LEADERSHIP STYLES AND IMPLEMENTATION OF STRATEGY AMONG NON GOVERNMENTAL ORGANISATIONS IN NAIROBI CITY COUNTY, KENYA

BY:

NANCY LOKO KIVASU

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DECLARATION

This research project is my original work and has not been presented in any other university for academic qualification.

Sign …….. Date ……..

NANCY LOKO KIVASU

Reg. No. D61/62889/2011

This project has been submitted for examination with my approval as the University Supervisor.

Sign …… Date ……..

SUPERVISOR

PROF. JUSTUS MUNYOKI

DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

DEDICATION

This work is dedicated to The Almighty God, my husband Mr. Moses Waweru, and to my parents Mr. Erastus Kivasu and Mrs Juliana Kivasu for their love, support, patience and continued prayers towards successful completion of this course.

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I must admit humbly that the success of this research has been largely due to collaborative efforts and devotion of many people to who I owe a lot of gratitude. My special gratitude goes to The God Almighty for giving me the strength and wisdom to pursue this course.

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May God bless you all.

ABSTRACT

Leadership style is important in ensuring that strategies are implemented successfully and desired outcomes are achieved. The objective of this study was to establish the leadership styles adopted and the influence of leadership styles on the implementation of strategy among NGOs in Nairobi City County, Kenya. The research targeted chief executive officers of various nongovernmental organizations as they are knowledgeable in matters of leadership styles adopted and strategy implementation issues and were therefore able to answer all the relevant questions. The study used primary data collected through questionnaires. The data was analyzed using frequencies, percentages, mean and standard deviation. The study found that NGO's in Nairobi City County, Kenya predominantly used transactional, servant, and situational and transformational leadership styles. Another key finding of the study was that leadership styles influence strategy implementation by influencing the way employees go about their day to day tasks. The study established that leadership styles are important in strategy implementation hence the need for organizations to incorporate various leadership styles. The study concluded that leadership styles had an influence on strategy implementation, as the evidence clearly showed that the organisational factors which were the NGO's strategy implementation indicators had been greatly influenced by its leadership styles and poor leadership styles of managers and lack of understanding of strategy implementation were the major impediments of strategy implementation. The study recommends that organizations be aware of the appropriate leadership styles for their organizations as different leadership styles are relevant in different operating environment. The study also recommends that organizations ought to use the various leadership styles characteristics to influence strategy implementation with regard to goal achievement.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

A strategy is an important component of organization planning towards the attainment of organizational objectives. In implementing strategies, leadership plays a critical role as it directs all other resources in strategy implementation for a common goal (Mintzburg, 1990) Organizational leadership is about relationship of an individual's ability to influence and be influenced by a group in the implementation of a common task (Giambatista, 2004). Absence of quality leadership in an organizational setting has been found to negatively affect performance. This leads to stagnation in organizational operations leading to missed organizational objectives. Mintzburg, (1990) acknowledged that leadership is essentially the core and spirit of organizations as it directs all other organizational resources towards the attainment of organizational objectives. Leaders in the organization need to marshal adequate support from other employees so that they get involved in strategy implementation. Different situations and circumstances in an organization demand that the leaders deploy different leadership styles if they are to effectively implement a given strategy.

This study was founded on three theories; institutional theory, Resource Based View theories and Upper Echelon theory. In the institutional theory, organizations are influenced by normative reassurance arising from external forces such as the state and sometimes arising from forces within the organization itself (North, 1990). The Resource-Based View theory emphasizes the firm's resources as the fundamental determinants of competitive advantage and performance (Barney, 2004). Upper Echelons theory attributes the performance outcomes of firms to the characteristics of their top

management teams and associates heterogeneity of the strategic behaviour of firms with the cognitive and behavioural diversity of their managerial teams. As a result, it offers new models into strategic leadership, governance, decision making, and many other factors as well as processes involved in operation of firms.

Non Governmental organizations in Kenya are faced with several leadership challenges which influence the attainment of strategic objectives. Unlike most profit making organizations, NGOs develop their plans in advance to donors who provide finance to enable them undertake several projects. The manner in which the implementation of the strategy is concerned, the leadership approaches adopted by NGO leaders will determine the success rate in that NGO. The organizations that meet and deliver on their goals and are in good relationship with the donor would have positive strategy implementation results. It is therefore important to study the relationship between NGO leadership and strategy implementation in Kenya.

1.1.1 Concept of Strategy

A strategy refers to the pattern or plan that integrates an organization's major goals, policies and action sequences into a cohesive whole (Quinn, 1999). It helps to position a firm in the wider external environment by defining the obligation of the firm to its stakeholders (Johnson and Scholes, 1999). In addition, strategy helps to define the specific business of the firm in terms of products, markets and geographical scope and can be considered as a firm's game plan that enables the firm to create competitive advantage (Pearce and Robinson, 2000).

Thompson and Strickland (2007) define strategy as the match between an organization's resources, skills and the environmental opportunities as well as the risks it faces and the purposes it wishes to accomplish. Its purpose is to provide directional cues to the organization that permit it to achieve its objectives while responding to the opportunities and threats in the environment (Pearce and Robinson, 2000).

1.1.2 Strategy Implementation

Strategy implementation is an action phase of the strategic management process which involves the Operationalization of the formulated strategies. Implementing strategy is putting the chosen strategy into practice, resourcing the strategy, configuring the organization's culture and structure to fit the strategy and managing change (Campbell et al. 2002). Implementation involves organizing, resourcing and employing change management procedures. Implementation process is a rather more complex than either analysis or selection phase. Successful strategy implementation relies upon the information obtained in the strategy analysis stage and leadership provided by managers over other organizational resources. For strategy implementation to be effective, it is important that the leaders clearly understand the organization's internal strengths and weaknesses and their external opportunities and threats.

Strategy implementation covers almost every aspect of the management and it needs to be started from many different points within the organization (Shah, 2005). Effective implementation calls for unique, creative skills including leadership, precision, and attention to detail, breaking down complexity into digestible tasks and activities and communicating in clear and concise ways throughout the organization and to all its

stakeholders. Forster and Browne (1996) point out that this approach assumes a logical and hierarchical distinction between strategy formulation and implementation, with implementation delegated to a subordinate status as the responsibility of “middle management (Cocks, 2010).

1.1.3 Leadership Approach

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal (Northouse, 2007). It is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Organizational leadership is about relationship of an individual’s ability to influence and be influenced by a group in the implementation of a common task (Giambatista, 2004).

Several leadership styles exist to assist managers and organization leaders deal with different scenarios as they present themselves in an organizational setting. Some of these leadership styles include: authoritarian leadership style where the boss dictates the way a department or organization runs; Transformational leadership is a leadership approach that causes change in individuals and social systems (Hill, 2000). Transformational leadership styles ensures that the leaders connects the follower's sense of identity and self to the mission and the collective identity of the organization; being a role model for followers that inspires them; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that optimize their performance. Participative leadership is defined as leadership that involves employees across levels of the hierarchy in decision-

making (Spreitzer, 2007). Participative leaders involve their subordinates in making and implementing decisions. Delegative leadership is a somewhat hands off approach in which the leader places great responsibility on lower level managers and employees. Thus the term laissez faire, which is French for the non interference in the affairs of others (Spreitzer, 2007).

1.1.4 NGOs in Kenya

NGOs can be distinguished into two groups: Operational and advocacy NGOs. This may be interpreted as the choice between small-scale change achieved directly through projects and large scale change promoted indirectly through the influence of the political system (Mostashiri, 2005). Much of the moral authority as well as strength come from support from funding and facilitator organizations which eventually turns them into political superpowers. A number of both international and local based NGOs have their offices and even headquarters in Kenya. Most of these organizations were registered under the NGO coordination bureau.

The NGO council provides overall leadership to the NGO sector. It champions the key values of probity, transparency, accountability, justice and good governance. It enhances the self-regulation of its members, and assists them to realize their potential in improving services that improve the socio-economical status of Kenyan society in pursuit of sustainable development. The NGO activities mainly focused on welfare but today these NGOs are active in a cross section of areas including; agriculture, water, education, environment and health matters, human rights, gender and development, Children rights, poverty alleviation, peace, population, training, counselling , small scale enterprises, disability among many other issues facing third world countries (Mbote, 2003).

1.2 Research Problem

Implementing strategy poses the tougher more time-consuming management challenge and practitioners are emphatic in saying that it is a whole lot easier to formulate a sound strategic plan than it is to implement (Thompson & Strickland, 1992). Enormous time, energy, and resources go to strategy formulation, but many organizations have little to show for the effort, largely due to poor implementation. Hunger and Wheelen (2008) argue that poor implementation of strategy has been blamed for a number of strategic failures with lack of top management commitment being one of the most mentioned problems.

However, Nongovernmental organizations have succeeded in the past because of the leadership provided by their heads. In the political space created by shifting interdependencies among political actors, by the globalization of capitalism and power, and by the decline of the state (Mostashiri, 2005), growing numbers of groups loosely identified as nongovernmental organizations (NGOs) have undertaken an enormously varied range of activities, including implementing grass-roots or sustainable development, promoting human rights and social justice, protesting environmental degradation, and pursuing many other objectives formerly ignored or left to governmental agencies (Edwards & Hulme, 1996).

NGOs operations is further complicated by the fact that they have not only increased in number and taken on new functions, but they have also forged innovative and increasingly complex and wide-ranging formal and informal linkages with one another, with government agencies, with social movements, with international development agencies, with individual INGOs (international NGOs), and with transnational issue

networks (Carroll, 1988). In Kenya NGOs face various issues especially the local NGOs. Which include; lack of funds, poor governance, and absence of strategic planning, poor networking, poor communication, limited capacity, political interference and using wrong development approaches (Mostashiri, 2005). These local NGOs also feel overpowered and suppressed by international NGOs. This has forced NGOs to use leadership as one of the tools affecting strategy implementation and ensuring funding sustenance.

Several studies have been conducted on leadership styles and strategy implementation. Fatokun, Salaam and Ajegbomogun (2010) examined the influence of leadership style on the performance of subordinates in Nigerian libraries and established a high level of commitment to both official and social needs by the leaders. Pradeep and Prabhu (2011) examined that relationship between effective leadership and employee performance. The study considered the relationship between transformational, transactional, laissez-faire leaderships and employee performance. Locally, Itunga (2009) examined the effects of principals' leadership styles on students' performance in KCSE in public secondary schools in Meru central district, Kenya.

Obama (2009) examined the effects of head teachers' leadership styles on students' performance in Kenya certificate of secondary examination in public schools in Homa Bay District, Kenya while Netia (2011) examined the influence of management style on organizational performance using a case of College of Humanities and Social Sciences, University of Nairobi. Another study by M’mbaha, (2004) also showed that there were few women in leadership and this was contributed to by several factors including: individual challenges, lack of confidence, family work conflicts, multiple roles, rational

challenges, and discriminatory allocations of leadership positions. These were found to be the major reasons why women are left out of leadership.

However, these studies did not look at the effects of leadership styles on strategy implementation. Given its vital role in the NGO sector, there is need for an in-depth study on the impact of leadership styles on strategy implementation at the organisation. The study sought to establish the leadership styles and determine their influence on the implementation of strategy among NGOs in Nairobi City County, Kenya

1.3 Research Objectives

The study was based on the following objectives:

i. To establish the leadership styles adopted by NGOs in Nairobi City County, Kenya
ii. To determine the influence of leadership styles on the implementation of strategy among NGOs in Nairobi City County, Kenya

1.4 Value of the Study

This study would enable future researchers in the field of strategic management especially strategy implementation by acting as a source of reference on which they can build their studies besides suggesting areas for further research. It would also help them identify several research gaps and know what has not been studied before.

This research would be of importance to the NGO board since it's the policy maker of the nongovernmental organizations. It would be of importance in the formation of rules, regulations and policies governing nongovernmental organizations.

The management of the different NGOs in Nairobi County would be able to realize how the leadership styles that they have in place influences the implementation of strategy in that organization and this would help them know the way forward depending on the findings of the research.

1.5 Chapter Summary

This chapter provided background information of the study relating to leadership styles and implementation of strategy from global, regional and local perspectives. It highlighted the research problem clearly bringing out the research gap to be filled by the study. The chapter also presented the research objectives and the value of the study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews the various theories, concepts and studies that exist on the influence of leadership styles on implementation of strategy in relation to Non Governmental Organizations in Kenya. The review is based on the research question.

2.2 Theoretical Perspective

The theoretical foundation of this study is based on three theories: resource based view theory; institutional theory and upper echelons theory.

2.2.1 Resource Based View Theory

Historically, the Resource-Based-View Theory of the firm has been one of the key theories in entrepreneurship because access to resources is central to the success of a new venture (Bhide, 2000). While resources are certainly vital, it has increasingly become clear that issues such as culture, legal environment, tradition and history in an industry, and economic incentives all can impact an industry and, in turn, entrepreneurial success (Baumol, Litan & Schramm, 2009). The issue of firm performance has been central in strategy research for decades and encompasses most other questions that have been raised in the field, as for instance, why firms differ, how they behave, how they choose strategies and how they are managed (Porter, 1991). With the rise of the resource-based approach, strategy researchers' focus regarding the sources of sustainable competitive advantage shifted from industry to firm specific effects (Spanos and Lioukas, 2001). Initiated in the mid-1980s by Wernerfelt (1984), Rumelt (1984) and Barney (1986), the

resource-based view theory has since become one of the dominant contemporary approaches to the analysis of sustained competitive advantage.

A central premise of the resource-based view is that firms compete on the basis of their resources and capabilities (Peteraf and Bergen, 2003). Most resource-based view researchers choose to look within the enterprise and down to the factor market conditions that the enterprise must contend with, to search for some possible causes of sustainable competitive advantages holding assuming that all external forces are constant (Peteraf and Barney, 2003). This inward-looking approach has proven to be both influential and useful for the analysis of many strategic issues (Foss and Knudsen, 2003), among which the conditions for sustained competitive advantage and diversification.

This theory is mainly concerned with the source and nature of strategic capabilities. The resource-based perspective has an intra organizational focus and argues that performance is a result of firm-specific resources and capabilities (Barney, 1991). If all the firms were equal in terms of resources there would be no profitability differences among them because any strategy could be implemented by any firm in the same industry.

2.2.2 Institutional Theory

The application of institutional theory has proven to be especially helpful to entrepreneurial research. Unlike the resource based view theory, the institutional theory is playing a major role in helping to explain the forces that shape entrepreneurial success, apart from organisational resources (Peng, 2009). Institutional theory is traditionally concerned with how various groups and organisations better secure their positions and

legitimacy by conforming to the rules and norms of the institutional environment (Scott, 2005).

The term institution broadly refers to the formal rule sets (North, 1990), less formal shared interaction sequences (Jepperson, 1991) and ignored assumptions (Meyer & Rowan) that organisations and individuals are expected to follow. These are derived from rules such as regulatory structures, governmental agencies, laws, courts, professions, and scripts and other societal and cultural practices that exert conformance pressures (DiMaggio & Powell, 1991). These institutions create expectations that determine appropriate actions for organizations and also form the logic by which laws, rules, and taken-for-granted behavioural expectations appear natural and abiding (Zucker, 1977).

Institutions define therefore what is appropriate in an objective sense, and thus render other actions unacceptable or even beyond consideration (DiMaggio & Powell, 1991). This theory is based on three major theoretical arguments, the historical institutionalism, the sociological institutionalism, and the political institutionalism. The basic similarity in all institutional theoretical claims is that something identified at a higher level is used to explain processes and outcomes at a lower level of analysis (Amenta, 2005).

2.2.3 Upper Echelon Theory

In the Upper echelons theory, it is believed that organizational outcomes both strategies and effectiveness are reflections of the values and cognitive bases of powerful actors in the organization and that organizations are what their leaders think, feel, perceive, and believe (Carpenter, Geletkanycz & Sanders, 2004). The theory states that top managers' perception of their corporate environment influences the strategic choices they make

which eventually affects the performance of the organization. It further states that their fields of vision and for that matter the perceptions of the environment that result are restricted by their cognitive base and values (Hambrick & Mason, 1984). This is because the attention process is constrained by the limited capacity of humans for information processing at any given time and as a result, our decision to attend to certain elements in the environment is determined by our dispositions and personal tendencies.

In other words, personal characteristics of top managers determine the aspects of the environment that they can see and what they see inform the decisions they make regarding strategic choices which ultimately affects the bottom-line of the organization (Opong, 2014). The revision of the theory by Carpenter et al. (2004) adds mediators and moderators of top management team effects such as power, team processes, integration, incentives, and discretion to the model. They also re-conceptualize both strategic choices and firm performance as organizational outcomes.

2.3 Leadership Styles

Leadership style is the pattern of behaviours engaged in by the leader when dealing with employees. Lewin, Lippit and White (1939). Yukl (2006) defines leadership as "the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. Northouse (2010) defines leadership as a process whereby an individual influences a group of individuals to achieve a common goal. Leadership is an act where one influences others towards a given direction. On the other hand leadership is also the process where an individual directs, guides, and influences or controls the acts,

feelings or behaviour of another human being (Hayman 2006). Leadership is a process of stimulation by any person who during the time and insofar as his will feelings and insight, directs and controls others in the pursuit of a specific cause.

A group of researchers led by psychologist Kurt Lewin set out to identify different styles of leadership in 1939; this early study was very influential and established three major leadership styles. The authoritarian, democratic or laissez-fair types of leadership. Further studies also find out the transactional and transformational type of leadership. Authoritarian leaders give clear expectations for what needs to be done, when it should be done, and how it should be done. In this style of leadership, there is also a clear division between the leader and the followers. They make decisions independently with little or no input from the rest of the group (Fletcher, 2001). A Survey on the Chinese entrepreneurship acknowledges that authoritative leadership style combines strong discipline and authority with fatherly benevolence and moral integrity (Farh and Cheng, 2000).

Autocratic leaders are usually rigid in their thinking and perceptions. They believe that employees have minimal abilities and capabilities and need close supervision and direction, and that controls are needed to assure their compliant behaviour. The autocratic leaders believe their style is highly efficient (Lester, 1980). According to Ronald (2011), this style of leadership results in minimal or no innovation, and virtually no personal or organizational change, growth and development. Cooperation, commitment and achievement are stifled. Most individuals are familiar with the autocratic leader because such leaders are prevalent even today. It is generally not considered one of the best

methods of leadership; however, the autocratic leader definitely is the preferred style in the military, police, and other organizations where individuals may be in dangerous situations (Conger & Benjamin, 1999).

Democratic leadership is sometimes referred to as enlightened leadership. An individual manifesting this type of leadership recognizes each person's self-worth and esteem. The leader's actions are based upon trust, integrity, honesty, equality, openness and mutual respect. Democratic leaders show consideration and concern for others by empathetic listening and understanding. They foster open communication among all employees at all levels (Ronald, 2011). According to Northouse (2007), democratic leader shares decision making with the other members. Democratic leadership is associated with higher morale in most situations although it is associated with low productivity. Chemers (1984) defined democratic leadership as emphasizing group participation. Thus, participation is the major characteristic of democratic leadership (Bass, 1990). This type of leadership produces a shared leadership that promotes a feeling of satisfaction and achievement as a group makes progress on task (Lester, 1980).

The democratic type of leader practices employee involvement in considering important issues and exercises influence in reaching consensual decisions. The main objective is to democratically attain commitment to and ownership of decisions. He/she has high performance and quality expectations and recognizes that the only way to attain them is through a committed workforce (Ronald, 2011). Employees participate in establishing goals both common goals for the good of the organization and goals for their own personal self-growth, learning and development. The role of the leader is to guarantee

each employee's success in accomplishing these goals. A feedback system is instituted whereby each employee has the responsibility of informing the leader manager of any obstacle that prevents successful achievement of the goals, and the leader manager subsequently removes the hindrances (Ronald, 2011)

According to a study carried on small and medium enterprises in Nairobi in may 2015 the adoption of democratic leadership style where the owner and the employees are involved in the decisions making improved implementation of strategic plan, open communication in the business and constant feedback also improved implementation of strategic plans. Encouragement of team work, the owner of the business caring for the well-being of the employees and delegation of authority also played a great role in efficient implementation of strategy.

Laissez-faire leadership is a style that implies the "lack of leadership" or a "hands off" approach to influence (Northouse, 2006). Robbins (2007) explained the laissez-fair style as Abdicates responsibilities avoid making decisions. Similar Luthans (2005), defined laissez- fair style as Abdicates responsibilities avoids making decisions. Leaders let group members make all decision (Northouse, 2006). In this style of leadership, the leader believes in freedom of choice. He avoids active participation in the responsibility of setting goals, clarifying expectations, organizing priorities or becoming involved when leadership direction is needed (van Eeden, Cilliers & van Deventer, 2008).

The self- efficacy of the follower is heavily relied upon as the follower must believe in his self-governing ability (Bandura, 1997). Leaders are said to be responsible for

motivating employees to go beyond ordinary expectations (Hater & Bass, 1988). The leader elicits this performance level by appealing to follower's higher order needs and moral values, generating the passion and commitment of followers for the mission and values of the organization, instilling pride and faith in followers, communicating personal respect, stimulating subordinates intellectually, facilitating creative thinking and inspiring followers to willingly accept challenging goals and a mission or vision of the future (Tracey & Hinkin, 1998). The leader thus identifies the future of the organization (Trott & Windsor, 1999), lifting individuals to focus their commitment and energy.

Chege, Wachira and Mwenda (2015) established that employees who set their own target improved implementation of strategic plans, complete freedom improved implementation of strategic plans and lastly employees solve their own work related problems improved implementation of strategic plans. These findings disagree with Chaudhry and Javed (2012) who stated that motivation level in respect of laissez faire is low because of no involvement of the management.

Transformational leadership emphasizes the importance of leaders' relationships with followers. A transformational leader is a person who stimulates and inspires followers to achieve extraordinary outcomes (Robbins and Coulter, 2007). He/she pay attention to the concern and developmental needs of individual followers; they change followers' awareness of issues by helping them to look at old problems in a new way ,and they are able to arouse, excite and inspire followers to put out extra effort to achieve group goals. Transformational leadership theory is all about leadership that creates positive change in

the followers whereby they take care of each other's interests and act in the interests of the group as a whole (Warrilow, 2012).

Transactional leadership behaviours focus on the motivation of followers through rewards or punishment. Leaders using the transactional approach are not looking to change the future, they are looking to merely keep things the same (Doumergue & Ifeanyi, 2013). These leaders pay attention to followers' work in order to find faults and deviations. According to Burns (1978), transactional leadership is related to an exchange relationship that meets the exchange partners' own self-interests transactional leadership behaviours focus on the motivation of followers through rewards or punishment. This type of leadership behaviours primarily seeks to maintain and monitor of organizational operations (Karamat, 2013).

2.4 Influence of Leadership Styles on Strategy Implementation

Leadership is identified as an important subject in the field of strategy formulation and strategy implementation. The various leadership styles have different impacts on the way a particular organization implements its chosen strategies. The component of leadership is the one with the most dynamic effects during individual and organizational interaction. In other words, the ability of management to execute planned objectives depends on leadership capability. Mehra (2006) explain that the excellent leader not only inspires subordinates' potential to enhance efficiency, but also meets their requirements in the process of achieving organizational goals.

Murigi (2013) conducted a study on influence of head teachers' leadership styles on pupils' performance in Murang'a, Kenya and one of the leadership style variables was

autocratic leadership style. The measures used in autocratic leadership were punishment, task oriented, commands and supervision. According to findings of the study autocratic leader focused in their managerial role as they were task oriented and getting things done. The study observed that the autocratic leader motivated the staff through punishment. However, the study had no link to strategy implementation on NGOs in Nairobi City County, Kenya.

A study by Ogbeide and Harrington (2011) to determine relationship among participative management style, strategy implementation, success and financial performance in the food service industry, done in United Stated of America, found out that higher levels of action plan implementation success for restaurants firms were more likely to use participation in decision making and plan execution. Small firms are likely to use an approach with greater participation than larger firms. The measurements used were organisational structure, level of involvement and implementation success. Even though the study involved leadership styles and strategy implementation, it was carried out in a different environment.

Koech and Namusonge (2012) conducted a study on the influence of leadership styles on organisation performance. The study was in States Corporation at Mombasa, Kenya. The result of the study showed that laissez faire leadership is not significantly correlated to organizational performance. Based on the findings the study recommended that manager should discard laissez faire leadership by becoming more involved in guiding their subordinates, managers should formulate and implement effective reward and recognition system. However, the study does not have any link with strategy implementation.

Understanding the influence of leadership styles on implementation is also important because leadership styles are viewed by some researchers as one of the key driving forces for improving a firm's performance. Effective leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance improvement (Lado, Boyd and Wright, 1992). For instance, transactional leadership helps organizations achieve their current objectives more efficiently ensuring proper strategy implementation (Zhu, Chew and Spengler, 2005).

2.5 Chapter Summary

This chapter reviewed the literature that informs the formation of study variables. In particular, it reviewed the theoretical perspective where the resource based view theory; institutional theory and Echelon theory were reviewed. The study then presented leadership styles and leadership styles on strategy implementation as urged out by other scholars and researchers.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was used to carry out the study. In this chapter, the researcher discusses the research design, population size and sample that were used. The researcher also discussed how the data collected was analyzed giving details of any models or programmes that was used in analysis.

3.2 Research Design

This research problem was studied through a descriptive cross-sectional survey because it cuts across several NGOs in Nairobi County, Kenya. This enabled the analysis of the influence of leadership styles on implementation of strategy among nongovernmental organisations in Nairobi City County, Kenya. A cross-sectional study is where the researcher collects data once across all organizations.

According to Doyle (2004), a survey research refers to a body of techniques for collecting data on human characteristics, attitudes, thoughts, and behavior by obtaining responses from individuals to a set of prepared questions. Cooper and Schindler (2006), defines a survey as a measurement process used to collect information during a highly structured interview. According to Angus and Katona (1980), the capacity for wide application and broad coverage gives the survey technique its great usefulness.

3.3 Population

Population refers to all elements that the findings can be generalized on. The population of this study comprised all the NGOs registered by the NGO Coordination Bureau by June 2015. According to NGO Coordination Bureau, 1,204 NGOs were registered in Nairobi County by June 2015. Since the population of this study was large and the NGOs are widely spread across the County, a representative sample was used in the study. Mugenda and Mugenda advocate for a sample of between 10-30% of the population provided the sample elements are more than 30. Based on this, this study selected a representative sample of 10% of the population which gives a sample of 121 NGOs.

3.4 Sampling Design

The study adopted a systematic sampling design to obtain a reasonable sample size. This gave the researcher assurance of representativeness. According to Maravall & del Río (2007) systematic sampling refers to random sampling technique the researchers first randomly picks the first item or subject from the population then every k^{th} element in the frame is selected, where k is the sampling interval this is calculated as

$$k = \frac{N}{n}$$

Where n is the sample size, and N is the population size

For this study the sampling interval was:

1204÷121 = 10

After a random starting point, the researcher selected the 10th respondent in the sampling frame from the starting point to 121

3.5 Data Collection

The study used both primary and secondary data. Primary data were collected using a semi structured questionnaires. The questionnaires were distributed to the CEO of each of the NGO since they are involved in all strategic issues affecting the NGOs. The questionnaire was the only primary data collection instrument. The questionnaire was designed to address the research questions.

The questionnaire was divided into three sections; A, B and C. Section A addressed the general information about the NGOs that participated in the study, section B addressed leadership styles adopted by the NGO while section C addressed the influence of the leadership styles adopted on implementation of strategy in the NGOs. The questionnaire consisted of both open and close-ended questions. After designing the questionnaire, the researcher tested the effectiveness of the questionnaire on the senior employees from NGOs. Respondents were required to critique the questionnaire on content, design and validity. This pre-test was done to detect and correct any weaknesses in the questionnaire. After the pre-test, the researcher made amendments deemed necessary. However, to ensure that the study findings are not compromised, the respondents who took part in the pre-test were not included in the final study.

The questionnaires were self-administered through a drop and pick later method to ensure that the respondents have adequate time to fill in. Secondary data was obtained from literature in books, journals, magazines among other sources.

3.6 Data Analysis

Descriptive statistics including mean, standard deviation, central tendency and regression will be used. Percentages were be used to determine the importance of strategic responses

and challenges under study. Frequencies were used to establish the level of strategic responses in dealing with challenges. Mean scores measures the level of importance of strategic responses and the major challenges encountered.

Regression was carried out to establish the extent of influence of each leadership style on strategy implementation. The following multiple regression formula was applied:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

Where **Y** = implementation of strategy

$\mathbf{X_1}$ = Transactional Leadership

$\mathbf{X_2}$= Transformational leadership

$\mathbf{X_3}$= Servant Leadership style

$\mathbf{X_4}$= Situational Leadership style

$\boldsymbol{\varepsilon}$ = Error Term

$\boldsymbol{\beta}$= Coefficient

3.7 Chapter Summary

This chapter presented, explained and justified the different research approaches, techniques and processes the researcher adopted in the course of the study. These included the research design, population, sampling design, data collection methods and data analysis techniques. The researcher adopted the questionnaire as the instrument of data collection.

CHAPTER FOUR: DATA ANALYSIS RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents the data collected from the field, analysis and interpretation. The study sought to establish the leadership styles and implementation of strategy among nongovernmental organisations in Nairobi city county, Kenya. To achieve this, the study was guided by two objectives: To establish the leadership styles adopted by NGOs in Nairobi City County, Kenya; and to determine the influence of leadership styles on the implementation of strategy among NGOs in Nairobi City County, Kenya. Data was collected using questionnaires as the data collection instruments whose presentation and interpretation is given below through the use of a frequency distribution tables, mean and standard deviation; and multiple regression analysis.

4.1.1 Response Rate from the NGOs

The study targeted a sample of 121 NGOs registered by the NGO Coordination Bureau by June 2015. Out of the 121 distributed questionnaires, 105 were filled and returned. This translated to a response rate of 87%. This response was good enough and representative of the population and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and above is excellent. The findings were as shown in the Table 4.1:

Table 4.1 Response Rate

	Frequency	Percentage
Response	105	87
Non-Response	16	13
Total	**121**	**100**

4.2 General Information

The analysis in this section relates to the years worked with this organization, years organization had been in operation, area of operation and highest level of education of the respondents.

4.2.1 Years Worked with the Organization

The respondents were asked to indicate the number of years they had worked with the organization. The findings are well illustrated in the Table 4.2:

Table 4.2 Years Worked with the Organization

Years	Frequency	Percentage
Below 5 Years	20	19
6-15 Years	51	48
16-20 Years	24	23
Over 20 Years	10	10
Total	**105**	**100**

As indicated in the Table 4.2, majority of the respondents (48%) had worked with their current organizations for a period of between 6-15 years followed by 23% who had worked for between 16-20 years while the least proportion of respondents 10% had worked for a period of over 20 years. These findings show that over 81% of the respondents had worked with their current organizations for over 6 years hence were able to understand how these organizations operated.

4.2.2 Period the Organization had been in Operation

The findings on the number of years that the organization had been in operation are illustrated in Table 4.3:

Table 4.3 Period the Organization had been in Operation

Years	Frequency	Percentage
Below 5 Years	18	17
6-10 Years	45	43
11-15 Years	17	16
16-20 Years	15	14
Over 20 Years	10	10
Total	**105**	**100**

From the Findings in Table 4.3, majority of the NGOs 43% had been in operation for a period of between 16 -10 years, while the minority 10%, have been in operation for over 20 years. These findings show that the respondent NGO's had been in operation for long enough to develop leadership styles and implementations of strategies. Therefore the findings are more representatives of the sector.

4.2.3 Area of Operation

The respondents were asked to indicate the area of operation of their organizations. The Results are shown on Table 4.4:

Table 4.4 Area of Operation

Area of Operation	Frequency	Percentage
Health	36	34
Education	45	43
Advocacy	24	23
Total	**105**	**100**

As shown in the Table 4.4, 43% of the organizations operated in the area of education and the least 23% were in the area of advocacy. These findings show that the respondent organizations were fairly distributed across different sectors hence the findings are more representative.

4.2.4 Highest Level of Education

The respondents were requested to indicate their level of academic qualifications. This was carried out in order to find out whether the respondents had attained the necessary education and knowledge on leadership styles and strategy implementation. The results are shown in Table 4.5:

Table 4.5 Highest Level of Education

Level of Education	Frequency	Percentage
Diploma	7	7
Graduate	60	57
Post Graduate	38	36
Total	**105**	**100**

As indicated in Table 4., majority of the respondents (57%) were graduates while 7% had Diplomas. This shows that most of the respondents were graduates hence were able to read and understand the questionnaire to provide relevant information for the questions.

4.3 Organisational Leadership Styles

Several organizational leadership styles were identified against which the respondents were requested to indicate the extent to which they applied to them in their organizations. A five point Likert scale was provided ranging from: 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4 = Agree; 5= Strongly Agree. From the responses, descriptive measures of central dispersion: mean and standard deviation were used for ease of interpretation and generalization of findings.

4.3.1 Transactional Leadership

The respondents were asked the extent to which they agreed on the statements below on cost strategy adopted by their organizations. The Findings are shown in Table 4.6

Table 4.6 Transactional Leadership

Transactional Leadership	Mean	Std Dev
Leaders waits for emergence of problems before acting	3.84	0.439
Employees are rewarded for achieving agreed-upon objectives	2.73	0.140
Managers engage in management by exception	3.72	0.461
The managers and the their subordinates see the transaction as a means of advancing toward their personal goal	2.90	0.158
When things go wrong, the subordinates are considered to be personally at fault	3.21	0.568
The manager overemphasize detailed and short-term goals, and standard rules and procedures	3.59	0.423
The manager does not make an effort to enhance subordinates creativity and generation of new ideas	2.89	0.431
The managers are quite effective in guiding efficiency decisions which are aimed at cutting costs and improving productivity	2.58	0.357

As indicated in Table 4.6, majority of the respondents indicated that leaders waited for emergence of problems before acting as supported by a mean of 3.84 and standard deviation of 0.439. This was followed by managers engaging in management by exception with a mean of 3.72 and a standard deviation of 0.461. The least mean was on whether the managers were quite effective in guiding efficiency decisions aimed at cutting costs and improving productivity with a mean of 2.58 and a standard deviation of 0.357. These mean that transactional leadership style had influence strategy implementation as it influenced how transactions were executed towards the realization of organizational objectives.

4.3.2 Transformational Leadership

The respondents were asked to indicate the extent to which they agreed on various statements on transformational leadership as apply by their organizations. The Findings are shown in Table 4.7:

Table 4.7 Transformational Leadership

Transformational Leadership	Mean	Std Dev
Managers inspire / elevates the interests of subordinates to tackle problems together more effectively)	3.13	0.223
Managers use inspirational motivation in empowering subordinates	2.98	0.293
Managers are creative and visionary in their decision making	3.26	0.208
Subordinates are exposed to responsibilities that release their potential in strategy implementation	2.51	0.372
Managers are helpful in creating and supporting changes in the organization	4.51	0.562
Managers are passionate about what they do, freely interact with their subordinates	4.4	0.471
Managers stimulates subordinates to look beyond their own interests to what best benefits the organization	4.14	0.561
Managers encourage subordinates to accept the organization's mission as their own.	3.1	0.374
Managers create organizational conditions in which subordinates can develop their own leadership capabilities	2.8	0.175
Managers are concerned with how to use their power to help employees accomplish what they think is important	2.53	0.508
Transformational leadership is a pivotal force for activating self-management in your organization	2.15	0.48
Managers empower subordinates through skills development and delegation of authority	4.17	0.197

As shown in the Table 4.7, the respondents strongly agreed that managers were helpful in creating and supporting changes in the organization as supported by a mean of 4.51 with a standard deviation of 0.562. This was followed by managers being passionate about what they do; freely interact with their subordinates with a mean of 4.4 and standard deviation of 0.471. The respondents however disagreed on transformational leadership being a pivotal force for activating self-management in the organization as shown by a mean of 2.15 with a standard deviation of 0.48. Generally, the respondents indicated that transformational leadership style was applied by managers to forester strategy implementation.

4.3.3 Servant Leadership

The respondents were asked to indicate the extent to which they agreed on various statements on servant leadership as apply by their organizations. The Findings are shown in Table 4.11:

Table 4.8: Servant Leadership

Servant Leadership	Mean	Std Dev
Managers have the desire to motivate and guide subordinates, offer hope, and provide a caring experience	2.795	0.85
Manager serves the needs and desires of subordinates always	2.775	0.93
Managers demonstrate a sense of moral responsibility and respect for employees	2.65	1.12
Managers behave ethically, encourage and empower subordinates to grow, thrive and succeed, both personally and professionally	2.78	0.94

As indicated in Table 4.8, managers had the desire to motivate and guide subordinates, offer hope, and provide a caring experience as supported by a high mean of 2.79 and standard deviation of 0.85. This was followed by managers behaving ethically, encouraging and empowering subordinates to grow, thrive and succeed, both personally and professionally with a mean of 2.78 and standard deviation of 0.94. The least mean was on managers demonstrating a sense of moral responsibility and respect for employees at 2.65 with a standard deviation of 1.12. These findings show that the managers were moderate in exercising servant leadership.

4.3.4 Situational Leadership

The respondents were requested to indicate the extent to the following statements had influence on situational leadership styles. The findings are shown below on table 4.9:

Table 4.9: Situational Leadership

Situational Leadership	Mean	Std Dev
Managers make their behaviour contingent upon situational forces, including group employee characteristics and the nature of the task	2.65	0.871
Leadership is dictated by environmental changes within and outside the organisation	2.78	0.843
The subordinates are so committed and focused that it may require being liberal minded to allow participative leadership to prevail	2.63	0.701

As shown in the Table 4.9, the respondents moderately agreed that leadership was dictated by environmental changes within and outside the organisation as supported by a mean of 2.78 with a standard deviation of 0.843. The least mean was on the subordinates being so committed and focused that it would require being liberal minded to allow participative leadership to prevail as supported by a mean of 2.63 and a standard deviation of 0.701. These shows that situational leadership had influence implementation of strategies in their organization.

4.4 Strategy Implementation

Strategies of implementation were identified against which the respondents were requested to indicate the extent to which they applied to them in their organizations. A five point Likert scale was provided ranging from: 5= Strongly Disagree; 4= Disagree; 3= Neutral; 2 = Agree; 1= Strongly Agree. From the responses, descriptive measures of central dispersion: mean and standard deviation were used for ease of interpretation and generalization of findings.

Table 4.10 Strategy Implementation

	Mean	Std dev
Organization structure	4.285	0.708
Organization core competencies and competitive capabilities	4.119	0.36
Policies and Procedures	4.309	0.437
Resource mobilization	4.123	0.301
Rewards and incentives	4.125	0.302
Corporate culture	4.023	0.214
Organization staffing	4.168	0.414
Best practices and continuous improvement	4.452	0.964
Organization leadership	4.011	0.236

As shown in Table 4.10 on whether the components have been effectively used in strategy implementation in their organizations, Best practices and continuous improvement had the highest mean of 4.452 with a standard deviation of 0.964 followed by policies and procedures which had a mean of 4.309 with a standard deviation of 0.437, which indicated that the organizations had sound policies and procedures in place. Corporate culture and Organization leadership had the lowest means of 4.023 with a standard deviation of 0.214 and 4.011 with a standard deviation of 0.236 respectively. These indicated that the components had been effectively used by the organizations in implementing their strategies.

4.4.1 Organisational Factors

Respondents were asked about the extent to which organizational factors contributed to successful strategy implementation in their organisation. Results are given below on Table 4.11:

Table 4.11 Organizational factors

Organizational factors	Mean	Std Dev
Management skills	4.216	1.143
Employee training	3.668	1.776
Change of structure	3.365	1.128
Change of culture	3.488	1.346
Organizational policies and Procedures	2.923	1.196
Availability of Financial resources	3.502	1.340
Rewards and incentives	4.218	1.907

As shown in Table 4.11, Management skills and Rewards and incentives had the highest means which were 4.216 with a standard deviation of 1.143 and 4.218 and standard deviation of 1.907 respectively. These indicate that management skills and reward and incentives had contributed to successful strategy implementation in their organisation to a great extent. Organizational policies and procedure had the lowest mean of 2.923 with a standard deviation of 1.196. These indicate that these organizational factors to a moderate extent had contributed to successful strategy implementation in their organizations.

4.5 Regression Analysis

A regression analysis was conducted to determine how transactional, transformational, servant and Situational leadership related to implementation of strategy. The statistical package for social sciences (SPSS) was used to code, enter and compute the measurements of the multiple regressions for the study.

Table 4.12 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.882	0.777	0.754	0.102

Table 4.12 shows a model summary of regression analysis between three independent variables: transactional, transformational, servant and Situational leadership and dependent variable implementation of strategy. The value of R was 0.882; the value of R square was 0.777 and the value of adjusted R square was 0.754. From the findings, 75.4% of changes in the implementation of strategy were attributed to the three independent variables in the study. Positivity and significance of all values of R shows that model summary is significant and therefore gives a logical support to the study model.

Table 4.13 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	0.634	4	0.1585	61.914	0.023
Residual	0.256	100	0.00256		
Total	**0.890**	**104**	**0.2097**		

The probability value of 0.023 indicates that the regression relationship was highly significant in predicting how the four independent variables (transactional, transformational, servant and Situational leadership) influence the implementation of strategy. The F critical at 5% level of significance was 2.19. Since F calculated 61.914 is greater than the F critical (value = 2.19) this shows that the overall model was significant.

Table 4.14 Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.248	0.213		10.55	.013
Transactional Leadership	0.456	.511	0.418	0.893	.041
Transformational Leadership	0.563	.617	2.177	0.912	0.00
Servant Leadership	0.421	.604	0.419	0.697	.021
Situational Leadership	0.457	.356	0.338	1.283	.037

From the table 4.14, the regression model can be written as:

$Y=2.248 + 0.418X_1 + 2.177X_2 + 0.419X_3 + 0.338X_4$

Where Y = the Implementation of Strategy, X_1 = Transactional Leadership, X_2= Transformational Leadership, X_3= Servant Leadership, X_4= Situational Leadership

The regression equation above has established that taking all factors into account constant at zero, the implementation of strategy will have an autonomous value of 2.248. The findings presented also show that taking all other independent variables at zero, a unit increase in transactional leadership would lead to a 0.418 increase in the implementation of strategy. A unit increase in transformational leadership would lead to a 2.177 increase in the implementation of strategy. A unit increase in servant leadership would lead to a 0.419 increase in the implementation of strategy. A unit increase in situational leadership would lead to 0.338 increases in the implementation of strategy. All the variables were significant as the P-values were less than 0.05.

4.6 Chapter Summary

This chapter presented data analysis, findings and discussions as collected from the field according to the two study research objectives. The findings are arranged in thematic areas to enable adequate response to the objectives of the study. The area covered was general information, organizational leadership and strategy implementation.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings on leadership styles and implementation of strategy among nongovernmental organisations in Nairobi city county, Kenya. It also provides the conclusions and recommendations of the study based on the objectives of the study.

5.2 Summary of the Findings

The position of the respondents at the NGO's was important as it determined whether they were knowledgeable in matters of leadership styles and in strategy implementation issues. It was observed that the respondents held leadership positions in the organisation and were therefore knowledgeable on leadership styles used in the organisation and also on strategy implementation issues. The education background of the respondents was also important as it was key in determining whether the respondents understood the concept of leadership style and also the concept of strategy implementation. It was evident that from the education background of the respondents that they were able to understand the concept of leadership styles and strategy implementation as they were well educated.

Foremost, on organizational leadership styles, the study found out that the NGO's vision was made clear to all and the management and employees were expected to be aware of this. All respondents agreed that the culture of the organization was one that put emphasis on strategy implementation through follow up which was a characteristic of transactional leadership style. The findings revealed that leaders allow input from group members.

These were characteristics of participative leadership style. Most respondents indicated that lines of communication are kept open by leaders so that followers feel free to share ideas and concerns. These characteristics were indicative of transformational leadership style. From the findings, the results obtained about the leadership styles at NGO's were mostly characteristics of transformational leadership style.

Secondly, it was found out that the most significant internal organizational challenges affecting the NGOs were leadership styles of managers and lack of understanding of strategy implementation. Most of the managers were not transformational leaders neither were they change agents, a strong leadership style that is key in strategy implementation. it was found that difficulties and obstacles in strategy implementation were not acknowledged, recognized or acted upon. This was further compounded by the lack of cultivation of strong cultural values to meet the changing organizational needs.

Lastly on the influence of leadership style on strategy implementation, the results obtained revealed that the management of NGO's, through their participative and transformational leadership styles played a significant role in ensuring successful strategy implementation through providing forums for strategy formulation and ownership. The respondents revealed that the company's leadership established direction through their leadership styles. Respondents also stated that the leadership developed a culture that encouraged excellent performance through use of the participative leadership style that rewarded excellent performance. The study also found out that leadership styles adopted by the company's management had an impact in successful implementation of strategies with regards to profitability, customer service, innovation and expansion.

5.3 Conclusion

The study concluded that leadership styles had an influence on strategy implementation, as the evidence clearly showed that the organisational factors which were the NGO's strategy implementation indicators had been greatly influenced by its leadership styles. The study also concludes that poor leadership styles of managers and lack of understanding of strategy implementation were the major impediments of strategy implementation.

5.4 Recommendation

The study established that leadership styles contribute a lot in helping organizations gain competitive advantage. It is therefore recommended that in order for organisations to obtain a competitive advantage, need to be aware that leadership styles are important in an organisation and specifically transactional, transformational, servant and situational leadership styles and these should be implemented in their organisation.

The study found that most of the organizations use only authoritative and democratic leadership styles. It is therefore recommended that organisations should use the various leadership styles characteristics of participative and transformational leadership. These characteristics are, among others, establishing direction, developing a culture that encourages excellent performance and providing forums for strategic formulation and ownership. This will in turn greatly influence the strategy implementation process of the organisation with regard with achieving its set goals.

5.5 Limitations of the Study

The study focused solely on leadership style as a key ingredient in successful strategy implementation on nongovernmental organization. The results do not take into

consideration other factors that influence strategy implementation thus the results may only be applicable to limited organizations and may not be true for other sectors thus there is need to for further studies that reflects every sector.

5.6 Suggestions for Further Studies

This study focused on the effect of leadership styles on strategy implementation, This study therefore suggests that a study be done to include other factors that are key to strategy implementation in order to establish the degree to which each factor influences strategy implementation and also to establish whether other factors play a more influential role in the strategy implementation process.

Secondly the study was based on NGOs also suggests that a study should be done in a different context not NGOS in order to validate or invalidate the findings of this study.

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APPENDIX: QUESTIONNAIRE FOR CEO's OF THE NGO's

LEADERSHIP STYLES AND IMPLEMENTATION OF STRATEGY AMONG NON GOVERNMENTAL ORGANISATIONS IN NAIROBI CITY COUNTY, KENYA

Kindly assist in the completion of this study by responding to the attached questionnaire. The information you provide will be treated with high level of confidentiality and used for academic purposes only. To ensure anonymity, please do not write your name anywhere.

Kindly answer all questions.

Section A: General Information

1. Please indicate the name of your organization (Optional) _____
2. How long have you worked with this organization?

   Below 5 Years [ ] 6-15 Years [ ] 16-20 Years [ ]

   Over 20 [ ]
3. For how long has your organization been in operation?

   Below 5 years [ ] 6-10Years [ ] 11-15 Years [ ]

   16-20 years [ ] above 20 [ ]
4. What is your area of operation? (Please tick all that apply)

   Health [ ] Education [ ] Advocacy [ ]

   Other (please specify) _____
5. Kindly indicate your highest level of education

   Secondary education [ ] Diploma [ ]

   Graduate Degree [ ] Post Graduate Degree [ ]

PART B: ORGANISATIONAL LEADERSHIP STYLES

6. To what extent do the following attributes of transactional leadership affect strategy implementation in your organisation? Please use the scales of 1-5 where 1- strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree.

TRANSACTIONAL LEADERSHIP	1	2	3	4	5
Leader waits for emergence of problems before acting.					
Employees are rewarded for achieving agreed-upon objectives					
Managers engage in management by exception					
The managers and the their subordinates see the transaction as a means of advancing toward their personal goal					
When things go wrong, the subordinates are considered to be personally at fault					
The manager overemphasize detailed and short-term goals, and standard rules and procedures					
The manager does not make an effort to enhance subordinates creativity and generation of new ideas					
The managers are quite effective in guiding efficiency decisions which are aimed at cutting costs and improving productivity					
TRANSFORMATIONAL LEADERSHIP	**1**	**2**	**3**	**4**	**5**
Managers inspire / elevates the interests of subordinates to tackle problems together more effectively)					
Managers use inspirational motivation in empowering subordinates					
Managers are creative and visionary in their decision making					
Subordinates are exposed to responsibilities that release their potential in strategy implementation					
Managers are helpful in creating and supporting changes in the organization					
Managers are passionate about what they do, freely interact					

with their subordinates.					
Managers stimulates subordinates to look beyond their own interests to what best benefits the organization					
Managers encourage subordinates to accept the organization's mission as their own.					
Managers create organizational conditions in which subordinates can develop their own leadership capabilities					
Managers are concerned with how to use their power to help employees accomplish what they think is important,					
Transformational leadership is a pivotal force for activating self-management in your organization					
Managers empower subordinates through skills development and delegation of authority					
SERVANT LEADERSHIP	**1**	**2**	**3**	**4**	**5**
Managers have the desire to motivate and guide subordinates, offer hope, and provide a caring experience					
Manager serve the needs and desires of subordinates always					
Managers demonstrate a sense of moral responsibility and respect for employees					
Managers behave ethically, encourage and empower subordinates to grow, thrive and succeed, both personally and professionally					
SITUATIONAL LEADERSHIP	**1**	**2**	**3**	**4**	**5**
Managers make their behaviour contingent upon situational forces, including group employee characteristics and the nature of the task					
Leadership is dictated by environmental changes within and outside the organisation					
The subordinates are so committed and focused that it may require being liberal minded to allow participative					

leadership to prevail					

PART C: STRATEGY IMPLEMENTATION

7. To what extent do you agree whether the following components have been effectively used in strategy implementation in your organisation? Please use the scale of 1-5 where 1- strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree.

	1	**2**	**3**	**4**	**5**
Organization structure					
Organization core competencies and competitive capabilities					
Policies and Procedures					
Resource mobilization					
Rewards and incentives					
Corporate culture					
Organization staffing					
Best practices and continuous improvement					
Organization leadership					

8. To what extent have the following organisational factors contributed to successful strategy implementation in your organisation? Please use the scale of 1-5 where 1=Not at all, 2 = Small extent, 3 = Moderate extent, 4 = Great extent, and 5=Very great extent.

	1	**2**	**3**	**4**	**5**
Management skills					
Employee training					
Change of structure					
Change of culture					
Organizational policies and Procedures					
Availability of Financial resources					
Rewards and incentives					