



**MEDIATION ROLE OF ORGANIZATIONAL CULTURE IN THE RELATIONSHIP  
BETWEEN LEADERSHIP STYLES, LEADERSHIP COMPETENCE, AND PROJECT  
IMPLEMENTATION AMONG NGOs IN PALLISA DISTRICT**

**DAKASI MOSES**

**REG NO: BU/GS17/MBA/5**

**A DISSERTATION SUBMITTED TO DIRECTORATE OF GRADUATE STUDIES,  
RESEARCH AND INNOVATIONS IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE AWARD OF A MASTER'S DEGREE IN  
BUSINESS ADMINISTRATION (PROJECT PLANNING OPTION)  
OF BUSITEMA UNIVERSITY**

**PLAN A**

**September 2019**

## **DECLARATION**

I the undersigned, declare that this dissertation is my original work, except where due acknowledgement has been made. I declare that this work has never been submitted to this University or to any other institution for partial fulfilment for any award.

**Student Name:** DAKASI MOSES

**Registration Number:** BU/GS17/MBA/5

**Signature:**

**Date:** September 2019

## **SUPERVISOR(S) APPROVAL**

This research proposal submitted as a partial fulfilment for the award of Masters of Business Administration in Project Planning Option of Busitema University, with our approval as the academic supervisor(s)

**Name:** Dr. Musenze Ibrahim Abaasi  
**Academic Qualifications:** PhD,  
**Rank:** Senior Lecturer  
**Department:** Economics and Management  
**Faculty:** Management Sciences

**Signature:**.....  
**Date:** September 2019

**Name:** Dr. Nangoli Sudi  
**Academic Qualifications,** PhD  
**Rank:** Senior Lecturer  
**Department:** Economics and Management  
**Faculty:** Management Sciences

**Signature:**.....  
**Date:** September 2019

**Name:** Mr. Kalenzi Abbey  
**Academic Qualifications;** MBA  
**Rank:** Lecturer  
**Department:** Economics and Management  
**Faculty:** Management Sciences - Pallisa (Uganda)

**Signature:**.....  
**Date:** September 2019

## **ACKNOWLEDGMENTS**

I acknowledge, with heartfelt gratitude, the support, time, patience and guidance and tireless efforts offered by my supervisor Dr. Musenze Ibrahim in ensuring successful completion of this project. May the Almighty Lord reward you abundantly

In a special way I thank Dr. Nangoli Sudi for the motivation he gave me in ensuring that I join this course and also the necessary guidance offered during the course and in the process of executing this dissertation

I also thank Mr Kalenzi Abbey for his time and technical advice offered during the process of conducting this academic research. A big thank goes to my parents, friends and course mates for the enormous role played in guiding encouraging me during group discussions and class presentations and in celebrating every milestone along this journey and ensuring the successful completion of this dissertation.

Special thanks go to all my lecturers and course mates for the guidance and great contribution towards my career. Most of all, I am grateful to God for the ability, strength and resilience that has seen me complete this endeavour.

## **DEDICATION**

To my lovely parents Dakasi Deo and Asekenye Christine. I also dedicate it to my uncle Levy Lawrence Omulen and my Aunt Asekenye Sichola, My Brothers and sisters, relatives and all those who treasure education. Blessing to them all.

## TABLE OF CONTENTS

DECLARATION .....	ii
SUPERVISOR(S) APPROVAL .....	iii
ACKNOWLEDGMENTS .....	iv
DEDICATION .....	v
LIST OF ACRONYMS AND ABBREVIATIONS .....	ix
LIST OF TABLES .....	x
LIST OF FIGURE .....	xi
ABSTRACT .....	xii
CHAPTER ONE.....	1
INTRODUCTION .....	1
1.1 Background of the Study .....	1
1.2 Statement of the Problem.....	4
1.3 Purpose of the Study.....	5
1.4 Research Objectives .....	5
1.5 Study Hypotheses .....	5
1.6 Scope of the Study.....	6
1.7 Significance of the Study.....	6
This study is likely to be significant to a number of parties as seen below: .....	6
1.8 Conceptual Framework.....	8
1.9 Explanation of the Conceptual Model .....	9
CHAPTER TWO.....	10
LITERATURE REVIEW .....	10
2.1 Introduction.....	10
2.2 Theoretical Framework.....	10
2.3 Non-Governmental Organisations (NGOs) .....	11
2.4 A Project .....	13
2.5 Project Phases .....	13
2.6 Leadership Style.....	13
2.7 Leadership Competence.....	15
2.8 Organisational Culture.....	17
2.9 Project Implementation (Execution).....	18
2.10 Leadership Styles and Project Implementation in Organisations .....	19

2.11 Leadership Competence and Project Implementation .....	21
2.12 Organisational Culture and Project Implementation .....	22
2.13 Leadership styles and Organisational Culture.....	23
2.14 Leadership Competence and Organisational Culture .....	25
2.15 Mediating Role of Organisational Culture in the Relationship between Leadership Styles and Project Implementation .....	25
2.16 The Mediation Role of Organisational Culture in the Relationship between Leadership Competence and Project Implementation.....	27
2.17 Chapter Summary.....	29
CHAPTER THREE .....	30
RESEARCH METHODOLOGY.....	30
3.1 Introduction.....	30
3.2 Research Design.....	30
3.3 Study Population .....	30
3.4 Sample Size Selection .....	30
3.5 Sampling Technique.....	31
3.6 Data Sources .....	31
3.7 Data Collection .....	31
3.8 Measurement of Variables .....	32
3.9 Reliability and Validity .....	33
3.10 Data Processing and Analysis .....	34
3.11 Ethical Considerations .....	34
3.12 Chapter Summary.....	35
CHAPTER FOUR .....	36
PRESENTATION AND INTERPRETATION OF FINDINGS .....	36
4.1 Introduction.....	36
4.2 Demographic Characteristics .....	36
4.3 Correlation Analysis .....	37
4.4 Regression Analysis .....	38
4.5 Testing of Mediation .....	41
4.6 Summary of Tested Hypotheses.....	45
CHAPTER FIVE .....	47
DISCUSSION, CONCLUSION AND RECOMMENDATION .....	47
5.1 Introduction.....	47

5.2 Discussion of Findings .....	47
5.3 Conclusions.....	52
5.4 Recommendations .....	53
5.5 Limitation of the Study.....	53
5.6 Areas for Further Study .....	54
APPENDICES.....	62
Appendix 1: Questionnaire.....	62
Appendix 2: Sample Size Determination Table of Krejcie and Morgan.....	67
Appendix 3: List of NGOs and CBOs in Pallisa District by 2018.....	68



## **LIST OF ACRONYMS AND ABBREVIATIONS**

<b>CBO</b>	Community Based Organisation
<b>CSOs</b>	Civil Society Organisation
<b>LDQ</b>	Leadership Dimension Questionnaire
<b>MLQ</b>	Multi-factor Leadership Questionnaire
<b>NACWOLA</b>	National community for women living with HIV Aids
<b>NGO</b>	Non-Governmental Organisation
<b>OCED</b>	Statistical Packages for the Social Sciences
<b>OCP</b>	Organisational Cultural Profile
<b>PACONET</b>	Pallisa Civil Society Organisation's Network
<b>PMBOK</b>	Project Management Body of Knowledge
<b>PMI</b>	Project Management Institute
<b>PWC</b>	Price Waterhouse Coopers
<b>UK</b>	United Kingdom
<b>USA</b>	United States of America

## LIST OF TABLES

Table.3.1: Sample size selection.....	30
Table.3.2: Validity and reliability results.....	33
Table.4.1: Respondents demographic characteristics.....	36
Table.4.2: Person Correlation Analysis.....	37
Table.4.3: Regression between Leadership styles and Project implementation.....	38
Table.4.4: Regression between Leadership Competence and project Implementation.....	39
Table.4.5: Regression between Organisational culture and project implementation.....	39
Table.4.6: Regression between Leadership Styles and Organisational culture.....	40
Table.4.7: Regression between Leadership Competence and project implementation.....	41
Table.4.8: Mediation between Leadership styles and project implementation.....	42
Table.4.9: Mediation between Leadership competence and project implementation.....	44
Table.4.10: Summary of tested Hypothesis.....	46

## LIST OF FIGURE

Figure 1: Conceptual framework .....	7
Figure 2: Mediation between leadership styles and project implementation.....	42
Figure 3: Mediation between leadership competence and project implementation.....	44

## ABSTRACT

Under the guidance of the strategy implementation framework providing the theoretical foundation, this study examined the mediation role of organisational culture in the relationship between leadership styles, leadership competence and project implementation among NGOs and CBOs in Pallisa District with a particular focus on both NGOs, and CBOs. The study applied across sectional research design and quantitative approach to study the relationship between variable as outlined in the study objective. The quantitative approach was used because it presents a clear effect of independent variable on dependent variable. The population comprised 100 Organisations (NGOS and CBOs). From each NGO and CBO, four persons were purposively selected to participate in the study and these formed the unit of inquiry. These included; project officers, project managers, finance and administration officers, monitoring and evaluation officers and program managers. SPSS was used to analyse data from which frequency tables, correlation and regression results were obtained. *Med-graph* application for testing mediation effect was used. The findings revealed a significant positive relationship between leadership styles, leadership competence, organisational culture and project implementation. A significant positive relationship between leadership styles, leadership competence and organisational culture was established. The study established that organisational culture positively and significantly mediates between leadership styles and project implementation. Results further indicated that Organisational culture does not mediate between leadership competence and project implementation. This was so due to the fact that at times the shared values, beliefs, behaviours in a work setting limit a competent leader to execute successfully. The study again confirmed that leadership styles, leadership competences and organisational culture as key factors in enhancing project implementation. The study recommended that NGOs should adopt appropriate leadership styles and organisational culture that are aimed at motivating and encouraging employees to achieve better organisational outcomes in addition to improving the competences of a leader through training and development.

**Keywords:** Organisation culture, leadership styles, leadership competence, project implementation



# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Non-Governmental Organisations (NGOs) also known as “*Charity Organisations*” or “*Not for Profit Organisations*” are widely accepted as drivers to social-economic development of a country (Fritz, 2018). Through their activities such as environmental, social, advocacy and human rights work, NGOs work to promote social and political change on a broad scale (international) and local arena/national (Fritz, 2018). They play a significant part in developing society, improving communities, and promoting citizen participation besides addressing a wide variety of issues, including economic and technological development, disaster relief, animal welfare and other global problems (Ochieng, 2016; Fritz, 2018; Ochieng, 2016). In light of this, NGOs globally are under pressure to implement projects with efficiency and effectiveness in order to realize value for money, customer satisfaction and quality service delivery (Omofonmwan & Odia, 2009; Gerelser, 2010; Ministry of Public Services, 2011).

Despite the above, NGOs globally have been faced with myriad of strategy implementation challenges (Oyaro, 2013; Okoth, 2010) inhibiting their operations, and consequently leading to extensive closures (Ochieng, 2016; Ochieng, 2017). In communist countries like Russia, 75000 NGOs ceased operations in 2013 compared to 7400 in 2010. The situation is not any better in Asia, and Latin America where records show that thousands of them ceased operations due to project implementation related challenges such as time overruns, budget overruns, unmet specification and unmet customer needs (CAI, 2013; Oguta, 2016; Stuart, 2013). The situation is even worse in Africa. According to Stuart (2013), African countries have the highest number of poorly implemented projects and NGO closures in the world with South Africa leading with over 3000 out of 100 000 registered NGOs closing due to implementation related challenges (Stuart, 2013). In Kenya, 510 of 10,000 NGOs have since 2014 closed their operations due to project implementation challenges (Stuart, 2013).

Uganda is not exception either as many NGOs continue to fall short of expected implementation and performance parameters (Ochieng, 2016; UNNGOF, 2019). Recently of the 13,000 registered NGOs by 2017 (UNNGOF, 2019), 25 closed their operations in the same year

(Atuheire, 2017; Ochieng, 2016). Lately, statistics show that many NGOs in Uganda close up within the first two years of their registration and those that survive, a few remain active and functional with the majority de-registered and terminated due to poor performance arising from implementation challenges (Ochieng, 2016; UNNGOF, 2019). In Pallisa district several NGOs are grappling with project implantation challenges. For instance, effective 2016 to date, Pallisa National Community for Women Living with HIV AIDs (NACWOLA) remain closed, Action Aid - Pallisa is facing a funding gap, and Pallisa Civil Society Organisation's (PACONET) performance is below expectation (Kaluuba, 2016; UNNGOF, 2019).

This study is anchored on three theoretical foundations, namely McKinney's 7S frame work (Peters & Waterman, 1982), Hill and Jones model of 2008, strategy implementation frame work (Noble, 1999). Hill and Jones conceptual model (2008) suggests that organisational culture improves project implementation (Hill & Jones, 2008). McKinney's 7S frame work (Peters & Waterman 1982) which is based on the study of the best American companies in the 1980s identifies seven key factors (*strategy, structure, staff, systems, skills, style and shared values*) to effective strategy implementation (Baroto, Arvand, & Ahmad, 2014). Similarly Hill and Jones Model as cited by Maher (2017) suggest that organisational design is at the heart of effective strategy implementation. According to this model, organisations use of organisational structure, control systems and culture to ensure successful project implementation.

Strategy implementation framework (Noble, 1999) suggests five levers of strategy implementation namely; goals, organisational structure, leadership, communication and incentives. According to this model, leadership plays a key role in determining strategy implementation such as having strategy champions.

Studies indicate that organisational culture, leadership styles and leadership competence are key in project implementation (Mwangi, 2016). Notable, effective leadership styles that define attributes and assumptions exhibited by individuals in attempting to provide leadership (Bass, 1990) are seen as a potent source of management development and sustained competitive advantage for organisational performance improvement (Mwangi, 2016). For instance, transactional leadership helps organisations achieve their current objectives more efficiently leading to effective strategy implementation (Zhu, Chew & Spengler, 2005). Similarly, studies

suggest that organisational culture is associated with project implementation (PMBOK, 2013; Project Management Institute 2015; Cameron & Quinn, 2006). Organisational culture defines values, beliefs and principles embedded by the organization as a basis for organization management (Denison & Neale, 2011). Organizational culture specifically conveys a sense of identity to employees, provides unwritten and often unspoken guidelines for getting along in the organisation, besides ensuring stability of the social system that they experience (Cameron & Quinn, 2006). Studies indicate a positive correlation between leadership competence and project implementation success (Kyalimpa, 2014; Trivellas & Reklitis, 2014). Competence defines an underlying characteristic of an individual that contributes to a job while leadership competence refers to skills and behaviours that contribute to superior performance (Apostu, 2013; Kyalimpa, 2014). A competent leader gives an organisation proper direction and brings about innovation necessary for project implementation (Trivellas & Reklitis, 2014; Boyatzis & Berlinger, 1992 & Stogdill, 1974).

However, there is lack of empirical studies examining the relationship between leadership styles, leadership competence on project implementation. Majority of studies examining this relationship have relied on data from Europe, Asia and South Africa (Trivellas & Reklitis, 2014; Katene & Shoppee, 2017; Ogbonna & Harris, 2000). Besides, there is no study to the best of my knowledge that has examined all the stated variables in a single study. To fill this knowledge gap, in this study we seek to focus on organisational culture, leadership style and leadership competence as predictor variables of project implementation in a single study. Also, the exact mechanism by which these variables affect project implementation is to date less known on Ugandan context. In order to fully understand the relationship between leadership styles and leadership competence on project implementation, it is necessary to have an integrated framework that factor in organisational culture as a mediator so as to provide a more complete explanation for the relationship.

The theoretical frame work builds on strategy implementation framework (Noble, 1999) of organisational culture which assumes that leadership styles as a strategy implementation lever independently or in combination predict organisational culture which in turn has a positive effect on project implementation. In particular, the framework suggests that leaders who score high on employee involvement, worker engagement, stimulation and inspiration of followers,



staff motivation through rewards and punishments are able to compete, ensure organisational stability, take social responsibility, innovate, and focus on performance orientation which is necessary for project implementation. Accordingly we believe that strategy implementation framework (Noble, 1999) of organisational culture corresponds to our conviction that when transformational and transactional leaders inspire and motivate their followers, employees are likely to embrace the culture of the organisation reflected through taking social responsibility, embracing a culture of competitiveness and innovation, being performance oriented and as result project implementation will be enhanced.

## **1.2 Statement of the Problem**

Project implementation among NGOs has consistently fallen short of expectations (Stuart, 2013; Oguta, 2014; Uganda NGO Board, 2016; Ochieng, 2017; UBOS, 2017). Recent statistics show that many NGOs in Uganda close up within the first two years of their registration and those that survive, a few remain active and functional with the majority de-registered and terminated due to project implementation challenges (Uganda NGO Board, 2016; Ochieng 2015). NGO sector has continuously registered time overruns, budget overruns, un met product specification and unsatisfied customer (Auditor General's Report, 2008; Nangoli, 2012; Oguta, 2014; Uganda NGO Board, 2016; and Ochieng, 2017). Further, according to Mwanje (2016), 70 to 90 percent of organisations fail to achieve the success of implementation while Pwc (2016) has noted that few Ugandan NGOs are able to successfully and sustainably bridge the gap between their strategy and execution. As well, there are cases of many NGOs in Pallisa district such as National Association of women living with HIV that have closed business due to implementation challenges

This poor implementation scenario persists despite availability of well laid frame work such as accountability frame work by Upasana (2016), Parmo general guidelines and implementation checklist (2013). Consequently, several NGOs have lost funding and subsequently closed. It is likely that poor project implementation may be attributed to a weak Organisational culture, poor leadership styles and limited leadership competence among NGOs in Uganda in general and Pallisa in particular, yet studies indicate that Leadership styles (Kihara, 2017; Germano, 2010);

leadership competence (Kyalimpa, 2017; Ahmed, 2018) predict project implementation. It is this that stimulates further inquiry.

### **1.3 Purpose of the Study**

The study examines the relationship between leadership style, leadership competencies, organisational culture and project implementation process in NGOs.

### **1.4 Research Objectives**

- i. To find out the relationship between leadership style and project implementation
- ii. To examine the relationship between leadership competencies and project implementation
- iii. To determine the role of organisation culture in project implementation
- iv. To determine the relationship between leadership style and organisational culture
- v. To find out the relationship between leadership competence and project implementation
- vi. To examine the mediation role of organisational culture in the relationship between leadership style and project implementation
- vii. To examine the mediation role of organisational culture in the relationship between leadership competence and project implementation

### **1.5 Study Hypotheses**

**H<sub>1</sub>**: Leadership style is positively and significantly related to project implementation

**H<sub>2</sub>**: Leadership competence is positively and significantly associated with project implementation

**H<sub>3</sub>**: Organisation culture is positively and significantly related to project implementation

**H<sub>4</sub>**: Leadership style is positively and significantly related to organisational culture

**H<sub>5</sub>**: Leadership competence is positively and significantly related to organisational culture

**H<sub>6</sub>:** Organisational culture mediates the relationship between leadership style and project implementation

**H<sub>7</sub>:** Organisational culture mediates the relationship between leadership competence and project implementation

## **1.6 Scope of the Study**

The scope of the study includes: content, geographical and time scope

### **1.6.1 Content Scope**

The study comprised of four variables of leadership style, leadership competence, organisational culture and project implementation. Leadership style, leadership competence was the independent variables, project implementation was the dependent variable, while organisational culture served as a mediator in the hypothesised relationship. The focus was put on identification of the relationship between the independent variables (leadership style, leadership competence, organisational culture) and dependent variable (project implementation) and at the same time examination of the mediation role of organisational culture in the relationship.

### **1.6.2 Geographical Scope**

This study was conducted across NGOs and CBOs within Pallisa district that are at the centre of project implementation. These NGOs and CBOs have engaged in project implementation but with minimal success, the outcome of which has been their massive closure.

### **1.6.3 Time Scope**

The study considered the period between 2000 and 2019. This is because this is when there was massive registered NGO closure arising from unchecked implementation challenges

## **1.7 Significance of the Study**

This study is likely to be significant to a number of parties as seen below:

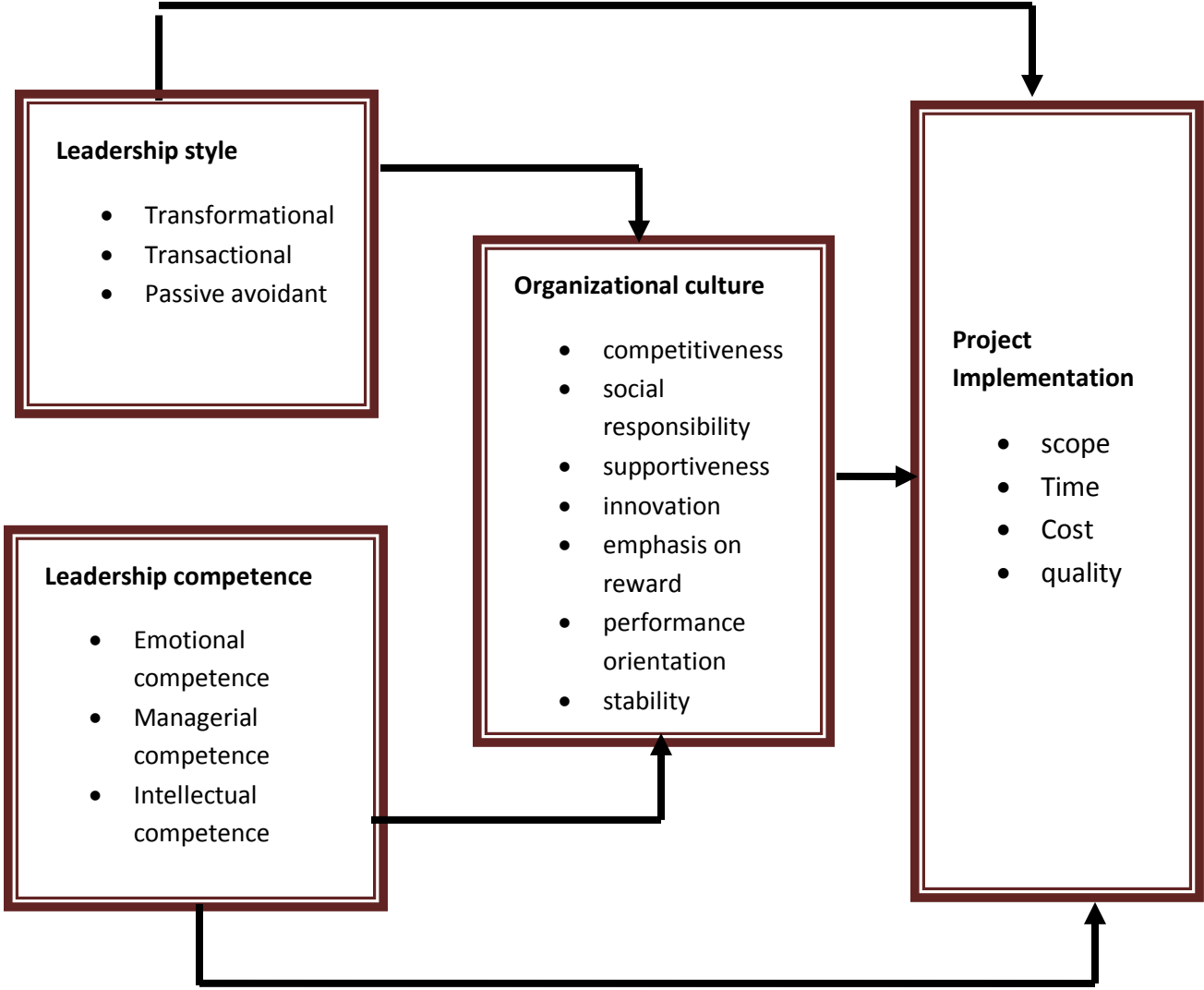
First, the study may help NGOs to understand the importance of leadership style, leadership competence, and organisational culture towards project implementation in NGOs.

Secondly, the study is likely to be of value in the field of academia as it will provide information on leadership competence, leadership styles, organisational culture and project implementation which is likely to act as a source of reference for future studies.

The study may aid government and donor agencies in formulation of policies to guide smooth operations of NGOs.

The study will provide useful insights for planning, assessing, monitoring and evaluating implementation in NGOs.

### 1.8 Conceptual Framework



Source: (Bass & Aviola, 1992; Victor Dulewicz & Higgs, 2003; Sarros et .al; 2005; Bushuyu, 2006; PMBOK,1996)

## **1.9 Explanation of the Conceptual Model**

Based on the above conceptual frame work, project implementation is dependent upon leadership style, leadership competence and organisational culture. Leadership style has been conceptualized in terms of the three main leadership styles practiced in organisations today and most importantly suitable for project implementation. These include; transformational, transactional and passive avoidant Kihara (2016). Leadership competence has been viewed in terms of three dimensions raised by *Dulewicz and Higgs (2003)* comprising of emotional competence, managerial competence and intellectual competences. While organisational culture has been conceptualized into seven dimensions as suggested by Sarros et al. (2005); revisited and revised from earlier works of O'Reilly, Chatman and Caldwell (1991) consisting of competitiveness, social responsibility, supportiveness, innovation, emphasis on reward, performance orientations, and stability.

## REFERENCES

- Abdulla, A., Sanjay, K. S., Moza, A., Amrik, S. S. (2017). "Change management through leadership: the mediating role of Organisational culture", *International Journal of Organisational Analysis*, Vol. 25 Issue: 4, pp.723-739, <https://doi.org/10.1108/IJOA-01-2017-1117>
- Abdullahi, H.G, Haim, H. (2016). Mediation effect of Organisational culture on relationship Between perceived Ethics on Performance Of SMES, *Journal of Industrial Engineering and Management*. Vol: 9 (2) pg 505-529 Malaysia
- Abraham, S.E., Karns L.A., Shaw, K. & Mena, M.A. (2001). Managerial competencies and the managerial performance appraisal process. *J.Management Development*, 20, 10, 842-852.
- ACF international. (2011). Food security and livelihood monitoring and evaluation guidelines. A guideline for field workers.
- Achamukulangare, G, Tarasov, G. (2017). Review of the donor reporting requirements across the United Nations systems, United Nations Geneva
- Ahamed R.A. (2018). Leadership Comptencies Affecting Projects In Organisations. Retrieved Febuary 20th 2019 from <http://www.dx.doi.org/10.5772/intechopen.80781> Page 123-135
- Ajmal, A., Bashir, M. , Abrar, M. , Mahroof Khan, M. and Saqib, S. (2015). The Effects of Intrinsic and Extrinsic Rewards on Employee Attitudes; Mediating Role of Perceived Organisational Support. *Journal of Service Science and Management*, 8, 461-470. doi: 10.4236/jssm.2015.84047.
- Alberto, S. (2016). What is Leadership?. *Journal of Business Studies Quarterly*. Volume 8, No .1 pages 1-5.
- Alrebeay, Bander. (2017). The mediating role of Organisational culture and human capital in the effects of HR systems on service performance, OCB and turnover intentions: a multilevel study. *University of Southampton, Doctoral Thesis*, 352pp
- Amaratunga, D, Baldry, D, Sarshar, M and Newton, R. (2002). "Quantitative and qualitative research in the built environment: Application of 'mixed' research approach" *Work Study*, Vol. 51, No. 1, pp. 17-32.
- Amin, M. (2005). *Social science research; conception, methodology and analysis*. Kampala:Makerere University Printery
- Antill, J.M. (1974). Project management: an overall concept, I.E. Aust, Adelaide, Keynote Address to Project Management Symposium, South Australian Division
- Apostu, D.C. (2013). Non-Governmental Organization Leadership And Development. A review Of Literature. *Manager Journal*, 145-161.
- Association for Project Management, 2006, *APM Body of Knowledge*, Association for Project Management, Buckinghamshire
- Atuheire, D. (2017, December 12). NGOs closing business. *The Observer*, p. 3.
- Auditor general report (2008)
- Aydogdu, S., Asikgil, B. (2011). The Effect of Transformational Leadership Behavior on Organisational Culture: An Application in Pharmaceutical Industry. *International Review of Management and Marketing 1: 65-73*.
- Baroto, M.B., Arvanda, N., & Ahamed, F.S. (2014). Effective strategy Implementation. *Journal of Advanced Management Science*, 2(1), 50-54.
- Bartram, T., Casimir, G. (2007). "The relationship between leadership and follower in-role performance and satisfaction with the leader: The mediating effects of empowerment and trust in the leader", *Leadership & Organisation Development Journal*, Vol. 28 Issue: 1, pp.4-19, <https://doi.org/10.1108/01437730710718218>
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press: New York.

- Bass, B. M. (1990). "From transactional to transformational leadership: Learning to share the vision". *Organisational Dynamics*. Winter, 19-31.
- Bass, B. M. (2008). *The Bass handbook of leadership: Theory, research, & managerial applications* (4th ed.). New York, NY: Free Press.
- Bass, B.M., Avolio, B.J. (1993). Transformational leadership and Organisational culture. *Public Administration Quarterly* 17: 112-121.
- Bathale, E. (2018). Enhancing public project implementation in Botswana during NDP 11 Period, Africa's public service delivery and performance review 5(1) a163.<https://doi.org/10.4102/apsdpr.v5i1.163>
- Berthon P, Pitt L.F., Ewing M.T. (2001). Corollaries of the collective: The influence of Organisational culture and memory development on perceived decision making context. *Journal of the Academy of Marketing Science* 29: 135-150.
- Bossidy, L., & Charan, R. (2002). *Execution- The discipline of getting things done*. New York: Crown Publishing Group.
- Bossidy, L., & Charan, R. (2002). *Execution- The Discipline Of Getting Things Done*. New York: Crown Publishing Group.
- Botes, Z.& Henrico, A. (2016).Managerial competencies to enhance performance culture: a fast-moving consumer goods company perspective. *journal of contemporary management*,13:144-168.
- Bourgeois L.J.,Brodwin,D.R. (1984),*strategic implementation: Five approaches to achieve elusive phenomenon.strategic management journal volume 5,issue 3. California USA*
- BoYatzis, R.E. & Berlinger, L. (1992). *Report To CORUM on Managerial Competencies Of Cooperatives In Northern Italy*. Modena: Corum S.r.l.
- Boyatzis, R.E. & Berlinger, L. (1992). Report to CORUM on Managerial competencies Of Cooperatives in Northern Italy. Modena, corum. S.r.l
- Bpayne, Watt, A. (2014). Project Management. Retrieved November 19th 2018 from. <http://open.bccampus.ca>
- Brownell, J. (2006). *Meeting the competency needs of global leaders: A partnership approach* [Electronic version]. Retrieved [January 8 2019], from Cornell University School of Hotel Administration site: <http://scholarship.sha.cornell.edu/articles/1082>
- Bushuyu, (2006). Social networking, commitment and Organisational effectiveness. Unpublished Master's of Business Administration degree thesis; Makerere University Kampala.
- Cameron, K.S., Quinn, R.E. (2006). *Diagnosing And Changing Organizational Culture: Based On Competing Values Framework*. San Francisco: Addison-Wesley Publishing Company, Inc.
- Cameron, K.S., Quinn, R.E. (2006). Diagnosing and changing Organisational culture: Based on the Competing Values Framework (2ndedn), Addison-Wesley Publishing Company, Inc.
- Chepkirui, C. (2012). The Role Of Strategic Leadership In Strategy Implementation Of The Agricultural Development Corporation (ADC) In Kenya. Un Published Masters thesis
- Crawford, L.W. (2007). "Developing the project management competence of individuals". In Turner, J.R. (Ed.), *Gower handbook of project management*, (4), 678-694. Aldershot, UK: Gower Publishing.
- Cresswell, J.W. (1994). *Research Design: qualitative and quantitative approaches*, Sage Publications, London, UK
- Denison, D.R., Neale, W.S. (2011) Organisational Culture Survey. UNT Health science Center
- Duan, W.H., Nik, H.N.M., Wan, N.W.Z., Li, C.L., Xia, Y. (2018). The relationship Between Work life balance and Women Leadership Performance: The mediation effect of Organisational Culture. *International Journal of Engineering & Technology*. Vol:7 Pages 8-13
- Dulewicz, V., Higgs, M.J. (2003). Design of a new instrument to assess leadership dimensions and styles. *Henley Working Paper Series HWP 0311*. Henley-on-Thames, UK: Henley Management College.
- Ejere, I.E., Abasilim, U.D. (2015). Impact of Transactional Leadership styles on Organisational



- Performances: Empirical Evidence from Nigeria. *Journal of Commerce*, Vol: 5, No.1 Pgs 30-41 Punjab, Pakistan.
- Elshanti, M. (2017). Transformational leadership style and Organisational Learning: the mediate effect of Organisational culture. *International journal of economics and management sciences*.
- Fazaraih, S.N (2017). The management and leadership of Non-governmental Organisation in Sabah. *Journal of business management volume 3 issue 1.Malaysai university Sabah city*
- Field, A. (2009). *Discovering Statistics Using SPSS*. 3rd Edition, Sage Publications Ltd., London..
- Fixsen, D.L., Naoom, S.F., Blase, K.A., Friedman, R.M. & Wallace, F., 2005, *Implementation research: A synthesis of the literature*, University of South Florida, Tampa, FL.
- Flaman, G. and Gallagher U. (2001). *Assessment and Control of project Risks*. Englewood Cliffs: Prentice Hall.
- Fombrun, C. Tichi, N. H. & Devanna, M. A. (1984). *Human Resource Management*. New York : Wiley and Sons Inc.
- Fritz. (2018).
- Germano, M.A (2010) Leadership style and Organisation For the Advancement of Libray Employees. Hambrick, D.C., Cannella,A.A. (1989). Strategy Implementation As Substance And Selling. The Academy Of Management Executive. Vol:3 No.4 Pg 278-285
- Hill, C.W.L., & Jones, G.R. (2008). *Strategic Management: An Integrated Approach*. 8th Edition, by Houghton Mifflin, Boston USA.
- Hofstede, G. Neuijen, B., Ohayv, D.D. & Sanders, G., 1990. Measuring Organisational Cultures : A Qualitative and Quantitative Study across Twenty Cases Geert Hofstede Brain Neuijen Denise Daval Ohayv Geert Sanders. *Administrative Science Quarterly*., 35(2), pp.286–316.
- Hutahayan, Astut, E, Raharjo K, Hamid D (2013) The mediating effect of Organisational culture and Organisational commitment in relationship between trans formational leadership to Organisational citizenship behavior. *Journal of contemporary research in business 5: 618-626*.
- IIRR.2013. Not relief but realse:2012 annual report. International institute of rural reconstruction,Silang, Cavite, Philipines
- International Standard Organisation (ISO) 10006. (2017). *Quality Management Systems. Guidelines For Quality Management in Projects*
- Jeff Frooman, Morris B. Mendelson, J. Kevin Murphy, (2012) "Transformational and passive avoidant leadership as determinants of absenteeism", *Leadership & Organisation Development Journal*, Vol. 33 Issue: 5, pp.447 463
- Joicewarnalatha, R., Muraliknshna, V. (2017). Mediation of work culture Between Job satisfaction and Organisational Commitment. *International Journal of Scientific and research Publications*, Vol: 7 (6). Pg 672-676
- Joram, O., & Otieno, A. (2017). The Influence of Leadership Styles on the Implementation of the Strategic Plans in Non-Governmental Organisations in Kisumu County, Kenya.
- Judge, T.A. and Piccolo, R.F (2004). Transformational and Transactional Leadership. A meta- Analytic Test of Their Relative Validity. *Journal Of Applied Psychology* Vol: 89 (5) pg 755-768 Washington
- Kagendo,C.(2009). Factors affecting successful implementation of projects in nongovernmental Organisations within urban slums in Kenya. A case of children of Kibera foundation
- Kaluuba, Y. (2016, June 23). NGOs on the brink of closure. *Daily Monitor*, p. 3.
- Kaplan, R.S., & Norton, D.P. (2006). *Strategy Maps: Converting intangible assets into tangible outcomes*. Boston: Harvard Business School Press.
- Katene,J., Shoppee D , (2017). The influence of Organisational culture and project management maturity in virtual project teams. *Research gate Journal conference paper 2017*.
- Kihara, P., Bwisa, H., Kihoro, J. (2016). Relationship between leadership styles in strategy

- implementation and performance of small and medium manufacturing firms in Thika sub-county, Kenya. *International journal of Humanities and Social Science*. Vol: 6, No 6 pages 216-227
- Kivasu, L.N. (2015). Leadership styles and Implementation of strategy among Non-Governmental Organisations in Nairobi City County, Kenya University of Nairobi -Unpublished Master's Thesis
- Koech, P.M., Namusonge, G.S. (2012). The effect of leadership styles on Organisational performance at State corporations in Kenya. *International Journal of Business and Commerce* Vol:2, Pgs 1-12
- Kolisang, L.O. (2011). Exploring The Relationship between leadership and Organisational culture. North-West University
- Komin, S. (2000). The Thai concept of effective leadership: innovations in international and cross-cultural management. California: Sage Publications Inc
- Krejcie, R. V. & Morgan, D .W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30, 607-610.
- Kyalimpa, P. A. (2017). The influence Of Leadership Competencies On Sustainable Funding of Local Non Governmental Organizations In Uganda. *Journal Of Public Administration And Governance*.
- Kyalimpa, P., Asimwe J.P., Netswera, F.G, Rankhumise, M.E. (2017). Leadership Competencies on Sustainable Funding Of Local Non Governmental Organisations In Uganda. *Journal of Public Administration and Governance*
- Lado, A.A; Boyd, G.N; Wright, P. (1992). A competency-Based Model Of Sustainable Competitive Advantage: Toward A conceptual Integration. *Journal Of Management*, 77-91.
- Lewin, K., Lippitt, R., & White, R.K. (1939). Patterns of aggressive behavior in experimentally created social climates. *Journal of Social Psychology*, 10, 271-301.
- Lewis, D., Kanji, N. (2009). Non-governmental Organisations and development. Rutledge perspective on development, London and Newyork. Pages 1-256 *literature*” National School of Political Studies and Public Administration, Romania. No. 17
- Lizelle, P. B. (2001). The supportive role of Organisational culture on strategy Implementation. Retrieved On October 10th 2018 from <https://ujcontent.uj.ac.za> Pages 08-15
- Lucidchart, (2017). The four phases of the project management life cycle retrieved January 8th 2019 from <https://www.lucidchart.com>
- Maher, H. (2017). Conceptual Frameworks for Strategy Implementation: A Literature Review . *Journal of Management Research*, 9(3), 12-30.
- Mariela, S. R. (2018). Influence of managerial competencies in Organizational culture of Public University institutes. *Contemporary Engineering Sciences*, 11(32), 1579 - 1589.
- Marius, S. (2011). Tailoring Prince2 Management Methodology to suit the research and Development project Environment. International Symposium - The environment and industry. Panduri Road district
- Marmaya, N.H. & Hitam, M & Muhamad, T.N & Balakrishnan, B. (2011). Employees' perceptions of Malaysian managers' leadership styles and Organisational commitment. *African Journal of Business Management*. 5. 1584-1588.
- McCleskey, J. A. (2014). “*Situational, transformational, and transactional leadership and leadership development*”. *Journal of Business Studies Quarterly*, 2014, Volume 5, Number 4, pages 117-130.
- Merce, M., Dolan, S. & Shay. T. (2010). The differential Effect of Team Members Trust on Team Performance: The mediation role of Team cohesion. *Journal of Occupational and Organisational Psychology*. Volume 83 Issue 3 pg 771-794
- Mudanga, K. (2016, May 17th). NGO Leaders Under probe Over Forgery. *The Daily Monitor*
- Mugenda, O., & Mugenda A. (2003). *Research Methods: Qualitative and Quantitative Research Approaches*, Africa Centre for Technology Studies (ACTS) Press: Nairobi, Kenya.

- Murigi, M. W. (2013). Influence of Head Teacher Leadership Styles on Pupils performance in Kenya Certificate Primary Education. Masters of Education thesis. The University of Nairobi.
- Mutyaba, S. (2013). Monitoring and evaluation practices of NGOs Implementing HIV/AIDS projects In Luwero and Nakaseke, Makerere University.
- Mwai, G., Namada, & Katuse, P. (2018). Does Leadership Style Influence Organisational Effectiveness In Non-Governmental Organisations International Journal Of Business and management, Vol: 13, No 8; Pg 52-64. Canadian center of science and education.
- Mwai, G., Namada, J., Katuse, P. (2018). Does leadership style influence Organisational effectiveness in Nongovernmental Organisations? *International Journal of Business and Management; Vol. 13, No. 8; Chandaria School of Business, United States International University-Africa, Nairobi, Kenya*
- Mwaikali, S., Gichinga, L. (2016). Role of Strategic Leadership On strategy Implementation in Public Universities in Kenya. A case Study of Jkuat Main Campus. Vol: 5 issue 6 pages 216-239
- Mwangi, K. (2016). *Influence of stategy implementation on the performance of manufacturing small and medium firms in Kenya*. PhD Thesis, Jomo Kenyatta University of Agriculture and Technology, Thika.
- Nangoli, S. (2012). Project Communication, Social Networks, Commitment and Perceived Project Performance. *Journal of African business; volume 13, issue 2 Makerere university kampala*
- Neuman, W. (2003). *Social Research Methods: Qualitative And Quantitative Approaches* 5th edition. Boston: Allyn and Bacon.
- Nguyen, H., Mohamed, S. (2011). Leadership behaviors, Organisational culture and knowledge management practices: An empirical investigation. *Journal of Management Development 30: 206-221*.
- Noble, C. (1999). The electric roots of strategy implementation research. *Journal of Business Research, 42(2), 119-134. doi:10.1016/S0148-2963(97)00231-2*
- Nomathemba, B. (2015). Challenges for implementing project planning in the Ngo sector in the Overberg Municipality. University of the Western Cape South Africa
- Northouse, P.G. (2004). *Leadership Theory And Practice*. Third Edition Thousand Oaks, Calif: Sage
- Ocheing, D.O, (2016). Factors influencing implementation of Donor Funded projects. A case Of Non-Governmental Organisation Projects In Kibra, Nairobi county Kenya. University Of Nairobi. Master's thesis
- Ochieng, D. (2016). *Factors influencing implementation of donor funded projects. A case of Non-Governmental Organizations Projects In Kibra, Nairobi County, Kenya*. Unpublished MBA Dissertation, University of Nairobi, Department of Extra-Mural Studies, School of Business, Nairobi.
- Ochieng, R. (2017). Participatory Monitoring, Evaluation and Quality of Service Delivery in Local Government. A case Study of western Divison, Busia Municipality. UMI Unpublished thesis
- Ogbeide, G.A. and Harrington, J.R. (2011) The Relationship among Participative Management Styles, Strategy Implementation and Performance in Service Industry. *International Journal of Hospitality Management, 23, 719-738*.
- Ogbonna, E., Harris, L.C. (2000) Leadership style, Organisational culture and performance: empirical evidence from UK companies. *International Journal of Human Resource Management 11: 766-788*.
- Oguta, J. (2016). Project Manager Competence, Community Involvement, Coordination
- Ojukuku, R. M., Odetayo, T.A and Sajuyigbe A.S (2012) Impact of Leadership styles on Organisational performance: a case study of Business and Management. Vol:1, Pgs 202-207
- Omofonmwan, S., & Odia, L. (2009)). The role of NGOs in promoting empowerment for sustainable community development development: Focus on Edo State–Nigeria. *Anthropologist , 11(4), 247-254*.
- Otiono, D. (2017, Decemeber 13th). Closure of Action Aid accounts Leaves learners Stranded. The daily

monitor

- Oyaro, F. (2013). *Strategy implementation challenges on the development NGO's in Kenya*. University of Nairobi, School of Business, Nairobi .
- Oyefeso, A.I. (2017). Leadership Styles and Leadership effectiveness of Outpatients Physical Therapy Clinic Managers. Walden University
- Pagon, M. B. (2008). *Leadership competencies for successful change Management*. Slovenia: University of Maribor.
- Pagon, M, Banuta, E., Bizjak, U. (2008). Leadership Competencies For Successful Change Management. Apreliminary Study Report University Of Maribor, Slovenia.
- PARMO General Guidline And Checklist. (2013). Retrived October 10th 2018 from <http://intranet.unicef.org/PARMO/PARMO.nsf/Site%20Pages/Page0604>.
- Pearce, J.A. & Robinson, R. B. (2011). *Strategic Management: Formulation, Implementation and Control*, (12th Ed), New York: Irwin McGraw-Hill Inc.
- Pearce, J.A., and Robinson, R.B. (2005). *Strategic Management: Formulation, Implementation, and Control* (9th Edition). New Dheli: McGraw Hill
- Peters, T. J., & Waterman, R. H. (1982). *In search of excellence: Lessons from America's best-run companies*. New York, NY: Harper Business.
- PRINCE2. (2009). *Managing Successful Projects* published by the Stationery Office on behalf of the Office of Government Commerce, London, Great Britain, ISBN 97803310593
- Project Management Institue. (2015). *Capturing The Value Of Project Management*. Pennsylvania USA: Project Management Institute.
- Project Management Institute. (2013). *A guide to The Project Management Body Of Knowledge (PMBOK)*. Pennsylvania, USA: Project Management Institute.
- Project Management Institute. (2018). *A Guide to the Project Management Body of Knowledge (PMBOK)*. 6th ed. Newtown Square, Pennsylvania, USA: Project Management Institute (PMI)
- Pwc. (2016). Closing The Gap Between Strategy And Execution. *Retrived January 8th, 2019 from <https://www.pwc.co.za/en/assets/pdf/africa-business-agenda-2016>*.
- Reilly, C. A., III, Chatman, J. A., and Caldwell, D. F. (1991). *People and Organisational culture, a profile comparison approach to assessing person-Organisation fit*. *Academy of management journal*, vol. 34, no 3. Briarcliff, Manor, USA
- Reilly, C.A. 111., Chatman, J.A; Caldwell, D.F. (2013). People and Organizational Culture, A profile Comparison Approach To Assessing Person- Organization Fit. *Academy Of Management Journal*.
- Robbins, S.P. & Coulter, M. (2007) *Mangement* 9th Edition, Prentice-Hall London.
- Saghir, A., Abdullahi, M.A. (2017). Leadership and project success in development sector. *Journal of economics and management*. Vol: 30 (4) Katowice.
- Sanjeev, K. S and Aditi .(2010). Examining the Relationship between Organisational Culture and Leadership Styles. *Journal of the Indian Academy of Applied Psychology*. Punjab india
- Sarros, J., Garry, J., Densten, I., Cooper, B. (2005). The Organizational Cultural Profile Revisited and Revised: An Australian Perspective. *Australian Journal Of Management*, 159-182.
- Saunders, M., Lewis, P. & Thornhill, A., (2012). *Research Methods for Business Students* Sixth edit., Edinburgh.
- Sekaran, U. (2003) *Research Methods for Business A Skill-Building Approach*. 4th Edition, John Wiley & Sons, New York.
- Shrestha, A.K & Mishra, A.K. (2011). Leadership Styles Employee's Commitment to Organisational change and Organisational Performance. A Study in a Nepali Technology Based Organisation. Paper Presented At the 11th South Asian Management Forum (SMAF), Kathmandu, Nepal
- Shrestha, A.K. & Mishra, A.K. (2011). Leadership styles, employees' commitment to Organisational
- Sobel, M. E. (1982). Asymptotic Confidence Intervals for Indirect Effects in Structural Equation Models. *Sociological Methodology*, 13, 290-312. <http://dx.doi.org/10.2307/270723>

- Speculand, R. (2014). Bridging the strategy implementation skills gap. *Strategic direction, Emerald Group Publishing Limited*. 30(1), pp. 29-30..
- Stogdill, R. (1974). *Hand Book of Leadership A survey Of Literature*. NewYork, NY, US: Free Press.
- Stogdill, R. M. (1950). "Leadership, membership, and Organisation". *Psychological Bulletin*, Vol. 47(1), Jan 1950, 1-14.
- Stogdill, R.M. (1974). *Handbook of Leadership. A survey of theory and research*. Newyork, NY, USA: Free Press
- Stuart, L. (2013). *Consultancy Africa's Intelligence (CAI)*. Retrieved August 10, 2019, from The South African non - profit Sector struggling to survive, needing to thrive: [www.ngopulse.org](http://www.ngopulse.org)
- Suarez, M., Martels, R.J., Franco, D. (2018). Influence of Managerial Competences In the Organisational culture of Public University institutes. *Contemporary engineering Sciences*, Vol: 11 issue 32, 1579-1589
- Tae, Y.K., Cable, D.M., Sang-Pyo, K., Jie, W. (2009). Emotional Competence and Work Performance: The mediating Effect of Proactivity. *Journal of Organisational behavior*. Vol: 30 issue 7 Pages 983-1000
- Trivellas, P., Reklitis, P. (2014). Leadership Comptency Profiles And Managerial Effectiveness In Greece. *Procedia Economics and Finance Journal*, 380-390.
- Turner, J. Rodney. (1993). *The Hand Book of Project Based Management. Leading Strategic Change in Organisations*, 3rd Edition, Mc Graw-Hill Companies. London
- Unicef, (2013). *Parmo General Guidance and Checklist for Country and Regional Offices'*. Retrived January 8, 2019 from <http://intranet.unicef.org/PARMO/PARMO.nsf/Site%20Pages/Page0604>
- UNNGOF. (2019 ). *The NGO E-Platform: Newsletter No. 3*. Kampala: Uganda National NGO Forum.
- Upasana, J. (2016). How to make your Organisation accountable. Retrieved Novemeber 27th 2018 from <https://www2.fundsforngos.org>.
- Volckmann, R. (2012). "Fresh perspective: Barbara Kellerman and the leadership industry". *Articles from Integral Leadership Review*. 2012-06-08.
- Warrilow. S. (2012). *Transformational Leadership Theory. The 4 Key Components in Leading Change & Managing Change*.
- Xenikou, A., Simosi, M. (2006) Organisational culture and transformational leadership as predictors of business unit performance. *Journal of Managerial Psychology* 21: 566-579.
- Yazici, H. J. The role of project management maturity and Organisational culture in perceived performance. *Project Management Journal*, 40(3), and 2009.14–33
- Yin, R., (1994) *Case Study Research: Design and Methods*, Sage, London
- Yin, R.K., 2014. *Case Study Research: Design and Methods*, London: SAGE Publications.
- Yukl, G. (1989). Managerial Leadership: A review of theory and research. *Journal of Management* Vol: 15, pgs 251-289
- Zhu, W., Chew, I.K.H., & Spangler, W.D. (2005). CEO Transformational Leadership And Organizational Outcomes: The Mediating Role Of Human- Capital. *Enhancing Human Resources Management. The Leadership Quarterly*, 16(1), 39-52.