Leadership Development Strategies and Organizational Culture: A Case of Care For Aids East Africa

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Abstract

This study sought to determine how leadership development strategies affect organizational culture in the context of the Care For Aids Organization. Leaders widely agree that sustained organizational performance is highly influenced by organizational culture. Organizations are always looking for ways of nurturing desirable organizational cultures. As much as leaders recognize the importance of organizational culture, they spend less time, effort, and resources in cultivating the desired culture. The specific study objectives were to determine how coaching programs affect organizational culture, establish how training programs affect organizational culture, assess how mentoring affects organizational culture, and examine how transformational leadership style affects organizational culture. A descriptive research design was used, and a census study targeted all 66 administrative staff within Care For Aids. The researcher used Mentimeter, a web-based platform for administering the five-point Likert scale questionnaire. The correlation analysis shows significant associations between the proposed predictors and the independent variable, which was further tested using regression analysis. From the regression

coefficient, the main predictors of organizational culture are transformational leadership (coef: 0.475, p=0.00) and training (coef: 0.222, p=0.09). Although there were associations between mentoring and coaching as potential predictors of organizational culture in the correlation analysis, these associations do not appear to be statistically significant when regression modeling is conducted. The study recommends that the management of Care For Aids invest in nurturing and promoting a strong and desirable organizational culture through increased training and mentoring programs and lead through a transformational leadership style.

Keywords: Leadership developments, Organization Culture, Transformational Leadership, Mentorship, coaching, Training.

Introduction

According to Lencioni (2012), the financial cost of an unhealthy organization is undeniable: wasted resources and time, decreased productivity, increased employee turnover, and customer attrition. This scenario has led many organizations to pay close attention to building their internal leadership capabilities. Leadership development involves building the capacity for groups of people to learn their way out of problems that could not have been predicted (Dixon, 1993).

Several strategies can be used in developing leaders' capabilities. This study shall explore coaching, mentoring, training programs, and transformational leadership and their effect on the all-important organizational culture.

Objectives of the study

This study aims to determine how leadership development strategies affect the organizational culture at Care For Aids. The specific objectives of the study are:

1. To determine how coaching programs affect organizational culture.

2. To establish how training programs affect organizational culture.

3. To assess how mentorship programs affect organizational culture.

4. To examine how transformational leadership affect organizational culture.

About Care For Aids

Care For Aids is a faith-based non-profit founded in 2008 with the vision to alleviate the stigma associated with people living with HIV/AIDS. Its programs offer wholistic support to HIV-positive clients through local churches in the communities it serves in Kenya, Tanzania, and Uganda, with 100% of the funding raised from the USA.

Theoretical framework

This study was rooted in three theories: transformational leadership theory, Leadership emergence theory, and social learning theory.

Transformational leadership theory

This theory was first introduced by James V Downton and further refined with empirical research by Bernard Bass. According to Bass (1990), transformational leadership is a leadership type to help followers achieve higher performance by being an excellent role model (idealized influence), communicating expectations and purpose (inspirational motivation), promoting intelligence and rationality (intellectual stimulation) and giving personal attention (individualized consideration). Transformational leadership is where the followers feel trust, admiration, loyalty, and respect toward the leader and are motivated to do more than they were initially expected to do (Yukl, 2006, p. 200). This theory is linked to the study due to the high-value Care For Aids places on good leadership standards for effective service delivery to their clients.

Leadership emergence theory

This theory was developed by Dr J Robert Clinton and states that the development of a leader can be significantly described by using three major variables labeled processing, time, and leader response. Leadership is viewed as a dynamic process in which a man or woman with God-given capacity influences a specific group of God's people toward His purposes for the group. (Clinton, 1988) This theory is significant to this study because it gives a Christian-based model to leadership development closely related to the nature of the Care For Aids Organization.

Social learning theory

Albert Bandura is considered the father of the Social Cognitive Learning Theory (SCLT), a development of Social Learning Theory that was initially developed in 1977. This theory has significantly influenced diverse fields, including training and development. This theory asserts that one learns from interactions with others in a social context (Bandura, 1977). According to the author, people learn by watching models, and that human thought processes are central to understanding personality. This theory provides a good framework for understanding, predicting, and changing human behavior in different contexts like at home, school, or the workplace (Green & Pier, 2009)

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Empirical Literature Review

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Organizational Culture

According to Bello et al. (2019), a study on organizational culture and human capital development at the First Bank of Nigeria concluded a positive and insignificant influence on human capital development initiatives. Another study indicated that organizational culture was cultivated by management to a great extent field (Kotze & Niemann, 2006).

Coaching and Organizational Culture

Segers et al. (2011) assert that coaching has been in the recent past a preferred and effective approach in the human development space in many organizations and mostly targeted leaders and their teams. According to a study (2009), organisation stakeholders demonstrated that coaching has positive outcomes that comprise intra-personal development and personal performance. A study by Rock and Donde (2008) showed that coaching had a direct and significant effect on the increase in retention, engagement, productivity, and performance across organizations that utilized internal coaches. Findings by Hakro and Mathew (2020) confirmed that coaching could effectively facilitate personal and professional development while contributing to organizational goals.

Training and Organizational Culture

A study by Mwangi (2017) concluded that all components of training and development significantly influence employee performance which is a subset of organization culture. Another study found a positive correlation between employee commitment, a function of organizational culture, to the availability of continuous training field (Newman et al., 2011). Field Gatakaa's (2018) study showed that training enabled better performance, which is closely related to organizational culture. The opposite was also true, where the organisation's lack of development activities negatively affected organisational performance. Both scenarios have an impact on the organizational culture. Another study by Schraeder et al. (2005) asserted the positive relationship between training and its role in the promotion of the culture of an organization based on the emphasis and reinforcement of organizational values. It further indicated that training and leading by example are effective ways of promoting organisational cultural awareness.

Mentoring and Organizational Culture

A study by Wanguri (1996) showed many positive benefits of mentoring, including support of corporate values and behaviors. Findings in another study Kochan et al. (2015) asserted that the factors that make mentoring thrive are closely linked to those that support organizational culture. This points to a positive relationship between mentoring and organizational culture.

In the findings of another study, Gillies (2015) concluded that a structured way of mentoring enhances the quality of the organization's culture, further supporting the positive relationship between mentoring and organization culture. Studies indicate that mentoring has a significant positive influence on organizational culture.

Transformational Leadership and Organizational Culture

A study by Ngaithwe (2014) on the effects of transformational leadership on organizational culture conducted among 136 managers of commercial state cooperation in Kenya concluded that transformational leadership is a significant determinant of organizational culture. Another study's findings demonstrated a congruent relationship between transformational leadership and organisational culture, affecting members' behavior (Zheng et al., 2018). A study on the effect of leadership styles on the successful implementation of a performance management system found that transformational leadership has a strong and positive influence on implementing a performance management framework (Sang & Sang, 2016). Aydogdu & Askigil (2011) demonstrated that transformational leaders play a significant role in organizational culture based on a study on the effects of transformational leadership within a pharmaceutical company in Nigeria. Field Madi Odeh et al. (2021) study on the transformational leadership role in achieving organizational resilience through adaptive cultures: the case of the

Dubai service sector, the study's overall findings supported that transformational leadership is positively associated with adaptive culture.

A study by Pradhan et al. (2017) indicated that transformational leadership is positively related to psychological empowerment, which contributes to the organization's culture. The results of a study on transformational leadership, knowledge sharing, organizational climate, and learning: an empirical study by Kim and Park (2020) among 282 respondents in South Korea indicated direct effects of transformational leadership on organizational climate, which is positively related to organizational culture.

Conceptual Framework

The conceptual framework for this study is shown in figure 2, which illustrates the relationship between the independent variables (Coaching, training, mentoring, transformational leadership) and the dependent variable (Organizational Culture)
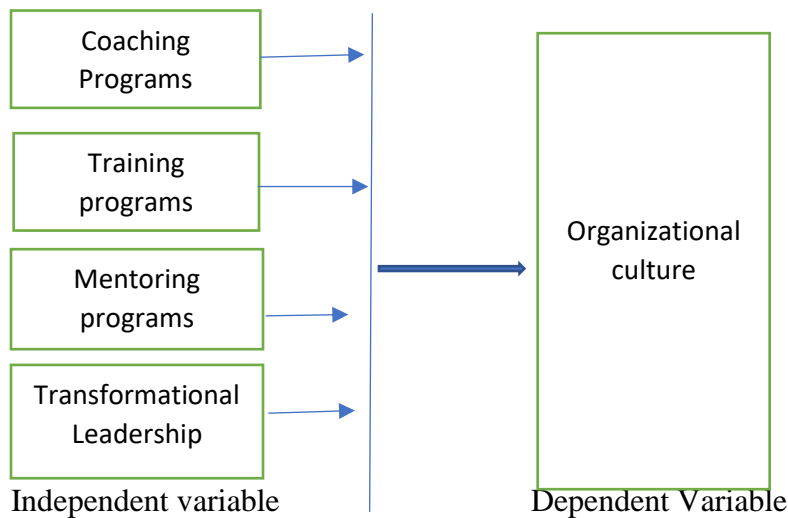

Figure 2: Conceptual Framework

Research Methodology

Research design

The study adopted a descriptive research design, which was the most appropriate because the researcher aimed to describe the population in terms of the independent and dependent variables. Chandaran (2004) states that descriptive survey research is suitable for describing features of people, situations, or an event.

Target Population

In this study, the researcher collected data from the entire population, meaning a census study was conducted with the East African administration team of Care For Aids. A total of 49 out of the 66 invited staff responded.

Data Collection and Analysis Procedure

To ensure all ethical and legal considerations for research and data collection, the researcher was guided by the IERB requirement and regulations, which were strictly adhered to. The researcher sought and received a written letter from IERB and NACOSTI license No. NACOSTI/P/22/18935 approving to conduct the research.

Questionnaires were used to collect primary data for this study using an online tool called Mentimeter. The questionnaire used a five-point Likert-type continuous scale where 1=strongly disagree, 2=disagree, three neither agree nor disagree, 4=agree, and 5=strongly agree. The respondents rated each question on five different levels. After the data collection, the data were analyzed and coded. The Statistical Package Social Sciences Version 25 was used in processing the data and presented in charts and tables. Inferential statistics analysis included Pearson's correlation, Analysis of Variance (ANOVA), and regression analysis was undertaken to establish variables.

The Study Findings

Pearson Correlation

The correlation matrix in Table 1 indicates a slight positive correlation between coaching and organizational culture with an r-value of 0.327, which was significant at 0.022. This means coaching programs have a slight positive effect on organizational culture. Training and organizational culture (r=0.601, p=0) indicate a strong positive relationship between the two variables, which means training programs lead to a more robust organizational culture. A positive moderate correlation exists for mentoring and organizational culture (r=0.525, p=0), meaning training programs will significantly strengthen organizational culture.

Transformational leadership and organizational culture (r= 0.688, p=0) showed a strong and positive correlation. This was the strongest association, meaning that an increase in transformational leadership will result in a more desirable organizational culture.

Table 1: Correlational Analysis

		Coaching	Training	Mentoring	Transforma-tional leadership	Organiza-tional culture
Coaching	Pearson Correlation	1	.443**	.310*	.499**	.327*
	Sig. (2-tailed)		0.001	0.03	0	0.022
	N	53	49	49	49	49
Training	Pearson Correlation	.443**	1	.593**	.588**	.601**
	Sig. (2-tailed)	0.001		0	0	0
	N	49	49	49	49	49
Mentoring	Pearson Correlation	.310*	.593**	1	.485**	.525**

	Sig. (2-tailed)	0.03	0		0	0
	N	49	49	49	49	49
Transformational leadership	Pearson Correlation	.499**	.588**	.485**	1	.688**
	Sig. (2-tailed)	0	0	0		0
	N	49	49	49	49	49
Organizational culture	Pearson Correlation	.327*	.601**	.525**	.688**	
	Sig. (2-tailed)	0.022	0	0	0	

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Regression Analysis

Regression analysis was used to measure whether independent variables predict a given dependent variable. As per Table 2, the regression summary R square is 0.553 which implies that the predictor variables explain 55.3% of organizational culture with the difference of 44.7 % being explained by other factors not captured in this study. The 0.743r value shows a strong relationship between organizational culture and the predictor variables.

Table 2: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.743a	0.553	0.512	0.47432	0.553	13.595	4	44	0

ANOVA Results

The significance of a regression model is determined by the results of the analysis of variance (ANOVA) ANOVA output revealed a statistically significant relationship F=13.595 at (4, 44) degrees of freedom the regression model was significant at precision level of $p < 0.000$ as indicated in Table 3.

Table 3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.235	4	3.059	13.595	.000b
	Residual	9.899	44	0.225		
	Total	22.134	48			

a Dependent Variable: Organizational Culture

Predictors:(Constant), Transformational Leadership, Mentoring Coaching, Training

Coefficient of determination

On coaching, the regression coefficient showed a negative relationship between coaching programs and organizational culture, which was surprising to the researcher. This is because most research indicates the opposite ($\beta1$ = -0.07, p-value 0.48). On training, the regression coefficient pointed towards a strong positive relationship between training programs and organizational culture ($\beta2$ = 0.22, p-value 0.09). Regarding mentoring, the regression coefficient was positive with organizational culture ($\beta3$ = 1.91, p-value 0.219). This affirmed the need for mentoring programs to enhance the workplace environment. Considering transformational leadership, the regression coefficient indicated a strong relationship with organizational culture ($\beta4$ = 0.475, p-value 0.0). This is the most vital positive relationship among the independent variables. This suggests that leading using the transformational style is the most probable way of building and strengthening the organizational culture. Table 4 shows the summary coefficient of determination.

Table 4: The Regression Coefficient Model 1

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.828	0.523		1.582	0.121
	Coaching_and_Organisational_Culture	-0.07	0.098	-0.085	-0.713	0.48
	Training_and_Organisational_Culture	0.222	0.128	0.244	1.733	0.09
	Mentoring_and_Organisational_Culture	0.191	0.153	0.16	1.248	0.219

a Dependent Variable: Organizational Culture

Discussions of Results

The first study objective was to determine how coaching programs affect organizational culture. From the correlational analysis, it was evident that there was a slight positive correlation whereby an increase in coaching programs will result in a slight increase towards a robust organizational culture. However, from the regression analysis, it was surprising that coaching hurts organizational culture. This is contrary to Rock and Donde's (2008) assertion that coaching directly affects retention, engagement, productivity, and performance, which are aspects of organizational culture. The outcomes contradict Stewart and Palmer's (2009) findings that coaching has positive outcomes that comprise intrapersonal development and personal performance. There is a need to investigate further why the respondents' data showed coaching negatively impacting organizational coaching. This scenario is likely because coaching is a relatively new leadership development method and is likely to have been misunderstood or least appreciated.

The second objective was to establish how training programs affect organizational culture. The correlation analysis indicated a strong positive relationship between the two training programs and organizational culture. The regression analysis showed training to have a significant contributor to organizational culture. This is well supported by a study by Schraeder et al. (2005) on organizational culture in public institutions, which found a positive relationship between training and organizational culture. This is due to how training emphasizes and reinforces organizational values.

The third study objective was to establish how mentoring programs affect organizational culture. The correlation analysis indicated a moderately significant positive relationship between mentoring and organizational culture, which means an increase in mentoring programs will reasonably strengthen the organizational culture. The regression analysis indicated a statistically insignificant association between mentoring programs and organizational culture. This finding is contrary to several studies, including one by (Gillies, 2015), on tools that support the development of a quality culture which indicated that structured mentoring is one of the tools.

The fourth objective was to explore how transformational leadership affects organizational culture. The correlation analysis indicated a strong positive correlation between transformational leadership and organizational culture. The regression analysis supported the same argument by indicating a significant solid association between transformational leadership and organizational culture. This means transformational leadership is highly likely to strengthen the organizational culture. Several studies support the same finding, one among them being (Ngaithwe, 2014) on the effects of transformational leadership on organizational culture. The study concluded that transformational leadership is a significant determinant of organizational culture. This is because transformational leadership prioritizes and inspires positive change and success in the individual.

Another study by (Zheng et al., 2018) supported the significant role transformational leadership has on organizational culture.

The regression analysis supported the correlation analysis in showing a positive relationship between the dependent and independent variables in all areas except the relationship between coaching and organizational culture. The regression analysis pointed to a negative relationship between the variables.

Conclusions

The researcher concludes that training and transformational leadership are the main factors/strategies that affect organizational culture. Training programs for staff at all levels are essential, enabling staff members to execute their roles better. It is a continuous process that happens mainly on the job.

Transformational leadership has for many years proved to be an effective leadership style, and Care for Aids can benefit significantly if all leaders and managers lead in a way that is inspiring and individualized. Modelling this leadership style, especially among senior leaders, motivates team members to do the same. These two leadership development strategies should be highlighted and scaled at all levels to promote a strong and desirable organizational culture that will, especially at the current phase of rapid expansion across the three countries it has a presence in within the East Africa region. In as much as mentoring and coaching did not show a significant relationship with organizational culture from the regression analysis, they both play a crucial role in shaping the organizational culture.

Recommendations

The researcher's strong recommendation to the management of non-profit organizations is to invest in nurturing and promoting a strong and desirable organizational culture for the posterity of the organization.

The researcher recommends that Care for Aids continue to invest heavily in the capacity development of its team members on technical and soft skills. This has been demonstrated to impact the organizational culture positively.

More awareness of the various leadership development strategies should be done within the organization, and access should be given to as many as possible.

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