The entire employee population will also be able to make a perception on his/her style of leadership and its contribution towards achievement of their goals, i.e. their rights. The intervening variables include age of the leader, education qualifications, training and environment and followers characteristics.

Fig 2.1 Conceptual Framework on Managers Leadership Styles and Employees Access to their Rights

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┌─────────────────┐
│   Democratic    │
│ leadership style│────┐
└─────────────────┘    │
                       │
┌─────────────────┐    │
│   Autocratic    │    │
│ leadership style│────┤        ┌──────────────┐        ┌──────────────────┐
└─────────────────┘    │───────▶│  Leadership  │───────▶│ Employees access │
                       │        │   Process    │        │  to their rights │
┌─────────────────┐    │        └──────────────┘        └──────────────────┘
│  Laissez-Faire  │    │
│ leadership style│────┤
└─────────────────┘    │
                       │
┌─────────────────┐    │
│   Charismatic   │    │
│ leadership style│────┘
└─────────────────┘
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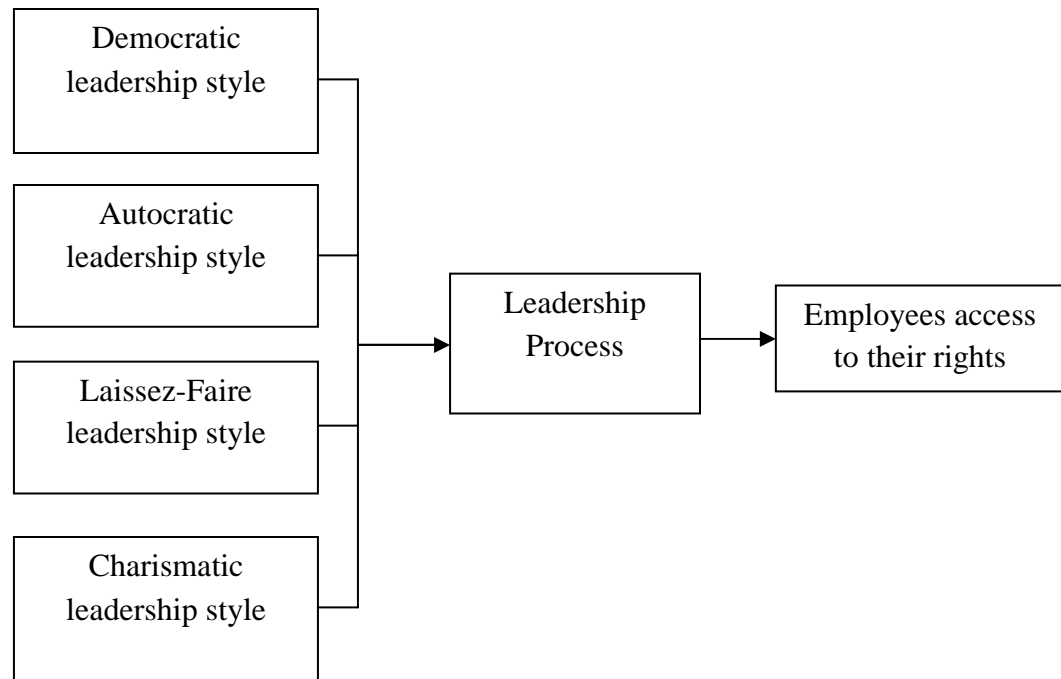
The conceptual framework shows that there would be a link between the leadership styles and employees' access to their rights. It is expected that managers who adopt democratic and charismatic styles have employees who register a higher degree of access to rights given that they are considerate and allow employees to participate in decision making. This is contrary to managers who use autocratic and laissez-faire styles for they are not considerate of employee's needs and employees lack freedom to air their needs and interests.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section deals with research methodology that was used in the study. It consists of the following sub topics research design, target population, sample size and sampling procedures, research instruments, validity, and reliability of the instruments, data collection procedures and data analysis techniques.

3.2 Research Design

The study adopted descriptive research design to explore the influence of managers' leadership styles on employees' access to their rights in education based NGOs in Busia. According to Mugenda and Mugenda (2003), descriptive research design helps to obtain information concerning the existing phenomena by asking individuals about their perceptions, attitude, behavior or values. Descriptive research design was chosen because it uses both qualitative and quantitative data unlike other research methods. This enabled the researcher to gather data from a large number of samples.

3.3 Target Population

Kombo and Tromp (2006) define target population as a group of individuals, objects or items from which samples are taken for measurement. The target

population consisted of 320 employees and 10 managers of 10 education based NGOs in Busia District (MOEST Busia County 2014).

3.4 Sample Size and Sampling Procedures

A sample is a group of individuals or objects from a population with characteristics that are representative of the population, while sampling is a process of selecting a given number of subjects from a defined population (Orodho, 2013). Stratified sampling was used to categorize education based NGOs into groups with similar characteristics of international, national and community based organizations. This was to ensure that the different groups of NGO categories were well represented in the sample.

In selecting employees, proportionate random sampling was used to sample 160 employees representing 50% and 10 managers' representing100% for this study. According to Gay (1992) a sample of at least 10% of the population is a good representation where the population is larger and 20% where the population is small therefore 100% and 50% was a good representation of the target population. Using random sampling enabled the researcher to obtain a sample that was a replica of the target population.

3.5 Research Instruments

This study employed both questionnaires (closed and open ended) and interview schedules (semi-structured) as the tools for data collection, for both managers and employees. Mugenda and Mugenda (1999) observe that the use of questionnaires

is a popular method of data collection in education because of the relative ease or cost effectiveness with which they are constructed and administered to the large samples. Anonymity of respondents is possible and this helps the respondents to be honest when filling out the questionnaire. Two sets of questionnaires were used to collect the data, one for the managers and the other one for the employees. A two section questionnaire was designed: section A covered personal data while section B measured the extent of access to some of the employee's rights. For the closed ended questions, the respondents were required to tick appropriately. For the open ended questions the respondents were required to give their opinions. The interviews for the managers were used to triangulate data collected through questionnaires.

3.6 Validity of the Instruments

Validity is the degree, to which an instrument measures what it purports to measure (Kothari, 2004). Content validity refers to the degree to which the research instrument or test measures what it should measure (Kasomo, 2007). Mugenda and Mugenda (2003) further outlines three types of validity in the data as construct, content and criterion related. Content validity was ascertained by

having the instrument appraisal by the researcher's supervisors as experts as suggested by Mugenda and Mugenda (2003). Their suggestions were incorporated in the construction of sample items of the instruments. A pilot study was conducted in two education based NGOs which were not in the study as indicated by Wilkinson (1991). Irrelevant, ambiguous and inadequate items were corrected.

3.7 Reliability of the instruments

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda, 2003). Test-retest method was used to test the reliability of the instruments. This is because it shows the consistency of subjects' scores obtained by the instrument over time (Kasomo, 2007). Test-retest method involves administering the same instruments twice to the same group of respondents. Punch (2008) contends that a correlation coefficient of above 0.70 indicates that the instrument is reliable. The managers and employees 'questionnaires were administered at one week interval to check their reliability. The scores from both testing periods were then correlated. The coefficient of reliability was estimated using the Pearson product moment correlation coefficient formula indicated below;

$$ R = \frac{N \Sigma xy - (\Sigma x)(\Sigma y)}{\sqrt{N \Sigma x^2 - (x^2)(N \Sigma y^2 - (\Sigma y)^2)}} $$

Where, Σx = Sum of scores in x distribution

Σy = Sum of scores in the y distribution

Σx^2 = Sum of squared scores in x distribution

Σy^2 = Sum of squared scores in y distribution.

Σxy = Sum of the product of point x and y scores

N= the number of point x and y scores

3.8 Data collection procedures

The researcher obtained a permit to conduct the research from the National Commission of Science, Technology and Innovation. A letter of introduction and notification was written to managers with copies to the District Commissioner (DC) and the District Education Office (DEO) Busia. The researcher personally administered the questionnaires and ensured that the respondents understood what was required of them. The researcher assured the respondents of confidentiality and gave them time to fill in the questionnaires. The researcher collected the filled questionnaires for data analysis after one week.

3.9 Data analysis techniques

Data analysis is the process of bringing order and meaning to raw data collected (Best and Khan, 2004).Once the instruments were collected, the researcher checked them for completeness and consistency. The questionnaires generated both qualitative and quantitative data. Quantitative data was analyzed by the use

of descriptive statistics with the help of Statistical Package for Social Sciences (SPSS) program and presented through percentages, frequencies, cross tabulations, tables, bar graphs and pie charts. Qualitative data was analyzed using content analysis then thematically presented in narrative forms.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND

INTERPRETATION

4.1 Introduction

This chapter presents the findings of the study. The purpose of this study was to investigate and establish the influence of managers' leadership styles on employees' access to their rights in education based NGOs in Busia Kenya. Data analysis was performed using SPSS version 19. Quantitative data were analyzed using frequencies, percentages, cross tabulations, tables, bar graphs and pie charts. Presentation was done using tables, charts and graphs for easy yet effective communication. This style of analysis is influenced by Kerlinger's (1973), principles of data analysis and interpretation, where the research analyst breaks down into constituent parts to obtain answers to research questions.

4.2 Questionnaire return rate

A total of 10 questionnaires for managers and 160 questionnaires for employees were administered to the respondents. In this study, out of 160 questionnaires issued to the employees, 128 questionnaires were successfully filled and returned. Out of 10 questionnaires issued to the managers all were filled and returned. This gave a return rate of 80 percent on employees' questionnaires and return rate of 100 percent on managers' questionnaires. According to Mugenda and Mugenda

(2003) a 50 percent response rate is adequate, 60 percent is good and above 70 percent is rated very well. This commendable return rate was due to extra efforts that were made via personal calls and visits to remind the respondents to fill in and return the questionnaires.

4.3 Demographic characteristics of the respondents

The study initially sought to inquire information on various aspects of respondents background i.e. the gender, age, academic qualification, working experience of both managers and employees. This information aimed at ascertaining the appropriateness of the respondents in answering the questions regarding the influence of managers' leadership styles on employees' access to their rights.

4.3.1 Gender of managers and employees

The study sought to find out the gender of the respondents. This was meant to establish if there was fair representation of both genders. The findings are as shown in Table 4.1

Table 4.1 Distribution of managers and employees by gender

Gender	managers		employees	
	F	%	F	%
Male	6	60	67	52.3
Female	4	40	61	47.7
Total	10	100	128	100

From Table 4.1, majority of managers were male while minorities were females. In addition, male employees were more than female, which also depict disparity in gender recruitment of employees in NGOs in Busia District. This is to be expected because men have traditionally been working in the NGO world long before women. This information on distribution of managers and employees by gender is important to this study for if managers and employees are of different gender they bring about diversity of ideas which may influence positively employees' rights

4.3.2 Distribution of managers and employees by academic qualification

The study sought to establish the academic qualification of the respondents. This was meant to establish whether the respondents were qualified and knowledgeable enough to understand their rights. This was to ensure appropriateness of the respondents in answering the questions. The findings are as shown in Table 4.2

Table 4.2 managers and employees academic qualification

Level of education		managers		employees	
F	%	F	%		
Secondary	0	0	20	15.6	
Certificate	0	0	34	26.6	
Diploma	0	0	44	34.4	
Degree	7	70	21	16.4	
Masters	3	30	09	7.0	
Total	10	100	128	100	

The study shows that majority of managers from education based NGOs were degree holders while few had masters. While the majority of employees from education based NGOs had post-secondary qualifications. This information shows that the respondents were knowledgeable enough and could give valid and reliable information on the influence of managers' leadership styles on employees' access to their rights. The subsequent section shows findings on the duration the managers had served in the capacity of manager.

4.3.3 Distribution of managers according to working experience

The managers were asked to state the duration that they had served in a managerial capacity. This was aimed at establishing whether they had had long experience necessary to understand employee rights and the means of facilitating access to these rights. The findings are shown in Table 4.3

Table 4.3 Distribution of managers by working experience

Working experience in years	Frequency	percentage
1-5	2	20
6 -10	6	60
11-15	2	20
16 and above	0	0
Total	10	100

Data in Table 4.3 shows that majority of the managers had served in the managerial capacity for 6-10 years, minority have served for more than 10 years. This shows that majority of managers had enough experience in working as managers to give credible information with regard to their leadership styles and employees access to their rights.

The following sub- section looks at the working experience of the employees.

4.3.4 Distribution of employees by working experience

The study also sought to find out the experience of employees by asking them the number of years they had been in service. This was meant to establish if they had adequate experience to point out incidences of inability to access their rights. The findings are as shown in the Table 4.4.

Table 4.4 Distribution of employees according to working experience

Working experience In years	Frequency	Percentage
1-5	72	56.3
6-10	33	25.8
11-15	15	11.7
16 and above	6	6.3
Totals	128	100

The study shows that the majority of the employees had worked in their organizations for 1-5 years indicating that most of them are still in their active years. This could also be attributed to the fact that most of them are not permanent in employment and work on contract.

4.3.5 Distribution of employees according to the type of NGO

Employees were required to indicate the NGO type their organizations belong to: To simplify the analysis open ended responses on NGO type were aggregated into three main groups using stratified sampling: international 20%, national 34%, CBO 46%. The findings are as shown in Table 4.5.

Table 4.5 Distribution of employees according to type of NGO.

Type of NGO	Frequency	Percentage
International	26	20.3
National	43	33.6
CBO	59	46
Totals	128	100

Majority of employees were from CBOs a few from international organizations. Information on the distribution of employees was important to this study to ensure that each type of NGO participate in the study for credible findings.

4.4 Leadership styles used by managers in NGOs

The study also sought to establish the leadership styles adapted by the various managers in NGOs in Busia. The managers were asked to rate the extent to which they applied various attributes that denote a leadership style. The responses were matched with respective leadership styles and tabulated using frequencies and percentages as indicated in Figure 4.1.

Figure 4.1 Managers leadership styles
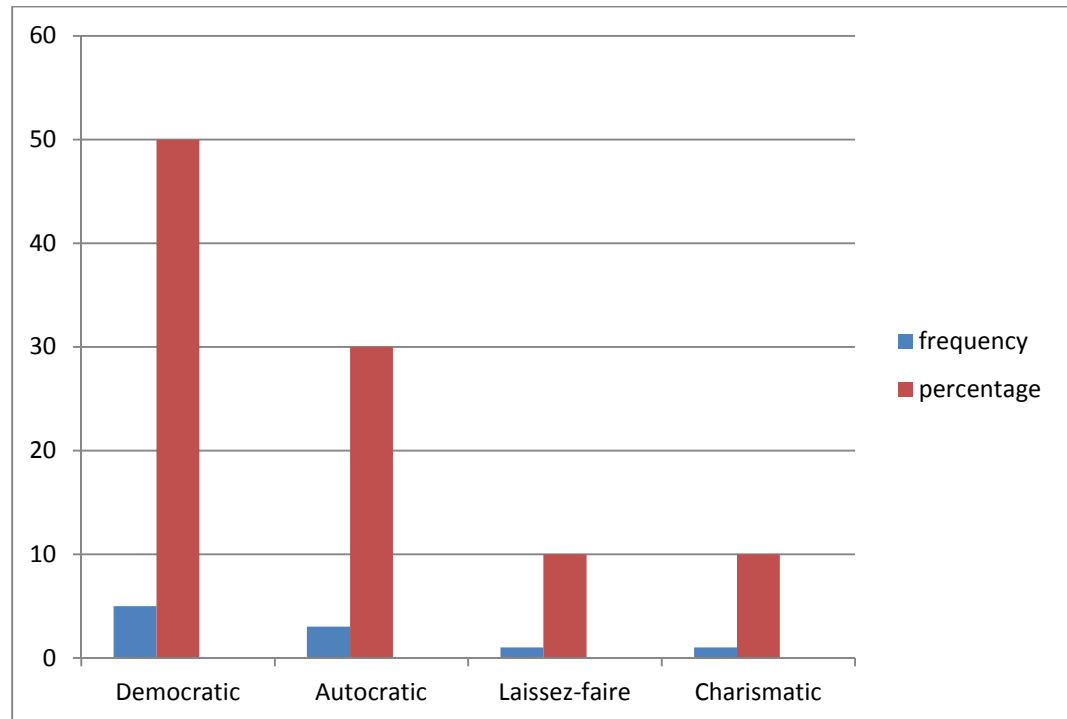
From Figure 4.1, 50 percent of managers applied the democratic leadership style. This means that they delegated authority to employees and encouraged them to contribute in decision making. It is also an indicator that they enhanced job performance and job satisfaction which relate positively to employees access to their rights. This supports a study by Omaloyo &Ajila (2012) which found out that democratic leadership style influenced positively job satisfaction of workers. 30 percent of managers applied autocratic leadership style. This shows that such managers observed close supervision of their employees. But in relation to the findings, the percentage is low. This may be attributed to the fact that managers are aware that this type of leadership can lead to go slow by employees, thus

leading to organization failure. Huka (2003) noted that this style curtails individuals' initiative, leading to dissatisfaction and low morale, the result being professional burn out and low performance. An indication of low employees' access to their rights.

The other leadership style that was rated was laissez-faire which was supported by 10 percent of managers. The reason behind the adoption of the style could be because the managers wanted the employees to be part and parcel of the organization's decisions thus gaining their right to freedom of expression. Therefore they needed their contribution in the running of the organization. The fact that this leadership style is not highly practiced by the managers is an indicator of support of Ayademi's study (2010) in Ohio State, Nigeria which showed that Laissez-faire leadership style is not associated with desirable outcomes among employees. From the study 10 percent of managers adopted charismatic leadership style, this shows that the managers relied on charismatic leadership to impact employees' performance. The managers believed more in themselves than employees and had a vision of extra ordinary goals and had the ability to motivate employees to achieve better performance. The findings are similar to Poon (2000) who postulates that a charismatic leader tends to believe more in him or herself than in their team.

The findings were in agreement with the interview responses in which the majority of the managers indicated that they employed democratic leadership.

This was because a majority of managers indicated that they did not issue circulars to employees frequently and that work deadlines were arrived at after consultations with employees.

4.4.1 Employees views of leadership styles used by managers in NGOs

Still on the question of leadership employees were given items in tables to determine the leadership styles employed by the managers. They were expected to rate the extent to which their managers engaged in various leadership styles using a five point likert scale ranging from strongly agree to strongly disagree. The responses were as shown.

Figure 4.2 Managers leadership styles as viewed by employees
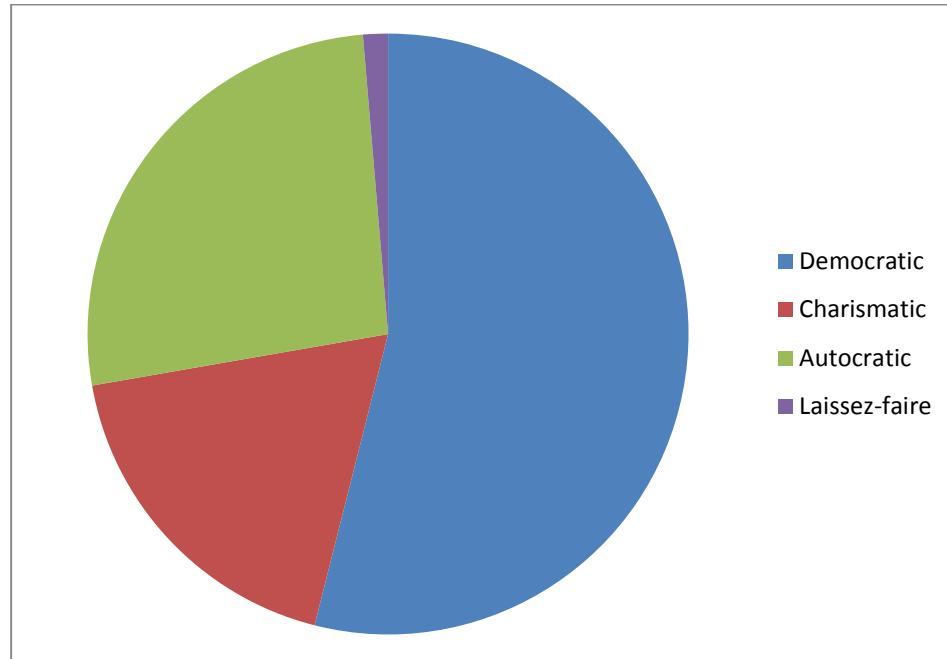
Figure 4.2 shows that managers who used Laissez-faire leadership style were the least rated by the employees and formed 12.2 %. This is an indicator that they rarely engaged in this style showing that managers did not trust employees' ability to work without supervision and so adopted other leadership styles. The number of employees who were for the opinion that managers used autocratic leadership style was 23.5 %. This shows that majority of the managers did not adopt the style. Previous study by Schwartz (2007) found out that where autocratic leadership style was used, workers expressed frustration and anger which significantly lowered their job satisfaction. Indicating low levels of employees' access to their rights.

The percentage number of employees who were for the opinion that managers in Busia district exhibited democratic leadership style qualities was 48 percent. This implied that employees felt involved in the decision making and were given opportunity to air their views.16.3 percent of the employees were of the opinion that managers employed charismatic leadership style. This indicates that managers spark a sense of belonging towards the organization and inspires employees towards achieving good performance. The findings from employees on leadership styles were in agreement with the managers, for both indicated that the dominant leadership style was democratic leadership. A small number of respondents indicated that their managers used charismatic leadership style. This could be attributed to the fact that charismatic leadership qualities are not common and not easy to come by.

4.5 Democratic leadership styles and employee access to their rights

The first research objective sought information on how democratic leadership style influences employees' access to their rights. To address this objective managers were requested to indicate their level of agreement with a number of relevant statements on employees' access to their rights as reflected in the manager's managerial role. The responses were rated on a five point Likert scale where 5=Strongly agree, 4=Agree, 3= Neither agree nor disagree, 2=Disagree, 1=Strongly agree. The findings were as follows

Table 4.7 Managers responses on democratic leadership and employees' rights

	Strongly Agree		Agree		Disagree		Strongly Disagree	
	F	%	F	%	F	%	F	%
Non discrimination	1	20	3	60	1	20	0	0
Compensationin case of injury at work place	1	20	2	40	1	20	1	20
Safe and healthy working environment	2	40	3	40	1	20	0	0
Freedom to join a union	0	0	0	0	3	60	2	40
Access to leaves	2	40	3	60	0	0	0	0
Over time pay	0	0	1	20	2	40	2	40
Staff induction and development	2	40	2	40	0	0	1	20

As evidenced in Table 4.7 majority of managers indicated that they could facilitate access to the rights of non-discrimination, compensation, safe and healthy environment, leaves and staff induction and professional development. This means that democratic managers involved employees in decision making and were considerate of employees' interests and needs. There by impacting positively on their morale and job satisfaction, this in turn results in high job performance. The findings suggested that managers using democratic style played

minimal role in facilitating freedom to join a trade union and access to overtime pay leading to low employee morale and job satisfaction.

In order to further seek information on the influence of democratic leadership style on employees' access to their rights, employees were requested to indicate their level of agreement on the extent to which they rated a number of relevant statements on employees' access to their rights. The responses were rated using the scale given below:

5=Very high   4=High   3=Fairly high   2=Low   1=Very low

Table 4.8 Responses of employees on democratic leadership and employees' rights

	Very high		High		Low		Very low	
	F	%	F	%	F	%	F	%
Non-discrimination	16	26.2	32	52.5	9	14.8	4	6.6
Compensation in case of injury at work place	15	24.6	31	50.8	10	16.4	5	8.2
Access to safe and healthy working environment	20	32.8	29	47.5	6	9.8	6	9.8
Freedom to join a trade union	0	0	5	8.2	33	54.1	23	37.7
Access to leaves	22	36.1	28	45.9	8	13.1	3	4.9
Overtime pay	0	0	5	8.2	28	45.9	28	45.9
Employee recruitment, selection and promotion	25	41	27	44.3	9	14.8	0	0

As depicted in Table 4.8 a high percentage of employees indicated that they could access most of their rights under managers who employed democratic leadership style. This indicated that democratic managers were consultative and considerate therefore employees could freely articulate their needs and interests, were free to decide when to take their leaves, air views on the kind of working environment and were afforded equal opportunities for promotion. This impacted positively on employee morale and job satisfaction leading to high achievement of organizational goals.

However consistent with the managers' results a high percentage of employees indicated that they could not access their right to overtime pay and join a trade union under democratic leadership style. This outcome on overtime pay is in agreement with a previous study by Aryeetey et al (2011). This outcome also implies that as much as democratic leadership style considers the needs, rights, and freedom of workers it could not enforce the provisions of The Labor Relations Act, 2007 of Kenya that provides for the rights of an employee to join a trade union, hence employees could not unionize. This may be attributed to the fact that, unionizing put forth a strong force on behalf of their membership, particularly in dealing with employee benefits and wage negotiations and that threatens most NGOs. It is therefore crucial that bodies tasked with ensuring compliance to labor laws up their game so as to ensure that the NGOs leadership allowed employees to unionize for collective bargaining.

Managers and support staff were asked to give their opinions on the measures that can be taken to facilitate employees' access to their rights in NGOs in Busia district. They suggested that employees should ensure they are furnished with written employment contracts with clearly stated employees' rights and in case of violation of employees rights, there should be redress. They also suggested that managers of NGOs should organize for training programs to sensitize them on employees' rights and labor laws for most of them were very green in as far as rights were concerned. From the findings both managers and employees vouched for democratic leadership style, however employees felt strongly that as much as the leadership style enabled them access their rights, they still faced a lot of difficulties in accessing their right to form and join trade unions of their choice for collective bargaining. This was even after spirited efforts to petition the leadership to allow employees to unionize.

Majority of employees indicating that they could access their rights without restriction under democratic leadership style is consistent with the views of Robbin and Judge (2009) that democratic leadership style seeks to build teams and provides for interest of team through consensus measuring and input encouragement. This type of leadership style was the most popular among the others. This is consistent with the findings of Yousef (1998) that a consultative (democratic) style prevailed in studies carried out in non-western countries particularly Arab countries. In contrast Al-Hajjeh (1984) assumed that Middle

Eastern managers encouraged autocratic leadership, as they had a negative impression about the ability of subordinates.

Leadership styles influence employees access to their rights to some extent as a similar pattern is shown in other related studies. Results from several studies indicate that there is a relationship between perceived leadership style and job satisfaction of employees, job satisfaction implies that employees are contented with access to their rights in the work place. Bhatti's (2012) study on teachers of public and private schools in Lahore found that leadership style yield healthy degree of impact upon the employees' satisfaction and quality improvement.

4.6 Autocratic leadership style and employee access to their rights

The second objective in the study was to examine how autocratic leadership style influences employees access to their rights. To achieve this objective, the managers were asked to indicate their level of agreement on the extent to which a number of relevant statements on employees' access to their rights are reflected in their managerial role. The responses were rated on a five point Likert scale where:

5=Strongly agree   4=Agree   3=Neither agree or disagree   2=Disagree 1=Strongly agree

Table 4.9 Managers responses on autocratic leadership and employees' rights

	Strongly agree		Agree		Disagree		Strongly disagree	
	F	%	F	%	F	%	F	%
Non discrimination of employees	1	33.3	1	33.3	0	0	1	33.3
Employee compensation in case of injury at work place	0	0	1	33.3	1	33.3	1	33.3
Safe and healthy working environment	2	66.6	1	33.3	0	0	0	0
Freedom to join a trade union	0	0	0	0	1	33.3	2	66.6
Access to leaves	1	33.3	2	66.6	0	0	0	0
Staff induction and professional development	1	33.3	1	33.3	1	33.3	0	0
Fairness in employee selection, appraisal and promotion	0	0	1	33.3	1	33.3	1	33.3

As depicted in Table 4.9 a majority of autocratic managers could facilitate access to the rights of non discrimination, safe and healthy working environment, leaves and staff induction and development. The results imply that even though autocratic leaders were not consultative and considerate of employees needs but achievement of organizational objectives, they were compelled to facilitate access to these rights for high employee performance. The results suggest that managers using autocratic

leadership style played insignificant role in facilitating compensation in case of employee injury at work place and freedom to join a trade union.

Employees who had indicated that their manager was autocratic were requested to rate a number of relevant statements on access to rights as influenced by autocratic leadership style. The responses were rated using the scale below;

5=Very high   4=High   3=Fairly high   2=Low   1=Very low

Table 4.10 Employee responses on autocratic leadership and employees' rights

	Strongly agree		Agree		Disagree		Strongly disagree	
	F	%	F	%	F	%	F	%
Employees not discriminated	2	6.7	3	10	14	46.7	11	36.7
Safe and healthy working environment	2	66.6	1	33.3	0	0	0	0
Staff induction and professional development is fair	7	23.3	12	40	6	20	5	16.7
Freedom to join a trade union	0	0	2	6.7	16	53.3	12	4
Employee compensated by the organization in case of injury	3	10	4	13.3	14	46.7	1	30
Access to leaves	10	33.3	14	46.7	4	13.3	2	6.7
Employees paid over time	0	0	3	10	20	66.7	7	23.3
Fairness in employee selection, appraisal and promotion	2	6.7	7	23.3	11	40	11	36.7

From the study findings in Table 4.10, the majority of employees indicated that they could not access the right to non- discrimination under autocratic managers. This is contrary to the findings from managers which showed that employees were not discriminated. This may be because autocratic managers thrive by means of divide and rule with performance being the driving force, hence the variation.

The findings from the study also had a high percentage of employees indicating that autocratic managers don't facilitate compensation whenever members are injured in the work place, don't pay over time, not fair in employee selection and promotion and prevented employees from unionizing. These findings are in agreement with the results from the managers responses. These results showed that autocratic managers made decisions without meaningful participation by employees thus denying them the freedom of expression and association leading to low employee job satisfaction which in turn results in low performance. It also appears that the provisions of the Labor relations Act, 2007 of Kenya concerning union formation and employee entitlement are somewhat not abide by autocratic managers of NGOs in Busia district. This may be due to the fact that autocratic leadership is never keen on employee needs and interests but achievement of organizations' goals. Instead these managers tend to rely much on employee contracts that do not address adequately employee rights.

These results imply that autocratic leaders use their power to achieve their personal objectives and goals and those of the institution without paying much attention to the rights of the employees. This is reflected by Mullins (1998) who pointed out that the

influence of leadership will differ according to the type of power used by the leader over their subordinates; hence leaders will be more effective when they know and understand the appropriate usage of power (Hersey et al., 2001).

As depicted by the research findings, it is clear that autocratic leaders played minimal role in facilitating employees' access to the rights of compensation, non-discrimination and overt time pay. These three rights are greatly influenced by the leadership style while the right to safe working environment, leaves and freedom to join a trade union may be influenced by other factors such as organizational policies and safety standards given by the ministry of labor.

Employees were also requested to indicate if they had any difficulty in accessing their rights. A majority affirmed that they experienced a lot of difficulties in accessing most of their rights under autocratic leadership and that due to fear of severe consequences they dared not agitate for them. Thus a majority of employees were left quite demoralized, fearful and discouraged to work hard for the realization of organizations' goals.

The managers and employees were also asked to give their views on what they think should be done to facilitate access to employee rights in NGOs in Busia district. They pointed out that the labor officers from the ministry should conduct regular audits and inspections of NGO operations to ensure compliance with the labor regulations, especially those regulations dealing with employees' rights. They also felt that employees should be furnished with written contracts of employment detailing terms

of employment and that there was need to sensitize employees on their rights because most of them did not belong to a trade union and had no information on how they can unionize. In addition they opined that managers of NGOs be trained on leadership skills and labor laws so as to effectively manage their human resource.

The autocratic leader seems to influence employees' access to their rights and this is in agreement with Chen and Silverthorns (2005) who pointed out that leadership style affects a range of factors such as job satisfaction, performance, turn over and stress which impact directly on employees' access to their rights. Studies also carried out by Jerotich (2013) on leadership styles and employee access to their rights suggested that autocratic leadership enabled a high percentage of teachers' access the rights to freedom to join a trade union and safe working environment.

4.7 Laissez-faire leadership style and employee access to their rights

The third objective of this study was to establish the influence of laissez-faire leadership style on employees' access to their rights. To address this objective, Employees who had suggested that their managers employed laissez-faire leadership style were requested to indicate the extent to which they rated a number of relevant statements on employees' access to their rights in the organization. The responses were rated using the scale given below;

5= Very high   4=High   3=Fairly high   2=Low   1=Very low

Table 4.11 Responses of employees on laissez-faire leadership and employees' rights

	Very high		High		Low		Very low	
	F	%	F	%	F	%	F	%
Non discrimination of employees	4	25	6	37.5	3	18.8	3	18.8
Employee compensation in case of injury at work place	1	6.3	2	12.5	9	56.3	4	25
Safe and healthy working environment	3	18.8	8	50	3	18.8	2	12.5
Freedom to join a trade union	0	0	2	12.5	10	62.5	4	25
Over time pay	1	6.3	2	12.5	8	50	5	31.5
Access to leaves	5	31.3	7	43.8	2	12.5	2	12.5
Fairness in employee selection, appraisal and promotion	4	25	5	31.5	6	37.5	1	6.3
Staff induction and professional development	2	12.5	4	25	7	43.8	3	18.8

From Table 4.11 majority of employees indicated that under laissez-faire leadership style they could access their rights of non-discrimination, access to safe and healthy working environment and access to leaves. This is consistent with the findings from the managers. This implies that laissez faire leadership allowed employees independence and let them do as they chose thus they could easily access these rights. Interestingly many also indicated that managers who used laissez-faire leadership style facilitated fair and effective employee selection,

employee appraisals and promotion. These could be attributed to the existence of strong organizational policies that have to be adhered to by everybody.

The study findings also had a high percentage of employees indicating that they had difficulty in accessing the rights to compensation, overtime pay and joining a trade union. This implies that since laissez-faire is a hands –off approach, the employees lacked a leader to facilitate access to these rights. This is consistent with the views of Robbins and Judge (2009) who noted that laissez-faire leader allows independence but discourages team building and shows no concern for workers needs or welfare.

These findings are also consistent with the views of Bass (1990) in a study of employee level of job satisfaction which indicate that the level of job satisfaction under laissez-faire leadership is less than under democratic leadership. Erkutlu and Chafra (2006) found that laissez-faire leadership style in a boutique hotel led to negative results in organizational performance such as low satisfaction, high stress and low commitment by followers.

Although laissez-faire leadership style allows employees freedom, the findings indicated that this freedom could not enable employees to access certain rights which a leader plays crucial role in facilitation. This is consistent with the views of Jerotich (2013) who pointed out that laissez-faire approach made it difficult for employees to access the rights to compensation and freedom to join a trade union.

4.8 Charismatic leadership and employees' access to their rights

The fourth research objective sought information on the extent to which charismatic leadership style influences employees' access to their rights. To achieve this objective, employees who had suggested that their manager used charismatic leadership style were asked to indicate the extent to which they rated relevant statements on employees' access to their rights. Their responses were as shown in Table 4.12

Table 4.12 Employees responses on charismatic leadership and employees' rights

	Very high		High		Low		Very low	
	F	%	F	%	F	%	F	%
Non discrimination of employees	8	38.1	11	52.4	1	4.8	1	4.8
Compensation access in case of injury	7	33.3	10	47.6	3	14.3	1	4.8
Freedom to join a trade union	0	0	0	0	11	52.4	10	47.6
Safe and healthy working environment	10	47.6	10	47.6	1	4.8	0	0
Access to leaves	13	61.9	8	38.1	0	0	0	0
Over time pay	8	38.1	7	33.1	4	19.0	2	9.5
Fairness in employee selection, appraisal and promotion	9	42.9	10	47.6	2	9.5	0	0
Staff induction and professional development	11	52.4	10	47.6	0	0	0	0

The study finding in Table 4.12 show that a majority of employees indicated that under charismatic leadership they could easily access almost all their rights. This implies that a charismatic manager plays a vital role in facilitating employees access to their rights since majority of the respondents who identified this leadership style pointed out that they had no problem in accessing their rights. These findings are consistent with the views of Max Weber who described a charismatic leader as one with exemplary character that result in a person having exceptional powers that result in being treated as a leader. While the other types of leadership showed variation in terms of how employees rated the managers and access to their rights, the charismatic leader seemed exceptional in positively influencing employees to access their rights. The charismatic leader is full of energy and provide environment with positive reinforcement.

The findings also show that whereas charismatic leadership could guarantee employees of access to almost all their rights, the leadership played insignificant role in enabling employees to join a trade union of their choice for all the respondents suggested that they could not join a trade union. The study results may be due to organizational policies which at times contradict the labor laws thus deliberately hindering employees from unionizing for collective bargaining. In addition, most of the NGO employees are on short term employment contracts, which discourage them from unionizing

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study, conclusion and recommendations of the study in line with the study on the influence of managers' leadership styles on employees' access to their rights in education based NGOs in Busia District, Kenya.

5.2 Summary of the Study

The purpose of this study was to investigate the influence of managers' leadership styles on employees' access to their rights in education based NGOs in Busia District. The study hoped to achieve this aim by identifying the existing leadership styles employed by managers of education based NGOs in Busia District. The study also sought to determine the influence of managers' democratic leadership style, autocratic leadership style, laissez-faire leadership style and charismatic leadership style on employees' access to their rights as well as establishing ways of improving access to their rights in Busia District. The study employed descriptive research design and targeted 10 education based NGOs, 10 managers and 320 employees.

Data was gathered using both questionnaires (closed and open ended) for managers and employees and interviews for managers only. Quantitative data was

analyzed by use of descriptive statistics and presented in the form of tables, cross tabulations, frequencies, pie charts and percentages.

From the study findings, it was established that most managers of education based NGOs used democratic leadership style. This is to mean that the managers changed their leadership styles as conditions warrant mobilizing and utilizing the potential resources and creativity of members for high goal accomplishment, while at the same time being considerate to employee needs. Laissez-faire leadership was the least chosen by both managers and employees 10 % and 12.2 % respectively. This indicates that laissez-faire leaders are becoming fewer for the leadership style is not associated with desirable out comes among employees hence discouraged.

The finding indicated that the democratic leadership style which was the most popular leadership style had over 70% of the employees indicating that they could access their rights of non-discrimination, facilitation of compensation, safe and healthy working environment, fair employee recruitment and selection and leaves. These results are in agreement with the findings from the managers responses however over 80 % of the employees indicated that they were not paid for working beyond the prescribed eight hours and that they were not members of any trade union. This may be because the organizational policies, though in contravention of the Kenyan labor laws, hinder managers from facilitating access

to these two rights. Access to these rights seems to be beyond the powers and control of the managers.

From the finding under autocratic leadership style the highest responses in agreement to facilitating access to the rights of employees were on safe and healthy working environment, access to leaves and staff induction and professional development. These findings could be attributed to the fact that there are certain safety requirements in organizations from the Ministry of Labor and therefore the managers had no choice but to abide by them. On leaves, the managers had no otherwise for they are aware of the benefits that accrue when employees are granted time off. Health wise, employees return refreshed and are therefore able to expend their energies to enable the organization perform. As for the right of staff induction and professional development it's provided for in organizations policies. The rights that the managers could influence directly for example non- discrimination and compensation they indicated with a lower percentage. These may have been doled out depending on patronage.

The findings on laissez-faire leadership style had over 60% of employees indicating that they had no problem in accessing the right to non-discrimination, safe and healthy working environment and access to leaves but over 80% indicated that they could not access compensation in case of injury. Employees also had over 80% disagreement in their access to overtime pay and joining a union. The three rights of compensation, over time pay and freedom to join a

union requires support from the manager and since laissez-faire is a hands –off approach the employees may have a problem in accessing them.

The finding on charismatic leadership style indicated that over 80% of the employees who identified this leadership style as being used by their managers had no difficulties in accessing all the seven rights of non-discrimination, compensation, working in safe and healthy environment, leaves, overtime pay, fair employee selection and appraisal, promotion and staff induction and professional development. This therefore implies that charismatic leaders take into consideration the rights of employees. 100% of employees indicated that they could not access the right to join a trade union; it seems this right was beyond the scope of the charismatic manager for its determined by other factors other than leadership styles.

5.3 Conclusions

On the basis of the findings of this study, the following conclusions are made:

1. Managers adopted various leadership styles, which influenced employees' access to their rights. The most popular style employed by managers in education based NGOs in Busia District is democratic leadership style because of its values.

2. Consultative approach in decision making enables a high percentage of employees' access their rights.

3. Autocratic leadership style was found to be retrogressive and largely did not enable employees' access their rights.

4. Employees found it difficult to unionize under all the four leadership styles.

5. Leadership styles influences employees access to almost all their rights.

5.4 Recommendations

The following are the recommendations

i. Bodies tasked with ensuring compliance to labor laws and employment laws should up their game so as to put managers and employers on line.

ii. Managers should imbibe a mixture of leadership styles in their organizations in order to enhance employees' access to their rights.

iii. Managers' leadership skills need to be enhanced through frequent training to be able to handle human resource in their organizations.

iv. Managers' of NGOs should ensure that the organization keeps abreast with current regulations as well as any subsequent amendments or repeals, so as to cater for employees rights adequately.

v. There is need for employees to join and participate in the activities of the union for collective bargaining.

5.5 Suggestion for further research

i. The current study focused on the influence of managers' leadership styles on employees' access to their rights in Busia District. The researcher recommends further research on the influence of managers' leadership styles on employees' access to their rights is carried out in various parts of the country so as to assess the validity of the research findings.

ii. There is also need to conduct research on the influence of trade union activities on employees' access to their rights.

iii. There is also need of conducting a research on the influence of corruption on employees' rights in NGOs in Kenya.

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APPENDIX I

LETTER OF INTRODUCTION

University of Nairobi,

Faculty of Education

Department of Educational

Administration and Planning

P.O Box 92

Kikuyu.

Dear Sir/Madam,

RE: REQUEST TO COLLECT DATA.

I am a post graduate student at the Department of Education Administration and Planning in the University of Nairobi. I am currently carrying out a research on "Influence of Manager's leadership styles on employees' access to their rights in Education based NGOs in Busia district.

You are kindly requested to allow me carryout the study in your organization. The identity of the respondents in your organization will be handled in confidence.

Thank you for your cooperation.

Yours faithfully,

Akello Stephen

APPENDIX II

QUESTIONNAIRES FOR MANAGERS

Please indicate the correct option as honestly as possible where applicable. For the questions that require your opinion fill in the blanks. Kindly respond to all the items.

Section A

1. what is your gender Male ☐   Female ☐

2. What is your age bracket 22-30 years [ ] 31-40 years [ ] 41-49 years [ ]

   50 years and above [ ]

3. How long have you been in this organization? In years

a) 1-5 ☐ 6-10 ☐ 11-15 ☐   16 and above ☐

4. What is your highest professional qualification?

   PHD ☐   Masters ☐   Degree ☐   Diploma ☐
   Any other specify………………………………………………………

5. What is the type of NGO ; a) International organization ☐

   b) Community based organization ☐   c) National organization ☐

6. How long have you served as a manager? 2-5 years [ ] 6-10 years [ ]

   11-15 years [ ] 16 years and above [ ]

Section B

The following statements refer to the possible ways in which you might behave in a managerial leadership role**.** Please indicate how you would behave by putting a tick (√) at the appropriate rating below. Use the scale given

Key: 5 = Always   4 = Often 3 = Occasionally   2 = Seldom   1 = Never

	Item 1	5	4	3	2	1
7	1 am not bothered about attitudes of the staff towards the organization's performance but i am rather concerned about getting the task done					
8	Tough supervisory practices/master servant relationship					
9	The manager- employee relationship is characterized by fear					
10	1 tell employees what to do and how to do it, I assert myself and serve as an example for the employees					
11	Members who do not meet the set objectives are threatened with punishment					
12	I act without consulting the group					
	2					
13	1 get group approval in important matters before going ahead					
14	Am friendly, supportive and considerate towards others					
15	1 promote and defend the interest of the group					
16	1 respect employees opinions regarding organization's improvement					

17	1 get superiors to act for the welfare of the group					
18	1 provide any necessary training and coaching or arrange others to do so					
19	I involve staff in making organization's programs					
20	I consult staff before making decisions					
	3					
21	1 expect employees to create their own targets and accomplish them on their own					
22	I fail to take necessary action					
23	I am less concerned with what staff members do					
24	I delegate duties to members and expect them to accomplish them without supervision					
25	I expect employees to find and correct their own errors					
	4					
26	I have a vision of extra ordinary goals and the ability to motivate employees to achieve better performance					
27	I tend to believe more in myself than employees					
28	I have high confidence, dominance and a strong convictions in my beliefs					
29	I spark a sense of belonging towards the organization and inspire employees towards achieving good performance					

The following are some statements on employee's rights existing in the organizations. Please indicate by putting a tick (√) the extent to which you agree or disagree with each statement using the scale given.

Key: 5 = strongly agree   4 = Agree 3 = Neither Agree or Disagree2 = Disagree 1 = Strongly Disagree

	STATEMENT	5	4	3	2	1
30	There is no discrimination of employees on any basis					
31	Employees compensation in case of work related injury is facilitated					
32	There is prompt and just compensation of employees in case of injury and diseases contracted in the cause of employment					
33	The work place environment is safe and free from health risks to employees					
34	Employees have adequate office space and furniture to work from					
35	Employees are allowed to join trade unions of their choice					
36	Employees work for the stipulated 8 hours a day					
37	There is overtime pay for employees					
38	Employees are allowed leaves i.e. annual, maternity, paternal and compassionate leaves					
39	There is fairness in employee selection and promotion					
40	There is fairness in staff induction and professional development					

41	Staff performance appraisals are fairly done					
42	There is fairness in staff discipline					

43. What are the challenges you face in facilitating employee access to their rights?...
....
....

44. As an administrator, what leadership styles would you propose to be used in organizations so as to promote and improve employees' access to their rights?
……………………………………………………………………………………………
……………………………………………………………………………………………
………………………………………………………………………………………….

45. In your own opinion what steps can be taken to facilitate employees' access to their rights in NGOs in Busia District?..,……………….
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………

46. What do you think the government should do to improve managers leadership styles for better access to employees rights?...
……………………………………………………………………………………………

APPENDIX III

QUESTIONNAIRE FOR THE EMPLOYEES

Kindly provide answers to these questions as honestly as possible. Responses to these questions will be treated as confidential.

Please tick where appropriate (√)

Section A: Demographic Information

1. What is your gender?

a) Male ☐ b) Female ☐

2. How long have you been working with this organization? In years

b) 1-5 ☐   b)6-11 ☐   c) 15 above ☐

3. What is your academic qualification?

Masters ☐   Degree ☐   Diploma ☐

Any other specify……………………………………………………………………

…………………………………………………………………………………………...

5 What is your job title;

a. Program Coordinator   ☐

b. Program Officer   ☐

c. Administrative Assistant ☐

d. Accountant   ☐

Section B

The following statements relate to different leadership styles that the manager uses to in managing organizations. What is your level of agreement with the following statement on the influence of leadership styles on employees' access to their rights. Use the scale given below.

Key: 5=Strongly Agree 4=Agree 3=Undecided 2=Disagree 1=Strong Disagree

	Item 1	5	4	3	2	1
5	Manager is not bothered about attitude of the staff towards the organizations performance but, he is /she is rather concerned about getting the task done.					
6	Tough supervisory practices/master servant relationship.					
7	The manager-employee relationship is characterized by fear.					
8	Manager tells employees what to do and how to do it asserts himself/herself and serves as an example for the employees.					
9	Members who do not meet the set objectives are threatened with punishment.					
10	Acts without consulting the group.					
	2					
11	Gets group approval in important matters before going ahead.					
12	Friendly, supportive and considerate towards others.					
13	Promotes and defends the interest of the group.					
14	Provides necessary training and coaching or arranges others to do so.					
15	Respects employee opinions regarding organizations improvement.					
16	Gets superiors to act for the welfare of the group.					
17	Involves staff in making organizations programs					
	3					

18	Expects employees to create their own targets and accomplish them on their own.					
19	Fails to take necessary action.					
20	Less concerned with what staff members do.					
21	Delegates duties to members and expects them to accomplish them without supervision.					
22	Expects to find and correct their own errors.					
	4					
23	Has a vision of extra ordinary goals and the ability to motivate employees to achieve better performance					
24	Tends to behave more in him-or herself than employees.					
25	Has high confidence, dominance and strong convictions in his or her beliefs.					
26	Sparks a sense of belonging towards the organization and inspires employees towards achieving good performance.					
27	Has good knowledge of appropriate social control mechanism.					

The table below presents various statements regarding employees' rights indicate the extent to which you rate each statement using the scale given below.

Key: 5=Very High   4=High 3=Fairly High 2=Low 1=Very Low

	STATEMENT	5	4	3	2	1
28	Employees are not discriminated on any basis					
29	Employees recruitment, selection and promotions are fair					

30	Staff induction and professional development is fairly done					
31	The working environment is safe and healthy					
32	There are adequate fire extinguishers-buildings are inspected regularly					
33	There are adequate offices and furniture foe staff					
34	The work place environment is conducive for working					
35	There is freedom to join a trade union of your choice					
36	Employees are compensated in case of injury at work					
37	Compensation benefits are prompt and fair					
38	You work for 8 hours as stipulated in the labor laws					
39	Employees are paid overtime					
40	Employees are allowed to take leave					
41	Staff discipline is fairly done					
42	Staff performance appraisal are fairly done					
43	You are provided adequate and clean water at work					
44	Staff is well motivated by management.					

45. i) Do you have any difficulty in accessing some of you right as an employee?

a) Yes ☐   b) No ☐

ii) If yes what have you done about it and what was the response?.........................

....

……………………………………………………………………………………………

46 As an employee in the organization, which leadership styles would you propose to be used in the organization in order to improve access to labor rights…………………………………………………………………………..

....

47. Give reasons for the above…………………………………………………................

…………………………………………………………………………………………..

48. In your own opinion, what measures can be taken to facilitate employee access to their rights in NGOs in Busia District……………………………...............................

……………………………………………………………………………………………

…………………………………………………………………………………………….

APPENDIX IV

INTERVIEW SCHEDULE FOR MANAGERS

1. Interviewees' current responsibility and job experience.
2. Leadership styles
   a)   What informs your decisions?
   b)   What is your mode of communication to staff?
   c)   What are your views on circulars and how often do you issue them?
   d)   How do you arrive at work deadlines?
3. Union formation
   a)   Does your organization encourage union formation?
   b)   Are you a member of any trade union? If yes, how have you benefited from it?
4. Safety and health
   a)   Do you have adequate fire extinguishers on all the buildings?
   b)   How regular is the work place environment inspected by the government inspectors?
   c)   What are some of the health hazards and how can they be alleviated?
   d)   Do employees have a medical cover? If yes, of how much?
   e)   How do you ensure security of staff at work?
5. Working hours
   a)   How many hours do you work in a day?
   b)   Are they paid overtime when they work beyond the normal hours?
   Leaves

   a)   How many types of leaves are you entitled to in a year?
   b)   Are you paid leave allowances?
6. Compensation
   a)   Do you facilitate employee compensation in cases of injury at work? If yes how long does it take?
7. Policy
   Is there a policy on employee right protection in the organization? Is it a reality or a fiction?
 9. In your own opinion what role have you played as a manager in enabling employees' access their labor rights?

   Thank you for your participation

APPENDIX V

LETTER OF RESEARCH AUTHORIZATION

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 310571, 2219420
Fax: +254-20-318245, 318249
Email: secretary@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

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

Ref: No.

Date:

17th December, 2014

NACOSTI/P/14/0358/4302

Stephen Louis Akello
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Influence of managers' leadership styles on employees' access to their rights in education based on Non Governmental Organizations in Busia District, Kenya,"* I am pleased to inform you that you have been authorized to undertake research in **Busia County** for a period ending **30th October, 2015.**

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

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

DR. S. K. LANGAT, OGW
FOR: SECRETARY/CEO

Copy to:

The County Commissioner
Busia County.

The County Director of Education
Busia County.

THIS IS TO CERTIFY THAT:
MR. STEPHEN LOUIS AKELLO
of UNIVERSITY OF NAIROBI, 0-100
BUSIA,has been permitted to conduct
research in *Busia* **County**

Permit No : NACOSTI/P/14/0358/4301
Date Of Issue : 17th December,2014
Fee Recieved :Ksh. 1000

on the topic: *INFLUENCE OF*
MANAGERS' LEADERSHIP STYLES ON
EMPLOYEES' ACCESS TO THEIR RIGHTS
IN EDUCATION BASED NON
GOVERNMENTAL ORGANIZATIONS IN
BUSIA DISTRICT, KENYA

for the period ending:
30th October,2015

....
Applicant's
Signature

....
Secretary
National Commission for Science,
Technology & Innovation

CONDITIONS

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

REPUBLIC OF KENYA

NACOSTI

National Commission for Science,
Technology and Innovation

RESEARCH CLEARANCE
PERMIT

Serial No. A **3903**

CONDITIONS: see back page