THE INFLUENCE OF CULTURE ON LEADERSHIP STYLE IN INTERNATIONAL ORGANISATIONS CASE OF ELIZABETH GLASER PEDIATRIC AIDS FOUNDATION

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION UNIVERSITY OF NAIROBI

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DECLARATION

This research project is my original work and has not been presented to any other University or College for academic purposes.

Sign……………………………………..Date…………………………………….

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D61/71401/2014

This project proposal has been submitted for examination with my approval as the university supervisor.

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ACKNOWLEDGEMENTS

DEDICATION

I dedicate this project to the Almighty God who has been all sufficient during this

journey. I give Him all the glory.

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ABBREVIATIONS

EGPAF: Elizabeth Glaser Pediatric Aids Foundation

GLOBE: Global Leadership and Organizational Behavior Effectiveness.

LSGO: Leadership Scale for global organizations

MNCs: Multinational Corporations

NGO: Non-governmental organization

IOs: International Organizations

ABSTRACT

The relationship between national culture and Leadership style has received great attention over the last decade, moreso in developing countries where there is continuing debate on the exportation of skills and management techniques and theories from developed countries. This study has therefore a key objective to establish the influence of culture on leadership style in international organisation with a bias to one international NGO – Elizabeth Glaser Pediatric Aids Foundation. The sample of the study included fifteen members of staff in EGPAF in the top level management, middle level and lower levels who have experienced changes in top leadership in course of their employment with the Foundation. The primary data was collected using a questionnaire and analyzed through content analysis. The study established that organization employs only Kenyans of high academic qualification in which their duties are well defined. The management is involved in decision making with consultation through opinions, delegate important tasks, or even socially interact with them. Working environment can be improved by encourage vertical and horizontal consultations, enhance feedback mechanisms, open sitting arrangements, institutionalize frequent meeting, bonding sessions, and timely addressing. The organisation is an equal employer with the laid down standards, procedures or policies, and operations instructions which gives guidelines on the employees. Monitoring procedures includes daily clock-in and out, submission of monthly reports including time sheets, work plans, regular meetings and other compliance checks, performance appraisal and attendance register. The current leadership style in more of top-down as per the reporting lines, and in a number of cases, it involves consultation, development of work teams, democratic and flexible, open and supportive hence allows their juniors to use their skills; this creates a lot of independence leading to good performance. In addition, the top leadership cultural background impacts on the leadership styles they practice since culture influences character, values, and employee relationship. Most of the respondent noted that this vice can be curbed if there is open culture where people can express themselves and iron out any issues and/or if the Foundation could entrench the desired leadership style and organisation culture into their policies and practices which will in turn limit the cultural backgrounds of top leadership coming to play. Finally improvement opinions is that organization should avoid cultural issues which affect the organizational performance. Employee motivation by promotions through merit and not their cultural backgrounds which influence their leadership styles hence the organizations should put measures to stop this exercise.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Research on the effect of home culture on leadership style is quite significant in emerging nations because there is an unending discussions on the importation of skills and systems from advanced nations. This research surveys how culture affects the leadership style adopted by managers in International Non-Governmental Organizations and how the leadership style practiced in organizations is connected to the home culture of the top leadership. Contemplation of cultural variances was left out in the times gone by of transactions between the international communities. Hofstede et al. (2002) showed predominant gap of universal undertakings amongst establishments from nations with diverse cultures. In addition, according to Hitt et al. (2007), having an all-round universal outlook is extremely imperative for management and competing effectively in international markets. Indeed, global businesses call for front-runners with know-how of managing high ranks of improbability, intricacies and diversity, and also having the appropriate understanding of innumerable societal, traditional and formal structures.

Geert Hofstede defines culture as the values, beliefs and assumptions that people learn from early age and that distinguish one group from another. Hofstede's cultural dimensions theory proposes five measurements by which an establishment's national tenets might be surveyed: individualism-collectivism; uncertainty avoidance; power distance (strength of social chain of command), task orientation versus person-orientation) and long-term orientation. Global business is shifting faster than ever and

increasing universal rivalry makes it essential for front-runners to grasp not only the native values but also the host country's culture. Effective multicultural administration is gaining in significance and hence the need for appreciative of cultural differences becomes crucial. For this reason it is debated that, Hofstede's (1980) model of cultural measurements becomes highly important and attracts interest at the same time.

On the other hand, the Schwartz Value Theory alludes to ideals at both the individual and the national level in a structure of values which could be précised into two key conflicts: self-enhancement (authority, success, hedonism) versus self-transcendence (benevolence, diversity) values and openness-to-change (self-direction, motivation) versus conservation values (custom, conformism, safekeeping); the trade-off between pertinent, opposing ideals guides approaches and actions (Schwartz, 1992, 1996). Schwartz emphasizes that values impact human deeds when they are relevant in the setting (hence likely to be activated) and significant to the player.

1.1.1 Concept of Culture

To understand the importance of culture and its influence in leadership, it is imperative to comprehend the theory of culture. Hofstede describes culture as morals, beliefs and assumptions learnt early in life which also distinguish a different group from another one. Adler (1994) defines culture as a learnt behavioural facet distinct to a group of people by which they are identified, conveyed and passed on through symbols, peculiar marks, its values and beliefs. This research draws its inspiration from the paradox of culture; the fact that it is both a unifying and at the same time a distinguishing factor between an individual and another, a country and another. Scholars nowadays have concluded that Porterian investigation of competitive benefit is relatively obsolete due to the entry of

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innumerable global players. Effective leadership style is of utmost significant in retaining competitive advantage and in supporting establishment's performance.

1.1.2 Organizational Culture

Recent studies show that a leader's capacity to exercise control over persons inside and away from the bounds of a global business depends deeply on his/her emotive alertness and capacity to channel these sensations for inordinate accomplishment (Gooty et al. 2010). These sentiments empower the manager to generate an atmosphere favourable to development, originality and innovation, along with inspiring him attain self-actualization. This is defined in Geertz Hofstede's cultural values framework (1980 to 2002) and Schwartz Values Framework (1994, 1999). Both frameworks justify the importance of cross cultural management practices for performance improvement in organizations.

The culture-specific in contrast to culture-universal argument is, therefore, a significant one because it exposes the top leadership suppleness and sincerity to thoughts away from the limitations of national or regional business hence and in the long run prompting the whole business enterprise and everyone involved in the process (Carroll & Levy 2008). Moreover, it similarly replicates the business manager's overall plan and design to attain their goals and objectives of the business which shows clearly about their individual dogmas and capacity to last in the business corporate set-up (Gooty et al. 2010). Concerning the culture-universal viewpoint, leaders are exhilarated to assume an "etic" or outsider methodology to inspire those they oversee, laying emphasis on a global characteristics that is only found in governance all over the world (Carroll & Levy 2008). This viewpoint is also reinforced by emphasising these paradigms in leadership styles all

through various cultures in the East and West (Wendt, Euwema & Van Emmerik, 2009). In numerous occasions, what give the impression of a clash amongst diverse management styles is, actually only a clash amongst various philosophies and ideals. This is informed by the leader's being unaware of cultural backgrounds besides their own, hence jeopardizing business relationships that should otherwise prosper (Dorfman et al., 2012).

1.1.3 Culture and Leadership Styles

Literature review on national culture is rich and much of it is originated from the claim that it is linked to organizational leadership style. Popa (2012) presented a study on culture and leadership relationship which led him to conclude that employees' attitude towards work is influenced by both organizational culture and style of management. A further study was done by Alajmi (2011) presented results showing that variances in national culture of power distance and uncertainty avoidance have an relationship on the gaps arising from provision of service through to delivery of the said service in terms of communication channels, management style, governance communication policy, requirement measurement and periphery systems.

Leadership always plays an important part in the productivity, advancement and improvement of any business enterprise and its employees. It is the fore-runner and the managers of the organization who make informed resolutions that translate to the business success. Schimmoeller, including other scholars, maintains that the life of any business depends on the leader's ability to be proactive, ready and adaptable in selecting a leadership style which complements the environmental context and followers emotion. Bass and Avolio argues that business, irrespective of the size or industry that it operates in, must realise certain milestones and understand that motivation and satisfaction of its

employees, call for leaders who are effective and have what it takes in ensuring attaining the desired results.

Most notably is the continuing cry global minded leaders who are able to influence best practices across cultures. Six Western leadership styles: Visionary, Coaching, Affiliative, Democratic, Pacesetting and Commanding are compared to conventional and modern Asian leadership styles. The leadership style may vary mainly because of the leader's objectives. Today in the global marketplace, business players and leader perspectives could differ and need resolution methods tailored for benefit the organisation vision. The author is of the opinion that leaders are highly effective when their leadership styles are tailored to achieve overall harmony between the key stakeholders. Instead of running with a particular style which may produce negative impact to the global organization, multinationals from the west may gain insight into a symphonic against aggressive leadership model.

1.1.4 International Non-Governmental Organizations in Kenya

With so many NGOs operating in internationally environment presently, people tend to think that this connections between the countries and the globalization means disappearance of cultural differences. On the contrary world becomes a global market without borders, cultural barriers become eminent, and hence new challenges and opportunities in the world market. Globalization and the multinational connections, has not managed to diminish cultural barriers. Interestingly cultural barriers get enhanced and becomes a totally new challenge for the international business. (House, Hanges, Javidan, Dorfman & Gupta, 2004).

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Deep rooted values that differ between cultures, the kind of role the government plays and the way different international organization do their things make a significant difference to the way societies are organized,. Though the differences are more often than not ignored, the result is that international NGOs/organization in general end up assuming their approaches which could be working in their mother country can be applied in different country successfully. This is purely not the case and the assumption is a major killer of international NGOs – to put it mildly. Under normal circumstances, when one tries to entrench some now thing in a certain culture that goes against the deeply rooted values and beliefs of the natives, the result could be that the people will adapt in the new way for short period, but then resistance checks in and the new change process fails. On the other hand, if the situation is normalized to return to the conventional practices, there is acceptance and the change becomes successful.

1.1.5 The Elizabeth Glaser Pediatric Aids Foundation

Elizabeth Glaser – of American origin - contracted the HIV virus when she received a blood transfusion in 1981 after the birth of her first born daughter. Later it was found out that the blood that transfused had the Virus and since there were no HIV interventions then, without knowing the virus extended to the new born while breastfeeding. In addition, she conceived again only to discover since the virus was in her blood, her new born son had also contracted the virus while in the utero. While they desperately tried to discover how their children could get treated, the Glaser family discovered, that medical organizations and the health fraternity in general did not have any idea that the HIV virus was also found with the children. Only adult drugs were available and research had not tested or recommended anything for the children. Elizabeth Glaser therefore took it upon

herself to ensure that the American Government put the HIV agenda at the top list in government policy and funding. She also started to raise funds for research on Pediatric HIV. Elizabeth Glaser and two of her close friends founded the now called Elizabeth Glaser Pediatric Aids Foundation and embarked on a journey to raise funds for Pediatric HIV/AIDS research. The Foundation started as a small 'kitchen' discussion at a place in California USA but now is operating in approximately 19 countries all over the world driving the same course. Kenya being part of the beneficiaries of this great agenda.

Elizabeth Glaser's advocacy to the White House started a journey where currently the American Government launch a HIV AIDS funding initiative especially in African countries. The initiative is called PEPFAR and the funding is processed United States Centers for Disease Control and Prevention (CDC) and the United States Agency for International Development (USAID). Elizabeth Glaser Pediatric Aids Foundation, is one of the leading organization receiving this funding in order to enhance the elimination of Pediatric HIV through Research, Advocacy, prevention of Mother-to-child transmission and care and treatment programs.

1.2 Research Problem

Previous researches on the culture and leadership styles relationship in the contextual background have spear-headed the influence cultural dynamics desired leadership styles (Den et al., 1999; Koopman et al., 1999; Hofstede et al., 2002; House et al., 2004; Scandura and Dorfman, 2004). Nevertheless, the researchers have been silent in the area of culture and leadership styles in international settings. In addition, there is an absence of experimental studies and qualitative research that support the theoretical concepts. In addition, you find that most researchers are only profound in providing guidance to

international managers and human resource (HR) professionals instead of undertaking theoretical or experiential encounters in thoroughly exploring, conceptualizing, and authenticating the role of international mind set in a global environment.

In Kenya, several studies have been carried out on multinationals operating in Kenya. Yagan (2007) studied on the effect of organisation culture on leadership styles of selected government corporations while Wamuyu (2002) also carried out a study on the association between organisation culture and human resource practice in the Kenya manufacturing industry based in the private sector. Mutiso (2012) undertook a study on multinational enterprises and host nations; the case of Coca-cola to the Kenyan economy. Muthoka (2008) undertook a survey of strategy-structure relationship in multinational banks operating in Kenya, while Gachuki (2012) carried out a study on the impact of global Chinese firms competing with local firms in Kenya.   Additionally, the previous studies on national culture and leadership style lacks the empirical impact on managers and the style they chose to lead. Infact, mostly the studies take for granted national culture and its impact on any other concept including leadership style and business success.

1.3 Objective of the Study

To investigate the influence of national culture to leadership style and to what extent.

1.4 Value of the Study

The study underwrites to the body of knowledge that exists on the various cultural differences that influence leadership operations of international organizations in overseas branches by finding out the challenges facing cross-cultural leadership and its effects on

leadership style of international organizations. The study further assists in more literature provision to the academia, supporting theoretical propositions to the academia by fundamentally contributing to further research, and act as both a reading and secondary source of material as far as cross-cultural leadership is concerned.

International organizations will gain from the study by understanding the contributions of organizational culture on leadership style hence they will be able to create organizational cultures that have enabling leadership to support cultural dynamism. The findings will also inform practitioners, especially in International NGOs in Kenya to what is appropriate to do while selecting a leadership style for a given national context

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter represents a theoretical and empirical review of literature which forms the basis for developing the conceptual frame work and formulation of research hypothesis. It begins by reviewing theories that support the study then provides a discussion on conceptual and empirical literature on direct and indirect relationships among variables of the study. The study is based on the definition of Hofstede's four tenets of national culture. Dorfman and Howell's scales are then you used to measure these four dimensions. Additionally, Avolio and Bass who based his findings on transformational-transactional model dimensions are used to measure leadership style.

2.2 Theoretical Framework

Hofstede's cultural values model and Schwartz's Values framework forms the grounds for this study. The researcher has also included more literature from the Globe research.

2.2.1   Hofstede's Cultural Values Model

Geert Hofstede has taken leadership in matters pertaining to cross-cultural management in the last two decades – (1980; 1984; 2001). Hofstede's work-related values has played a key bearing on national culture studies. His research objectives were mainly to recognise and comprehend the impact of national culture to organisations, especially how this cultural knowledge can be used to manage more effectively, and also to define culture more precisely. Hofstede's focused his analysis mainly to the levels of basic assumptions and values and compared his findings on different nations on the national cultural level.

At country level Hofstede's factor analysis data yielded the four distinct factors which he later called the four dimensions: Individualism (emphasis being placed on the individual and his nuclear immediate family-versus the collective and extended family), masculinity (assertiveness versus nurturing), power distance (different cultures equality levels) and uncertainty avoidance (the extent to which uncertainty tolerated in a culture), using "electric analysis" which selectively mix items theoretical based expectations. (Smith, Dugan, & Trompernaars, 1996). Additionally, a fifth dimension "Confucian dynamism" or long-term orientation versus short term orientation (choosing to focus on the present than the future), was introduced in an Asian context by some different researchers.

The researcher in this study presents the dimension of masculinity by Hofstede as a preference in societies and international organisations for achievement, heroism, assertiveness and material reward for success. On the other hand, femininity, the researcher represents femininity dimension as caring for the weaker sex, cooperation, modesty and quality of life. The masculinity-femininity dimension has been defined as the degree to which values associated with stereotypes of masculinity and femininity is emphasised (Hofstede 1980, 2001). However, individualism-collectivism represents individual or collective action as the ideal way of dealing with issues. In the individualism-oriented cultures, people tend to give emphasis to individual needs, concerns, and interest over those of the extended group or organisation (Tossi &Greckhamer, 2004). On the other hand, in societies high on collectivism an individual is expected to mingle with others in a group setting and not individually (Birslin, 1993).

The dimension of uncertainty avoidance is explained by Williamson (2007) as representing the extent to which a certain society feel uncomfortable with vagueness and obscurity. The critical issue pertaining to this dimension, and hence to this study is how societies or organisations deal with an unknown future. Societies displaying major uncertainty avoidance are said to hold inflexible codes of ethics and conduct and cannot tolerate unconventional behaviour and ideas, while weak societies uphold a more relaxed approach where practice regarded higher than philosophies. Long-term orientation has to do with the business organisation's pursuit for virtue (Chui & Kwok, 2008). Cultures with a short-term orientation by and hence have strong concern with entrenching the outright fact. They are normative in their philosophy, display inordinate admiration for customs and traditions, a comparatively minor tendency to save for the yet to come, and a focus on accomplishing immediate achieving results. The opposite is true for cultures with a long-term orientation.

2.2.2 Schwartz Values Framework

Schwartz (1994; 1987) bases development of cultural dimensions in a theory-based approach. The theory-based dimension is said to be of broader range of culture and cultural dimensions as compared with those recognised by Hofstede. Schwartz discusses values in broad levels of both individual and national. This provides additional insight into differences that exist between cultures and also within the same cultures. Being a theory-based approach, the Schwartz approach identifies structure of values universally, individually first and then what is seen at the country or group level, which is contrast to how Hofstede's cultural dimensions (Hofstede, 2001) were identified Schwartz's research also established that personal orientation in values generally have a consistent aspect

within a system set up (Schwartz et al., 1987). Individual-level values are mainly based on individually-desired goals that serve as guiding principles in people's lives. The model will therefore help managers in international organisations in identifying these principles, which will enable them to manage in an informed successful way.

Schwartz ten basic motivations are represented by ten value types. The way the values are structured could be summarized into two main dimensions that inspire the dissemination of motivational value categories: self-enhancement (power, achievement, pleasure-seeking) versus self-transcendence (benevolence, diversity) values, and openness-to-change (self-direction, inspiration) versus conservatism or conservation values (custom, conformity, safety). Of late, the research has also looked at the values structure also at the country level of analysis (Schwartz, 1994, 1999). Schwartz model will be put to test in this extensive cross-cultural research on EGPAF to provide support to this theorized content and values structure.

Contributions of Schwartz's research include its theoretical approach to identifying dimensions as well as its consideration of a more comprehensive set of values relative to most culture studies (Schwartz, 1994). At the cultural level, Schwartz identified three bipolar dimensions of values that allow for comparing societies. The embeddedness versus autonomy dimension focuses on the regulation of relationships at individual level and at the societal level, the hierarchy versus egalitarianism dimension points towards the guideline of accountable behavior among societal members; and the mastery versus harmony dimension focuses on the relationships amongst humanity and nature (Schwartz, 1994). Schwartz' approach examined values at both the cultural and individual level of analysis, providing additional insight into differences that exist within, as well as between, cultures.

In the last two decades, there has been increased attention given to cross-cultural research and its relevance to international management theory (Bond and Smith, 1996; Cooper and Denner, 1998; Earley and Gibson, 1998; Inkpen and Beamish, 1994; Kagitcibasi and Poortinga, 200; Oyserman, Coon and Kemmelmeier, 2002; Wright and Ricks, 1994). Substantial writings examining the impact of national culture on leaders' practices is available, however, its impact to leadership has not been tested.

Following Hofsede's research in the area of cultural dimensions, both societal and behavioural researchers put more consideration to the cultural dimensions of psychological practices, inspiration and structural behaviour. In regard to this, numerous researchers have found that in times past, traditions, values, morals, and customs of different cultures give the most satisfactory leadership styles (Jung and Avolio, 1999; Trompenaars and Hampden-Turner, 2001; De and Florent-Treacy, 2002), hence leaders must devotedly appreciate and grow to the cultural context and value systems of the followers, anywhere globally.

In as much as the international organisations wanted a shift from being ethnocentric (De and Florent-Treacy, 2002) to practicing a global mindset, the managers are challenged with coaching to adopt this global aspect. Being a multinational organisation is not just a matter of entering an international market place, but more so how to manage it. It is important to note success in a competitive global market, companies must train people who can lead effectively-formulating and implementing practical and achievable strategies, creating, inventing and introducing suitable technological approaches.

2.2.3 The Globe Project

Global Leadership and Organizational Behaviour Effectiveness (GLOBE) project - a large research project initially initiated by Robert House to examine the link between culturally embedded leadership theories in the culture (Hanges and Dicksons, 2004). The GLOBE project is a most recent (Chhokan, Brodbeck and House, 2007) on business values and cultures they operate in (Pramila, 2009).

The GLOBE Research effort was intended to study in detail the captivating and complex element of culture on leadership, business competitiveness, economic effectiveness of businesses, and the social circumstances citizens of the countries studied (House, Hanges, Javidfan, Dorfman & Gupta, 2004). The study was intended to enhance knowledge available and relevant to CCM and to reproduce and increase findings from Hofstede's (2001) work, and also to test the various hypotheses that have emerged.

2.3 Leadership Styles

According to theories of leadership, transformational-transaction theory is said to be the most prominent leadership style that relate to effective organizational change among other theories. In another leadership study by Burns, transformational-transactional approach outlines three leadership styles: the transactional (the relationship between leaders and followers is based on a formal or informal contract), transformational (where leaders aggressively look for ways to inspire followers to identify and internalize internally, with the objectives and vision of the organization) and lastly, the laissez-faire (passive) style (in this style, leaders delegate responsibility and only intervene when things have gone wrong).

Burns argues that transactional leadership is built on conventional affiliation of relationships, which is the same as of that of formal agreement amongst people groups where in part, the disciple, gives loyalty, efficiency and effectiveness, hence productivity. In exchange, the follower receives rewards. However, in transformational leadership concentration of leaders is geared to improve their followers conscious regarding the importance of goals and objectives and how to achieve them effectively with a keen interest on productivity, profits and competitive advantage. In addition, in transformational leadership leaders' work on inspiring their supporters to go beyond self-regard and own what they do in order to have impact in the market place in addition to the mission and vision of the business. The thinking around this is that by attracting supporters in every aspect - emotionally, mentally, ethically etc, will help them to develop their skills and exceed performance expectations. Burns argues that leaders in transformational leadership promote significant organizational attitudes as a strategy to maximise achievement of the goals and objectives easily without using force.

Similarly, Bass presents that leaders in transactional leadership, leaders approach an structural culture founded on prevailing guidelines and regulations in addition to processes and procedures, on the other hand, transformational leaders are innovative and have ability bring change founded on a new innovation, vision and creativity, .into the existing standards and customs. Looking at the example of a business organisation calls for implementation and adoption of a new technology, leadership is too crucial for the success of adoption of the new change. Based on Burn's argument, Bass came up with transformational and transactional leadership model. The model has over the time expanded much regard amongst researchers globally. Additionally, researches drawn

from various businesses, show that transactional style of leadership in industrialised business is much more acceptable transformational leadership style. Similarly, for service-based business environment, transformational leadership style is most desirable in that it encourages satisfaction in the work so as to motivate followers to put in extra effort to attain efficiency and effectiveness.

Laissez-fair (or passive) style is the third leadership style brought out by Buns. The style is mainly practiced by leaders who have low or no educational attainment and lack management expertise. The leaders are unable to achieve optimization in motivating staff and gain their commitment as professionals in the business environs. To some researchers, passive leadership can easily harm the business considerably hence the style is hence seen to be the least suitable and brings minimum effective, out of Burns three leadership styles mentioned above. The consequences of laissez-fare leadership style in organisational is said to be confusion, relational clashes within the followers, role-ambiguity, uncertainty, and emotional related stress within the business.

Numerous classes of leadership rarely give great importance on sentiments and emotional intelligence, however, recently, Goleman's model has increased substantial force and is most popular in the West as a radical change to modern-day leadership (Müller & Turner, 2010). It is agreeable that the leadership styles enumerated by Goleman (2008) have pros and cons, however, notably afterwards, he cautions managers to ensure they do not entrench any one of the leadership styles singularly. Most importantly, leaders are warned to ensure they integrate four leadership styles into the overall strategy and leadership practice - visionary, coaching, democratic and affiliative. According to Goleman, the combined leadership styles have been proven to be effective,

hence resulting in pronounced enhancements within the business environment and improving overall organisation and corporate performance (Goleman, Boyatzis & McKee, 2009). Leaders whose attributes include self-awareness and compassion, in addition to capability to stimulate imagination and envisage accomplishment, is termed as a leader who is most sought after' in the West. This is because the leader exhibits most of the competencies and skills necessary to run an organisation in a global set-up in this day and age (Koman & Wolff, 2008). On the flip side - though, contingency theory, which is a behavioural theory is said to be used majorly in Western corporations. Leaders are said not to follow a particular style or conduct, but rather, change behaviour patterns depending on the situation they are in. (Wendt, Euwema & Van Emmerik, 2009). Consequently, it must be noted that outstanding managers must then be those who will aggressively incorporate all of Goleman's six styles in the organisation, in the place where every single one is applicable or needed (Müller & Turner, 2010). Keenly they exercise transformational (people-oriented) leadership in a consistent manner and are committed to visionary, coaching, democratic and affiliative styles, nevertheless use transactional (task-oriented) styles for example pace-setting and commanding only when they find the transformational leadership model is being taken advantage of or taken as a sign of weakness (Goleman, Boyatzis & McKee, 2008).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter details how the researcher implemented the study. The chapter will give in detail the research design, population and sample size, data collection methods and data analysis techniques the researcher employed in order to come up with the findings.

3.2 Research Design

For successful achievement of the objective of this study, the researcher decided on a case study which would be a more holistic way of acquiring the data required. A deductive qualitative analysis approach using target sampling was used. The sample of the study was drawn from top level management, middle level and lower levels who have experienced changes in top leadership in course of their employment with the Foundation. The primary data was collected using a questionnaire and analyzed through content analysis. The questionnaire was administered to 18 members of this group out of which 8 were able to respond. The level of exploration in the research is the specific to each respondent since each participant has his or her own opinion of leadership style based on the individual's national culture.

3.3 Data collection

The study involved administering a questionnaire to the study population sample which was dividend in three measures: - 1) Demographic questions, 2) Relationships and 3) national culture questions based on Hofstede's national culture dimensions.

The questionnaire was considered appropriate for this study since there is need to increase a comprehensive understanding of the cross-cultural management practices and their influence on leadership styles in Elizabeth Glaser Pediatric Aids Foundation and middle management to get a holistic view of the study.

3.4 Sample Design

The case study included a population of about 100 members of staff in EGPAF. Targeted sampling was used in order to attract respondents who have worked in the organisation long enough to have been exposed to more than one top leadership. Out of the 100 population a sample of 18 members of staff was selected and the questionnaire was administered. This study used targeted sampling to reach the end sample.

3.5 Data Analysis

Data Analysis was purely qualitative data, and was analysed by conceptual content analysis. This is a technique which helps identify the implications of a study outcome by methodically and accurately identifying specific features of data collected, drawing deductions from the data and then using the same to relate to trends (Nachmias and Nachmias, 1996). Kothari (2004) also expounds content exploration as the examination of the contents of documented and unwritten facts and defines it as qualitative analysis in relation to the general significance of communication of the obtainable documents and quantity omnipresence.

Of importance in using content analysis in this study is to evaluate the existing material imperative to define aspects that inform an explicit occurrence by means of a set of classification creating effective and applicable suggestions from the facts in the direction of their circumstance. The decision to use content analysis was based on Mugenda and Mugenda (1999), who observed that the method is appropriate for case studies because the researcher provides a systematic narrative of the arrangement of the items that comprise the study.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

Data analysis, study results and discussions derived from the study are presented in this chapter and are divided into three parts. The opening section represents the personal information data analysis. Following section represents the results discussion about influence of culture on leadership style in international organisations at Elizabeth Glaser Pediatric Aids Foundation (EGPAF).

4.2 Background Information

The study focused on the senior managers of EGPAF. From the study all the respondents where Kenyans with age and mixed with males and females. The respondent works in the organisation as field compliance coordinator, with an age of 46 years with the highest level of education is undergraduate degree. From the study, the respondent field compliance coordinator had worked with the organization for three years and ten months. The responded indicated that apart from working as field compliance coordinator he also worked as the field operation coordinator. From the study the job responsibility of the field compliance coordinator was ensuring that programming and operational activities are carried out in compliance with the foundation, Donor rules and regulations, and statutory regulations.

From the study, the respondent worked as Human resource and administration manager for the period of one month. The respondent is a female Kenyan with 44 years of age and the highest level of education is graduate degree. Apart from the current position the respondent did not have any other position before. The respondent worked in middle level management for the period of four years. The respondent is a male Kenyan with 40 years of age and the highest level of education is undergraduate degree. Apart from the current position the respondent did not have any other position before.

The respondent worked as regional director of western Kenya for the period of eight years. The respondent is a male Kenyan with 50 years of age and the highest level of education is graduate degree. Apart from the current position the respondent did have worked as project director, deputy project director, service delivery adviser. The duties of the respondent included oversee implementation of EGPAF projects in the western Kenya region and relationship with employees. The respondent worked as public health evaluation specialist for the period of four months. The respondent is a female Kenyan with 52 years of age and the highest level of education is graduate degree. Apart from the current position the respondent did not have any other position within the organization. The duties of the respondent included supporting the all research activities in the Kenya office ensuring compliance with protection of Human Subjects

The respondent worked as project manager for the period of 10 years. The respondent is a male Kenyan with 41 years of age and the highest level of education is postgraduate degree. Apart from the current position the respondent had other position within the organization like project officer, program officer and technical advisor. The duties of the respondent included relationship with employees. The respondent worked as technical advisor for the period of five years. The respondent is a male Kenyan with 36 years of age and the highest level of education is graduate degree. Apart from the current position the respondent had other position within the organization as program officer. The duties of the respondent included planning, managing and advising the team members.

4.3 Relationship with Employees

The study sort to establish the relationship of management with the organizational employees. From the study it was established that the relationship was cordial, professional and formal. From the study, the health specialist established that good working relationship, respect for my subordinates*.* From the study people in higher positions are involved in decision making in EGPAF with consultation with people in lower positions by requesting their opinions, delegate important tasks, or even socially interact with them. The respondent established all the above options are practiced within the foundation depending on the type of decision being made. Social interaction is mostly limited by the spatial distances between where the manager and employee work. The project manger indicated that there is a lot of consultation but this also depends on the nature of decision that is to be undertaken.

The responded indicated that he can improve the current working environment in EGPAF by encourage vertical and horizontal consultations, enhance feedback mechanisms, open sitting arrangements, institutionalize frequent meeting, bonding sessions, and timely addressing of concerns raised by staff. The respondents indicated that she is making efforts to create a working environment that enhances work life balance. By openly engaging with colleagues and building their trust that whatever they say in confidence will remain confidential. To improve the working environment through enhance this by promoting honesty and transparency within all teams in the foundation, increasing documentation of rationale arrived in decisions and sharing the findings with all parties involved. I would also keep in mind that every matter coming up has at least two sides and both should be heard in an unbiased manner. The respondents indicated that the working environment is good, but communication could be improved and communication

at all issues. From the study, increase level of contact time between management and staff.

The study established that it's important for both men and women to have a professional career than women in the organizations. This gives both equal opportunities. The study established that is neither here nor there as currently we have both professional career men and women in the department and both are performing at per their duties. From the study, EGPAF is an equal opportunity employer. From the study, respondents indicated that jobs allocation between the men and women varies from one person to the other, especially in the field, but men tend to be more analytical. The respondents indicated that Sometimes the foundation evaluates a job to be more suited to a man if there are extraneous circumstances that will make it difficult for a woman but even then women have still performed well is such circumstances. This argument has also worked in the vice versa.

The respondents agreed that men usually solve problems with logical analysis than women in the organization since men are more analytical than women. Others indicated sometimes. Middle level management did not agree that men usually solve problems with logical analysis than women in the organization since men are more analytical than women. However, from the study performance depends on individual characteristic. Some women are very logical, while some men use intuition

From the study the respondents indicated that solving difficult problems usually requires an active, forcible approach and advocating for methodical firm approach that is all-inclusive. Middle level management did not agree that resolving challenging difficulties typically necessitates a vigorous, effective approach.

4.4 Monitoring and Control

The main objective of the study was to determine the monitoring and control within the organization. From the study there are laid down standards, procedures or policies, and operations instructions which gives guidelines on the employees. Some respondents were not sure since there is clear standard operating procedure. The respondents established that employees are aware of these rules, regulations and policies which are shared on common platforms like crossroads, in hard copies in the office and some are circulated through emails. However, it takes individual commitment to internalize them. The study established that there are guidelines for our work with the ministry that are clear and staffs have to keep abreast with help from their TAs as these changes from time to time. Operations policies are available and usually discussed in staff meetings and on one on one when an officer is applying or using the policy. The respondents did not adhere to the rules all time because have not read all policies and there is no monitoring**.**

From the research, managers adhere to these rules all the time due to the operation work in the field is very dynamic and therefore it becomes necessary to make adjustments in applying certain rules and regulations, but in most cases am in total compliance with them. From the study is its compliance to comply not to put the organization at risk. As I manager it's a responsibility of subordinates and support them to ensure the policies are adhered to rules and regulations. The project manager adheres to rules so as to ensure a good example and maintain the quality of the expected outcomes. It is also the defined approach to business process for the organization and to minimize conflict**.**

The respondent indicated the monitoring procedures employed by EGPAF to monitor employee work and performance. Employee work and performance is monitored in a number of areas which include daily clock-in and out, submission of monthly reports including time sheets, work plans, regular meetings and other compliance checks. From the human resource, it's done through performance appraisal and attendance register. The middle level management established that there are usually two reviews in a year, a mid-year review and an end year review. The mid-year review presents an opportunity for a supervisor and his/her report to review progress made on objectives/plans agreed to at the beginning of the year or as per the final end year review. Adjustments to these plans are made at this review as necessary to enable achievement of objectives. The end year review presents an opportunity for evaluation of performance though the period against SMART objectives earlier established and also against established people skills standards the Foundation promotes for effective team work and team spirit within the Foundation. The staff is rated against a scale of 1 − 5 with 1 being the lowest score and 5 being the highest score. How a staff scores will determine the next causes of action e.g. a performance improvement plan, salary increase, promotion. Monitoring is done through a combination of SIMS, site visits, mentorship, support supervision, quarterly reviews and the Halogen. The use of KPIs to monitor performance as used by the organization is a very good way to make staff perform. From the study, monitoring through performance appraisal, work plan, review meetings and budgeting process**.**

The study results indicated that there is existing reward structures in EGPAF which is not much efficient since the respondents suggested for some improvement on the system. The organizational rewards are reasonably efficient and effective though are still subjective.

There is no effective appeal process structure or structured intervention where scores of a staff seem to drastically fall/rise. The respondents established that it may not be efficient or effective but it works the reason. It has been possible to keep staffs in place even when projects are ending. The health specialist was not aware of the reward system since he have only been in the organization for 4 months, most rewards and financial and this sufficient for now. The reward system is based on the objective since they are based on KPIs.

4.5 EGPAF Leadership/Management

The study sort to establish the leadership of the EGOAF organization. The respondent described the current leadership style in more of top-down as per the reporting lines, and in a number of cases, it involves consultation a reasonable extent. The respondents also indicated participatory leadership which encourages employee participation. Middle level management argued that the general leadership is result driven and transparent. Generally very good, the leaders allow their juniors to use their skills, this creates a lot of independence leading to good performance. Leadership is based on Consultative very focused based on development of work teams, democratic and flexible, open and supportive.

The respondent indicated that there is no relationship between the management position within the organization. The leadership styles vary from one person to the other, but what is important is to harmonize approaches and focus to achieving the vision of the Foundation. The respondent from HRM indicated that there is relationship between the management position within the organization and has not worked under any top management within the organization. The respondents indicated that they do right things

but sometimes they do things the right way to survive. They always believed in making my juniors independent.

The study established that the respondent had previously worked under different top management leadership in your tenure in the organization. The respondents always worked with supervisors from different cultural back ground. There are two different cultural backgrounds and the cultural orientations vary. The respondent indicated that the manager's cultural background impacts on the leadership styles they practice. This is because the culture influences character, values, and to some extends how to relate with one another. The managers cultural background impact the leadership since the kind of leadership style leaning from their cultural background the local staff.

The HRM respondent indicated that manager's cultural background impacts on the leadership styles they practice sometimes but not always since leadership is learnt. She also indicated that from previous experience, some leaders from different backgrounds would seem to want to entrench their culture in the organization. The policies helped to the contract to the most extent. I feel if there were not policies, they organization would have run with the personal cultural background of the leader which would have been damaging.

The study also indicated that there is need to have an open culture where people can express themselves and iron out any issues. The respondents in his opinion that Indians have a lot of cultural issues which affect the organizational performance. Hierarchy on seniority, calling people Mr/Mrs so and so, no involvement in decision making at all. Cut and throat leadership, then the next leader was British and suddenly we were calling each

other on first name basis, the closed offices became open plan and some kind of involvement in decision making. Promotions were also on merit and the work environment was free. The respondent indicated that leaders chose to let their cultural backgrounds influence their leadership styles hence the organizations should put measures to stop this practice.

The respondents had no comment on cross cultural issues, but he suggested that the management thinks of a way to make sure staff read the policies and regulations. This can be done by having those who have read sign, then you can hold them accountable. Having the regulations and policies on crossroad and assuming people will read is not enough. From the study, the management style actually changes with the new leadership. However, the policies in EPAF are quite stringent and the effect of the cultural dynamism is mild.

4.6 Discussion

The key objective of the study was to establish the influence of culture on leadership style in international organisations a case of Elizabeth Glaser Pediatric Aids Foundation. From the study the respondents are Kenyan with working experience between one month to ten years which shows that the organization natures professions. The study established that the relationship with the employees was cordial, professional and formal hence good working relationship and respect for my subordinates, this study is in conformity with Koman & Wolff (2008). The management is involved in decision making in EGPAF with consultation with people in lower positions by requesting their opinions, delegate important tasks, or even socially interact with them.

From the study the current working environment in EGPAF can be improved by encourage vertical and horizontal consultations, enhance feedback mechanisms, open sitting arrangements, institutionalize frequent meeting, bonding sessions, and timely addressing of concerns raised by staff hence creating a working environment that enhances work life balance. Promoting honesty and transparency within all teams in the foundation, increasing documentation of rationale arrived in decisions and sharing the findings with all parties involved.

The study established that it's important for both men and women to have a professional career than women in the organization which is equal opportunities. Jobs allocation between the men and women varies from one person to the other, especially in the field, but men tend to be more analytical. According to McKee,(2009), Sometimes the foundation evaluates a job to be more suited to a man if there are extraneous circumstances that will make it difficult for a woman but even then women have still performed well is such circumstances and the vice versa. From the study men usually solve problems with logical analysis than women in the organization. However, the performance depends on individual characteristic. Some women are very logical, while some men use intuition. Solving difficult problems usually requires an active, forcible approach and advocating for methodical firm approach that is all-inclusive. Middle level management did not agree that solving difficult problems usually requires an active, forcible approach.

From the study there are laid down standards, procedures or policies, and operations instructions which gives guidelines on the employees. The employees are aware of these rules, regulations and policies which are shared on common platforms like crossroads, in

hard copies in the office and some are circulated through emails, the . However, it takes individual commitment to internalize them, this support the findings from Emmerik (2009). The guidelines for our work with the ministry that are clear and staffs have to keep abreast with help from their TAs as these changes from time to time. Operations policies are available and usually discussed in staff meetings and on one on one when an officer is applying or using the policy. However some staff did not adhere to the rules all time because have not read all policies and there is no monitoring.

According to Hanges and Dicksons (2004), managers adhere to these rules all the time due to the operation work in the field is very dynamic and therefore it becomes necessary to make adjustments in applying certain rules and regulations, to comply to prevent the organization from risk. It's the manager's responsibility of subordinates and supports them to ensure the policies are adhered to rules and regulations. This ensures a good example and maintains the quality of the expected outcomes. It is also the defined approach to business process for the organization and to minimize conflict.

From the study there are monitoring procedures employed by EGPAF to monitor employee work and performance which include daily clock-in and out, submission of monthly reports including time sheets, work plans, regular meetings and other compliance checks. Monitoring is also done through performance appraisal and attendance register since the monitoring assist in achievement of objectives which conformity with (Pramila, 2009). The end year review presents an opportunity for evaluation of performance though the period against SMART objectives earlier established and also against established people skills standards the Foundation promotes for effective team work and team spirit within the Foundation. The staff is rated against a

scale of 1 – 5 with 1 being the lowest score and 5 being the highest score. How a staff scores will determine the next causes of action according to Triandis (2004). Monitoring is done through a combination of SIMS, site visits, mentorship, support supervision, quarterly reviews and the Halogen. The use of KPIs to monitor performance as used by the organization is a very good way to make staff perform. From the study, monitoring through performance appraisal, work plan, review meetings and budgeting process.

The study results indicated that there is existing reward structures in EGPAF which is not much efficient since the respondents suggested for some improvement on the system. The organizational rewards are reasonably efficient and effective though are still subjective. There is no effective appeal process structure or structured intervention where scores of a staff seem to drastically fall/rise. The respondents established that it may not be efficient or effective but it works the reason. It has been possible to keep staffs in place even when projects are ending.

From the study, the current leadership style in more of top-down as per the reporting lines, and in a number of cases, it involves consultation a reasonable extent. The organization uses participatory leadership which encourages employee participation hence general leadership which result to driven and transparent which corresponds to Jung & Avolio (1999). The management allows their juniors to use their skills; this creates a lot of independence leading to good performance. Leadership is based on Consultative, development of work teams, democratic and flexible, open and supportive.

From the study findings, there is relationship between the management position within the organization since the goal is to harmonize approaches and focus to achieving the vision of the Foundation. Most of the staff had worked under different top management leadership in your tenure in the organization with different cultural back ground which is in line with Florent (2002). There are two different cultural backgrounds and the cultural orientations vary. The manager's cultural background impacts on the leadership styles they practice since culture influences character, values, and employee relationship. However, there is need to have an open culture where people can express themselves and iron out any issues.

From the study respondents opinions is that organization should avoid cultural issues which affect the organizational performance. Employee motivation by promotions through merit and not their cultural backgrounds which influence their leadership styles hence the organizations should put measures to stop this practice. The respondents had no comment on cross cultural issues, but he suggested that the management thinks of a way to make sure staff read the policies and regulations. However, the management style actually changes with the new leadership.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The research objective was to determine establish the influence of culture on leadership style in international organisations a case of Elizabeth Glaser Pediatric Aids Foundation. These chapter discuses the summary, deduction, recommendation, limitation of the study and suggestion for further studies.

5.2 Summary

The main objective was to research on the influence of culture on leadership style in international organisations a case of Elizabeth Glaser Pediatric Aids Foundation. From the study conclusion includes that the organization employs Only Kenyans of high academic qualification in which there duties are well defined which promotes the relationship within EGPAF. The management is involved in decision making in EGPAF with consultation with people in lower positions by requesting their opinions, delegate important tasks, or even socially interact with them. Working environment can be improved by encourage vertical and horizontal consultations, enhance feedback mechanisms, open sitting arrangements, institutionalize frequent meeting, bonding sessions, and timely addressing.

The study established that the organisation is an equal employer hence gives both genders the same opportunities but according to the respondents believed that male folk typically resolve problems with analytically than womenfolk in the organization since unravelling challenging difficulties generally involves an active, forcible approach and advocating for methodical firm approach that is all-inclusive. There are laid down standards, procedures

or policies, and operations instructions which gives guidelines on the employees. They are shared on common platforms like crossroads, hard copies and emails. Managers adhere to these rules all the time due to the operation work in the field is very dynamic and therefore it becomes necessary to make adjustments in applying certain rules and regulations, to comply to prevent the organization from risk. Monitoring procedures employed by EGPAF to monitor employee work and performance which include daily clock-in and out, submission of monthly reports including time sheets, work plans, regular meetings and other compliance checks, performance appraisal and attendance register

The existing reward structures are not much efficient since the respondents suggested for some improvement on the system which since there is no effective appeal process structure hence it may not be efficient or effective but it works with a reason. It has been possible to keep staffs in place even when projects are ending. The current leadership style in more of top-down as per the reporting lines, and in a number of cases, it involves consultation, development of work teams, democratic and flexible, open and supportive. The organization uses participatory leadership which encourages employee participation hence general leadership which result to driven and transparent. The management allows their juniors to use their skills; this creates a lot of independence leading to good performance.

There is relationship between the management position within the organization since the goal is to harmonize approaches and focus to achieving the vision of the Foundation. Most of the staff had worked under different top management leadership in your tenure in the organization with different cultural back ground. There are two different cultural

backgrounds and the cultural orientations vary. The manager's cultural background impacts on the leadership styles they practice since culture influences character, values, and employee relationship. However, there is need to have an open culture where people can express themselves and iron out any issues.

Finally improvement opinions is that organization should avoid cultural issues which affect the organizational performance. Employee motivation by promotions through merit and not their cultural backgrounds which influence their leadership styles hence the organizations should put measures to stop this practice. The respondents had no comment on cross cultural issues, but he suggested that the management thinks of a way to make sure staff read the policies and regulations.

5.3 Conclusion

The key objective of the study was to establish the influence of culture on leadership style in international organisations in EGPAF. From the study, conclusion includes that the organization employs Only Kenyans of high academic qualification in which their duties are well defined. The management is involved in decision making in EGPAF with consultation with people in lower positions by requesting their opinions, delegate important tasks, or even socially interact with them. Working environment can be improved by encourage vertical and horizontal consultations, enhance feedback mechanisms, open sitting arrangements, institutionalize frequent meeting, bonding sessions, and timely addressing.

The study established that the organisation is an equal employer with the laid down standards, procedures or policies, and operations instructions which gives guidelines on the employees. Managers and all staff adhere to these rules all the time due to the

operational work and to prevent the organization from risk. Monitoring procedures includes daily clock-in and out, submission of monthly reports including time sheets, work plans, regular meetings and other compliance checks, performance appraisal and attendance register. The reward structures are not much efficient since the respondents suggested for some improvement on the system which since there is no effective appeal process structure hence it may not be efficient or effective but it works with a reason.

The current leadership style in more of top-down as per the reporting lines, and in a number of cases, it involves consultation, development of work teams, democratic and flexible, open and supportive hence allows their juniors to use their skills; this creates a lot of independence leading to good performance. The manager's cultural background impacts on the leadership styles they practice since culture influences character, values, and employee relationship. However, there is need to have an open culture where people can express themselves and iron out any issues. Finally improvement opinions is that organization should avoid cultural issues which affect the organizational performance. Employee motivation by promotions through merit and not their cultural backgrounds which influence their leadership styles hence the organizations should put measures to stop this practice.

5.4 Recommendation

The key objective of the study was to establish the influence of culture on leadership style in international organisations the study recommends that the organization should employs other nationalities but not only Kenyans. The management should involve the junior staff and subordinate staff in decision making through means which all will be

presented since consultation with people in lower positions by requesting their opinions, delegate important tasks, or even socially interact with them is not sufficient.

The study recommends that working environment within the organization to be improved by encourage vertical and horizontal consultations, enhance feedback mechanisms, open sitting arrangements, institutionalize frequent meeting, bonding sessions, and timely addressing. The organisation should have friendly standards, procedures or policies, and operations instructions which give guidelines on the employees.

The study recommends that managers and all staff should adhere to these rules all the time due to the operational work and to prevent the organization from risk. The organization should improve monitoring procedures includes daily clock-in and out, submission of monthly reports including time sheets, work plans, regular meetings and other compliance checks, performance appraisal and attendance register. The study recommends that the reward structures are should be effective since the organizational staff suggested for some improvement on the system which since there is no effective appeal process structure hence it may not be efficient or effective but it works with a reason.

The study recommends that manager's cultural background should not be considered in the leadership styles since culture influences character, values, and employee relationship. However, there is need to have an open culture where people can express themselves and iron out any issues. Finally improvement opinions is that organization should avoid cultural issues which affect the organizational performance. Employee motivation by promotions through merit and not their cultural backgrounds which

influence their leadership styles hence the organizations should put measures to stop this practice.

5.5 Limitation of the Study

There major limitation in this study was the reluctance of the respondents to provide information due to the nature of their duties and responsibilities. The respondents lacked enough time for the interview.

The researcher concentrated on one international organisation in which it had informal approaches to leadership. The approaches affected the culture and leadership styles hence found that the interview guide not applicable in some areas of leadership aspect in the organization.

5.6 Suggestion for Further Studies

International organizational cultures and leadership is very dynamic in which is experiencing significant regulation and policies from the government hence there is still gaps of more research despite of many studies for the last five years. From this study, there is need to carry out study on the influence of leadership styles on operational performance of all international organisation in Kenya.

Further study can be done on the challenges faced by both local and international organization as results of culture on leadership. The study may include all the top management and middle level management. .

Other researchers can be done on social-economic factors affecting the leadership in local and international organization operating in Kenya. The study will address the factor of leadership since there is very high entry of many organizations in the region.

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APPENDICES

Appendix I: Questionnaire

This questionnaire will act as a plan to seek information on the cross cultural management practices in three international organizations. All the information you give will be treated as confidential and for academic purposes only.

Section One: Background Information

Age................................ Gender ....

Nationality................................……………………………………………………………

Job title...……………….

1) What is your highest level of education?

2) For how long have you worked with EGPAF?

3) Which other positions have you held in the Foundation prior to your current position?

4) What is your current job responsibility?

Section Two: Relationship with employees

5) How can you describe your relationship with your subordinates?

6) Do people in higher positions involved in decision making in EGPAF make decisions in consultation with people in lower positions, ask for their opinions, delegate important tasks, or even socially interact with them.

7) In your opinion, how would you improve the current working environment in EGPAF?

8) Is it more important for men to have a professional career than women in your department?

9) Is there a notion in EGPAF that there are some jobs that a man can do better than a woman?

10) In your opinion, is it true that men usually solve problems with logical analysis, and women with intuition?

11) As an individual, do you agree with the stipulation that: Solving difficult problems usually requires an active, forcible approach, which is typical of men?

Section Three: Monitoring and control

12) Are there laid down standards, procedures or policies, and operations instructions on how tasks should be carried out?

13) Are employees aware of these rules, regulations and policies, and of what is expected of them? Do they adhere to them?

14) Do you as a manager adhere to these rules all the time? Why?

15) Please describe the monitoring procedures employed by EGPAF to monitor employee work, and performance.

16) In your opinion, are the existing reward structures in EGPAF efficient and effective? If not, why?

Section Four: EGPAF Leadership/Management

17) How would you describe the general leadership styles present in EGPAF?

18) Do you believe that your leadership styles match those of your colleagues in similar positions? Is it true that a manager's cultural background impacts on the leadership styles they practice?

19) Please share anything else not mentioned in here that you think would contribute positively to the improvement of cross cultural management practices in EGPAF

Thank You for taking time to participate in this study.