EFFECT OF LEADERSHIP ON OPERATIONAL EFFICIENCY OF NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI COUNTY, KENYA

BY;

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DECLARATION

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

Signature……

Date 25th April, 2022

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C51/32750/2019

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

Signature

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DEDICATION

This project is dedicated to my parents Mr. and Mrs. Njeru, my children Mugi and Nyakio for their inspiration, love and support that saw the successful completion of this study.

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ACRONYMS AND ABBREVIATIONS

CVF   Competing Value Framework

NFP   Not-For Profit

NGO   Non-Governmental Organization

NYSC   National Youth Service Corps

SF   Sampling Fraction

SPSS   Statistical Package for Social Sciences

ABSTRACT

Leaders bear the ability to contribute significantly in the manner in which an organization undertakes its activities. An organization's performance hugely relies on the leadership aspects put in place to facilitate the achievement of its vision. Organizational operational performance is targeted towards achieving efficient and effective systems which are marked with high reliability and facilitate the achievement of excellence that surpasses an organization's client expectations. On the other hand, Non-Governmental Organizations are self-governing, institutions whose primary mission is to improve the standard of living of the world's most disadvantaged people. To be effective in their mandate, NGOs need resilient institutional structures, leadership and regulations supported by sustained training so as to ensure that duties are efficiently divided within the organization. The purpose of the study was to evaluate the effect of leadership on operational efficiency of Non-Governmental Organizations in Nairobi County. The study's specific objectives were: to determine the effect of leadership style on operational efficiency of NGOs in Nairobi County; to evaluate the impact of leadership structure on operational efficiency of NGOs in Nairobi County and to assess the influence of leadership culture on operational efficiency of NGOs in Nairobi County. The study adopted the dynamic capability theory as the overarching theory that is based on maximizing the use of an organization's already existing internal and external competencies in response to the dynamic nature of the business environments. The researcher chose to conduct her investigation using a longitudinal methodology. The study targeted 200 NGOs that were determined based on the criterion that; they were duly registered to operate by the NGO Council of Kenya, are compliant with NGO Council in relation to submission of annual returns and that they at least have their operation in Nairobi. The general population for the study comprised of the top managers serving in 4 key departments; finance, operations, human resources and supply chain from each of the 200 NGOs giving a total population of 800 top managers. Purposive sampling method was then utilized in determining the sample elements. Data was collected using semi-structured. There was piloting of research instruments before data collection to test their reliability and validity. Data collected was analyzed using SPSS, version 20. Descriptive analyses methods including average, mode, range and S.D measures were utilised in analysing the demographic set-up of the population and other background information details within the Kenyan NGOs. The correlational analysis approach was used to investigate the link between leadership and organizational performance whereas regression analysis was utilized in assessing the nature of association between categorical variables. The key findings revealed that there exists a strong positive correlation between the dependent variable (operational efficiency) and each of the independent variables (leadership style, leadership structure and leadership culture). The r values were determined as 0.878, 0.786 and 0.847 respectively. Besides, the coefficient-of-determination describing the percentage variation in operational efficiency that is explained by the changes in the independent variables R^2 was determined to be at 0.731, implying that leadership style, leadership structure and leadership culture explain up to 73.1 percent of changes in operational efficiency. The research recommends that the NGOs in Nairobi should always seek to adopt a leadership style, culture and structure that positively impacts the operational environment of the organization. The leaders should also strengthen their abilities in developing methods of assessment, scheduling work-related activities and in offering motivation and other required resources while also seeking to enhance their efficiency in the management of operational costs and fundraising efficiency.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations currently operate within a competitive and ever transforming environment (Oghojafor, Olamitunji & Sulaimon, 2011). They add that these changes generally entail: transformations in products/services, technology and markets/clients. A similar assertion was raised by Ilona and Evelina (2013) who pointed out that globalization, need for social responsibility, innovative technology and effective strategic thinking and ideas are among the few of the aspects needed in organizations for them to perform efficiently. As a consequence, organizational performance has remained as a priority in all sectors, since it is closely associated with the value generation of these businesses. Organizations are ever striving for improved results, influence, competitiveness and efficiency. On the contrary, most of these organizations are struggling to attain this desired outcome with organizational leadership perceived as the major problem (Yukl, 2013).

Irrespective of period or position, leaders bear the ability to contribute significantly in the manner in which an organization undertakes its activities (Oghojafor et al., 2011). Leaders who effectively use strategies bear the ability to speed up the increase of right strategic undertakings, defining the manner to actualize them (Sami, Qamar & Khalid, 2011). Mason (2011) argued that an organization's performance hugely relies on the leadership aspects put in place to facilitate the achievement of its vision. They add that leadership adopts the strategy to the vision in order to enhance the ability within the Organization to record greater performances. Current business environment is quickly transforming and many a times leaders seek to utilize easily adjustable and process enhancement strategies so as to attain effective response within the organization with reference to change (Van Knippenberg & Sitkin, 2013). Any organizational leadership affects the entire decision-making undertaking and which is at the center of strategic management undertaking and overall performance of the Organization.

1.1.1 Leadership

The term leadership comes as a great word, though it is frequently used in a weak and vague manner (Knies, Jacobsen & Tummers, 2016). However, a number of explanations have sought to clear this pointed chaos. Northouse (2015) researched on the several descriptions utilized by scholars and identified that in common, they pointed out leadership as being an impacting process, more

particularly an undertaking that purposeful impacting is practiced over other people in order to offer guidance, structure, and facilitate various undertaking within groups or organizations. Knies, Jacobnes and Tummers further asserted that leadership can be explained through a number of variables such as leadership style, leadership structure and leadership behavior/norms. There are a number of different leadership models that may be broken down into more specific categories, including transformational, transactional and leader-member interaction (Yukl, 2013). Under transformational leadership style, the subjects are engulfed with trust, love, loyalty and honor for the leader, and thus is pushed to undertake more than what was initially projected to be done (Obiwuru et al., 2011). Yulk added that the transformational drives the subjects to think intently while finding better methods to undertake their roles, giving rise to intellectual stimulation. As a result, there is an increase in the degree to which they perform, the level of happiness they have, and the level of commitment they have to the goals of the institution. Zbirenko (2014) identified four behavior or aspects of transformational leadership as charisma, inspiration, intellectual stimulation, and personalized addressing of matters.

Besides, Grojean et al. (2004) argued that a leader's trait is presented as a critical displaying of behavior that birth the targets and values of the institution which determine the shape for the institution's climate. Holloway (2012) pointed out that study on leadership traits can be identified in one or two of the following groups: the initial direction of study evaluates the order by which leaders set their plan for the day, their particular order of activities, including their roles. The next level of study is keen on pointing out effective leadership traits that capture aspects such as personality, ability in decision making and vision casting. In addition, Halloway also perceived leadership behavior and attitudes in two dimensions; task-focused and relations-focused leadership traits. Organizational structure refers to a structure of duties, powers and communication associations which are intentionally developed to assist a firm attain its tasks and objectives (Zbirenko, 2014). A 1961 publication by Burns and Stalker vouched for two categories of organizational structures; the mechanistic structure that is a component of institutions working under stable business environment, and the organic (dynamic/bio) structure that best suits firms operating within unstable/unpredictable environmental conditions (Agbim, 2013).

1.1.2 Operational Efficiency

Tailor (2009) defined the term "operational efficiency" as the measure of an Organization's input to undertake a given activity versus the expected output. Kivite (2015) asserted that organizational operational performance is targeted towards achieving efficient and effective systems which are marked with high reliability and facilitate the achievement of excellence that surpasses an organization's client expectations. In order for an organization to accomplish such a desired operational result, it is necessary to develop efficient operational strategies that will assist the organization in facilitating the accomplishment of the essential operational components. According to Wachiuri (2015), these characteristics include cost management, effective and efficient product creation and manufacturing, adaptability of product systems, and quality assurance. Several researchers point out the different measures used to evaluate organizational operational performance that include cost, quality, flexibility, and delivery (Ahmad, Schroeder & Mallick, 2010; Phanet, Abdallah & Matsui, 2011). As Phanet et al. (2011) argues, the cost performance of a product or service is assessed in reference to its unit cost, whereas the quality performance is reviewed in relation to its capacity and performance. Kivite (2015) adds that flexibility and delivery performances are evaluated through organizational and the degree of timely delivery respectively.

Most organizations have accepted the reality that enhancing operational efficiencies highly improves the probability of an organization's survival (Gold, Seuring & Beske, 2010). Growing levels of competition and globalization, both of which have occurred in the recent past, have contributed significantly to the difficulties that are associated with ensuring that goods or services satisfy the requirements or needs of their intended consumers and are then made available in a manner that is both efficient and effective (Cooper, & Ellram, 1993). Several institutions including NGOs are therefore fighting to remain operational and have to deal with various challenges, most important being operating in difficult economic conditions characterized by increased government restrictions and reduced donor funding (Wanjiru, 2019). Organizations who are unable or unwilling to dynamically adjust to these changes will suffer the consequences of dynamic, unpredictable, tremendously demanding, and extremely harmful external business environments (Kerine, 2015). According to Ilona and Evalina (2013), to enhance operational performance organizations should seek for enhanced communication, interaction, leadership, guidance, flexibility and positive environment. The businesses are able to realign their leadership techniques in accordance with the

shifting environment, all the while maintaining their concentration on the customers, clients, and beneficiaries and cultivating a culture of dedication inside the management. According to Hamilton and Slatten (2013), organizations that effectively relate with their environments of operations bear a greater probability of survival while also recording higher operational performance thus general performance.

1.1.3 Non-Governmental Organizations in Kenya

According to Vikal (1997), non-governmental organizations, sometimes known as NGOs, are self-governing, non-governmental organisations whose primary mission is to improve the standard of living of the world's most disadvantaged people. NGOs bear a great effect on various people groups and in the wake of significant global growth, they undertake a number of duties which improve the livelihoods of numerous individuals. Besides, their advantage to communities, people groups and individuals, NGOs remain the target of unscrupulous persons, resulting to poor performance thus disrespect (Hamilton & Slatten, 2013). As a result of this, Neely (2011) argued that most of these institutions are constantly pushed by their various stakeholder such as the governments, regulators, rating firms and donors to effectively register accountability and performance. So as to be effective in the mandate, NGOs need resilient institutional structures, leadership and regulations supported by continuous training so as to ensure that duties are divided among the employees at all levels of management and operations (Hamilton & Slatten, 2013). NGOs also register challenges in their projects in relation to their sustainability, efficiency and reliability (Kerine, 2015). Sustainability and efficiency are perceived as the major issues in the development circles of NGOs. They add that with the speed with which NGOs are set-up, they are poised with the need to develop capacity to effectively and efficiently manage themselves thus calling for high levels of professionalism (Bujra & Dejumobi, 2002).

By 2017, the Kenyan NGO sector explained up-to 5% of the nation's GDP and is one of the key employers (KNBS, 2018). Kenyan NGOs activities are coordinated through the National Council of NGOs that is also termed the NGO Council. This is a self-coordinating institution that derives its members from dully registered NGOs within the Kenyan juriS.Diction (NGO Council, 2017). As a central meeting place for all non-governmental organizations, this institution was established in August 1993 as a result of the NGO Coordination Act of 1990. Over 8,500 organizations are collectively represented as members of the council at the present time. The regulator requires

members to avail their yearly work flow alongside a yearly membership fee. The membership for this council encapsulates international, regional and national NGOs with activities within Kenya and also works with a number of Community Based Organizations and groups. These organizations offer their services to citizens while targeting various sectors including: agriculture, water, health, small scale enterprises, poverty alleviation, human development and rights, education, environment training, disability and several other areas. Notwithstanding, the NGO Council positions itself as being the ultimate coordinator/regulator in the non-governmental sector.

1.2 Statement of the Research Problem

Non-Governmental institutions bear a more critical responsibility in communities' repositioning towards social challenges, more than ever (Kerine, 2015). According to the Centre of Study for Social Policy (2019), a social challenge points to a matter that negatively impacts an individual's state of being in a society. The Organization added that currently, these social challenges include issues such as poverty and homelessness, climate change, overpopulation, immigration stresses, racial discrimination, gender inequality, lack of quality healthcare and food shortage. These challenges are generally vast and complex and emanate from aspects such as economic down turns, literacy levels, health issues, food security, ageing societies, climate change, energy efficiency and security. As argued by Kerine (2015), many NGOs seek to address these challenges but experience limitation since they are small, poorly equipped and under-resourced to effectively meet the ever-increasing requirements of public donors for accountability. NGOs across the globe function in a highly competitive environment as they intensely fight for funders, professionals, and clients (Joseph, 2012). The shortfall of available resources continues to create overreliance of NGOs on corporate donors that has influenced the leadership and operations of these institutions (Gray & Bishop Kendzia, 2009). The duo also cites a number of reasons that result to NGOs overly open to fraud as an environment of over dependence on trust, challenges in ascertaining some revenue sources, not so strong internal regulations, poor financial professionalism, and dependence on volunteer frameworks. These aspects further affect their operational efficiency (Hamilton & Slatten, 2013). Therefore, to be effective in their mandate, NGOs need resilient institutional structures, leadership and regulations supported by sustained training so as to ensure that duties are divided within the organization (Hamilton & Slatten, 2013).

Additionally, few researchers have studied the influence of leadership on operational efficiency in NGO and more specifically in the developing economies. For instance, Joseph (2012) conducted a study on leadership behavior and organizational climate on non-profit organization. The research however failed to assess leadership structure and leadership style. In addition, Knies, Jacobsen and Tummers (2016) assessed the impact of leadership and organizational performance but restricted this to the developed economies. This research therefore sought to fill these gaps through evaluating the impact of three leadership aspects; leadership style, leadership structure and leadership culture, on the operational efficiency of NGOs based within Nairobi County.

1.3 Research Questions

The researcher sought answers for the below listed questions;

i. How does leadership style impact operational efficiency of NGOs in Nairobi County?

ii. What is the effect of leadership structure on operational efficiency of NGOs in Nairobi County?

iii. How does leadership culture relate to operational efficiency in NGOs in Nairobi County?

1.4 Objectives of the Study

The study had both overall and specific objectives as explained in the subsequent sub-sections.

1.4.1 General Objective

The study's overall objective was to evaluate the effect of leadership on operational efficiency of Non-Governmental organizations in Nairobi County.

1.4.2 Specific Objectives

i. To determine the effect of leadership style on operational efficiency of NGOs in Nairobi County.

ii. To evaluate the impact of leadership structure on operational efficiency of NGOs in Nairobi County.

iii. To assess the influence of leadership culture on operational efficiency of NGOs in Nairobi County.

1.5 Justification of the Study

The outcomes of this study have made available information that will, in turn, increase the knowledge of the influence that leadership has on the operational efficiency of NGOs in Nairobi County. As a consequence, the findings serve as a reference platform for further researchers and academics to use when doing study on areas that are connected to those that were investigated. The results provide further support for the applicability of the theories that the researcher took into consideration over the course of the investigation. These theories include the dynamic capacity theory, the contingency theory, and the transformational leadership theory.

The NGO sector is a critical sector that bears several advantages including mobilization of resources towards humanitarian projects seeking to transform livelihoods, besides they avail employment to a huge number of Kenyans. The findings provide government and non-governmental organization (NGO) policymakers with data that can be used to create rules and regulations to improve the sector's overall efficiency by considering leadership aspects such as culture, structure, and style.

The results are also beneficial to managers and decision-makers at various levels of management within non-governmental organizations (NGOs). The findings facilitate them in comprehending and implementing strategies on leadership in order to enhance operational efficiency in their organizations.

1.6 Scope of the Study

The study sought to evaluate the effect of leadership on operational efficiency in NGOs. This was however limited to NGOs operating in Nairobi County. In undertaking this, the study examined the dependent variable (operational efficiency) against three independent variables which are; leadership style that were assessed through identifying the types of leadership adopted and evaluating their level of effectiveness; leadership structure that was measured through identifying the type of leadership structure and of the allocation of roles and responsibilities in the organization and finally leadership culture that was evaluated through assessing the type of leadership culture and the outcomes of the culture on performance of the organizations. The research targeted Non-Governmental organizations duly registered by the NGO council as at December 2018. This period was settled at since it was assumed that the target organizations will have had at least 3 years in operation thus improving the reliability of results. Only the highest-ranking executives in each of these organizations were included

in the population of the research. The researcher collected and analyzed primary data through use of questionnaires.

1.7 Literature Review

The researcher reviewed literature relevant to this study and summarized the findings in this section. The literature reviewed was organized in the following chronology based on the study's objectives. The first subsection discusses the general objective on leadership and operational efficiency, the second sub-section addresses leadership style and operational efficiency with the third section addresses leadership structure and operational efficiency while the fourth covers leadership culture and operational efficiency. The study also identified and discussed the knowledge gap in the previous studies in the last sub-section

1.7.1 Leadership and Operational Efficiency

Lee and Chuang (2009), argued that great leaders in Organization do not only inspire their subjects' ability to improve efficiency but additionally, they supply to their needs in their undertaking to attaining organizational objectives. Seeking to explain the association between leadership and organizational performance, Hitt, Ireland & Hoskisson (2013) identified 5 critical actions that describe the impact of leadership on overall organizational performance including organizational efficiency which included 1) set strategic direction, 2) effective leadership, 3) sustained effective organizational culture, 4) emphasize ethical practices, 5) establish balanced organizational goals. According to Neely (2011), operational efficiency in Non-Governmental organizations may be evaluated using variables such as fundraising efficiency/resource mobilization, financial sustainability and project implementation.

According to Mausolff and Spence (2008) and Lecy *et al* (2009), NGO efficiency which is a measure of their performance within the sector has attracted scholarly attention for a while. There is however great disagreement on how to define and measure what makes up NGO performance. Basically, the performance of NGOs represents the result of NGOs activities. However, for the NGOs to perform successfully in attaining their mandate within the society, they need effective leadership, resilient organizational structures and policy with support from ongoing training that should seek to enhance duty sharing (Hamilton & Slatten, 2013).

1.7.2 Leadership Style and Operational Efficiency

Mitonga-Monga and Coetzee (2012) perceived leadership style as being the congruence of various characteristics which are employed by leaders in relating with the subjects. On the other hand, Harris et al. (2007) referred to it as being the type of association that is utilized by persons in making them work together towards one objective. Additionally, the duo perceive leadership as the set-up linked with managerial trait, that is developed to capture the institutional or individual interest and impacts in attaining specific goals. The current unpredictable business environment in which a number of organizations operate call for a different style of leadership that is also dynamic in order ensure their continuity and improved efficiency (Masungo et al., 2015). Therefore, from an organizational view, it is the pointing out, establishment, and utilization of organizational leadership that is significant to operational efficiency thus performance (Redmond, 2016). According to Makri and Scandura (2010), effective and strategic organizational leadership ought to focus on improving its human capital and intellectual capabilities while also developing a support system for the organization. Furthering this argument, Jansen, Mary and Justin (2009), argued that a firm's style of leadership needs to be keen on establishing human capital that offers foundation on the needed operational environment in the Organization while also enhancing organizational knowledge and the development of fresh ideas. The three individuals continue by stating that an efficient method of leadership considers the following components: personal qualities, assets, modes of thought, and the ability to inspire and persuade other team members in one's organization.

These may be categorized as transformational, transactional, culture-based, charismatic, or visionary leadership styles, depending on the prevalent leadership styles (Harris, et al., 2007). NosheenSarwat et al. (2011), on the other hand, proposed that there are three distinct forms of leadership: authoritarian, participatory, and laissez-faire. In the autocratic leadership style, the leader makes choices and explains to his group what is anticipated to be done, the person accountable, and the predicted result. On the other hand, a participatory leader involves the subordinates in undertaking resolves. In addition, the goal of the laissez-faire method of leadership is to describe the future of an organization to its subordinates without omitting the proper explanation of the decisions made by the leader (Eghdamy, 2013). In addition, Baas (2006) identified two distinct styles of leadership: transformative and transactional. He added that these styles are needed in order for a firm to achieve efficiency hence improving their overall performance. Transformational leadership improves and

propels employees to achieve greater results, while transactional leadership offer guidance to subordinates in pushing towards establishing goals by availing benefits in exchange to their enhanced productivity (Bass, 2006).

1.7.3 Leadership Structure and Operational Efficiency

Greenberg (2011) defined leadership structure as the formal systems of persons and groups with reference to responsibilities, division of roles, and authority within the organization while Mintzberg (2009) perceived leadership structure as the way in which persons are organized or the manner in which their roles are distributed and coordinated well. Organizations' generally exist to attain their specific objectives. These objectives further explain how its leaders divide roles to employees who are categorized into sections/departments or goals and objectives that the Organization is set to attain. The divided roles and responsibilities are usually set as departments. Nelson and Quick (2011) asserted that departments within these organizations can be grouped into different sections such as human resources, manufacturing, sales, marketing, information technology, among others. They further pointed out that these departments are linked to explain the organization's structure. Quangyen and Yezhuang (2013) pointed out that the structure in an Organization defines the shape to undertake its goals in the business environment it operates in. However, Nelson and Quick (2011) posited that leadership structure is without averageing if not effectively supported by the correct systems alongside well-conceived culture. In addition, Martinelli (2010) said that the nature of the organization in question will be the determining factor in determining the kind of leadership structure that should be used by the company.

An organization's leadership set-up further determines its structure. Organizational structure can be generally viewed as the developed system of association among the component parts of an Therefore, the organization provides a formal explanation of the structure of linkage of duties and power within it. Stroh et al. (2002) extended this point even further, stating that organizational structure is what explains the relationship between the numerous duties that are carried out by units within an organization. In addition to this, the structure provides rules and processes that either stifle or foster innovative, independent work and teach (Liao, 2011). Both mechanical and organic structures are viable options for organizational configuration. High degrees of formalization are indicative of mechanistic organizations, which are characterized by their bureaucratic nature. On the other hand, mechanistic organizations are generally rigid and

counter forces of change, resulting into unsuitable organizations for the implementation of innovation and taking quick action. Despite these disadvantages, mechanistic structures present benefits in an environment that is stronger. The key benefit in a mechanistic structure is its effectiveness. As a result, in firms seeking to improve effectiveness while minimizing costs, this structure avails these advantages (Solomon et al., 2012).

Therefore, in an institution with great formalization, there exists clear regulations with greater likelihood of hampering the impulsiveness and flexibility required for organizational innovation among employees (Cheng & Hwuang, 2007). Solomon et al. (2012) argued that organizational efficiency with the association to leadership structure may be explained by its link to information processing needs in order for employees not to have too little or unnecessary information. They also argued that leadership needs to be shaped up in a manner that ensures that departments and persons are able to work in coordinating their efforts besides having communication structures that are established into the structure. Additionally, leadership structure dictates the overall performance in an organization (Csaszer, 2008). Liao (2011) also linked leadership structure to organizational efficiency and effectiveness. The author asserted that the restructuring of an organization's leadership structure is geared towards enhancing efficiency and effectiveness.

1.7.4 Leadership Culture and Operational Efficiency

The phrase "leadership culture" refers to a set of conventions, attitudes, and behaviors that serve as a set of guidelines for leaders and managers inside a company (Northouse, 2010). According to Joseph (2012), a leader's attitude and behavior points to their manifestation of traits that communicate the expectations within a firm that further determine the trajectory of its climate which impact the organization's productivity, innovation and general performance. Hooijberg, Lane, and Diversé (2010) asserted that the existence of a number of theories explaining attitude/behavioral perspectives to leadership such as Fiedler's (1967) LPC theory, House's (1971) path-goal theory to Quinn's (1988), competing values framework (CVF) and Bass' (1985) transformational leadership theory, confirm the critical position of leadership in impacting organizational efficiency thus performance. Liao (2011) categorized leadership culture into two main groups: the first category of assess how leaders utilize their time throughout the day looking at aspects such as their pattern of activities and job role. The second group is keen on identifying effective leadership behavior and attitude. Besides,

Joseph (2012) argued that leadership behavior and attitudes can be categorized as either task-oriented or relations-oriented behaviors.

Northouse (2010) asserted that task-oriented leadership behaviors is primarily focused with attaining goals. Such leaders assist their subordinates fulfill their overall goals by explaining roles, developing objectives and methodologies of assessments, offering guidance, setting time of delivery. When describing what should be done, who is in charge of doing it, and how it should be done, task-oriented leaders often follow a pattern of communication that only goes in one direction. According to Yukl, O'Donnell, and Taber (2009), task-oriented leaders clarify, organize, and arrange work-related responsibilities before scheduling them. They also provide the necessary motivation, equipment, supplies, and technical assistance to workers, allowing them to fulfill the responsibilities that have been assigned to them. On the other hand, Northouse (2010) pointed out that relations-oriented leadership is more committed in establishing intimate, interpersonal relationships with their subordinate. They use a type of communication that is two-way in order to provide social and emotional support to their subordinates, with the goal of making those subordinates feel more at ease with themselves, their coworkers, and their circumstances. According to Joseph (2012), relations-oriented leadership culture encapsulates supporting behaviors (acceptance, concern, and confidence), developing behaviors (providing benefits to new or inexperienced subordinates) and recognizing behaviors (acknowledge and appreciate others for effective and significant performances achievements in their responsibilities).

1.7.5 Knowledge Gap

In a variety of economic fields, researchers have conducted several studies on leadership and operational effectiveness. For instance, Joseph (2012) evaluated the association between leadership behavior and organizational climate. The author targeted Non-profit organizations and employ a descriptive study design in conducting the research. The results revealed that particular leadership behaviors do influence a few aspects of organizational climate. However, this study did not evaluate other leadership aspects such as leadership style and leadership structure besides not linking the findings to the impact that leadership culture bears on operational efficiency of these organizations. On the other hand, Hurduzeu (2016) investigated the influence that leadership style has on the performance of organizations, with a particular focus on transformational leadership as an example of a preferred leadership style. According to the findings of this descriptive research, transformational

leadership motivates employees to work harder in order to achieve higher levels of performance. But the findings of this research were not limited to non-profits and only looked at companies situated in the United Kingdom. Besides, the study did not also assess the impact of leadership culture and leadership structure on operational efficiency.

A qualitative investigation on the influence that organizational structure, leadership, and communication have on levels of productivity and efficiency was carried out by Johanna and Elena (2014). A descriptive study design was used by the writers during the course of this investigation. The two individuals demonstrated that structure, leadership, and communication all have an impact on production and efficiency. In addition, the study's scope was confined to the public health sector, and it did not examine how various leadership styles impact an organization's productivity. An analysis was undertaken by Edoka (2012) into the impact that strong leadership has on a company's overall performance. According to the results, there is a considerable connection to be made between good leadership and the success of a business. The results, on the other hand, were based on the National Youth Service Corps in Kogi State in Nigeria, and the researcher did not evaluate leadership in relation to operational performance.

Strategic leadership and the operational effectiveness of commercial and financial state firms were examined by Katee (2013) in Kenya. Researchers found that strategic leadership traits including company culture, ethics, and controls all improve performance. NGO organizations are not included in this study's conclusions since it only looked at state-owned businesses. Furthermore, Abba (2016) studied the Kenya Commercial Bank to assess the relationship between strategic leadership and strategy implementation. As per this descriptive study, a well-informed decision-making process as part of strategic leadership has an impact on banks' ability to carry out their strategies. However, the researcher did not link strategic leadership to operational efficiency. Based on the above reviewed researches, it was clear that a knowledge gap exists since most of the studies have been undertaken on other sectors other than the NGO sector and more specifically those based in Nairobi. In addition, other studies have targeted economies other than Kenya thus the relevancy of their results may not be directly applicable in the NGO sector in Kenya. NGOs in Nairobi County were examined to see how leadership affects their operational efficiency, and this research sought to address that information vacuum.

1.8 Theoretical Framework

The researcher reviewed a single theory relating to the study variables; the dynamic capability theory whose proponents were Teece, Pisano, and Shuen (1997). This was set as the preferred theory for the study. This theory stresses on development of management capabilities viewed as either organizational or functional skills which hard-to-imitate. 'Dynamic' refers to a company's ability to keep up with the constantly changing business environment, while 'Capability' emphasizes the ability of a company to adapt, integrate and realign its internal institutional skills, resources and functional abilities to meet the needs of changing environments (Teece et al., 1997). It is based on maximizing the use of the organization's already existing internal and external competencies in response to the dynamic nature of the business environments. Other possible theories that may be relevant to this study include the transformational leadership theory first argued for by Burns (1978) then improved by Bass (1985, 1998) and the Contingency theory argued for by Burns and Stalker (1961). However, the transformational leadership theory's major premise revolves around a leader's capability towards motivating the subordinates in attaining more.

The approach places an emphasis on the development of managerial skills as well as unique organizational and functional talents that are difficult to mimic. In their study, scholars contend that the word "Dynamic" refers to an organization's capacity to refresh its competences in order to align with a changing operating environment. To put it another way, "capability" emphasizes how an organization's skills, resources, and practical capabilities (techno-structural and/or socio-structural) may be integrated and reconfigured to meet changing environmental needs. It is possible to classify these talents as either technological or socio-structural (Teece et al., 1997). The qualities that create dynamism include managerial orientation, flexible structures, teamwork, knowledge management, and creativity, according to Shi-yi and Chuing (2012). Dynamism is fostered through a combination of these skills. The majority of them may be grouped under the heading of structural components of an organization.

Adaptive skills that are built on knowledge resources are most successful in environments that allow for flexibility and foster a culture of learning, according to Moinkett (2015). Organizational capabilities are developed and skills are renewed in order to effectively re-align with changing business environments, and these are the two primary notions behind The Dynamic Skills Theory. The idea relies heavily on both of these concepts. The skills are considered to be one-of-a-kind from

one organization to the next and are firmly ingrained in the history of the company; as a result, it is hard to replicate them. According to Karanja (2013), in order for businesses to obtain and maintain a competitive edge, they need to adapt their capabilities in such a way that they are in sync with the many changes that occur in the settings in which they do their operations. Establishing leadership structures and platforms that can be utilized to put plans into action are two things that need to be done in order to adapt leadership structures and platforms to the changing nature of the business environment. Moinkett went on to point out that in order to guarantee the effective execution of the strategic plan, it is necessary for there to be a thorough investigation and review of the leadership structure of the business. This theory is appropriate for the investigation because it views the various aspects of organizational leadership (leadership style, leadership structure, and leadership culture) as the capabilities of the organization. As a result, it supports the overarching goal of this investigation, which is to investigate how leadership influences the operational efficiency of non-governmental organizations (NGOs).

1.9 Research Hypothesis

The researcher undertook this study anchored on the following hypotheses;

H_{01}: There exists no relationship between leadership style and operational efficiency of NGOs in Nairobi County.

H_{02}: Leadership structure does not influence operational efficiency of NGOs in Nairobi County.

H_{03}: There is no influence of leadership culture on operational efficiency of NGOs in Nairobi County.

1.10 Definition and Operationalization of Key Concepts

The study defined and operationalized both the independent and dependent variables.

1.10.1 Definition of Key Concepts

The researcher defined the study's key concepts as indicated below;

Leadership	Refers to an impacting process, more particularly where purposeful impact is undertaken over other persons so as to offer guidance, structure, and facilitation of activities in groups or organizations (Northouse, 2015).
Leadership Culture	Points to their display of traits which communicate the expectations and values within an institution that further determines the trajectory of an organization's climate (Joseph, 2012).
Leadership Style	Refers to a conglomeration of various characteristics, which are employed by leaders in relating with their subjects (Mitonga-Monga & Coetzee, 2012).
Operational Efficiency	The measure of an Organization' input to undertake a given activity versus the expected output (Tailor, 2009).
Leadership Structure	Is the formal configuration between persons and groups with reference to duties, distribution of roles, and authority within the firm (Greenberg, 2011).

1.10.2 Operationalization of Key Concepts

The study' key variables were measured as indicated in table 1.1 below;

Table 1.1 Operationalization of Key Concepts

Variable	Category	Operationalization	Reference
Operational Efficiency	Dependent	Fundraising Efficiency; Service Delivery	Tailor (2009)
Leadership Style	Independent	Type of Leadership Style - Transformational, Transactional, Charismatic, Visionary; Level of Effectiveness of the Structure - Likert scale.	Mitonga-Monga & Coetzee (2012)
Leadership Structure	Independent	Type of Leadership Structure - Mechanical, Organic; Allocation of Roles and Responsibilities - Likert scale.	Nelson and Quick (2011)
Leadership Culture	Independent	Type of Leadership Culture - Task-oriented, relation-oriented; Performance Outcomes of the Culture - Likert scale.	Joseph (2012)

Source: Researcher (2021)

1.11 Methodology

This section described the pathway to be undertaken by the researcher in carrying out this study, beginning with sampling to data presentation. The section is subdivided into the following subsections; research design, target population, sample frame, sample size, sampling technique, data collection, data reliability and validity and data analysis.

1.11.1 Research Design

The researcher chose to conduct her investigation using a longitudinal methodology. The researcher wanted to explain the link between the independent factors (leadership style, leadership structure, and leadership culture) and the dependent variable, hence this was chosen as the focus of the study (operational efficiency). This research allowed the extensive study of the targeted NGOs for a period of 5 years. This study proposed Nairobi as the study area since it is the head-quarter of most of the NGOs in the country.

1.11.2 Target Population

People, components, and events are all examples of populations, according to Kothari (2012). A population may also be a collection of products or residences that are being evaluated. According to him, population studies are more accurate since each component has an equal chance of being pulled

into the final sample. The study targeted approximately 200 NGOs that were determined based on the criterion that; they are duly registered to operate by the NGO Council of Kenya, are compliant with NGO Council in relation to submission of annual returns and that they at least have their operation in Nairobi. The general population for the study comprised of the top managers serving in 4 key departments; finance, operations, human resources and supply chain from each of the 200 NGOs. This gave a total population of 800 top managers. This group was selected because they are directly involved in either developing or implementing the daily running procedures and controls for their various NGOs and therefore knowlegable in the subject under research.

1.11.3 Sampling Frame

In undertaking sampling procedures, the study' sampling frame included a list of all NGOs based in Nairobi that are duly registered to operate by the NGO Council of Kenya and are compliant with NGO Council regulation of annual submission of returns.

1.11.4 Sample Size

Mugenda and Mugenda (2008) poised that it is not obligatory to undertake a research on the entire population while seeking to attain accuracy and reliability in describing a phenomenon. They further assert that a sample of between 10% to 30% of a population that is under investigation is a good representation. The researcher used a sample size of 10% of the population in this investigation. This therefore implies that out of the 800 targeted top managers, 80 were sampled.

1.11.5 Sampling Techniques

Purposive sampling method was utilized in determining the sample elements from each of the four targeted departments in the organizations; finance, operations, human resources and supply chain. The sample was distributed as presented in the table 1.2 below;

Table 1.2 Sample Distribution

Department	Population	SF	Sample Size	% of Sample
Finance	200	0.1	20	25%
Operations	200	0.1	20	25%
Human Resources	200	0.1	20	25%
Supply Chain	200	0.1	20	25%
TOTAL	**800**		**80**	**100%**

Source: Researcher (2022)

1.11.6 Data Collection Methods

The study utilised primary data. Primary data was gathered from the targeted respondents using semi-structured questionnaires. Since most of the respondents are expected to be literate, questionnaires were useful instruments in collecting the primary data. Sproul (1998) argues that a self-administered questionnaire is the best identified manner of eliciting self-report on individuals' opinion, attitudes, beliefs and values. The study quetionnaires were presented in person to each target individual with the assistance of one effectively trained research assistant. They were then be collected after 2 days. The two-day grace period gave room for sufficient time for filling the instruments before collection besides reducing the chances of mishandling and losing the instruments.

1.11.7 Data Reliability and Validity

Content validity was used in establishing the degree that the individual aspects in the questionnaire evaluated the character or phenomenon they were actually expected to. To assess validity, the study prepared the initial trial instrument and obtain views on the format and content among other associated aspects from key experts such as the supervisor and statisticians. Their feedback was then considered in the reviewed trial questionnaires before usage in the study. Since of their training in data collecting and interviewing abilities, research assistants also played an important role in reducing interviewees' uncertainty in questions because they could successfully answer most or all of them.

Based on Joppe (2000) assertions, reliability points to the degree to which findings are consistent with time and accurately represent the population being investigated. This study utilised the item-total correlation method. This is so since the method is developed to evaluate traits that include

attitude. The item-total method sets the items to halves, then set scores for the individual halves compared. The association between the halves is then evaluated through the Cronbach's alpha reliability co-efficient.

1.11.8 Ethical Considerations

After receiving permission from the administration of the University of Nairobi as well as the management of the numerous NGOs that made up the sample, the research project was started. It was made clear to the respondents that they were under no obligation to take part in the study and that they might opt out at any time without facing any consequences. When collecting the data, storing the data, and analysing the data, anonymity and confidentiality were maintained at all times. Nobody in the research team was authorized to talk about any aspect of the study that wasn't directly related to achieving the goals of the research. In addition, the names of respondents were not permitted to be included in any of the data-collection tools, databases, or reports. Instead, the study team provided one-of-a-kind identifying numbers to each of the surveys. After that, the information was placed in a secure location, and only the members of the research team and any other individuals involved in the project were granted access to it.

1.11.9 Data Analysis

Descriptive analyses methods including average, mode, range and S.D measures were utilised in analysing the demographic set-up of the population and other background information details within the Kenyan NGOs. The correlational analysis approach was used in Nairobi NGO groups to investigate the link between leadership and organizational performance. Further, regression analysis was utilized in assessing the nature of association between categorical variables. The researcher used SPSS version 22 in undertaking the analysis. The study was guided by the multiple regression model shown below;

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

Where; Y - Operational Efficiency

β_0 - Constant

β_1, β_2 and β_3 - Regression Co-efficient

X_1- Leadership Style

X_2- Leadership Structure

X_3- Leadership Culture

ε - Error term

1.12 Chapter Outline

Section one introduces the general concept of leadership, operational efficiency and NGOs. These concepts are well described under the background sub-section. It also discusses the problems identified by the researcher in relation to the topic of study that is presented under the statement of the problem sub-section. Other areas captured include the research objectives and questions, justification of the study, scope of the study, literature review, theoretical framework, research hypothesis and definition and operationalization of key concepts. In this chapter, the researcher also discussed the research methodology that was to be adopted in undertaking the study. The second section discussed the historical perspective of the problem under investigation in this study. This was presented in two sub-sections namely the general perspective of NGOs and the context of NGOs from different regions. The third chapter presents the discussions on data analysis, presentation and discussions. The chapter was summarised under the following sub-sections; response rate, background information, leadership style, leadership culture, leadership structure, operational efficiency and inferential statistics. The fourth chapter provides a summary of the results that were presented in the preceding chapter, as well as a conclusion and recommendations about the research based on the purpose of the investigation. The chapter also discusses implication of the study on policy, theory and practice and suggestions for further studies.

CHAPTER TWO: HISTORICAL PERSPECTIVE

2.1 General Perspective of NGOs

According to a statement made by Lewis (2010), the NGO sector is known by a number of different names. Even though the word "NGO" is favored in the majority of nations, there are numerous other terms that overlap with it and are used. These phrases include "non-profit," "volunteer," and "civil society" groups. Many of these terminologies do not reflect a dedication to thorough description or analysis; rather, they are the outcome of distinct cultures and histories through which thinking about non-profit organizations has evolved. "Non-profit organization" is a common word in the United States. Due to the fact that the market is the major economic force in the nation, citizen groups must establish that they are not commercial or profit-making institutions, but rather that they exclusively operate for the general public's benefit. In the United Kingdom, the phrases "charity" and "volunteer organization" are often used. A lengthy history of volunteerism and volunteerism, driven by Christian ideas, led to the development of charitable laws and the use of these words. However, charity status in the UK is conditional on an NGO's "non-political" nature. The tax advantages that come with becoming a registered charity are available to Oxfam, but not to Amnesty International. This is due to the fact that the Charity Commission considers Amnesty International's work to be more directly "political" while Oxfam focuses on humanitarian issues. The term "non-governmental organization" (NGO) is most commonly associated with the work done in international or "developing" countries, particularly in the African context, and thus Kenya, whose origins can be traced back to the UN's establishment of "non-governmental organization" status for specific international non-state organizations in 1945. NGOs are often employed in the context of global or (Lewis, 2007).

Development, human rights and humanitarian action, the environment, and a host of other public issues are increasingly being addressed by non-governmental organizations (NGOs). Rebuilding in Indonesia, Thailand, and Sri Lanka after the 2004 tsunami and the Make Poverty History campaign in 2005, which attempted to expedite trade liberalization and further push for debt forgiveness in rising economies, began to take root, this concept started to take impact. For the most part, non-governmental organizations (NGOs) are recognized for two separate but intertwined categories of activity. Helping individuals in need and leading policy lobbying and public campaigns are two ways to effect social change. Here are two real-world instances that illustrate both of these concepts and actions (Ridell, 2011). Many non-profit organizations are also involved in a wide variety of additional specialized activities, including the promotion of democracy, the resolution of conflicts, the protection of cultural assets, the promotion of environmental action, and the study of public policy

(Lewis, 2007). A major rise in the number of non-profit organizations occurred in the 1980s and 1990s (NGOs). While NGOs have been around for millennia in a variety of guises, their rise to popularity can be largely attributed to this necessity. However, due to the fact that very little thorough and trustworthy data is preserved, it is still impossible to determine the exact number of NGOs that are in operation today. According to United Nations estimates, there were around 60,000 well-established non-governmental organizations (NGOs) in 2015. Non-governmental organizations (NGOs) also do not have clear numbers on how much money they get in the form of aid, contracts, and private contributions. By the year 2015, the Global Humanitarian Assistance Report 2020 indicated that the total humanitarian assistance stood at US$26.3 billion, then rose to US$27.6 billion in 2016, to US$29.1 in 2017, to US$31.2 billion in 2018 and dropped to US$29.6 billion in 2019. Besides, in the recent decades, most of the assistance came from US, Germany, UK, EU institutions, Saudi Arabia, Sweden and Turkey whereas the large recipients have been Yemen, Syria, Iraq, South Sudan and Palestine.

The 1990s saw the birth of the first wave of academic writing on nongovernmental organizations (NGOs), such as Korten (1991) and Fowler (1997), both of which were normative and applied in character but not in the primary sense. In spite of presenting several case studies and raising crucial concerns regarding NGOs' effectiveness and accountability, this study didn't become more frequent in development studies in the US until roughly a decade after it was first published. Studies like this include Hilhorst (2003) and Igoe & Kelsall (2005). (2005). Non-governmental organizations (NGOs) need to be understood in the context of the government, from which they strive to differentiate themselves, as their name suggests. Since they are considered to be "non-governmental" groups, their interactions with various levels of government both condition them and provide a significant portion of their legitimacy. According to Clark (1991), non-governmental organizations (NGOs) may work to challenge, improve, or complement the country, but they cannot disregard it. The way in which governments see non-governmental organizations (NGOs) may vary greatly from one country to another and tends to evolve with new administrations. From periods of active cooperation to outright hostility, governments may seek to interfere with the activities of NGOs or even dissolve them throughout this time (with or without a valid justification).

Since the late 1980s, non-governmental organizations (NGOs) have assumed an increasing share of development's burdens. Global donors initially became aware of and appreciated these organizations

because they provided straightforward answers to long-standing development difficulties caused by limited government assistance and poor development programmes. NGO service delivery has emerged as a cost-effective alternative to that of the public sector as part of structural adjustment measures to liberalize economies and "roll down" the state (Bebbington, Hickey & Mitlin, 2008). To ensure that development benefits came from a healthy interplay between government and the market, the international donor community adopted a new policy goal called "good governance" during Cold War-era. NGOs also arose as a component of the civil society under this paradigm. An increase in funding for NGO capacity-building and new approaches to poverty reduction centered on people-centered approaches such as participation, empowerment, and gender have resulted from the increased attention that NGOs have been given, which has led to increased efforts to increase the resources that NGOs can use to scale up their work (Lewis, 2010). There are many reasons why nongovernmental organizations, such as those mentioned by Cernea (1988), are better positioned than governments in the field of development because of their emphasis on the significance of people.

A dramatic increase in the expectations placed on nongovernmental organizations (NGOs) was, nevertheless, considered as a fast answer for development issues in certain locations. NGOs came under fire as a result of statistics revealing that they had only partially met these unreasonably high expectations by the end of the 1990s. Development donors have also changed the way they cooperate with governments in impoverished nations, such as by providing budget support and sector-wide initiatives, throughout the world (Lewis, 2007). The history of NGOs, on the other hand, goes back further than this apparent rise and decline suggests. Several of the most well-known NGOs in the world are always looking for ways to go ahead of the development business. In the wake of the horrors of World War One, Eglantyne Jebb established the Save the Children Fund (SCF) in 1919. Oxfam was originally called as the Oxford Committee Against the Starvation when it was created in 1942 to help Greek Civil War victims who were suffering from famine. CARE began transporting food boxes from the United States to Europe after World War II ended. Since the eighteenth century, when Western nations' national issue-based organisations concentrated on the abolition of slavery and campaigns for peace, international nongovernmental organizations (NGOs) have been active. Non-governmental organizations had already begun to develop a broader range of regional and global identities and goals by the turn of the twentieth century. More than 130 international organizations attended the 1910 World Congress of International Associations to discuss a variety of topics, such

as environmental protection and transportation, intellectual property rights, drug control and public health (Charnovitz, 1997).

Article 71 of the UN Charter, which was adopted in 1945, made it official for nongovernmental organizations (NGOs) to participate in UN projects. Several of these groups were involved in the formulation of the Charter. UNESCO and WHO both explicitly stated that non-governmental organizations (NGOs) might participate in their activities. It was also influenced by Cold War tensions and UN Economic and Social Council's institutional weakness, which weakened the power of non-governmental organizations (NGOs) (ECOSOC). In the 1970s, non-governmental organizations (NGOs) once again rose to prominence, and they were instrumental in the organization and participation of subsequent United Nations conferences, such as Stockholm in 1972, Rio de Janeiro in 1992, and the United Nations Conference on Environment and Development (UNCED). As a direct consequence of this development, a number of policy statements on the role of the United Nations system in the formulation, execution, and evaluation of policies and programs were given the green light for adoption (Fowler, 1997).

2.2 NGOs Context in Different Regions

NGOs now operate in almost every nation, although their methods and beliefs are mostly based on local circumstances. Every NGO operates within a certain historical and geographical context, as Carroll (2017) has shown. Despite the fact that non-governmental organizations (NGOs) have evolved in a variety of ways in these diverse situations, there are certain fundamental commonalities that have emerged. The need to grow revenue, safeguard rights, and make service demands is one thing, but new chances, such as connections with external organizations and resources, exposure to new ideas, and political shifts, that open up new organizing spaces must also be taken advantage of. (Igoe & Kelsall, 2005) (Igoe & Kelsall, 2005).

Traditional peasant campaigns for land rights and political radicals' desire for more open democratic societies in Latin America both spawned the formation of local non-governmental organizations (NGOs) (Ishkanian, 2006). Another factor that had an impact on them was the growth of liberation theology, which showed a change in Catholicism's emphasis on aiding the poor. As an example, in Brazil, radical ideas on critical awareness education and coordinated community action inspired several other NGOs functioning in developing economies across the world. NGOs in Latin America were influenced by a variety of radical ideologies, but there were also several organizations with a

strong focus on professionalism and career advancement (Pearce, 1997). Also helping Asia's NGO sector flourish are Christian missionaries and an increasingly active middle class that places a high value on community service. In India in particular, Gandhian ideals have had a significant impact, inspiring groups like ASSEFA, which aims to empower rural communities by promoting self-sufficiency through voluntary action (Lewis, 2005).

Other NGO activities in South Asia have been taken from indigenous self-help traditions, when families pooled resources and then took turns borrowing and repaying. Because to Grameen Bank's unique approach to small-scale lending, which is based on collective decision-making, a worldwide microfinance movement was helped to take root in Bangladesh (Lewis, 2005). The number of non-governmental organizations (NGOs) in Eastern Europe and the former Soviet Union soared as Western donors started democracy promotion and civil society development. In 1994, Armenia had only 44 registered non-profit organizations, but by 2005, that number had grown to 4,500. As a result, the definition of an NGO was swiftly entangled with the goals of foreign donors and the possibilities they provided to activists and entrepreneurs in the local community (Ishkanian, 2006).

Non-governmental organizations (NGOs) have been active in Africa since colonial times, focusing on issues of access to health, education, and sanitation in regions that were mostly disregarded by colonial overlords. Missionaries and other charitable organizations were known for their religious overtones throughout this time period (Manji & O'Coill, 2002) and continued to do so. Since then, the responsibilities of non-governmental organizations (NGOs) in African affairs have grown in both scope and scope, particularly in light of the continent's persistent poverty and underdevelopment. It has been rewarding to help Africa's people, particularly in times of national catastrophes like drought and hunger. Oxfam, for example, was drawn to Mali and Niger's recurring droughts and hunger, as well as the fighting in Southern Sudan, Somalia, and the Democratic Republic of Congo. Mismanagement of African wealth, political upheaval, extreme poverty and a lack of essential services assure that nongovernmental organizations (NGOs) in Africa will continue to be important (Riddell, 2007).

NGOs in Kenya have their roots in charity, particularly during the colonial period. NGOs' work at the time was primarily concerned with social justice. Eventually, the activities expanded to include advocacy and political activity. "Harambee" in Kenya was a system of familial and neighborhood ties that the country's founder President Kenyatta saw as part of a modernization push following

independence, and the movement was well-documented. Before the 1990 NGO Act, there were no regulations to govern the NGOs activities in the country with the organizations being forced to register under various regulations such as the Company Act, Trustees Act and the Societies Act. With the view that NGOs were supplementing the Government in providing public service, the Government took a policy decision to support NGOs where the Kenya National Council of Social Services (KNCSS) was formed as a quasi-government institution with the key role of coordinating NGO activities. The organization was however disbanded in 1990s and replaced by the NGO Coordination Board established under the NGO Act. The development of NGOs in the country between 1980 and 2000 was attribute to poverty, civil strife and degeneration of political and socio-economic aspects. As a result, by 1990, the number of NGOs in Kenya had increased by over 150%. In a survey conducted in mid 1990s, it was revealed that up-to 75% of the NGOs were registered in Nairobi.

CHAPTER THREE: DATA ANALYSIS, PRESENTATION AND DISCUSSION

3.1 Introduction

Non-Governmental organizations in Kenya's Nairobi County are the focus of this research, which aims to determine how leadership affects operational efficiency. The results of the study were analyzed and presented under the sub-sections: background information, leadership style and operational efficiency, leadership structure and operational efficiency, leadership culture and operational efficiency and the relationship between leadership and operational efficiency.

Percentages, frequency distributions, average, SDs and correlation values were used to present the findings.

3.2 Response Rate

The questionnaires were sent out to a total of 80 participants in the research, and 77 of them were returned. The research however utilized data from 75 questionnaires since two out of the returned questionnaires (77) were not duly completed hence not used for analysis. This indicated an estimated effective response rate of 97.5%.

3.3 Background Information

The purpose of the research was to gather some background information on both the respondents and the organization. The findings were presented in the subsequent sub-sections. The demographic information collected by the researcher entailed gender and age of respondents, education level, period of service in the organization, and efficiency in operational performance of the organization. The findings were presented under sections 3.3.1 to 3.3.4.

3.3.1 Age of the Respondents

Figure 3.1 summarizes the findings on the distribution of the age of the respondents. The findings revealed that majority (30) of the respondents were in the age bracket of 36-50 years representing 40.0%; less than one-third (24, 32.0%) of the respondents were more than 50 years of age while only 21 of the respondents representing 28.0% were in the age bracket of 18-35 years. This further implies that nearly three-quarters of the respondents (72%, 54) of the respondents were over 35 years of age.
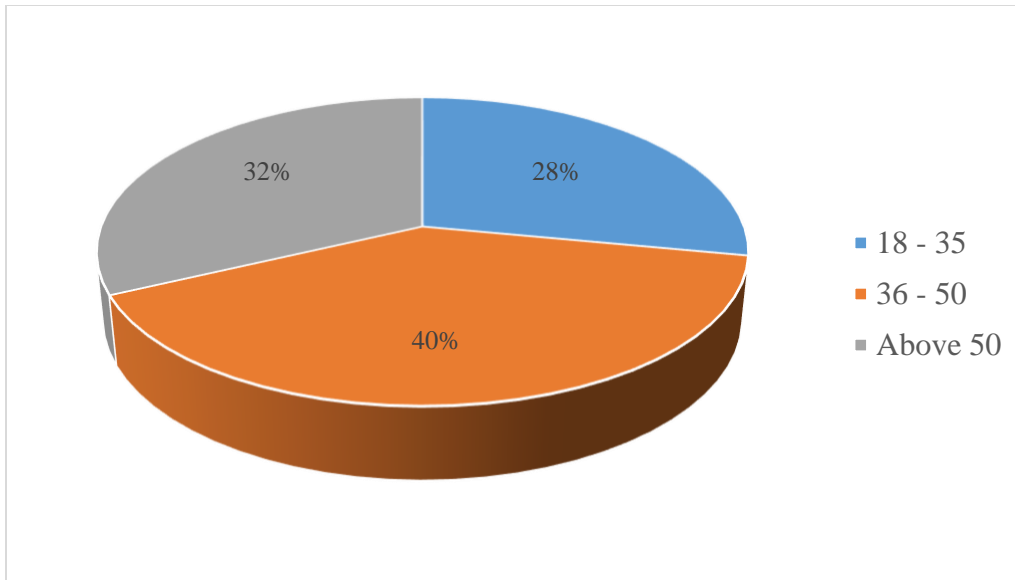
Figure 3.1: Age of the respondents

3.3.2 Gender of the Respondents

Figure 3.2 summarizes findings on the gender distribution of the respondents. The results revealed that 50.7% of the respondents signifying 38 respondents were male whereas 49.3% (37) of the respondents were female. This implies that there is a near even distribution in the gender of persons employed and serving in the management level in NGOs.
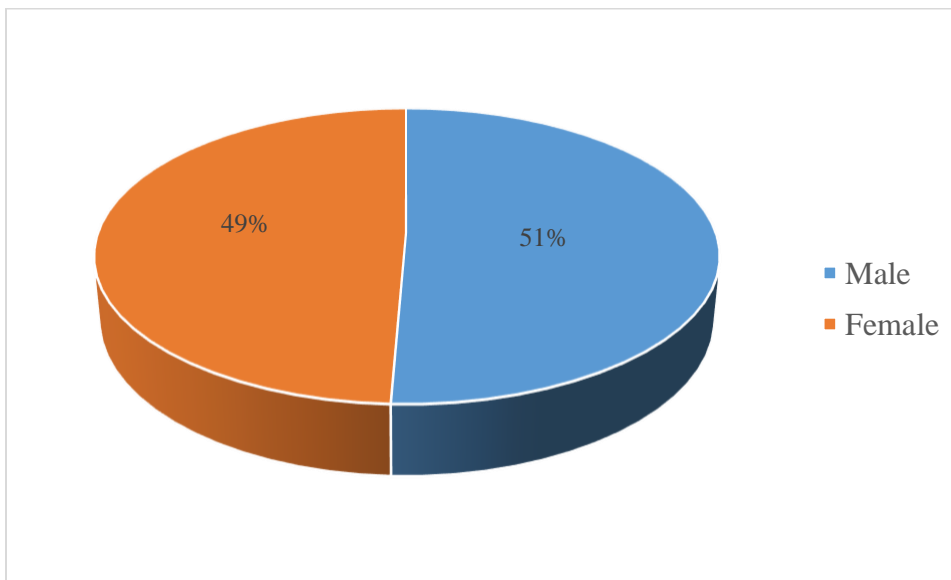
Figure 3.2: Gender of the Respondents

3.3.3 Level of Education

The results in figure 3.3 depict that a majority (33, 44.0%) of the respondents had attained a bachelor' degree as their highest level of education with only 3 (4.0%) of the respondents having a PhD qualification. Besides, one-quarter (25.3%, 19) of the respondents had a diploma certification. 7 (7.3%) of the respondents indicated that they had a certificate qualification. They also revealed that 17.3% (13) of the respondents indicated as having have attained a master's degree. The results therefore established that to a reasonable degree, the NGOs are managed by academically qualified individuals since nearly two-thirds (65.3%, 49) of the respondents had a minimum of a bachelor' degree qualification.
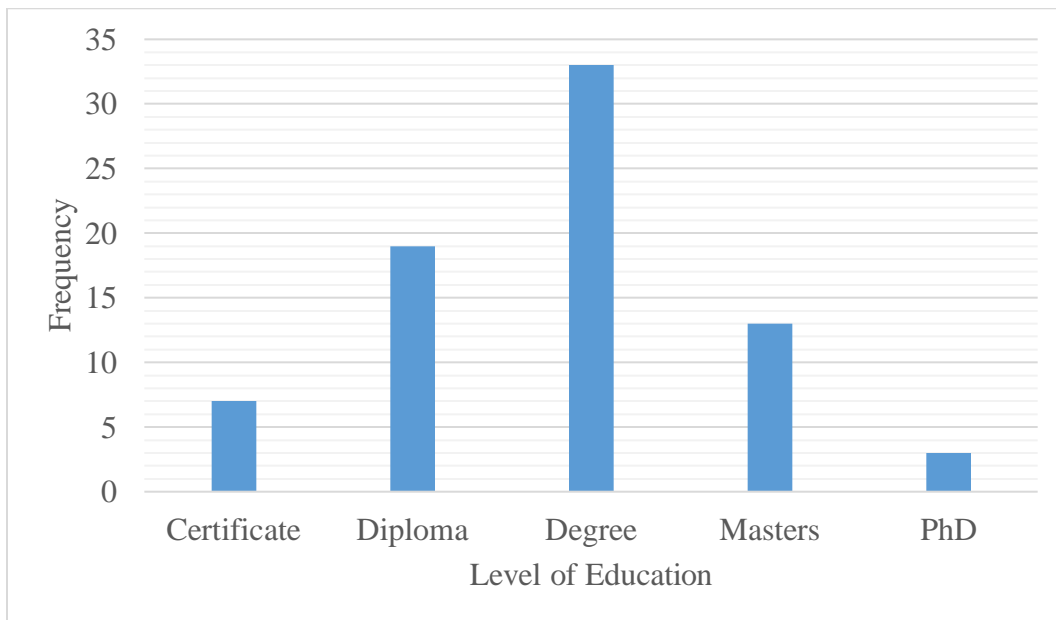
Figure 3.3: Level of Education

3.3.4 Work Period

The researchers wanted to know how long the participants had worked for their present employers. Figure 3.4 shows that the majority of respondents (31, 41.3%) had worked for their current employers for at least 11 years. Over a third (24, 32 percent) of respondents had worked in their companies for six to ten years, while 7% (13) had served for less than five years in their current positions. Thirteen of the respondents (13, 17.3%) have been employed by their respective companies for more than 20 years. As a consequence, at least 90% of those surveyed had been with their companies for at least

five years. Results show that respondents were well-versed in their firms' operations, which increased their confidence in the study's conclusions.

Figure 3.4: Period of Work

3.4 Leadership Style

The researcher sought to determine the type of leadership undertaken in the various NGOs and the effect of leadership style on operational efficiency of NGOs in Nairobi. The findings were presented in sections 3.4.1 and 3.4.2 below.

3.4.1 Type of Leadership Style

The researcher summarized the results on the type of leadership embraced in the various NGO organizations within Nairobi County in table 3.1. The findings indicated that a majority of the organizations have adopted transformational leadership style (21, 28.0%) and visionary leadership style (22, 29.3%). Less than one-quarter of the NGOs have embraced transactional leadership style (12, 16.0%), culture-based leadership style (13, 17.3%). Besides, only 7 (9.3%) of the NGOs had adopted a charismatic type of leadership.

Table 3.1: Leadership Style

Leadership Style		Frequency	Percent
Transformational Leadership		21	28.0%
Transactional Leadership		12	16.0%
Culture-Based Leadership		13	17.3%
Charismatic Leadership		7	9.3%
Visionary Leadership		22	29.3%
	Total	**75**	**100**

Source: Field Data (2022)

3.4.2 Aspects of Leadership Style and Operational Efficiency

In assesing leadership style, as a measure of leadership, and its impact on operational efficiciency the respondents were to give their opinion on several related aspects. They were to indicate how satisfied they are with each one of them using the scale; 1 = Strongly agree; 2 = Agree; 3 = Not sure; 4 = Disagree; 5 = Strongly disagree. The results were presented in table 3.2.

On the continuous scale, the scores of strongly agree and agree have been considered to indicate a variable that had an average score of somewhere between 0 and 2.5. The scores of "not sure" have been assumed to reflect a variable with an average score of 2.5 to 3.4 on the continuous scale, while the scores of "disagree" and "strongly disagree" have been taken to represent a variable that had an average value of 3.5 to 5.0 on the continuous scale. If the S.D is greater than 1, this indicates that there is a considerable disparity in the way in which the variable affects the respondents.

Table 3.2: Aspects of Leadership Style

Aspects on Leadership Style	N	Min	Max	Mean	Std. Dev
The style of leadership adopted in the Organization facilitates persons work together towards common objectives.	75	1	5	1.81	.675
Leadership style in the Organization is dynamic and ensures its survival and efficiency	75	1	5	2.44	.603
The Organization is keen in establishing and utilizing its leadership capabilities in enhancing its efficiency	75	1	4	2.19	.582
The leadership in the Organization is committed in developing human capital.	75	1	5	2.85	.730
The leadership in the Organization is committed in developing the required operational environment that facilitates efficiency	75	1	4	2.38	.544
The leadership in the Organization is keen in increasing organizational knowledge and facilitating the innovation of new ideas.	75	1	5	2.47	.784
Valid N (listwise)	75				

Source: Field Data (2022)

The findings in table 3.2 above reveal that the style of leadership adopted in the organizations facilitate persons to work together towards common objectives as depicted by the average of 1.81 and S.D of 0.675. The results further indicated that the leadership style in the organizations is dynamic and ensures its survival and efficiency as reveled by the average of 2.44 and S.D of 0.603. It was also evident that the organizations were keen in establishing and utilizing its leadership capabilities in enhancing its efficiency (average 2.19, S.D 0.582), and that the leadership in the organizations was committed in developing the required operational environment that facilitates efficiency (average 2.38, S.D 0.544). Besides, the average of 2.47 and S.D of 0.784 affirmed that the leadership in the organizations is keen on increasing organizational knowledge and facilitating the innovation of new ideas. However, the results were inconclusive on whether the leadership is committed towards developing human capital as depicted by the average of 2.85 (0.730).

3.5 Leadership Structure

The study analysed information on the various aspects of leadership structure. This include the type of leadership structure adopted by the organizations and the degree to which leadership structure impacts operational efficiency. The findindgs were summarised and presented in sub-sections 3.5.1 and 3.5.2.

3.5.1 Type of Leadership Structure

The findings on the type of leadership structure adopted by NGOs in Nairobi Country as summarized in table 3.3 below revealed that a majority of the NGOs operate under a mechanistic structure. These were represented by a frequency of 58 representing 77.3% of the organizations. Only 22.7% (17) of the NGOs had adopted an organic leadership structure.

Table 3.3: Leadership Structure

Leadership Structure		Frequency	Percent
Mechanistic Structure		58	77.3%
Organic Structure		17	22.7%
	Total	**75**	**100**

Source: Field Data (2022)

3.5.2 Aspects of Leadership Structure and Operational Efficiency

The respondents were to express their opinion on how they agree with various statements relating to leadership structure and operational efficiency. The respondents were to provide their feedback using the scale: 1 = Strongly agree; 2 = Agree; 3 = Not sure; 4 = Disagree; 5 = Strongly disagree. Their responses were analyzed and presented in table 3.4.

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Table 3.4: Leadership Structure and Operational Efficiency

Aspects on Leadership Structure	N	Min	Max	Mean	Std. Dev.
The structure in the Organization clearly describes the configuration and coordination of persons and groups.	75	1	5	1.41	.416
The structure in the Organization clearly describes the responsibilities and roles of various persons and groups.	75	1	5	1.55	.435
The structure adopted in the Organization has effectively facilitated the coordination of the various departments towards achieving the Organization's role.	75	2	5	2.37	.529
The leadership structure in the Organization is hugely determined by the goals and objectives intended to be attained.	75	1	4	1.72	.598
The Organization's structure provides for impulsiveness and flexibility among employees therefore enhancing efficiency.	75	2	5	4.11	.321
The Organization's structure enhances communication among the employees.	75	1	4	1.33	.402
Valid N (list wise)	75				

Source: Field data (2022)

The results in table 3.4 above indicate that the respondents strongly affirmed that the structures in the organizations clearly describe the configuration and coordination of persons and groups and that the organizations' structure enhances communication among the employees. These were revealed by the average of 1.41 (S.D 0.416) and 1.33 (S.D 4.02) respectively. The average of 1.55 and S.D of 0.435 affirmed that the structures in the organizations clearly describe the responsibilities and roles of various persons and groups. It was also evident that the structures adopted in the organizations had effectively facilitated the coordination of the various departments towards achieving the Organization's role (average 2.37, S.D 0.529) and that these leadership structures are hugely determined by the goals and objectives intended to be attained as revealed by the average of 1.72 and S.D of 0.598. However, it was clear that the organizations' structures do not provide for impulsiveness and flexibility among employees therefore hampering efficiency. This was depicted by the average of 4.11 and S.D of 0.321.

3.6 Leadership Culture

Table 3.5 summarizes the results on the effect of leadership culture on operational efficiency of NGOs in Nairobi County. Leadership culture was viewed in two categories namely task and relation-oriented leadership cultures. The respondents were to indicate how evident various aspects of leadership culture were among leaders in their organizations. The responses were to be given using the scale: 1=Very strong, 2=Strong, 3=Mild, 4=Weak, 5=Very weak.

Table 3.5: Leadership Culture and Operational Efficiency

Aspects on Leadership Culture	N	Min	Max	Mean	Std. Dev.
Task Oriented Behavior and Attitude;					
Defining roles	75	1	4	1.87	.416
Developing Objectives	75	1	3	1.35	.355
Developing methods of assessment	75	1	2	2.57	.329
Offering guidance	75	1	4	2.45	.515
Scheduling work-related activities	75	1	5	3.12	.598
Offering motivation and other required resources	75	2	5	3.39	.511
Relations Oriented Behavior and Attitude;					
Offering social and emotional support	75	1	5	4.17	.624
Enhancing confidence and comfort	75	1	4	3.44	.600
Providing benefits to inexperienced subordinates	75	1	5	4.68	.598
Appreciation for significant achievements	75	1	4	3.94	.407
Valid N (list wise)	75				

Source: Field Data (2022)

The findings in table 3.5 above revealed that in relation to a task-oriented behavior and attitude culture, the leaders were very strong in developing organizational objectives as depicted by the average of 1.35 and S.D of 0.355. Besides, the average of 1.87 (0.416) and 2.45 (0.515) revealed that the leaders showed a strong behavior and attitude in defining roles and offering guidance respectively. On the other hand, their behavior and attitude were mild in relation to developing methods of assessment (average 2.57, S.D 0.329), scheduling work-related activities (average 0.312, S.D 0.598)

and in offering motivation and other required resources (average 0.339, S.D 0.511). With reference to relation-oriented behavior and attitude culture, it was clear that the leaders' behavior and attitude was mild in enhancing confidence and comfort (average 3.44, S.D 0.600) and weak in offering social and emotional support (average 4.17, S.D 0.624) and appreciation for significant achievements (average 3.94, S.D 4.07). Additionally, the leaders' attitude and behavior were very weak in providing benefits to inexperienced subordinates. In general, it was observed that the organization had a much stronger task-oriented leadership culture as compared to a relations type of culture.

3.7 Operational Efficiency

The study sought to establish the level of efficiency in various operational parameters with the organizations and how generally various aspects of leadership relate with operational efficiency in the same organizations. The results were discussed in the subsequent sub-sections.

3.7.1 Levels of Operational Efficiency

The respondents were also requested to express their opinions (using the scale: 1=Very efficient, 2=efficient, 3=Not Sure, 4=Inefficient, 5=Very inefficient) on the level of efficiency of operations based on various organizational parameters. The responses were analyzed and summarized in table 3.6 below.

Table 3.6: Level of Operational Efficiency

Aspects on Leadership Culture	N	Min	Max	Mean	Std. Dev.
Reliability and timeliness in service delivery	75	1	4	1.87	.526
Excellence in service delivery	75	1	3	1.35	.364
Flexibility in service delivery	75	1	2	2.57	.349
Information exchange	75	1	4	2.46	.675
Operational costs	75	1	5	3.72	.498
Fundraising efficiency	75	2	5	3.53	.711
Beneficiary satisfaction	75	1	4	2.33	.653
Valid N (listwise)	75				

Source: Field Data (2022)

The analysis of the findings on the level of operational efficiency in NGOs in Nairobi County as summarized in table 4.6 above depicted that the organizations were very efficient in delivering excellent services. This was indicated by the average of 1.35 and S.D of 0.364. Reliability and timeliness in service delivery, information exchange and beneficiary satisfaction were efficient in the organizations. These were revealed by the average of 1.87 (0.526), 2.46 (0.675) and 2.33 (0.653) respectively. It was evident that the management of operational costs (average 3.72, S.D 0.498) and fundraising efficiency (average 3.53, S.D 0.711) were inefficient. The results were however not conclusive on whether the organizations offered flexibility in service delivery as depicted by the average of 2.57 and S.D of 0.349.

3.7.2 Leadership and Operational Excellence

The respondents were also requested to express their opinions (using the scale: 1=Strongly Agree, 2=Agree, 3=Not sure, 4=Disagree, 5=Strongly Disagree) on various linking leadership and operational excellence in their organizations. The responses were analyzed and summarized in table 3.7 below.

Table 3.7: Aspects of Leadership and Operational Excellence

Aspects on Leadership and Operational Excellence	N	Min	Max	Mean	Std. Dev.
The style of leadership strongly impacts operational efficiency in the Organization	75	1	4	1.27	.526
The Organization's structure of leadership greatly accounts for the level of operational efficiency in the Organization.	75	1	4	1.25	.366
Leadership culture in the Organization cultivate operational efficiency.	75	1	5	2.43	.449
The Organization has clear policies that support its efficiency.	75	1	5	2.46	.575
Trainings in the Organization are perceived as prerequisite to attaining operational efficiency.	75	1	5	3.61	.698
Valid N (list wise)	75				

Source: Field Data (2022)

The results as presented in table 3.7 above revealed that the respondents strongly agreed that style of leadership strongly impacts operational efficiency in the organizations (average 1.27, S.D 0.526) and that the NGOs structure of leadership greatly accounts for the level of operational efficiency in the organizations (average 1.25, S.D 0.366). The average of 2.43 (0.449) and 2.46 (0.575) indicated that the respondents agreed that leadership culture in the organizations cultivate operational efficiency and the organizations have a clear policy that support their efficiency, respectively. As to whether trainings in the organizations are perceived as prerequisite to attaining operational efficiency, the respondents disagreed (average 3.61, S.D 0.698).

3.8 Inferential Statistics

The study sought to describe the nature of relationship between the dependent (Operational Excellence) and independent variables (Leadership Style, Leadership Structure and Leadership Culture). Correlation and multiple regression analyses on the variables were conducted variables. The findings were presented in sections 3.8.1 and 3.8.2.

3.8.1 Correlation Analysis

Correlation analysis was conducted to evaluate the effects of Leadership Style, Leadership Structure and Leadership Culture on Operational Excellence. The results were as presented in table 3.8.

Table 3.8: Correlation Analysis

	Leadership Style	Leadership Structure	Leadership Culture	Operational Efficiency
Leadership Style	1			
Leadership Structure	0.417	1		
Leadership Culture	0.379	0.512	1	
Operational Efficiency	0.878	0.786	0.847	1

Source: Field Data (2022)   Significant at 0.05 level (2-tailed)

According to the data shown in table 3.8 summary, there was a significant association between the variables that were considered independent. The degree of confidence was set at 95%. The data indicate that there is a positive association between the independent variables, with the greatest relationship being that which exists between leadership structure and leadership culture (r = 0.512). A positive connection was found between the independent variable and each of the other independent

variables. This demonstrates that an increase in the operational efficiency of the NGOs is a direct outcome of an increase in the performance of any one of the independent variables. The greatest association between the dependent and independent variables was found to be that which existed between the leadership style and the operational effectiveness of the organization. The correlation coefficient of 0.878 suggested that the leadership style of NGOs was the most essential factor to consider when attempting to improve their operational efficiency. A considerable positive effect of leadership structure (r = 0.786) and leadership culture (r = 0.847) on the operational efficiency of the NGOs was also found by the results. This further implies that the NGOs ought to give a keen look at the two variables when seeking to enhance their operational efficiency.

3.8.2 Regression Analysis

To determine the overall effect of leadership style, leadership structure and leadership culture on operational excellence, a multiple regression analysis was conducted. The results were as presented in tables 3.9 and 3.10.

Table 3.9: Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	.855[a]	.731	.702	.641	0.001

a. Predictors: constant, leadership style, leadership structure and leadership culture

Source: Field data (2022)

Findings in table 3.9 depict that the coefficient-of-determination that describes the percentage variation in the dependent variable (operational efficiency) that is explained by the changes in the independent variables R^2 equals 0.731, that is, leadership style, leadership structure and leadership culture explain up to 73.1 percent of operational efficiency leaving only 26.9 percent unexplained. The significance value of 0.001 (< 0.05) reveals that the combined effect of leadership style, leadership structure and leadership culture on operational efficiency is statistically significant.

Table 3.10: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.776	.473		1.452	.001
	Leadership style	.097	.046	.042	.485	.000
	Leadership structure	.123	.039	.066	1.319	.001
	Leadership culture	.145	.045	.103	1.675	.000

Dependent Variable: Operational Efficiency

Table 3.10 presents the coefficients of the independent variables; leadership style, leadership structure and leadership culture. From the table the regression model for the study is generated as:

$$Y = 1.776+0.097X_1 + 0.123X_2 + 0.145X_3 + \varepsilon$$

From the findings in table 3.10, the constant value of 1.776 depicts that if all the independent variables (leadership style, leadership structure and leadership culture) were rated as zero, operational efficiency would be 1.776. The results further depict that with the other variables held constant, a unit increase or decrease in leadership style, leadership structure and leadership culture results to 0.097, 0.123 and 0.145 unit increase or decrease in operational efficiency of the NGOs respectively.

CHAPTER FOUR: SUMMARY, CONCLUSION AND RECOMMENDATIONS

4.1 Introduction

This chapter provides a summary of the results that were presented in the preceding chapter, as well as a suggestion and a conclusion about the research based on the purpose of the investigation. The purpose of the research was to assess the influence that leadership has on the level of operational effectiveness achieved by non-governmental organizations (NGOs) in Nairobi County. In addition, the chapter discusses the implications of the study on theory, practice, and policy, as well as suggestions for more research.

4.2 Summary of Findings

The results on the background information of the respondents revealed that nearly three-quarters of the respondents were over 35 years of age. The findings on the gender of the respondents revealed that there was a near even distribution in the gender of persons employed and serving in the management level in NGOs. The results correspond with the conclusion made by Kariuki (2017) in her study on the assessment of fraud risk management and financial sustainability of Non-Governmental Organizations in Kenya. The results also established that to a reasonable degree, the NGOs are managed by academically qualified individuals since nearly two-thirds of the respondents had a minimum of a bachelor' degree qualification. The findings on the length of work period for the employees revealed that most of the respondents had worked for their organizations for not less than 5 years.

An analysis of the results on leadership style revealed that a majority of the organizations had adopted visionary leadership style followed by transformational leadership style then culture-based leadership style, transactional leadership style and finally charismatic type of leadership. The findings further revealed that the style of leadership adopted in the organizations facilitate persons to work together towards common objectives and that the leadership style in the organizations is dynamic and ensures its survival and efficiency. It was also evident that the organizations were keen in establishing and utilizing its leadership capabilities in enhancing their efficiency, the leadership was committed in developing the required operational environment that facilitates efficiency and that the leadership in the organizations is keen on increasing organizational knowledge and facilitating the innovation of

new ideas. These findings correlate the results established in the study by Masungo et al., (2015) who asserted that most of the NGOs leadership work towards ensuring survival through encouraging an innovative environment and utilizing the available expertise. However, the results were inconclusive on whether the leadership is committed towards developing human capital contradicting the arguments by Makri and Scandura (2010) who pointed out that NGOs seek strategic organizational leadership that focuses on improving its human capital and intellectual capabilities.

Data on the leadership structure established that revealed that most of the NGOs operate under a mechanistic structure with a few having adopted an organic leadership structure. The results also affirmed that the structures in the organizations clearly describe the configuration and coordination of persons and groups and that they enhance communication among the employees. The structures in the organizations clearly describe the responsibilities and roles of various persons and groups and that they effectively facilitated the coordination of the various departments towards achieving the organization's role. It was also clear that these leadership structures are hugely determined by the goals and objectives intended to be attained though they do not provide for impulsiveness and flexibility among employees therefore hampering efficiency. These results are congruent with the assertions by Mintzberg (2009) and Martinelli (2010).

The information analyzed on leadership culture pointed out that in relation to a task-oriented behavior and attitude culture, the leaders were very strong in developing organizational objectives and showed a strong behavior and attitude in defining roles and offering guidance. Northouse (2010) agreed that task-oriented leaders bear a strong attitude towards developing organizational objectives and defining organizational roles. On the other hand, their behavior and attitude were mild in relation to developing methods of assessment, scheduling work-related activities and in offering motivation and other required resources. These findings contradicted the assertions by Northouse (2010). With reference to relation-oriented behavior and attitude culture, it was clear that the leaders' behavior and attitude was mild in enhancing confidence and comfort and weak in offering social and emotional support and appreciation for significant achievements. Additionally, the leaders' attitude and behavior were very weak in providing benefits to inexperienced subordinates. In general, it was observed that the organization had a much stronger task-oriented leadership culture as compared to a relations type of culture. The results contradicted the findings by Joseph (2012).

The analysis of the findings on the level of operational efficiency in NGOs in Nairobi County depicted that the organizations were very efficient in delivering excellent services whereas reliability and timeliness in service delivery, information exchange and beneficiary satisfaction were efficient in the organizations. It was evident that the management of operational costs and fundraising efficiency were inefficient. The results were however not conclusive on whether the organizations offered flexibility in service delivery. The results also revealed that style of leadership strongly impacts operational efficiency in the organizations and that the NGOs structure of leadership greatly accounts for the level of operational efficiency in the organizations. It was clear that leadership culture in the organizations cultivate operational efficiency and the organizations have a clear policy that support their efficiency. Hitt, Ireland and Hoskisson (2013) agreed with these results. The findings asserted that trainings in the organizations were not perceived as prerequisite to attaining operational efficiency contrary to the assertions by Hamilton and Slatten (2013).

NGO operational efficiency improved when any of the independent parameters improved. A substantial correlation between leadership style, structure, and culture and operational efficiency was established. This further implied that the NGOs ought to give a keen look at the three variables when seeking to enhance their operational efficiency. Masungo et al. (2015), Mintzberg (2009) and Joseph (2012) agreed with these assertions in their studies. Generally, leadership style, leadership structure and leadership culture were determined to explain up to 73.1 percent of changes in operational efficiency. The results further affirmed that the combined effect of leadership style, leadership structure and leadership culture on operational efficiency was statistically significant.

4.3 Conclusion

Based on the above findings of this study, the researcher made a number of conclusions as summarized below:

i.   With reference to leadership style, the researcher concluded that most of the NGOs have adopted a visionary or a transformational style of leadership. The style of leadership adopted in the organizations facilitate work together among employees towards common objectives and ensuring its survival and efficiency. It was also evident that leadership style determines the operational environment that facilitates efficiency, increases organizational knowledge and facilitates the innovation of new ideas.

ii.   On leadership structure, most of the NGOs operate under a mechanistic structure. Leadership structures in the NGOs clearly describe the configuration and coordination of persons and groups while enhancing communication among the employees. The structures also clearly describe the responsibilities and roles of various persons and groups, who effectively facilitate the coordination of the various departments towards achieving the NGOs' role. The key input in the determination of the type of leadership structure was pointed out as being the goals and objectives intended to be attained. A lack of impulsiveness and flexibility in these structures hampers organizational efficiency.

iii. Based on analyzed data on leadership culture the study concluded that task-oriented behavior and attitude culture in the NGOs pointed out that leaders were strong in developing organizational objectives, defining roles and offering guidance but proved a little weak in relation to developing methods of assessment, scheduling work-related activities and in offering motivation and other required resources. With reference to relation-oriented behavior and attitude culture, the researcher concluded that the leaders' behavior and attitude lacked in enhancing confidence and comfort among employees, offering social and emotional support, appreciation for significant achievements and providing benefits to inexperienced subordinates.

iv.   The researcher also concluded that NGOs in Nairobi County were operationally efficient in delivering excellent services, reliability and timeliness in service delivery, information exchange and satisfying their beneficiaries. The organizations were however inefficient in the management of operational costs and fundraising efficiency.

v.   The results also concluded that leadership style, leadership structure and leadership culture strongly impact operational efficiency in the NGOs. The variables explain up to 73.1 percent of operational efficiency in these organizations.

4.4 Recommendations

Based on the findings above, the study set a number of recommendations;

i.   The NGOs in Nairobi should always seek to adopt a leadership style that positively impacts the operational environment of the organization that effectively facilitates the working together of employees towards the organizations' objectives, ensuring its survival and efficiency, increases organizational knowledge and facilitates the innovation of new ideas.

ii. NGOs should also adopt a leadership structure that clearly describes the configuration and coordination of persons and groups while enhancing communication among the employees. The structures should also clearly describe the responsibilities and roles of various persons and groups, effectively facilitate the coordination of the various departments towards achieving the NGOs' role.

iii. The study also recommends that the key input that the organizations should consider in the determination of the type of leadership structure to be adopted is the goals and objectives intended to be attained. The NGOs should also establish structures that are impulsive and flexible so as not to hamper organizational efficiency.

iv. The researcher recommends that the leaders should strengthen their abilities in developing methods of assessment, scheduling work-related activities and in offering motivation and other required resources. Relationally, the leaders' behavior and attitude should be enhanced in relation to enhancing confidence and comfort among employees, offering social and emotional support, appreciation for significant achievements and providing benefits to inexperienced subordinates.

v. The NGOs' should also seek to enhance their efficiency in the management of operational costs and fundraising efficiency.

vi. Generally, the researcher recommends that the organizations should have a keen interest in leadership style, leadership structure and leadership culture as they strongly impact operational efficiency in the NGOs.

4.5 Implication of the Study on Policy, Theory and Practice

The study recognizes the influence that important components of leadership, including leadership style, leadership structure, and leadership culture, have on the capability of non-governmental organizations situated in Nairobi County. The results of this research will be useful to the whole non-governmental organizations sector, which is striving to improve its operational efficiency by incorporating the findings of this study's analysis of the three facets of leadership.

In relation to practice, the findings of the study will enhance the management of the various leadership aspects geared towards enhancing operational efficiency in the NGOs. The study also recommends a constant, deliberate and strategic use of leadership aspects (leadership style, leadership culture and leadership structure) in seeking to enhance operational efficiency within the NGOs. The findings will

also offer a good reference to other researchers seeking to carry out a study in relation to leadership and operational efficiency.

The research offers additional knowledge to the decision and policy makers that would facilitate the making of policies in the sector that relate to leadership which would further seek to impact operational efficiency of the NGOs.

4.6 Suggestions for Further Studies

Through a close examination of the Non-Governmental Organizations (NGOs) situated in Nairobi County, the research aimed to determine whether or not effective leadership had an impact on the operational efficiency of an organization. The researcher suggests that other leadership characteristics, such as intellectual capacities, leadership attitude, and human capital development, as well as their impact on operational efficiency, should be the subject of comparable research investigations. Other studies, besides those on the Non-Governmental Organizations sector, may also be conducted on different industries and markets, or on the Non-Governmental Organizations sector itself, but focusing on other geographic locations.

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APPENDICIES

Appendix 1: Research Questionnaire

Number: ………………… Date: …………………..

Instructions;

Please tick appropriately and also kindly provide answers in the blank spaces provided. Your responses will be treated with the highest degree of confidentiality

PART 1: BACKGROUND INFORMATION

1. Age of the respondent

   18-35 years [ ]   36 to 50 years [ ]   above 50 years [ ]

2. Gender of the respondent?

   Male [ ]   Female [ ]

3. What is your highest level of education?

   PhD [ ]   Masters [ ]   Undergraduate Degree [ ]   Diploma [ ]   Certificate [ ]

4. How long have you worked in this organization?

   0-5 years [ ]   6-10 years [ ]   11-20 years [ ]   above 20 years [ ]

PART 2: LEADERSHIP STYLE

5. Listed below are some of the leadership styles. Indicate the style that best describes your Organization.

   Leadership Style

   i.   Transformational leadership style   [ ]
   ii. Transactional leadership style   [ ]
   iii. Culture-based leadership style   [ ]
   iv. Charismatic leadership   [ ]
   v.   Visionary leadership   [ ]

6. The following statements relate to the impact of leadership style on operational efficiency in your Organization.

Please indicate your opinion in the given scale [1=Strongly Agree, 2=Agree, 3=Not sure, 4=Disagree, 5=Strongly Disagree].

Statement	1	2	3	4	5
The style of leadership adopted in the Organization facilitates persons work together towards common objectives.					
Leadership style in the Organization is dynamic and ensures its survival and efficiency.					
The Organization is keen in establishing and utilizing its leadership capabilities in enhancing its efficiency					
The leadership in the Organization is committed in developing human capital.					
The leadership in the Organization is committed in developing the required operational environment that facilitates efficiency.					
The leadership in the Organization is keen in increasing organizational knowledge and facilitating the innovation of new ideas.					

PART 3: LEADERSHIP STRUCTURE

7. Which type of leadership structure has been adopted in your Organization?

   Mechanistic structure [ ]   Organic structure [ ]

8. The following statements relate to the impact of leadership structure on operational efficiency in your Organization.

Please indicate your opinion in the given scale [1=Strongly Agree, 2=Agree, 3=Not sure, 4=Disagree, 5=Strongly Disagree].

Statement	1	2	3	4	5
The structure in the Organization clearly describes the configuration and coordination of persons and groups.					
The structure in the Organization clearly describes the responsibilities and roles of various persons and groups.					
The structure adopted in the Organization has effectively facilitated the coordination of the various departments towards achieving the Organization's role.					
The leadership structure in the Organization is hugely determined by the goals and objectives intended to be attained.					
The Organization's structure provides for impulsiveness and flexibility among employees therefore enhancing efficiency.					
The Organization's structure enhances communication among the employees.					

PART 4: LEADERSHIP CULTURE

9. Listed below are some of the traits associated with task and relation oriented leadership cultures. Indicate how evident they are among leaders in your Organization. Use the scale: 1=Very strong, 2=Strong, 3=Mild, 4=Weak, 5=Very weak.

Statement	1	2	3	4	5
Task Oriented Behaviour and Attitude;					
Defining roles					
Developing objectives					
Developing methods of assessments					

Offering guidance					
Scheduling work-related activities					
Offering motivation and other required resources					
Relations Oriented Behaviour and Attitude;					
Offering social and emotional support					
Enhancing confidence and comfort					
Providing benefits to inexperienced subordinates					
Appreciation for significant achievements					

PART 5: OPERATIONAL EFFICIENCY

10. Based on the list provided below, rate the operational efficiency in your Organization using the scale: 1=Very Inefficient, 2=Inefficient, 3=Not Sure, 4=Efficient, 5=Very Inefficient.

Aspect	1	2	3	4	5
Reliability and timeliness in service delivery					
Excellence in service delivery					
Flexibility in service delivery					
Information exchange					
Operational costs					
Fundraising efficiency					
Beneficiary satisfaction					

11. Below statements relate to leadership and operational efficiency. Indicate how you agree with each statement using the scale: 1=Strongly Agree, 2=Agree, 3=Not sure, 4=Disagree, 5=Strongly Disagree.

Aspect	1	2	3	4	5
The style of leadership strongly impacts operational efficiency in the Organization.					
The Organization's structure of leadership greatly accounts for the level of operational efficiency in the Organization.					

Leadership culture in the Organization cultivate operational efficiency.					
The Organization has clear policies that support its efficiency.					
Trainings in the Organization are perceived as prerequisite to attaining operational efficiency.					

THANK YOU