THE ROLE OF LEADERSHIP IN PROMOTING ORGANIZATIONAL GROWTH: A COMPARATIVE ANALYSIS OF LEADERSHIP STYLES IN FIVE (5) SELECTED CIVIL SOCIETY ORGANIZATIONS IN ZIMBABWE

BY

DAVID TAKAWIRA

A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE MASTER IN PEACE AND GOVERNANCE IN THE INSTITUTE OF PEACE, LEADERSHIP AND GOVERNANCE OF AFRICA UNIVERSITY

2014

ABSTRACT

This study sought to unpack the relationship between leadership and organisational growth while addressing imperative issues such as leadership styles that promote growth or stagnation. Further, the study questions the availability of a particular leadership style peculiar to the Zimbabwean context that if employed at any civil society organization would result in organizational growth and or performance?, as delineated by Hersey and Blanchard who limit styles to Selling, Telling, Participating and Delegating. Five Civil Society Organizations were selected to determine the leadership styles used. The study used Hersey's (1989) "Leader Effectiveness and Adaptability Description" - LEAD SELF and LEAD OTHER as the instrument. Questionnaires were administered to Directors and their Senior Managers in selected CSOs operating in Zimbabwe. The LEAD SELF measured the self-perception of Directors of their own leadership styles and the LEAD OTHER reflected the perception of employees of the leadership styles of Directors. It was found that a growing number of Directors used the democratic leadership style to create ownership in their organisations. There remain a critical capacity gap amongst key interviewed Directors on accessing the willingness, ability and readiness of their followers resulting in less delegation. It was also found that depending on situations, Directors used various leadership styles, as the leaders chose the style that was considered most appropriate. The study thus recommends that, leadership be included as part of the broader organizational capacity development targeting Directors, Senior Managers and other Staff members. It also further recommends that each Director takes deliberate action to go through in detail the role and responsibility of their followers including clearly articulating organizational mandate, program objectives and linking such to key ability and readiness to the Senior Managers.

Key words: Leadership, Leadership styles, Organisational Growth

DECLARATION

This Dissertation is my original work except where sources have been acknowledged. The work has never been submitted, nor will it ever be, to another University in the awarding of a degree.

STUDENT   …………………………………   DATE …………………………..

                    Signature

SUPERVISOR …………………………………   DATE……………………………

                    Signature

COPYRIGHT

All rights reserved. No part of this dissertation may be reproduced, stored in any retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise from scholarly purpose, without the prior written permission of the author or of Africa University on behalf of the author.

© David Takawira

Institute Of Peace, Leadership and Governance
Africa University

ACKNOWLEDGEMENTS

The Five Senior Managers and employees of Crisis in Zimbabwe Coalition (CiZC), Zimbabwe Human Rights Association (ZimRights), Bulawayo Agenda (BA), National Association of Youth Organizations (NAYO), and Women of Zimbabwe Arise (WOZA).

DEDICATION

This research is dedicated to my wife Annah and emerging leaders across the world.

TABLE OF CONTENTS

LIST OF FIGURES

ABBREVIATIONS

BA   : Bulawayo Agenda

CiZC   : Crisis in Zimbabwe Coalition

CSOs   : Civil Society Organizations

LEAD SELF-OTHER   : Leadership Effectiveness and Adaptability Description

NAYO   : National Association of Youth Organisations

NGOs   : Non-Governmental Organisations

WOZA   : Women of Zimbabwe Arise

ZIMRIGHTS   : Zimbabwe Human Rights Association

LIST OF APPENDICES

CHAPTER I: CONTEXTUALISING LEADERSHIP AND CIVIL SOCIETY ORGANISATIONS

Background of Study

Leadership has become an extensively researched construct in the behavioural sciences Stogdill, (1974). As a concept leadership remains dynamic, fluid and complex hence a sense of pessimism among leadership scholars. Bernard, (1948), argues that, leadership has been termed a subject of an extraordinary amount of dogmatically stated nonsense (Stogdill, 1974), Chemers, (1997) and further argues that, the study of leadership both at theory and practitioner level remains challenging while Bennis, (1989: 118-120) postulates that the phenomenon of leadership cannot be understood broadly and outside a systematic approach. According to Meindl, (1990:159-203) the essence of leadership is much easily identifiable post results phase but the act itself difficult. Conversely its popularity among the learned and illiterate, is due to the fact that the success or failure of any nation or organization be it religious, profit or not-for-profit or private is attributed to good leadership or poor leadership Peretomode, (2012:13).

The theme and focus of leadership is traceable to the biblical times as postulated by Bass, (1990b: 19-31) - to the Anglo-Saxon lad or laedan which means a path, a way, to lead or give a sense of direction. Most of the research to date on leadership styles has focused on effective leadership style in for-profit making organizations. Very little has

been done to investigate effective leadership styles in not for profit organizations in particular to a sector commonly referred to as civil society organizations (CSOs).

Civil society as postulated by Lewis, D. (2001; 1) is any formation that interacts outside the boundaries of the Government or state and further argued for by van Rooy, (1998:30). It is thus imperative to underscore the importance of the interface that civil society organisations play beyond the role of Governments.

More than 3000 (Chinamasa: 2013) CSOs are currently operating in Zimbabwe and yet the number continues to grow. The success of CSOs has tended to be attributed to the nature and content of the group's thrust or mission. At the centre of this research is the need to appreciate the leadership styles of CSO directors and their relationship to organizational growth. Depending on operating environments, Organizations can suffer organizational paralysis and fail to take off while others can register significant growth and resilience, while organizations that might have thrived over decades in a particular operating environment might find difficulties in adjusting to new political, economic and social changes within a given environment and context.

Purpose of Study

The purpose of this study was to determine the relationship of leadership styles to organizational growth in the five civil society organizations operating in Zimbabwe. The study utilized the Situational leadership model's leadership styles of *telling, delegating,*

selling and participating to measure the level of transformational leadership in each organisation. The overall strategy was to quantify the level of leadership styles then correlate these with the organization's growth measured objectively by the organization's annual budget, assets and membership during the same period under that leader over a five year period.

Statement of the problem

According to Tope Bello (2001:150-153), most of the research to date on leadership style has focused on effective leadership styles in for-profit organizations. Very little has been done to investigate effective leadership styles in not-for-profit organizations in particular if there is a relationship between organizational growth and leadership style. Management theorist and researchers claim that leader attributes may be used to distinguish high from low performing organizations see Gupta and Govindarajan, (1984:25-41). Measuring organizational growth is inherently a dynamic measure of change over time.

Thus, the problem in this study was to determine the degree of relationship that exists between leadership style and organizational growth as measured by performance in the five not-for-profit organizations operating in Zimbabwe. The lack of current knowledge on leadership styles in Zimbabwean's civil society sector and between these factors has propelled this research to find if there is any link on leadership styles and its importance to organizational growth.

Research Objectives

1. To investigate the nature, patterns, trends and inner (processes) within Zimbabwean CSOs and understand how such dynamics has/have been shaped by leadership style.

2. To explore and determine the extent to which particular leadership styles can contribute to organizational growth in the Zimbabwean civil society organisations,

3. To analyse the influence and significance of leadership in either influencing organisational growth or organisational downfall.

4. To establish relationship between leadership styles and organizational growth in civil society organisations (CSOs) in Zimbabwe,

Research Questions

a) In what ways does leadership style influence organisational growth in civil society organisations in Zimbabwe?

b) What are the leadership styles of Directors in selected civil society organisations operating in Zimbabwe?

c) What relationship exists between leadership style and organisational growth/downfall in Zimbabwean CSOs?

d) What are the perceptions of CSO Directors of their own leadership styles versus the perceptions of employees of the delineated leadership styles of the Directors?

Significance of Study

The study of leadership in the context of civil society organizational growth will offer a new perspective on the different styles of leadership that have and continue to be used within the sector in Zimbabwe. Offer new perspective in the sense that, the study will add to the limited literature available to CSO leadership in Zimbabwe. In highlighting these particular leadership styles, the research will establish whether there is a relationship between the different leadership styles and organizational growth within the sector, thus the research is a-critical gap filler in the area with inadequate insights. More importantly, the research will be useful to current and emerging leaders in the sector. It is further hoped that, when the study is completed, findings will contribute to academic literature on Civil Society Organisations, Leadership and Management in the operational context of Zimbabwe.

Additionally, this study will support directors and managers realize the need to be more deliberate in effective leadership by attention to these styles. Focus on developing organizational leadership modules for capacity building using particular leadership styles linked to the work of civil society might serve as an important tool for enhancing directors and managers in executing their roles. It is also critical to understand the leadership styles and emotional inteligence as practiced by directors using their perceptions against their follower's perceptions in the hope of perfecting their leadership desires with regards particular traits and behaviours.

Assumption of the study

1. There is a direct correlation between leadership style in undermining or enhancing organizational growth in civil society organizations in Zimbabwe.

Delimitations of the study

This study will focus on five selected membership based local civil society organizations operating in Zimbabwe since 2008 to 2012. The five membership organizations are Crisis in Zimbabwe Coalition (CiZC), Zimbabwe Human Rights Association (ZimRights), Bulawayo Agenda (BA), National Association of Youth Organizations (NAYO), and Women of Zimbabwe Arise (WOZA)

Limitations of the study

It is estimated that Zimbabwe has more than 3000 CSOs operating in Zimbabwe[1] and one would have hoped to study a sizeable sample size of CSOs in order to attain a broader understanding of the leadership style in CSOs but by nature of any study and due to resources and time constraints it was not feasible. However, what was learnt from this study offer sufficient understanding of styles of leadership under study. Furthermore, the representative sample used, limited in scope though it was, is sufficient to enable the generalization of the findings on the study of leadership styles at selected CSOs.

---

[1] Honorable Chinamasa (Ibid)

Definition of Terms

- *Leadership,* has many definitions, for the purpose of this study, Hersey, P. & Blanchard, K, (1988) leadership shall refer to 'a process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation.'

- *Leadership style*, In the words of McGregor "style can be defined as 'the method of coping with organisational reality which evolves out of trial and error and is not deliberately adopted or eventually recognised by the leader". Style is related to one's model of organizational behaviour. The leader's *style* or manner of dealing with the organization's members and communicating with them contributes to or detracts from the group's overall functioning. Lippitt and White (1943) identified three general approaches to these interactions: *authoritarian* leadership style, *democratic* leadership style, and *laissez-faire* leadership style.

- **Hersey and Blanchard Leadership Styles:** *High-task/low-relationship leader behaviour* (S1) is referred to as "telling" this result from leader's assessment of follower taking into account follower's ability, willingness and readiness to execute given task. As a result this relationship is driven more by task. Hence the leader tends to inform the follow on what to do, how to do it and when to do it (Hersey et al., 1996). *High-task/high-relationship behaviour* (S2) is referred to as "selling", this level of engagement is characterised as such because the leader understands that the follow is able ready but unwilling. As a result the leader tends to encourage follower emotionally. This tends to work as follower and leader are both interfacing and exchanging ideas though the leader returns the final say or instruction (Hersey et al., 1996).

High-relationship/low-task behaviour (S3) is called "participating" this is a higher level of engagement between the follower and the leader. The follower is more able and willing to take on the task. The level of knowledge of follower in issues and processes is very high hence more confidence from the leader. Two-way communication is very high and follower and leader are more on relationship than task behaviour (Hersey et al., 1996).

Low-relationship/low-task behaviour (S4) is labelled "delegating" This is a higher level of engagement as the leader is more confident hence allowing the follower to make decision and implement actions that can positively contribute to the growth of the organisation. The followers have ability, a higher level of readiness and are willing and able to take more tasks with less supervision (Hersey et al., 1996).

- *Civil Society Organizations,* as defined by Taylor, R. (2002: p339-349) refers to organising at individual or collective level outside Government or the State taking different forms of groupings including barial societies, clubs, networks or community driven organisations

- *Organizational Growth, t*o measure the growth of the organisations selected this study uses, Kimberly (1976) formula which including employees, assets, membership and annual budget over a period of time.

CHAPTER II: LITERATURE REVIEW

Introduction: Organisational Growth and Leadership

The study of organisations have and continue to be central in today's behavioural literature and the quest to understand the dynamic role they play how they grow and execute their mandates as noted in Weinzimmer, L (1998: 235-262) continue to occupy a critical space within the behavioural sciences. Many scholars are not in agreement on what variables or determinant of organizational growth should be used hence one can find very little discussion regarding appropriate measures of organizational growth according to Birley & Westhead, (1990: 535-557).

Researchers have used a myriad of approaches as postulated by Weinzimmer, L (1998: 235-262), the growth of organisations including private companies, public bodies and non-state actors such as civil society organisations remain a contested arena as the instruments to measure the growth and success of these organisations continue to vary from one scholar to the other as highlighted in Whetten, (1987:335--358). Several critics of organizational studies have questioned whether researchers devote sufficient attention to ensuring that their measurement constructs are appropriate (Churchill, 1979: 64-73; Mitchell, 1985: 192--205; Podsakoff & Dalton, 1987: 419--441).

Although organizational growth has remained a central area of research in organization theory and strategy, researchers have found many inconsistencies regarding the objective

factors leading to organizational growth (Birley & Westhead, 1990: 535-557; Davidsson, 1991: 405--429; Kazanjian, 1988: 257--279; Whetten, 1987: 335--358). Some scholars argue that using one variable such as budget or sales is not enough to explain the growth of an organisation hence the need for a systematic approach that includes key variables that can be cross examined over time is critical.

Thus, leadership has been a pre-occupation of human beings since the beginning of life Bass, (1990: 19-31). Knowing and understanding how communities, organizations and even governments are led can only contribute to inclusivity, stability and harmony. Thus understanding leadership is beyond necessary for a variety of reasons. Leadership is required to complement organizational systems Katz and Kahn (1978: 242) and enhance subordinate motivation, effectiveness and satisfaction Bass, (1990:25). Strategically, leadership is necessary to ensure the coordinated functioning of the organization as it interacts with dynamic external environment Katz and Kahn (1978: 489).

Leadership and Civil Society Organizations Defined

Leadership remains a highly contested, highly talked about and studied abstract and as Stogdill (1974, p.259) argues, it still remains controversial and yet many scholars continue to proffer different types of leadership models and theories in a bid to unpack and offer practitioners both in the private and public sectors a starting point either for developing leadership skills or sharpening existing skills towards better interface between the leader and follower. In defining leadership, Rauch & Behling (1984: 46)

sees it through the ability of individuals' ability to encourage by influence other followers towards successful implementation of a given mandate or cause. While for Jaques & Clement, (1994: 4) leadership involves the one mantra personification and individualization of a cause and that individual's ability to canvas support from followers and non-followers towards achievement of set goals. In recognizing all the above leadership definition and for the purpose of this research and according to Hersey & Blanchard (1988: 86), leadership involves the ability of influencing a group's response to the cause and attainment of set objectives and goals.

While there has been no consensus as to the meaning of Civil Society there have been attempts to define civil society by Taylor, R. (2002: p339-349) to mean, 'the totality of social institutions and associations both formal and informal, that are not strictly production related, governmental or familiar in character' Biekart (1999: 30) while Sarah Michael (2004: 3) views these actors as, 'independent development actors existing apart from governments and corporations, operating on non-profit basis with an emphasis on voluntarism and pursuing a mandate of providing developmental services, undertaking communal development work or advocating on development issues'.

As argued by Lewis, D. (2001; 1) civil society is broadly representative of society outside the private sectors and or Government this accession is also supported by Van Rooy, (1998, p. 30). Cohen (1992a; 119-120); Yeung, A. B. & Centre for Civil Society (2006:11) defines civil society as the space that is systematically organised to identify

State short-comings in areas that either violate fundamental citizen rights and at the same time work towards promoting the upliftment of the ordinary citizen including protecting citizen rights beyond the state. Hence as Putnam (1993&2000); Lewis D. (2001:47) "civil society is usually seen as being situated beyond the household."

It is imperative to note its broad representation within society and its ability to take many forms including but not limited to associations, networks, institutions and individuals. For this research, civil society shall exclusively refer to Taylor, R. (2002:339)'s understanding which includes organised groupings operating outside the State/Government holding to account all elected representatives. Further, the nature of CSOs for this research would focus on membership based or network based organizations that are exclusively non-profit making operating outside the state.

Introduction to Leadership theories and Leadership Styles

In attempting to understand the complex phenomenon of leadership, many theories have been propounded from various perspectives, approaches and models. Scholars have classified these theories in various ways including but not limited to Classical, Behavioural, Situational, Contingency and contemporary. Some theorists focused on leadership characteristics (Mann, (1959: 241-270); Stogdill, (1948: 35-71), and behaviours (Blake & Mouton, (1964: 140-142), while there is an emerging perspective on comparative leadership styles and African Leadership Styles as propounded by African nationalist and the changing global environment.

Traits Theory

Theory postulates that personal characteristics (e.g. personality traits, cognitive skills, interpersonal skills) determine an individual's potential for leadership roles Furnham, (2005: 566-607). Thus, according to the Traits Theory, leadership is something intrinsic to the individual. As Parry and Bryman aptly put it, "nature is more important than nurture" (2006, p. 448); that is to say, an individual's predisposition to leadership (his or her "nature") has a greater influence than the context, this approach is essentially captured by Stogdill's (1948: 35-71) and Avolio, Sosik, Jung, & Berson, (2003: 277-307).

Critiques of the leader trait paradigm (Jenkins, 1947: 54-79; Mann, 1959:241-270; Stogdill, 1948: 35-71) prompted scholars to look beyond leader traits and consider how leaders' behaviours predicted effectiveness. This led to research on initiation of structure and consideration (Hemphill & Coons, 1957: 6-38), and established the behaviour paradigm of leadership research. The influence of the leader behaviour paradigm can be seen across leadership theories, including Fiedler's (1967) contingency model, Blake and Mouton's (1964) managerial grid, and the work on transformational and transactional leadership (the full range model of leadership; Avolio et al., 2003: 441-462; Podsakoff, MacKenzie, Moorman, & Fetter, 1990:113-142). Not only did the leader behaviour paradigm provide the basis for new theory, but meta-analytic evidence also suggests that leader behaviours are important predictors of leadership effectiveness.

Behaviour Theory

The theory under this category advances the idea that an effective leader is discernible by his or her actions Krumm, (2001: 235-278). The Ohio State Studies have been especially influential for this approach. According to Fiedler's Contingency Theory (1973), group performance is the result of the combination of its leader's characteristics and the leader's degree of control over the situation Langton & Robbins, (2007:387). Thus, the leader is either *task-focus* oriented or *relational focus* oriented; an effective leader.

Another influential model whose classification of leadership behaviour is quite similar to the categories proposed by Ohio State Studies is that of Black and Mouton (1964): their managerial grid, now called Leadership Grid Langton & Robbins, (2007), proposes two styles of behaviour: *concern for people* and *concern for production*. These behaviour styles are similar to *consideration* behaviours and *Initiating structure* presented by The Ohio State Studies, i.e. behaviour oriented toward individuals (concern for people) and behaviour oriented toward task (*concern for production*). Thus, according to Fiedler, elements of context determine the leadership.

Many different models draw from this trend, such as the **Path-Goal Theory** (1971), Fiedler's **Contingency Theory** (1967), Hersey and Blanchard's **Situational Leadership Theory** (1984), and the **Vroom and Yetton's Decision-Making Model** (1973). According to House's model (1971:321-328), the Path-Goal Theory, an effective leader

guides his employees to help them attain shared goals: he or she supports employees in order to ensure those employees' goals and collective goals coincide according to Langton & Robbins, (2007).

The Path-Goal model is rather complex and House has modified it on several occasions. House and Mitchell (1975:321-338) identified four leadership styles: directive, supportive, participative and results oriented. The choice of style depends upon a combination of subordinates' personal goals, subordinates' personal characteristics, and the work situation (Krumm, 2001: 276 - 286).

The leader's orientation to either the task *(task-focus)* or the person *(relational focus)* is measured by the Least Preferred Co-Worker (LPC) Scale, which measures the leader's degree of orientation to one or the other. A good leader tries to combine these two orientations to different degrees according to the work situation. Fiedler's work (as reported by Langton & Robbins, 2007, p. 394) outlines three "contingency dimensions" that serve to define the situation the leader faces: The leader-member relations, the task structure, and the position of power.

Vroom and Yetton's Decision-Making Model (1973) focuses on the decision-making process, as mentioned by Krumm, (2001, 250), "[t]he Vroom and Yetton Theory usually is classified as a prescriptive theory, meaning that it provides leaders with a way to choose the best decision-making method before going ahead". A series of questions allows to the leader to choose from among five methods of decision-making, ranging

from entirely authoritative to completely participatory (Krumm, 2001: 276 - 286): The method choice depends upon the leader's answers to seven types of questions.

Hersey and Blanchard's Situational Leadership Theory (1984) claims that an effective leader adapts his or her leadership style to subordinates' capacity to accomplish. That degree corresponds to the maturity of the subordinates. Thus, the leader will choose a type of leadership according to the subordinates' maturity. The situational leadership theory was introduced ten years after Fiedler's theory, and while similar in its focus on task and relationship, it differs in significant areas. Hersey and Blanchard's (1982:150), SLT represents a synthesis of widely accepted thinking about leadership. It builds upon well-researched concepts by DuBrin, (1984: 40) and marks its beginning in the 1940s at Ohio State University, where, as mentioned previously, researches focused on two Leadership behaviours, namely, initiating structure and consideration (Schein, 1980:11).

According to Hersey and Blanchard's (1982:153) Situational Leadership is based on an interplay among (1) the amount of direction (task behaviour) a leader gives, (2) the amount of socio emotional support (relationship behaviour) a leader provides, and (3) the "readiness" level that followers exhibit on a specific task, function, activity or objective that the leader is attempting to accomplish through the individual or group (followers).
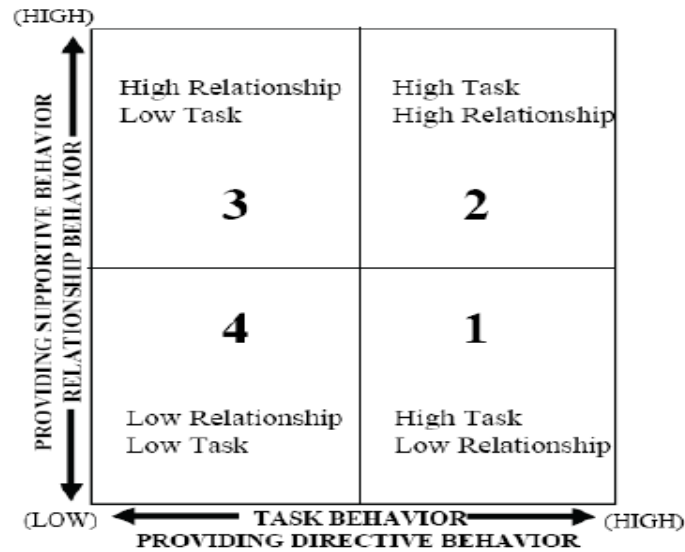
Figure 1. Four basic leader behavior styles

Figure 1, illustrates the importance of the relationship between the afore mentioned variables and make it easier for reference.

High-task/low-relationship leader behaviour (S1) is referred to as "telling" this results from leader's assessment of follower taking into account follower's ability, willingness and readiness to execute given task. As a result this relationship is driven more by task. Hence the leader tends to inform the follow on what to do, how to do it and when to do it (Hersey et al., 1996).

High-task/high-relationship behaviour (S2) is referred to as "selling", this level of engagement is characterised as such because the leader understands that the follow is able ready but unwilling. As a result the leader tends to encourage follower emotionally.

31

This tends to work as follower and leader are both interfacing and exchanging ideas though the leader returns the final say or instruction (Hersey et al., 1996).

High-relationship/low-task behaviour (S3) is called "participating" this is a higher level of engagement between the follower and the leader. The follower is more able and willing to take on the task. The level of knowledge of follower in issues and processes is very high hence more confidence from the leader. Two-way communication is very high and follower and leader are more on relationship than task behaviour (Hersey et al., 1996).

Low-relationship/low-task behaviour (S4) is labelled "delegating" This is a higher level of engagement as the leader is more confident hence allowing the follower to make decision and implement actions that can positively contribute to the growth of the organisation. The followers have ability, a higher level of readiness and are willing and able to take more tasks with less supervision (Hersey et al., 1996).

These leadership concerns seem to be a reflection of two of the earliest schools of thought in organization theory - science management and human relations. Frederick Taylor's science management movement in the early 1900s saw "man-as-machine". According to Musaazi (1988), Taylor believes that workers, motivated by economic and limited physiological wants needed constant direction. Musaazi (1988) claims that Taylor's science management approach assumed that the prime function of

administration was to maximise production or profit at minimum cost. Efficiency was of utmost importance.

According to Hersey (1992:182) cited by Hanke N. D. (2011), "*Telling* is characterised by one-way communication. Furthermore Hersey (1992:182) states that the human relations movement, initiated by Elton Mayo and his associates in the early 1930s argues that in addition to finding the best technological methods to improve output, it was beneficial to management to look into human affairs and interpersonal relations. The function of the leader under human relations was to facilitate cooperative goal attainment among followers while providing opportunities. This is in line with the leadership style of *Selling* postulated by Hersey and Blanchard (1993:183). *Selling* is characterised as high task/high relationship whereby most of the direction is still provided by the leader. The leader also attempts through two-way communication and socio-emotional support to get the followers, psychologically, to "buy into" decision that have to be made.

As postulated by Keith and Girling (1991:214-250) cited in Hanke N. D. (2011), "*participating,* correlates with the behavioural science... in the *participating* style of leadership, the leader and followers share in decision making through two-way communication and much facilitating behaviour from the leader." Further Hersey (1992:123) clarifies that the *delegating* style involves letting followers "run their own show". Thus according to Hanke N. D. (2011), "the leader delegates since the followers

are high in readiness, have the ability, and are both willing and able to take responsibility for directing their own behaviour." This style is similar to empowerment. Being empowered means to have choice and control as asserted by Keith and Girling, (1991:140). The possibility of participating in the definition of organisational goals and strategies contributes to a greater sense of mastery and self-esteem Carpinter, (1971:460-465). Accordingly, Ranter (1977:88) suggests why empowerment tends to be associated with improvements in productivity: When employees at lower levels of the organisational hierarchy have a chance to share in power from above, they feel greater fulfilment of their psychological needs, experience greater team identity and become more participatory and more satisfied.

Contextualizing Leadership Styles

When leaders interact with followers they employ combination of traits, skills and behaviors' that is called leadership style according to Lussier, (2004). Leadership style is a variable that has received significant attention in the management literature as asserted in Tope Adeyemi-Bello, (2001), leadership style is defined in this study as the extent to which a leader is people oriented or task-oriented using Hersey's situational leadership styles. Different theories and assumptions leads to a number of different leadership styles that includes authoritarian, democratic and laissez faire.

Leadership style, more than leadership traits, determines leader effectiveness. Laurle J Mullins' defined leadership style as 'the way in which the functions of leadership are

carried out, the way in which the manager typically behaves towards members of the group." In the words of McGregor (1960:34) "style can be defined as 'the method of coping with organisational reality which evolves out of trial and error and is not deliberately adopted or eventually recognised by the leader". Style is related to one's model of organizational behaviour. The leader's *style* or manner of dealing with the organization's members and communicating with them contributes to or detracts from the group's overall functioning. Lippitt and White (1943: 271-299) identified three general approaches to these interactions: *authoritarian* leadership style, *democratic* leadership style, and *laissez-faire* leadership style.

Authoritarian, or autocratic, leadership relies on legitimate, coercive, and reward power to influence others. Sometimes these leaders are aggressive, parental, and dictatorial in their dealings with the group. However, while these approaches often work well in crisis situations, a constant use of this style can cause followers to be apathetic and productive when the leader's back is turned. In other words, when a leader constantly uses authoritarian leadership, the group members fail to develop a sense of ownership of their work. They will work if they are watched, but perhaps since they do not feel a part of the decision making process, they are not motivated to do more than absolutely necessary. Also, they may become accustomed to the parental guidance of an autocratic leader and rely on it for motivation.

Democratic leaders, on the other hand, share the decision making process. Members tend to be more satisfied and less frustrated when they play a part in the group's functioning. Sometimes the designated leader will still make the final decision after consulting the group members, but they feel more validated if their ideas are considered; and they are usually more motivated to implement the decision. Usually groups take longer than individuals to reach a decision, but often the morale payoff is worth the additional time. Lippitt and White found that "in general authoritarian groups were highest in quantity, while the democratic groups were highest in quality of product and in morale" as stated in Stogdill, (1974, 205).

Laissez-faire leaders exert little or no influence on the group. In essence, these groups are a collection of equals. Depending on the definition of leader, some would argue that these groups do not have leaders. As mentioned earlier, perhaps laissez-faire leadership would better be defined as a function of group process rather than as an activity one person performs. Since no one dominates the group, the members rely on each other for direction. This can work if the individuals are capable and driven; however, it can fail if the group is unmotivated or immature in the task.

Lewin, Lippitt, and White (1939: 271-301) hailed democratic leadership as the best of the three styles, but no one style is indicated all of the time. Democratic leadership works well when non stressful, moderate conditions prevail, but autocratic leadership is more suitable during a crisis or high stress situation. Even the laissez-faire style can

work well if the group is self-directed and motivated. The situational theorists would tackle the question of appropriate leadership style twenty years after the initial studies by Lewin, Lippitt, and White (1939: 271-301).

Hersey and Blanchard Leadership Styles

High-task/low-relationship leader behaviour (S1) is referred to as "telling" this results from leader's assessment of follower taking into account follower's ability, willingness and readiness to execute given task. As a result this relationship is driven more by task. Hence the leader tends to inform the follow on what to do, how to do it and when to do it (Hersey et al., 1996).

High-task/high-relationship behaviour (S2) is referred to as "selling", this level of engagement is characterised as such because the leader understands that the follow is able ready but unwilling. As a result the leader tends to encourage follower emotionally. This tends to work as follower and leader are both interfacing and exchanging ideas though the leader returns the final say or instruction (Hersey et al., 1996).

High-relationship/low-task behaviour (S3) is called "participating" this is a higher level of engagement between the follower and the leader. The follower is more able and willing to take on the task. The level of knowledge of follower in issues and processes is very high hence more confidence from the leader. Two-way communication is very high and follower and leader are more on relationship than task behaviour (Hersey et al., 1996).

Low-relationship/low-task behaviour (S4) is labelled "delegating" This is a higher level of engagement as the leader is more confident hence allowing the follower to make decision and implement actions that can positively contribute to the growth of the

organisation. The followers have ability, a higher level of readiness and are willing and able to take more tasks with less supervision (Hersey et al., 1996).

Conceptualizing Organizational Growth

Whetten (1987: 335-358) cited in Weinzimmer L. (1998: 235-262) notes that, "size is an absolute measure, whereas growth is defined as a relative measure of size over time" and that many have undertaken to understand the growth of organisations but as Weinzimmer L. (1998: 235-262) argues tended to use "a single dimension of change in size, rather than using multiple dimensions" also see (Birley & Westhead, 1990: 535-557). While other scholars have identified this gap key agreement is according to Weinzimmer L. (1998: 235-262) is that, "…Although these measures may be correlated empirically, they do differ conceptually." Weinzimmer L. (1998: 235-262) further contents that, "Regardless of the type of organization, researchers should use a theoretical rationale for selecting any measure."

Both Child (1973: 168-185) and Kimberly (1976: 571-597) contended that organizational size cannot be measured by simply considering sales, and they urged that multiple concepts be considered. To assess the degree to which leadership styles influence outcomes, the study measures organizational growth by incorporating all three approaches commonly used in previous literature: growth in revenue, Membership, employees, and assets.

CHAPTER III: RESEARCH METHODOLOGY

Introduction

This chapter provides with a summary and overview of how the research was conducted. It summarizes the methods used for data collection and analysis, the obstacles encountered and the mechanisms to circumvent them. Research on leadership styles and organizational growth may be either qualitative or quantitative, but for this study, the researcher adopted a mixed method approach whose instruments will be discussed below. The chapter will also cover sampling techniques, data collection methods, ethical consideration as well as research instruments. Finally it also provides with insight into the limitations of the study and how the researcher maneuvered the research environment.

Research Design

Secondary Literature Data Review

Literature review sources ranged from journal, articles and academic work of authors from different backgrounds. Scott (1990)'s four criteria for assessing the quality of documents guided data collection for this process which are:

i. Authenticity: To ascertain if the evidence gathered for the study is genuine and of unquestionable origin;

ii. Credibility: To find out the extent to which the evidence gathered is free from error and distortion;

iii. Representativeness: That is, whether the evidence obtained is typical of its kind or not;

iv. Meaning: To find out the extent to which the evidence gathered is clear and comprehensible.

Data from the literature review provided with definition of terms such as leadership, flagging of different leadership styles and models within different contexts and also assisted in benchmarking of study findings.

ii. Primary Data

Three (3) data collection tools were used to collect information from the various respondents involved in this research study that is Demographic Analysis Template, Questionnaire and Key Informant Interview Guide. The tools allowed for stronger triangulation to increase reliability of conclusions.

Demographic Analysis Template

Demographic Analysis Template was used to collect information from all respondents relating to age, sex, qualifications, years in management position and years in the organisation. This information was important to find also the influence of demographic characteristics on leadership style choice and ultimately organizational growth.

Key Informant Interviews

In order to acquire expert information on leadership and organizational growth key informant interviews were conducted with various ex-civil society organizations' directors and managers as well as experts in leadership who have broad experience of working in or with civil society organizations. These diverse perceptions from different groups helped to strengthen the findings, conclusions and recommendations of this study.

Unstructured Questionnaire

An unstructured questionnaire was used to collect data from Directors, middle line managers, employees and key leadership experts. This tool enabled collection of data from different sources in a uniform manner. The use of a questionnaire reduced bias and attachment of the researcher to influencing research findings. The tool for questionaires used in the study is Hersey's (1992) "Leader Effectiveness and Adaptability Description" - LEAD SELF and LEAD OTHER which was developed as an outgrowth of the Situational Model developed by Paul Hersey (1976) and the Situational Leadership Theory proposed By Hersey and Blanchard (1972).

Population

The target population for this study is Directors, Senior Managers a selected cohort of the studied five civil society organisations and practitioners.

Sampling

It is widely agreed that sampling allows for researchers to narrow down their focus of research depending on the nature, form and frame of the research to a 'sub-set of population' which represents a sample. It is also imperative to note that the identified groups or individuals for the study or research are by extension representative of the larger group. According to Given, L. (Ed.) (2008) it is usually the set research objectives and population of the study that determines the sample size. For the purpose of this study and specifically for the qualitative aspect of the research, the study will use purposive sampling.

Purposive Sampling

Purposive sampling commonly referred to as selective or judgmental is a sub set of sampling techniques drawn from a type of non-probability sampling technique. This means that selection of subjects/groups to be interviewed is done by the researcher given his or her knowledge of the target group. It is further important to note that it is not the purpose of the research to randomly select actors or groups to be included in the sample as other techniques might require. Rather purposive sampling would allow the research to focus attention on identifiable groups or individuals who are willing and able to answer research questions and add value to the research

Sample Size

The sample in this study consisted of five (5) Directors of selected civil society organizations and five (5) senior managers from the same selected civil society organisations. All senior managers reported directly to the Directors of the selected civil society organisations.

Ethical Considerations

Confidentiality: Demographic information was only obtained after obtaining verbal consent from the respondent. All respondents were assured that their personal data shall be managed with strict confidentiality and will be used solely for this research study.

Anonymity: Due to the sensitive nature of this research and the personal involvement especially of employees anonymity was taken with high regard. No personal responses or information shared by the employees or line managers was to be made public with any person affiliated with that organisation. Also no identification markers were to be used even in presentation of the study findings so as to ensure privacy and anonymity of all respondents who provided information.

Data Analysis Procedures

Two questionnaires were administered. The first questionnaire was administered to the Directors of selected Civil Society Organisations in this study, which consisted of the

questionnaire on self (LEAD SELF). LEAD SELF measures self-perception of how an individual behaves as a leader (Hersey and Blanchard, 1993:166).

The second questionnaire was distributed amongst employees of the same selected civil society organisations in this study and solicited the employees' perceptions of the Directors (LEAD OTHER). LEAD OTHER reflects the perceptions of leaders' followers, supervisors and peers or associates (Hersey and Blanchard, 1993:166).

In the main, the LEAD SELF measured the self-perception of Directors of their own leadership styles and the LEAD OTHER reflected the perception of employees of the leadership styles of Directors.

i.   Content Analysis

Qualitative data obtained from the research was analysed using content analysis. Content analysis was more appropriate for analyzing findings and synthesizing them as well as interpreting them for this study. Content Analysis according to Bryman (2001) is an approach to the analysis of documents and text that seeks to qualify content in terms of predetermined categories and systematic and replicable manner". Data analysis was done on the responses received from Directors, organization employees and leadership experts and extrapolating information that answers to the research questions outlined for the study. This process explicitly revealed factors that

Babbie et al (2005) stress that, "content analysis is important as typically qualitative researchers opt for depth, preferring to base their judgments on a broad range of observations and information, even at the risk that another observer might reach a different judgment of the same situation".

ii. Descriptive (Quantitative) data from study questionnaires was analyzed using the Statistical Package for Social Sciences (SPSS). After data was entered and cleaned using CS Pro, the cleaned data sets were exported to SPSS for analysis. SPSS allows for deducing of frequencies and descriptive statistics which were essential in presentation of findings for this study. "One of the advantages of SPSS is that one can import data from other sources, when data is organized as a database and can do multivariate data analysis" (Paura et al, 2012).

CHAPTER IV: DATA PRESENTTION, ANALYSIS AND INTERPRETATION

Introduction

This chapter discusses the findings and conclusions of the study. The chapter begins by presenting the demographic characteristics of the respondents. This is followed by the presentation of the views of the Directors and their direct reports. In doing this, the analysis is based on both quantitative and qualitative data analysis and interpretation.

Presentation of data

Demographic characteristics of respondents

It was important to analyses the background characteristics of the various respondents of the study; that is the Directors and senior managers reporting to them. Their characteristics have a strong bearing on the study's findings relating to the research questions.

Age of Directors and Senior Managers

The age of Director respondents' was analyzed. The findings revealed that 60 percent of Directors who participated in the study were between the ages of 31 and 40 years. The summary of the above analysis is clearly indicated in Figure 1 below. As shown below, the age of senior managers was analyzed in order to understand their characteristics better. The analysis shows that 40 per cent of senior managers were between 22 and 30 years, another 40 per cent is between 31 and 40 years while 20 per cent is between 41-49 years.
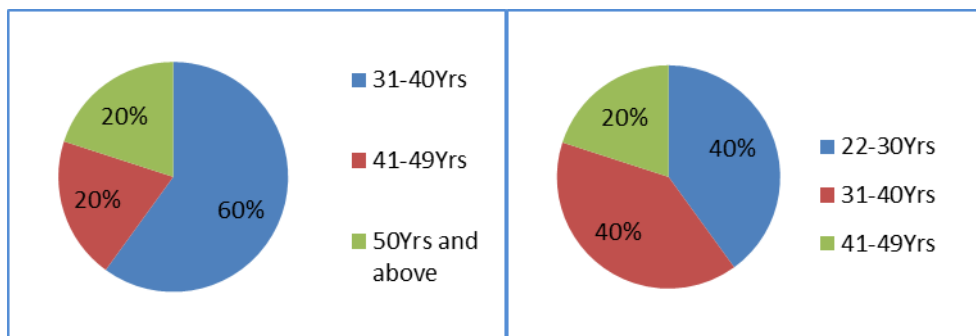
Figure 1: Age of Directors   **Figure 2: Age of Senior Manager**

Gender of participants

The researcher included the gender of the respondents in order to establish the magnitude to which each of the sexes influences leadership and organizational growth within the selected organisations. Males constituted Eighty (80) per cent of Directors respondents and only twenty (20) per cent were female, while among senior managers, males constituted sixty (60) percent and females were forty (40) percent.

Figure 3: Directors Gender   **Figure 4 Senior Managers Gender**

Organizational Growth

The purpose of this section on the questionnaire was to determine the key determining variables of organizational growth including organizational budget, Staff retention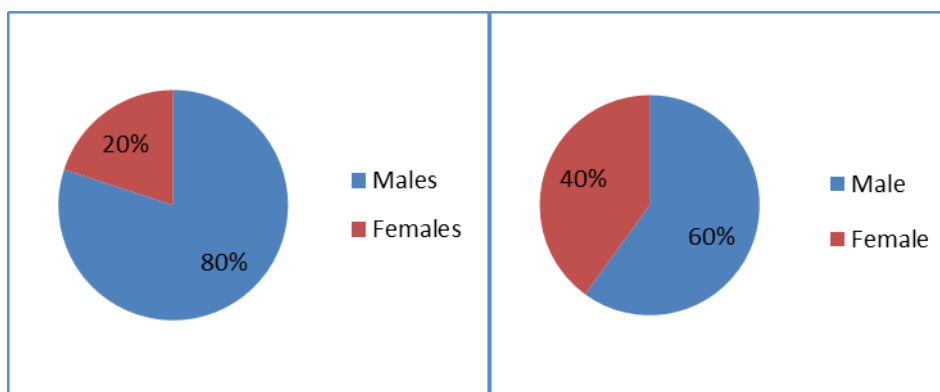, Assets (in this case number of cars and property owned), and membership over a period of five years. It was noted that, of the five organizations only four organizations provided traceable information with regards their institutional affairs, all four organizations' show gradual increase in annual budgets, assets and membership.

Section A: CSO 1

Below, the budget for CSO1 shows a positive gradual increase over the five year period under review. In 2008, total annual budget for the organisation was just under five hundred thousand dollars and have increased to almost two million over the four years. While leadership style can be attributed to the rise in budget, it is imperative to note that the nature of the organisation allows for it to receive and gain traction during electoral process. None the less, it can be argued that these factors are the same to any other organisation hence leadership style plays a critical role in the rise of the organisation.
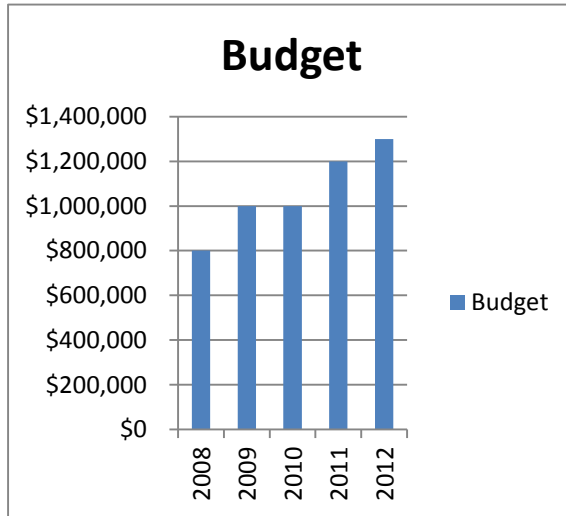
Budget

Figure 5: Annual Budget, Membership and Staff retention for five years 2008-2012
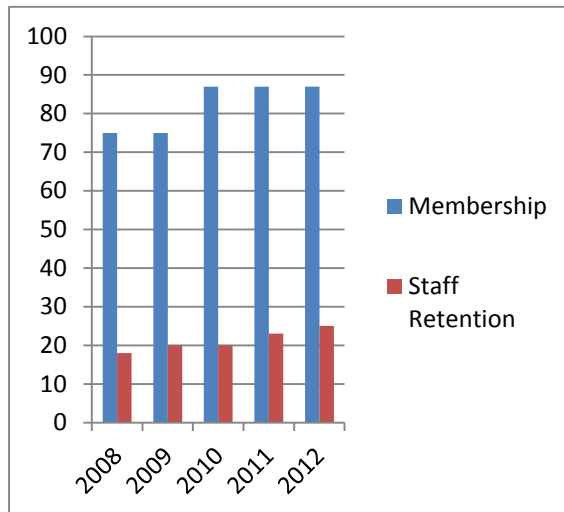
Figure 6: Annual Budget, Membership and Staff retention for five years 2008-2012

When other variable for organizational growth are considered, the same gradual incremental trend is noticeable. For instance the staff retention was stable throughout the five year period with membership increasing from 75 active organizations within the coalition in 2008 and 2009 to 87 membership by 2012. Other asserts such as vehicles increased from three in 2010 to five by 2012.

Section B: CSO2

Below, the budget for CSO2 shows a gradual decrease over the three year of available data between 2010 and 2012. It was further observed that during this period 2008 – 2012 the organisation had a leadership change and these changes might in part explain the decline in annual revenue. While leadership style can be attributed to the decline of the revenue it is important to note that the decline is largely linked to the leadership change which resulted in change of style. In turn the current leadership style might has not yet gained traction internally and externally (referring to funding organisation).
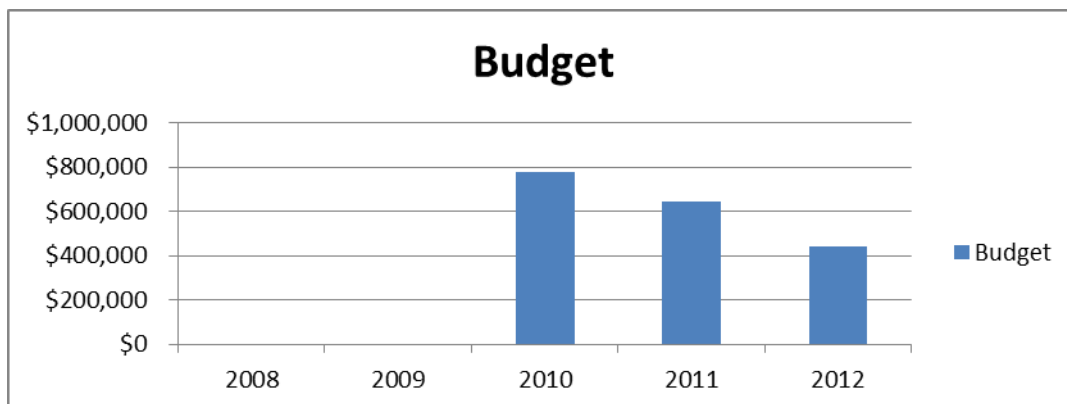
Figure 8: Annual Budget for five years 2008-2012

Membership was stable at 39 affiliate organisations throughout the five year review period while staff retention fluctuated upwards between 2010 and 2011 reaching 25 only to sharply decline to 15. The triggers to the fluctuation and stagnation remain wide and inconclusive, however it is the study' key finding that the turbulent nature of leadership transitions took a negative turn for the organisation.
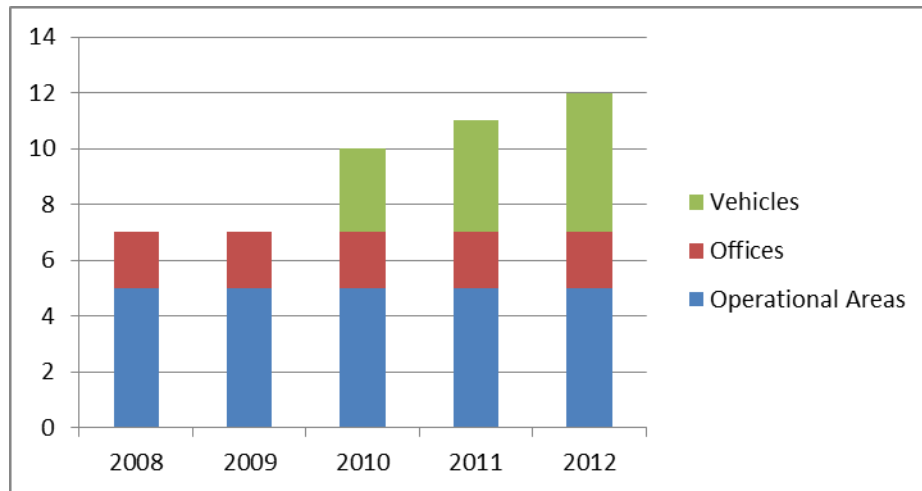

Figure 9: Organisational variables over the period of five years

Section C: CSO3

Below, the budget for CSO3 shows a positive gradual increase over the five year period under review. In 2008, total annual budget for the organisation was just under twenty-five thousand dollars and have increased to one hundred thousand dollars over the five year period.
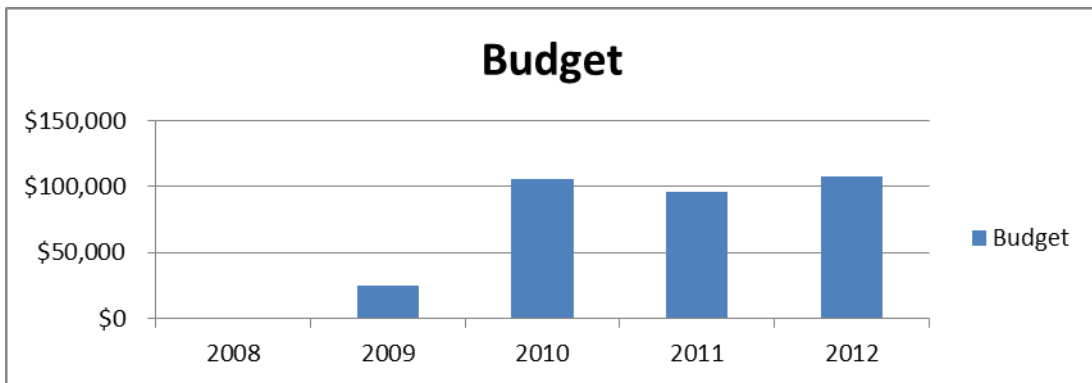
When analysis shifted to other variables, CSO3 enjoys a steady growth and stability with a membership of 84 in 2012 from 11 in 2009. An increase in the number of areas of operations, in 2009 the organisation was only operating in two provinces Harare and Bulawayo by 2012 the organisation was operating in all ten provinces of Zimbabwe.
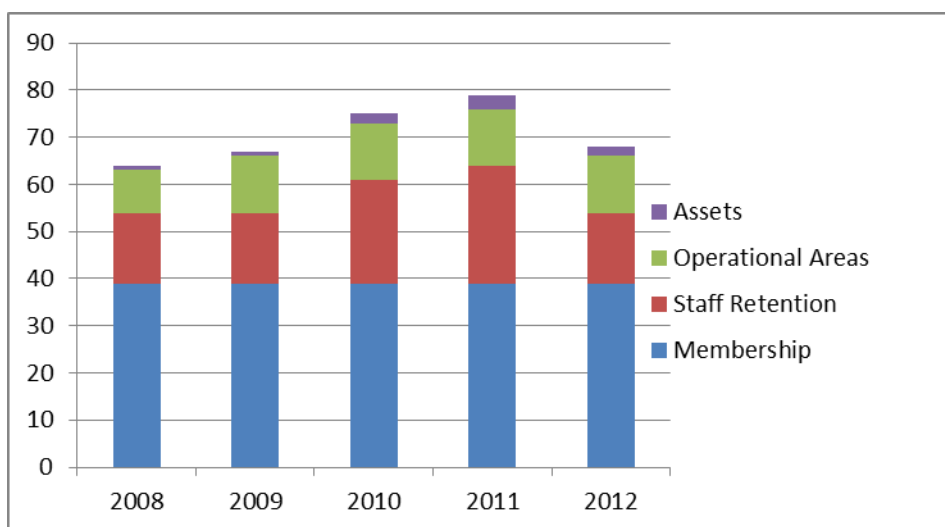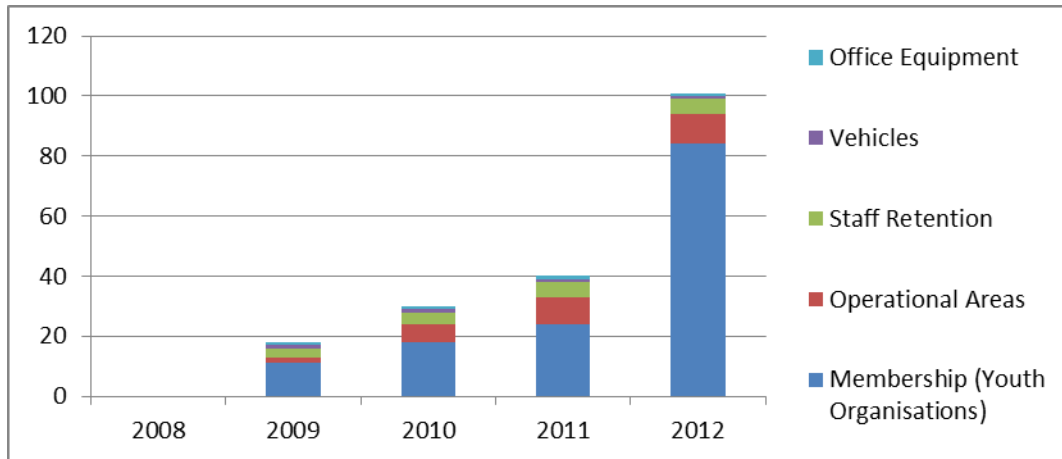
Figure 11: Organisational variables over the period of five years

Section D: CSO4

Below, the budget for CSO4 shows a positive gradual increase over the five year period under review. In 2008, total annual budget for the organisation was just under five hundred thousand dollars and have increased to almost two million over the four years. While leadership style can be attributed to the rise in budget, it is imperative to note that the nature of the organisation allows for it to receive and gain traction during electoral process. None the less, it can be argued that these factors are the same to any other organisation hence leadership style plays a critical role in the rise of the organisation.
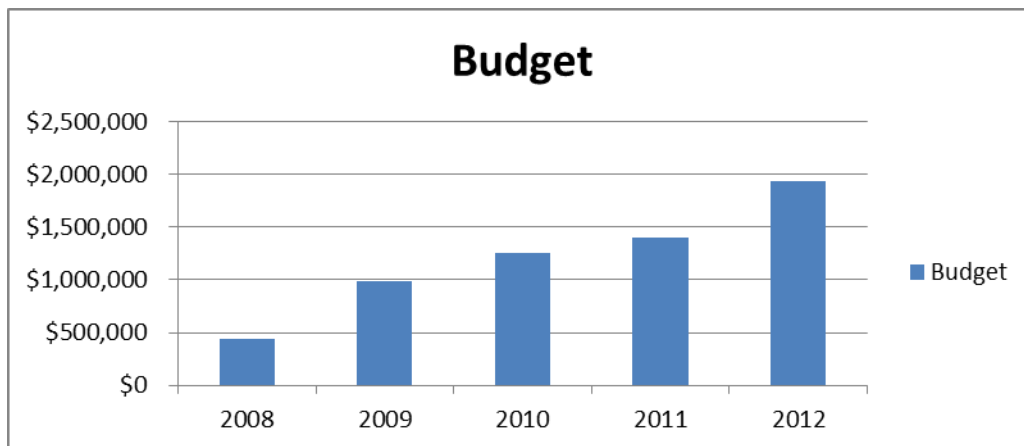
Figure 12:Annual Budget for five years 2008-2012

The other organisational variables for CSO4 show a similar positive growth trajectory. In 2008, the organisation had three cars only by 2012 the organisation had ten cars and maintained one (house) property as main office in Harare throughout the same period. In addition, the organisation has over the five years employed more people from 22 staff members in 2008 to 25 staff members in 2012.
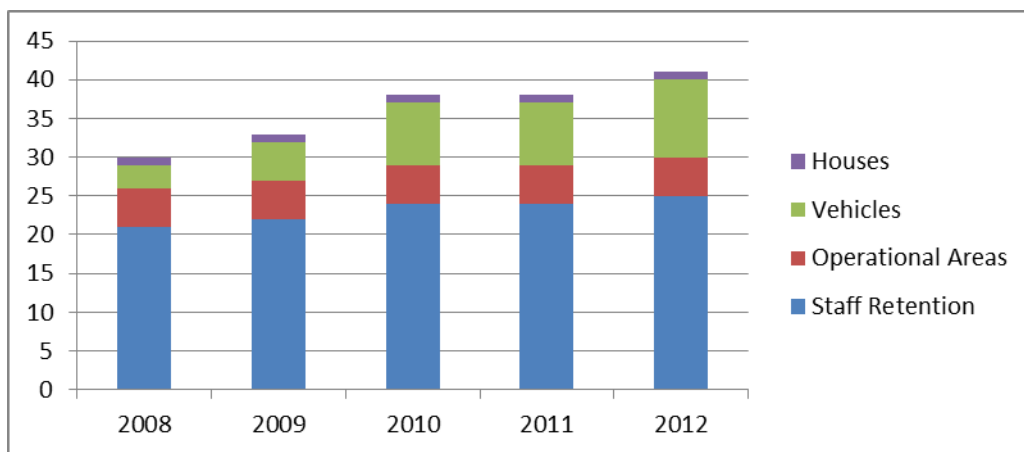
Figure 13: Organisational variables over the period of five years

Directors' views on democratic leadership

The purpose of this section on the questionnaire was to determine the Directors' views regarding the use of democratic leadership style in order to enhance organizational growth. Several questions were posed. When specifically asked about their views regarding the extent to which or not the Directors consult their senior managers before making decisions pertaining to the organization, forty percent strongly disagreed, another forty percent agreed while twenty percent strongly agreed.
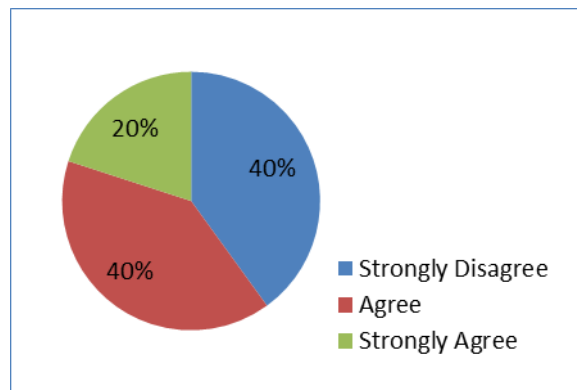
Figure 14: Consulting your senior managers before making decisions pertaining to the Organisation

The next set of questions presents a different picture. When asked whether or not they often invite their senior managers to engage in addressing administrative problems, 60

per cent responded that they did not invite senior managers to engage in addressing administrative problems. However, 40 per cent said they did.
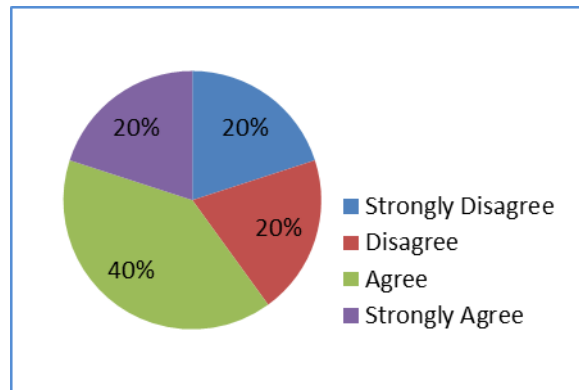
Figure 15: You often invite your senior managers to engage in addressing administrative problems

When the question was asked differently, whether or not delegation of powers to subordinates in the these Organizations strongly exists, 25 per cent strongly disagreed, while 75 per cent responded that there is delegation of powers to subordinates in the these Organizations with 25 percent strongly agreeing while 50 percent agreed.
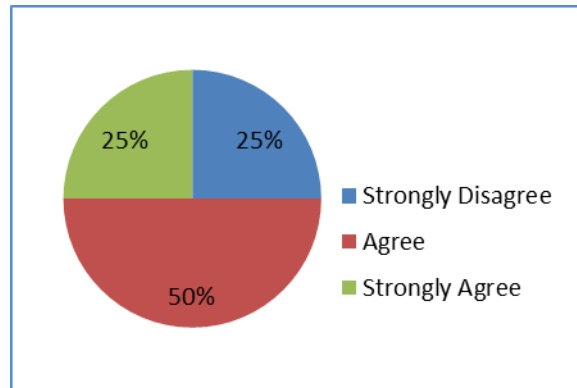
Figure 16: Delegation of powers to subordinates in this organisation strongly exists

The results show that Directors agreed that there is respect for senior managers' opinions regarding these Organizations improvement exists. Of that per cent, 60 per cent strongly agreed while 40 percent agreed resulting in a strong hundred percent confirmation on the importance of senior managers' opinion.
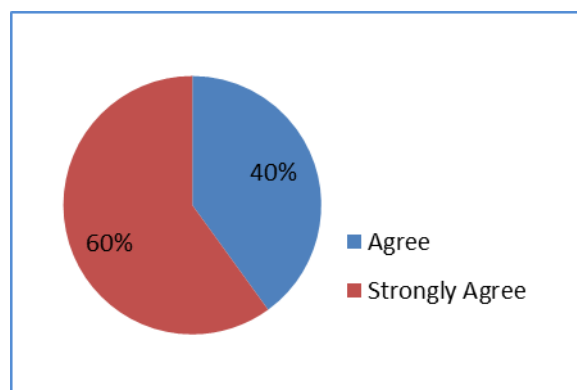
Figure 17: Respect for Senior Managers opinions regarding organisational improvement exist

Senior Managers' views regarding the use of democratic leadership styles

In the analysis above, Directors were asked to rate their views regarding the use of democratic leadership styles. This question is reversed and is asked to senior managers.

In the first instance, senior managers were asked to rate the extent to which they participated in decision-making. Eighty (80) per cent agreed that they did and only twenty (20) percent strongly disagreed and said they did not participate in decision-making.
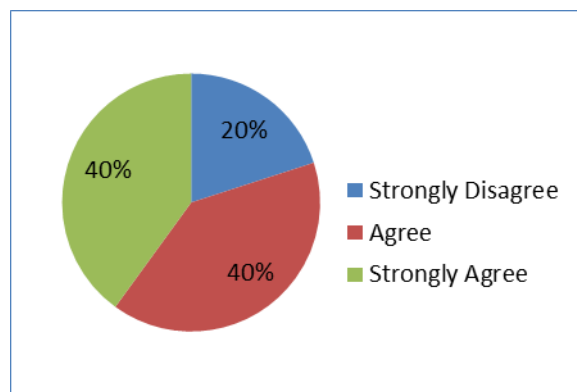
Figure 18: Senior managers participate in decision making

When asked the extent to which senior managers consult fellow managers before making decisions pertaining to the business, one hundred (100) per cent said they did, with sixty (60) per cent of that figure strongly doing so and only forty (40) per cent agree to consulting fellow managers.
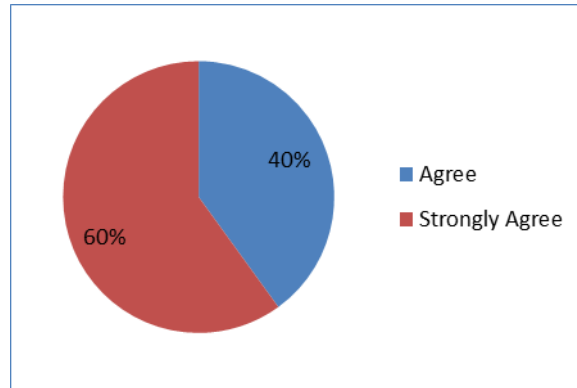
Figure 19: Senior managers consult fellow managers before making decisions pertaining to organisation

Directors were asked whether senior managers are engaged in addressing leadership problems in the organization. The result shows that eighty (80) percent of senior managers are engaged in addressing leadership problems, with twenty (20) per cent feeling they are not engaged.
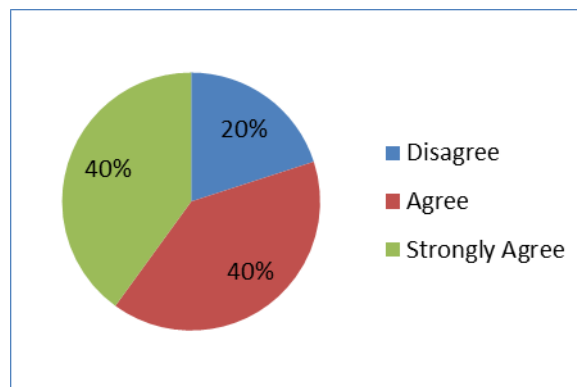
Figure 20: Often you engage in addressing leadership problems

This result correlates to the question whether solving administrative problems with senior

59

managers improves organizational growth: all senior managers feel that their involvement in solving administrative problems improves success of the business with eighty (80) percent of the managers strongly agreeing.
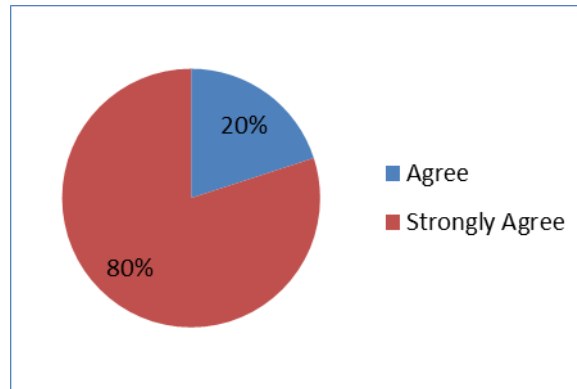
Figure 21: Solving administrative problems with fellow senior managers improves organizational success

When asked whether or not Senior Managers were involved in setting targets for the organization, eighty (80) said they there were involved in setting targets for the organization with forty feeling more involved while twenty (20) percent said they were not involved.
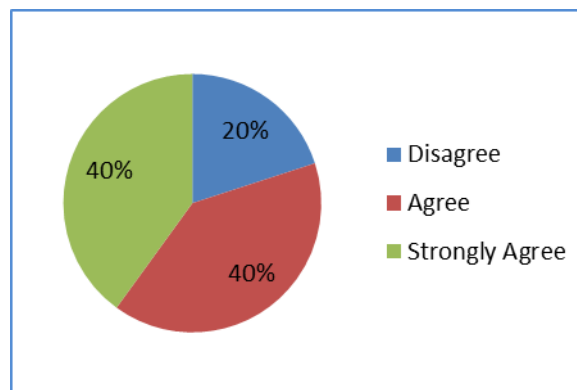
Figure 22: Senior managers are involved in setting performance targets for the organisation

Senior Managers were asked whether or not they shared leadership roles in the organization. Eighty per cent agreed that senior managers share leadership roles in the organization. However, twenty per cent disagreed.
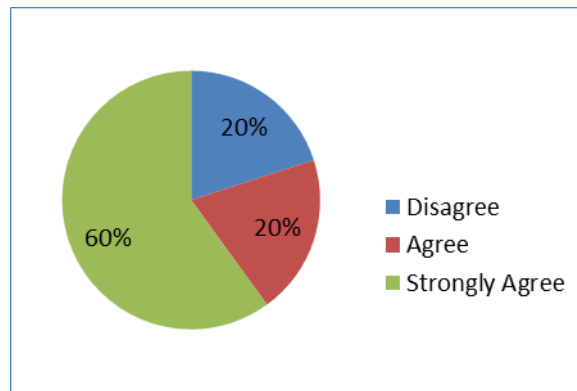
Figure 23: Organisational leadership roles are shared by the senior managers in this organisation

Senior Managers were asked whether or not delegation of powers to subordinates in the these Organizations strongly exists, sixty (60) percent strongly agreed that there is delegation of powers to subordinates with twenty (20) per cent of that figure strongly disagreeing. Another twenty (20) percent said there was no delegation of powers.
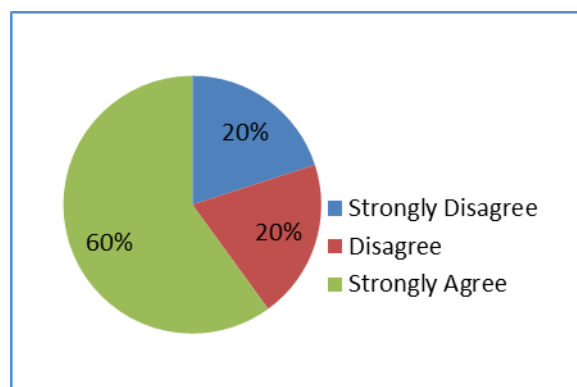
Figure 24: Delegation of powers to subordinates in this organisation strongly exist

On the question whether or not there is respect for senior managers' opinions regarding these Organizations performance, all senior managers said there was respect for their opinions regarding the performance of the these Organizations – sixty (60) per cent of that figure strongly agreed.
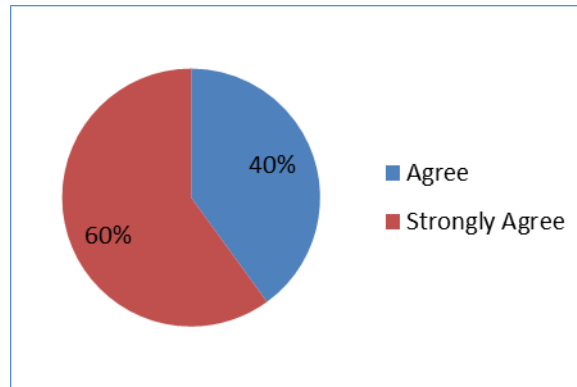
Figure 25: In this organisation there is respect for fellow senior manager's opinions regarding organizational performance

Finally, all Senior Managers reported that they participate in determining these Organizations resource allocation and utilization with sixty percent strongly agreeing.
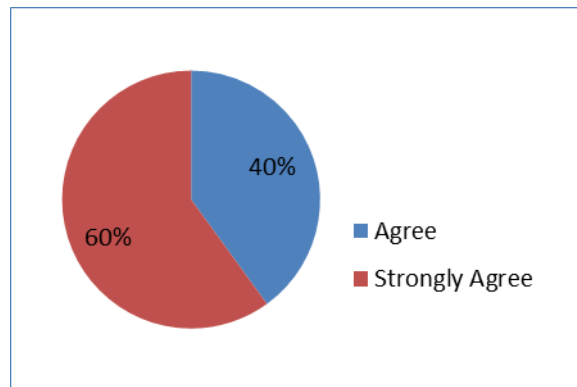
Figure 26: Senior managers participate in determining resource allocation and utilization in this organisation

Directors' views regarding the use of laissez-faire leadership style

Directors were asked whether or not Senior Managers had freedom to do as they think best in the interest of promoting the success of the organization, sixty percent disagreed with forty percent strongly disagreeing while forty percent agreed.

Figure 27: Senior managers have freedom to do what they think best in the interest of promoting the success of the organisation

Directors were asked if it would be accurate to say that they fully left senior managers to make decisions pertaining to organizational performance without intervention. Forty (40) percent said it would not be accurate that they fully left senior managers to make decisions pertaining to organization performance without intervention. However, sixty (60) per cent reported that they did.

Figure 28: It would be accurate to say that you fully leave the senior managers to make decisions pertaining to organisational performance without intervention

When asked whether decisions are made from below and they come later to the top, Directors agreed, while twenty percent strongly disagreed.
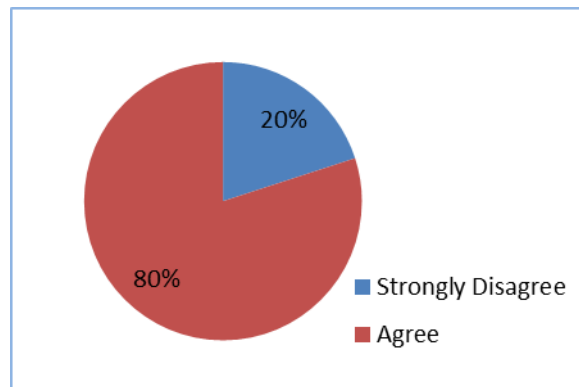
Figure 29: Decisions are made from down and they come later to the top

In response to a question whether there is free delegation of responsibilities and duties in their organisations, eighty percent agreed that to be the case while twenty percent strongly disagreed.
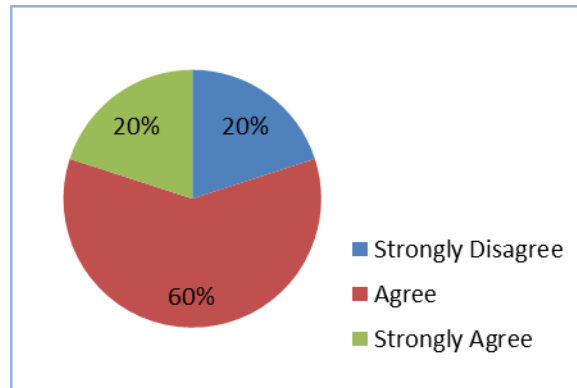
On asked whether Directors leave their senior managers to make decisions on programmes and activities without prior intervention sixty percent agreed while forty percent disagreed.
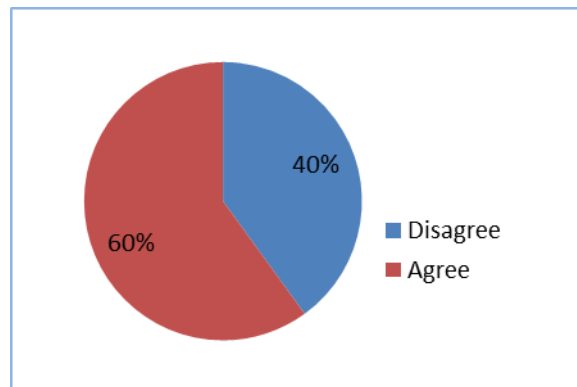
Figure 31: I leave my seniors to make decisions on programmes and activities without prior intervention

Senior Managers' views on the use of laissez-faire

Senior Managers were asked whether they are given full mandate to make organizational decisions without intervention from their Directors. The managers were divided with

sixty percent agreeing to being given full mandate while forty percent reported not being given full mandate.
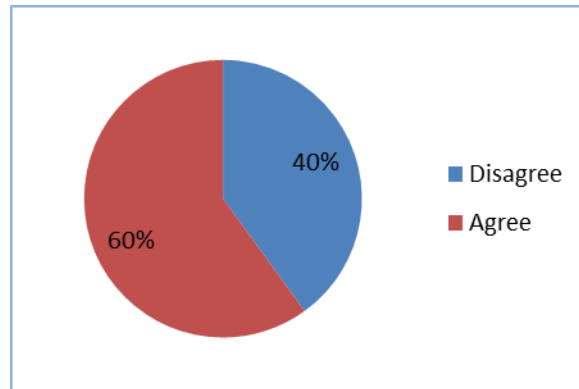
Figure 32: As a senior manager you are given full mandate to make organizational decisions without intervention from the Director /Chief executive Officer

On being asked whether they had freedom to do as they think best in the interest of promoting the success of the organization, sixty (60) percent of Senior Managers reported that they did have the freedom to do as they thought best. This is the same sixty (60) per cent that reported that they had the freedom to do as they thought best in the interest of promoting these Organizations success.
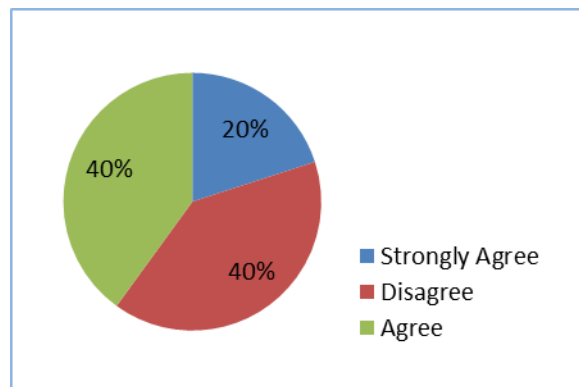
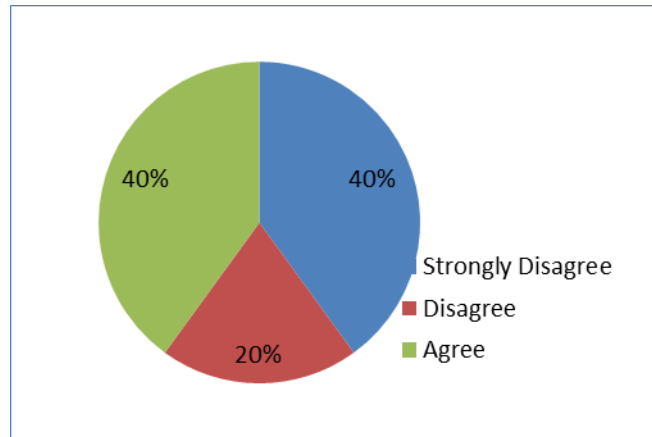**Figure 33: Senior Managers have freedom to do as they think best in the interest of promoting success in this organisation**

Eighty (80) per cent of Senior Managers reported that they preferred collective decision-making in the organizations with forty (40) percent of those strongly preferring so. Twenty (20) per cent reported that they did not prefer collective decision-making.
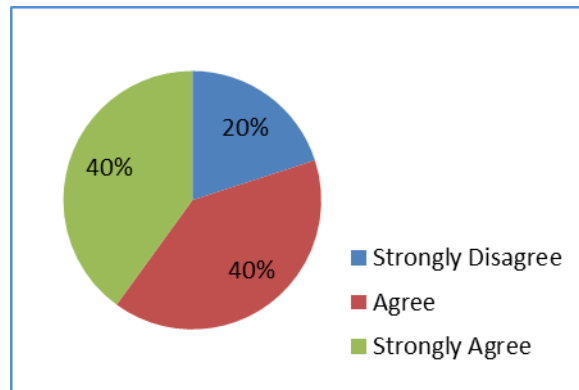
Figure 34: You prefer collective decision making in this organisation

Sixty (60) per cent of senior managers reported that it was accurate to say that they are fully left to make decisions pertaining to organization without intervention. Forty (40) percent said they were not fully left to make decisions pertaining to organization without intervention.
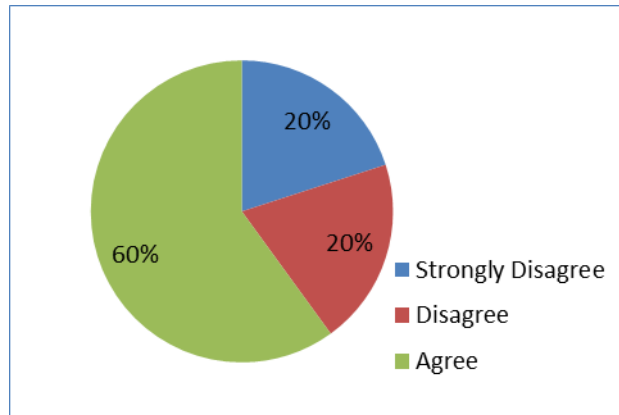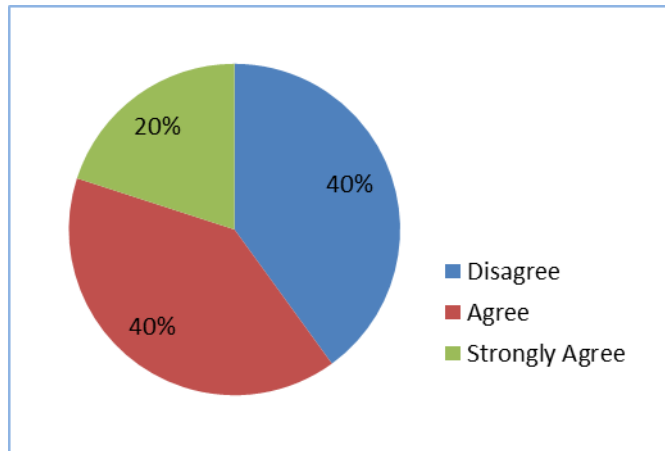
Figure 35: It would be accurate to say that the Director leaves senior managers to make decisions pertaining to organizational performance without interventions

When asked whether decisions are made from down and they come later to the top, sixty (60) percent of senior managers believe that not to be correct with forty (40) believing so. Forty (40) per cent reported that decisions are not made from down and come to the top later.
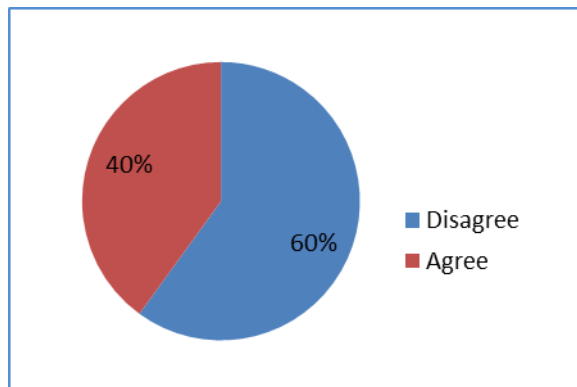
Figure 36: Decisions are made from down and they come later to the top

When asked whether their Directors leave them to make decision on activities without prior intervention, forty (40) percent of senior managers reported that they are not left to make decisions without prior intervention. sixty (60) per cent reported that they did.
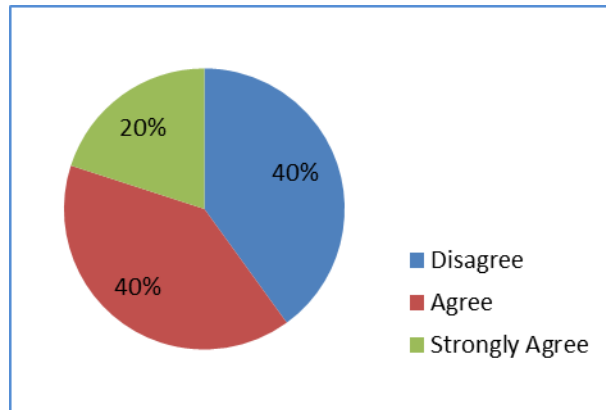
Figure 37: The Director /Chief Executive Officer leaves senior managers to make decisions on organizational activities without prior interventions

Directors' views regarding the use of authoritarian leadership

Directors were asked whether Directors and the board of directors solely made decisions regarding these Organizations success. One hundred (100) per cent reported that Directors and the board of directors did not solely make decisions regarding these Organizations success and forty (40) percent strongly disagreed to the assertion.
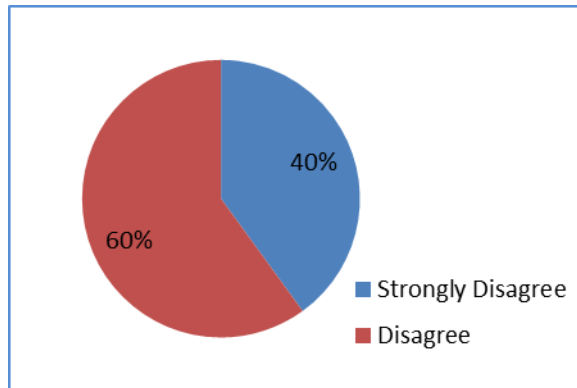
When asked whether the system of administration is top-down, eighty (80) per cent of Directors reported that not to be true while twenty (20) percent reported that to be true.
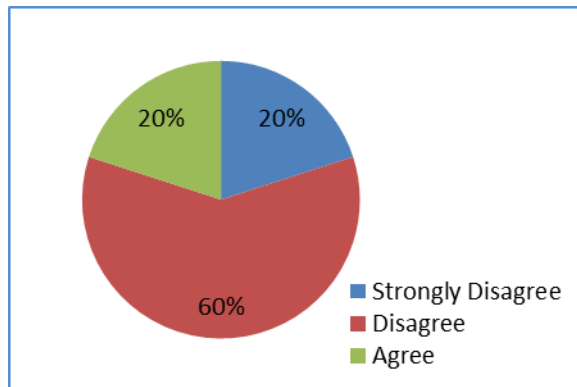
Figure 39: The system of administration is top down

In response to a question whether it is enjoyable having senior managers count on them for ideas and suggestions regarding success in the organization, eighty (80) percent of Directors expressed that they did not enjoy having senior managers count on them and twenty (20) percent reporting that they enjoyed having senior managers count on them for ideas and suggestions.
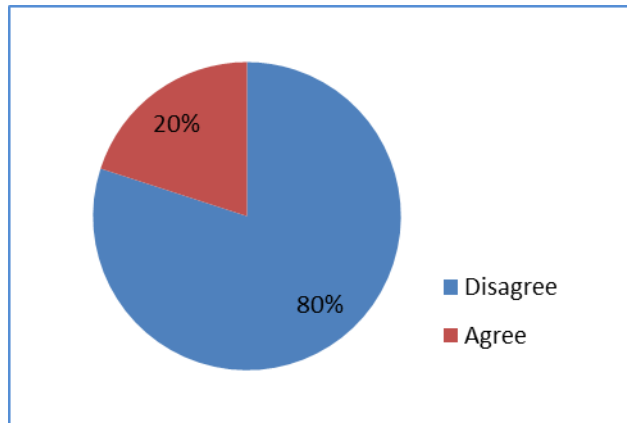
Senior Managers' views on the use of authoritarian leadership

Senior managers were asked whether Directors and the Board of Directors solely make decisions regarding organizational success, 80 per cent reported that not to be the case with forty (40) per cent of those strongly disagreed. However, twenty (20) per cent reported that Directors and the boards solely made decisions regarding these Organizations success.
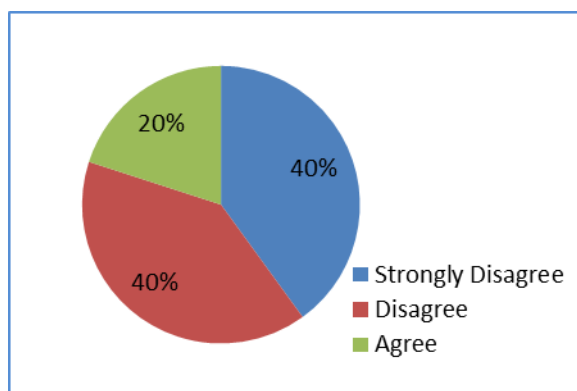
When asked whether the system of administration is top-down, forty (40) percent agreed with sixty (60) disagreed.
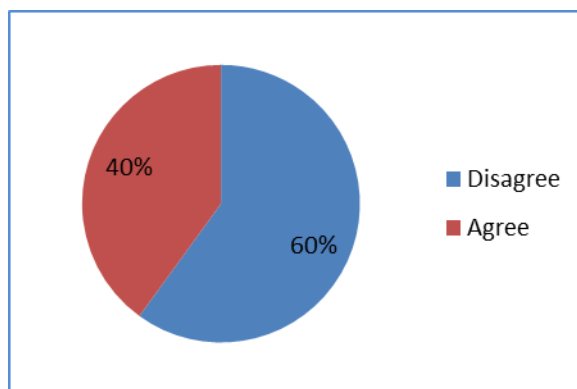
Figure 42: The system of administration is top-down

When asked whether it is enjoyable being able to count on their senior managers for ideas and suggestions, eighty (80) percent disagreed with forty (40) per cent reporting strong disagreement. Only twenty (20) per cent of Directors agreed.
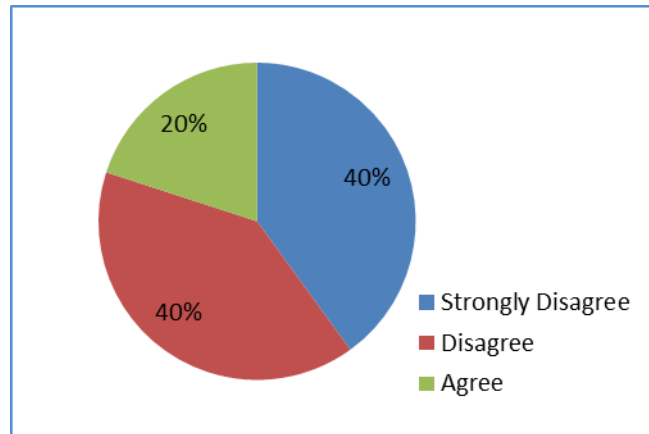
When Senior Managers were asked whether all power is centralized to the Director, forty (40) percent strongly disagreed and sixty (60) per cent agreed with the view of the sixty percent twenty percent strongly agreed.
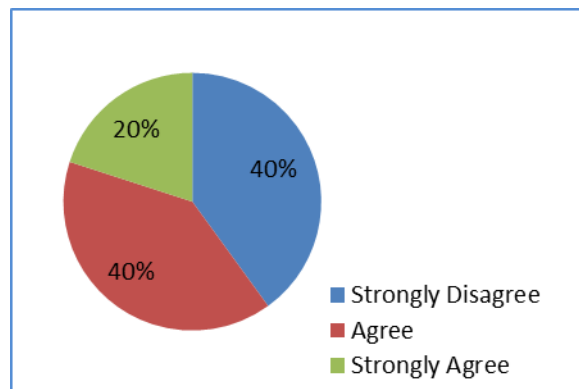
Figure 44: All power is centralized to the Director/Chief Executive Officer

Directors' views regarding the use of situational leadership style

When asked whether they varied their leadership styles depending on the environment, eighty (80) percent of the Directors agreed with forty (40) per cent doing so strongly while twenty (20) percent disagreed.
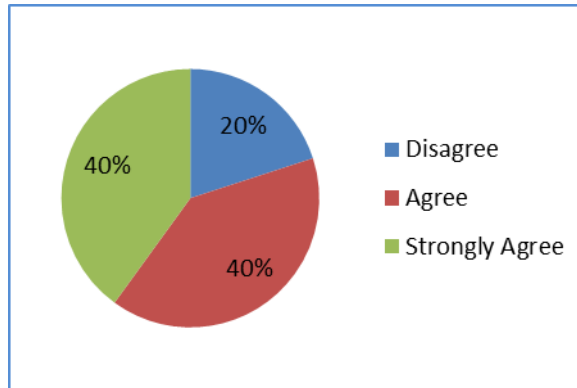
Figure 45: I vary my leadership styles depending on the environment

When asked whether they use flexible management style in promoting high standards in the these Organizations, all the Directors agreed with sixty (60) percent of them strongly expressing their agreement.
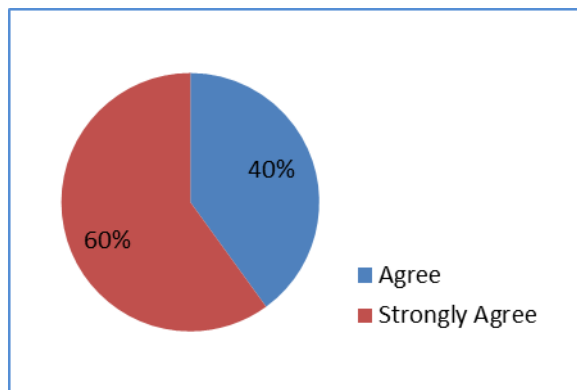
Figure 46: I use flexible management style in promoting high standards in the organisation

Eighty (80) percent of the Directors agreed that leadership in these Organizations varies depending on the nature of the senior managers with twenty percent strongly agreeing. However a sizeable forty percent disagreed.
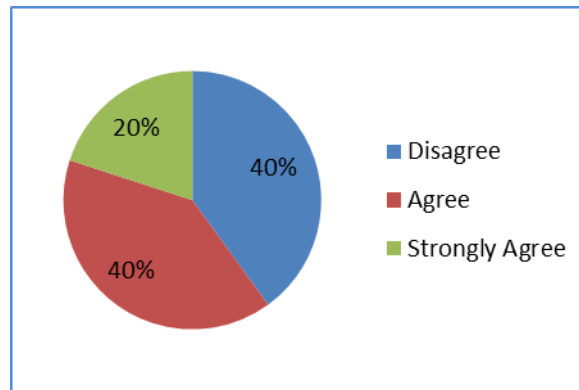
Figure 47: Leadership in the organisation varies depending on the nature of senior managers

Directors (eighty percent) agreed that a successful Director in a particular organization might be a failure in a different organization when he does not adjust his unique approach to leadership. Twenty (20) per cent strongly agreed with the statement, while twenty (20) percent disagreed.
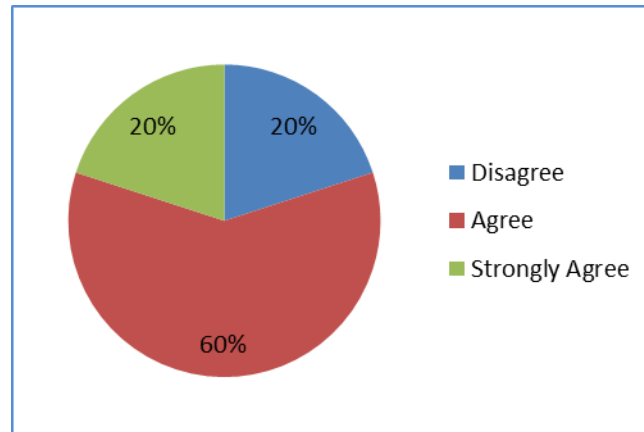
Figure 48: A successful Director in a particular organisation may be a failure in a different organisation when he does not adjust his unique approach to leadership

Senior Managers' views regarding the use of situational leadership

Senior Managers were asked whether the Director varies his/her leadership styles depending on the environment, one hundred (100) percent reported that Directors did vary their leadership styles and only twenty (20) per cent strongly agreed to the view that Directors varied their leadership styles.
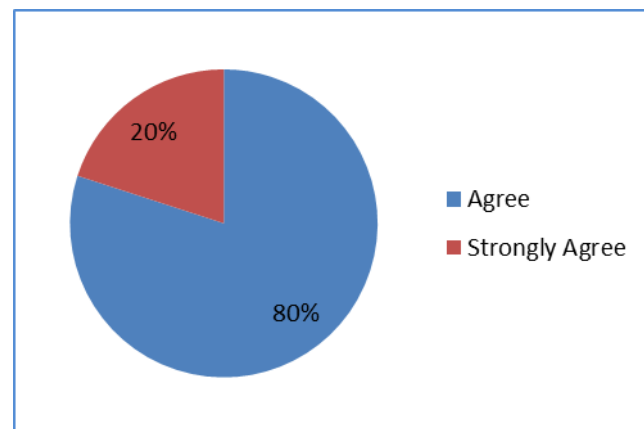
Figure 49: The Director/Chief Executive Officer varies his/her leadership styles depending on the environment

When asked whether the Directors use flexible management style in promoting high standards in these Organizations, sixty (60) percent strongly agreed that Directors use flexible management style while forty (40) per cent disagreed.
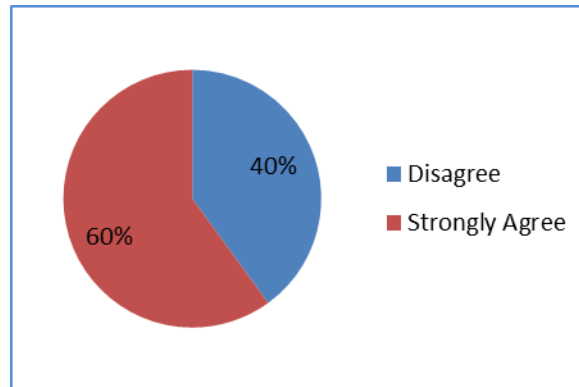
Figure 50: The Director/Chief Executive Officer of this organisation use flexible management style in promoting high standards in this organizational

In response to a question whether leadership in these Organizations varies depending on the nature of the senior managers, sixty (60) percent agreed with forty percent strongly agreeing and forty (40) percent disagreed.
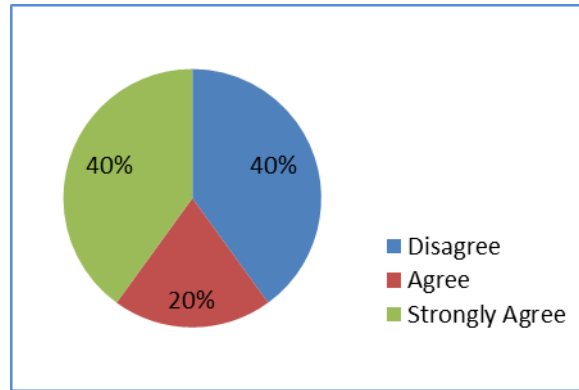
Figure 51: Leadership in organisation varies depending on the nature of the organisation and people

Twenty (20) per cent of senior managers disagreed that leaders in these Organizations focus on the organization's environment and the senior managers when making decisions while eighty (80) per cent agreed.
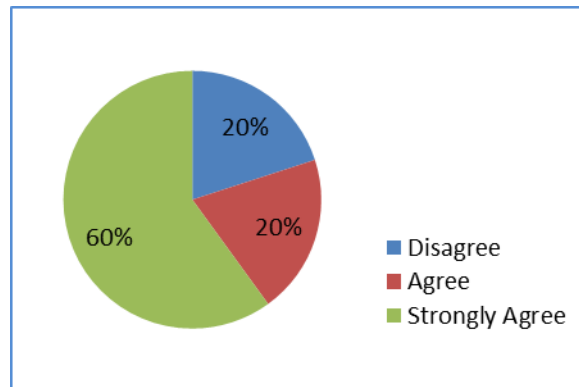
Figure 52: Leadership in this organisation focuses on the environment and the people when making decisions

One hundred (100) per cent of senior managers agreed that a successful Director in a particular organization may be a failure in a different organization when he does not adjust his unique approach to leadership. Sixty (60) percent strongly agreed with forty (40) per cent of the figure agreeing only.
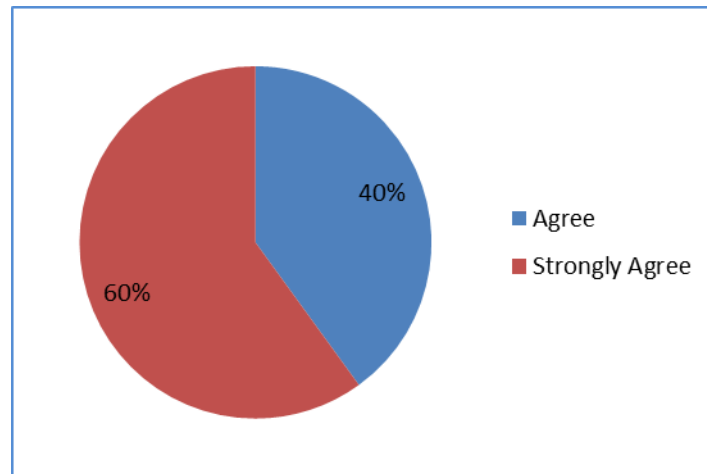
Figure 53: A successful Director/Chief Executive Officer in a particular organizational may be a failure in a different organizational when s/he does not adjust his unique approach to leadership

Qualitative Analysis of data

Most Directors indicated that they understand leadership as the ability to persuasion and influence others to take a particular action. Others identified it as capacity to facilitate or enable people to full fill their visions.

In addition, most Directors also indicated that they use Participatory and Democratic leadership styles to run their organizations. The leaders also indicated that the success of their organizations is as a result of team work and based on a particular leadership style. Other factors provided that contribute to organizational growth are ability of teams to learn, passion, clarity of vision and partnership support.

On the other hand, most senior managers defined leadership as providing direction and strategic focus to a group of people. Some also like the Directors based their understanding of leadership on the use of non- coercive influence to direct and coordinate activities of a group.

Whilst most senior managers indicated that their Managers use democratic leadership styles, some indicated that there was a fusion of laissez-faire and dictatorship in decision making. Those whose managers use democratic leadership indicated that such a leadership style wins the cooperation of the team and motivates everyone. Those who indicated to be under fusion of laissez faire and dictatorship provided that such a 'fusion' style of leadership promotes discipline and employee growth.

Team work and availability of resources were cited by most senior managers as the most notable factors that promote organizational growth in CSOs. Some mentioned sacrifice, discipline and available skills as contributing factors to organizational growth.

Quantitative Analysis of Data

Demographic characteristics of respondents
It was important to analyze the background characteristics of the various respondents of the study; that is the Directors and senior managers reporting to them. Their

characteristics have a strong bearing on the study's findings relating to the research questions.

The age of Director respondents was analyzed. The findings revealed that both Directors who participated in the study were between the ages of 41 and 49 years.

Further analysis shows that 80 per cent of senior managers are between 41 and 49 years. Only 20 per cent of the senior managers are between the ages 31 and 40 years old. With regards to gender, males constitute Eighty-two (82) per cent of respondents and only eighteen (18) per cent were female.

Democratic leadership

As a preface, it is imperative to draw an understanding of the type of leadership aforementioned. According to Goodnight, R. (2004), "Democratic leadership is sometimes referred to as enlightened leadership… one can only manifest this type of leadership when one recognizes each person's self- worth and esteem."

The study reveals that Directors see or think of themselves as practicing democratic leadership. This is clear in their assessment that they encouraged their staff to participate in decision-making. Most importantly, Directors consult their senior managers before making decisions pertaining to the business. The majority of senior managers at these respective organizations also share this view. Further evidence can be found in their

belief that they involve their senior managers in making business targets for these Organizations.

However, there is an emerging and statistical significant number of Directors who do not often invite their senior managers to engage in addressing administrative problems: at least a third of Directors. But a majority of Directors do invite senior managers to engage in addressing administrative problems. While there is a split among Directors on the question, all senior managers feel they are engaged in addressing administrative problems.

Further to that, Directors agree that success is reached through consensus. The very idea of consensus implies that both Directors and senior managers have a common understanding on the future direction of these Organizations. There is further good news: both Directors believe that they share these Organizations leadership roles with their senior managers. But worrying is that even among Directors (67 percent) themselves, a belief that there is no delegation of powers to subordinates in these Organizations strongly exists. The senior managers' views on this question correspond to their Directors'. There is a bit of contradiction here though: while Directors are willing to share leadership roles, they are not willing to delegate the same. On this question, senior managers are more positive with all of them feeling that they share in leadership roles of these Organizations.

At the same time, Directors claim that there is respect for senior managers' opinions regarding these Organizations' improvement in that Senior Managers participate in determining these Organizations' resource allocation and utilization. Senior Managers share this view.

Laissez-faire leadership style

The study reveals that Directors do not practice laissez-faire leadership style. Here is the evidence to support that view: the majority of Directors do not leave their senior managers to make decisions that affect the these Organizations without intervention but concede that their Senior Managers have freedom to do as they think best in the interest of promoting the success of the these Organizations. More than two-thirds of senior managers support this claim when asked the same question.

The study also reveals that Directors and half the senior managers agree that Senior Managers are not interfered with when making decisions that promote progress in this these Organizations. That figure is high and there could some truths to suggest that Directors sometimes interfere with the decision-making process of their senior managers.

The study further reveals that both the Directors and senior managers feel that there is collective decision-making at these respective organizations. The Directors derive this conclusion from their unanimous belief that decisions are made from down and they

come later to the top. However, there is the 40 per cent of senior managers who believe that decisions are made from the top and cascaded downwards. Also, there is the other 40 per cent of senior managers who believe that leadership in these Organizations is not shared.

Authoritarian style

The study reveals that both Directors and senior managers do not practice authoritarian leadership style. Directors believe that they and the board of directors solely make decisions regarding these Organizations success. It is not surprising therefore that 80 per cent of senior managers actually hold the same view. This speaks more to the fact that despite the existence of a culture of collective decision-making within these organizations, senior managers also recognize that Directors and the board of directors are responsible for setting strategy for the these Organizations. More importantly, both Directors and senior managers recognise that each has a role in shaping these Organizations direction. At the same time, more than two-thirds of Directors believe that the system of administration is top-down. This view is shared by 80 per cent of Senior Managers. Again, this speaks to recognition of each other's role in these Organizations. It is interesting however to observe that while both Directors do not see themselves as practicing authoritarian decision-making, 30 per cent of senior managers see it that way. This figure is about the same as those who felt that senior managers are not left alone to make decisions in these Organizations. This implies that sometimes Directors make decisions that affect senior managers without consulting them.

There is a level of dependency syndrome at these respective organizations: more than two thirds of Directors reportedly enjoy having senior managers count on them for ideas and suggestions regarding success in these Organizations. About 80 per cent of senior managers reported the same. This pattern points to a desire by one group to feel needed by the other in the performance of these Organizations. More importantly, senior managers want to influence the views of their Directors. This view is strengthened by half the senior managers who believe that all power is centralised in the Directors – hence the desire to want to influence it.

Situational leadership style

The study reveals that Directors at these respective organizations practice situational leadership style. Directors varied their leadership styles depending on the environment. Among other things, this requires that Directors use flexible management style in promoting high standards in these Organizations. Further to that, Directors believe that leaders in these Organizations focus on these Organizations environment and the senior managers when making decisions. Not surprisingly, senior managers recognize that different kinds of situations demand different leadership styles while noting that a successful Director in a particular these Organizations might be a failure in a different these Organizations when he does not adjust his unique approach to leadership.

Summary

In this chapter it was established that leadership is very important in creating an enabling environment for organizational growth. Moreover, the democratic style of leadership was revealed to be the best form of leadership style at these respective organizations. It was also found that Directors used this kind of leadership in order to create ownership in these Organizations. Although the democratic style was most preferred, it was found that depending on situations, Directors tended to vary the different leadership style and at times used the autocratic style of leadership, but this was very seldom and it was mostly used where they thought it was most appropriate. It was also established that where the democratic style of leadership was practiced, most senior managers were likely to accept and be submissive to the leadership of these Organizations.

CHAPTER V: DISCUSSION, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter discusses the conclusions and recommendations of the study. Perhaps it would be useful to begin where the study started: the purpose of this study was to investigate the influence of directors' leadership styles on these Organizations growth in these respective organizations using the Leader Effectiveness and Adaptability Description as understood by Hersey (1989, 1992).

The LEAD SELF and LEAD OTHER questionnaires were used to understand leadership perceptions of Directors and senior managers at these respective organizations. The questionnaires were analysed separately. Then, comparisons between the perceptions of Directors and employees of the Directors' leadership style were made. The literature review provided a scope through which the study could be best understood. In this case, attention was paid to understand the different kinds of leadership styles. A description and analysis of each finding is presented accordingly to the sequence of the research questions.

Summary of research questions

This study was designed to answer the following questions:

a) In what ways does leadership style influence organisational growth in civil society organisations in Zimbabwe?

b) What are the leadership styles of Directors in selected civil society organisations operating in Zimbabwe?

c) What relationship exists between leadership style and organisational growth/downfall in Zimbabwean CSOs?

d) What are the perceptions of CSO Directors of their own leadership styles versus the perceptions of employees of the delineated leadership styles of the Directors?

Conclusions

a) It was found that Directors used the democratic leadership style in order to create ownership in these Organizations. Although the democratic style was most preferred, it was found that depending on situations, Directors tended to vary the different leadership styles. At times, even the autocratic style of leadership was used though on a seldom basis and only when it was deemed to be most appropriate. It was also established that where the democratic style of leadership was practiced, most senior managers were likely to accept and thus be submissive to the leadership of these Organizations.

b) It was further noted that Directors and Senior Managers are in agreement that leadership styles are changed depending on the nature of the situation. However the challenges emerges when the Senior Managers feel that they are not being included in the decision making process.

c) In addition to situational leadership style as used by Directors, it was further noted that the use of situational leadership style was only possible and less frustrating on senior managers who felt that their Directors where not recognizing the level of readiness, ability and willingness to do task with less supervision and more delegation.

d) The study shows that Directors themselves perceived *selling,* whereby most of the direction is still provided by them, as their dominant or primary style of leadership. Directors also attempted, through two-way communication and socio emotional support, to get the senior managers to psychologically buy into decisions that have to be made.

e) The study shows that senior managers agree that *selling* is indeed their Directors' primary dominant style of leadership and that *telling* is their dominant secondary leadership style. Through the *telling* style of leadership, senior managers thought Directors exhibited a style characterised by one-way communication in which the Directors defined the roles of senior managers.

f) Besides the fact that Directors mostly provided the direction, senior managers felt that Directors in selected these respective organizations delegated less.

Discussions

Based on findings to the research questions, it can be concluded that a majority of the Directors in selected organizations, chose *selling* to be their primary leadership style and *delegating* to be the least dominant primary leadership style. A majority of Senior Managers also perceived *selling* to be the primary leadership style of Directors.

Director still provide most of the direction and attempt, through two-way communication and socio-emotional support, to get Senior Managers psychologically to "buy into" decisions that have to be made. According to Hersey, Directors would use *selling* style when most Senior Managers appear to be unable but willing to take responsibility, are confident but lack skills at this time. Thus, the *selling* style, which provides directive behaviour, because of their lack of ability, and also supportive behaviour to reinforce their willingness and enthusiasm, appears to be most appropriate. Data established that Senior Managers perceive that most of the direction is still provided by Directors. Senior Managers' perception of the leadership behaviour of Directors is likely to influence the extent to which Senior Managers comply with directives.

Also, it can also be concluded that many Senior Managers perceived *delegating* as the least apparent leadership style of Directors. In other words, Directors do not allow Senior Managers to "run their own show". This is to say that Directors have the power over Senior Managers and determine what they do and the way in which they should do it although there is a sense that senior managers have a reasonable say. Directors feel that they should be in control of what Senior Managers do. This is evidenced by a small number of Senior Managers feeling that delegation "does not fully exist" in these Organizations as the primary leadership style of Directors.

From the study, it is clear that the perceptions of Directors and Senior Managers were quite similar. Directors appeared to still prefer to share decision making with Senior Managers through communication. Senior Managers perceived the Directors using *telling* and *participating* as their primary and secondary styles. Besides allowing participatory management, Directors still chose *telling* as one of the secondary styles. This means, Directors still define the roles of Senior Managers and tell them what, how, when and where to do various tasks. Directors, however, limit the scope of responsibility and authority of the senior managers for what they do.

Though Directors are perceived to exhibit a participating leadership style, empowerment is not given wholly to Senior Managers. To empower is to give official authority of legal power to someone (Keith, S. and Girling, R. H., 1991). Although a minority of Senior Managers perceived Directors to have a delegating leadership style, ultimately, Directors have legal responsibility. Directors can be dismissed by higher authorities who oversee action taken at board level. It may be for this reason that Directors do not allow total empowerment of Senior Managers. Senior Managers who have been "empowered" are in fact given limited authority to make routine decisions. Based on findings to research questions 3 and 4, it can be concluded that Directors and senior managers perceived the primary leadership style of Directors and secondary leadership style of Directors to be lacking in the application of delegative behaviour.

What is clear though is that a majority of the Directors have high flexibility in how their senior managers participate in the delegated decision-making process. Directors seem to differ in their ability to vary their styles in different situations. Some Directors are able to modify their behaviour to fit any of the four basic styles; still others can utilize two or three styles. According to Hersey and Blanchard, "flexible Directors have the potential to be effective in a number of situations", (1982, p. 233) - Style adaptability is the degree to which leaders are able to vary their style appropriately to the demands of a given situation (Blanchard, 1982:161).

Recommendations

a) There is a perception that Directors and the board of directors make all decisions in these Organizations. To avert this perception, senior managers should be fully empowered to make independent decisions within agreed boundaries. This will also remove the perception that all power is centralized in Directors.

b) That, Directors find ways to enhance their skills around identifying potential amongst their team members, and further understand the level of ability, readiness and willingness of their followers to reduce high levels of frustrations among key senior directors.

c) The study revealed that both the Directors and the senior managers enjoy having the other count on them for ideas and suggestions. It is generally accepted that each wish to influence the other. However, both should negotiate mutually satisfying goals and enable the Directors' role to become one of encouraging and guiding senior managers toward satisfying these goals.

d) Directors and senior managers should be provided with necessary leadership courses in order to broaden their understanding of their functions as well as those of tiers immediately before and after them to avoid unnecessary expectations.

REFERENCES

Avolio, B., Sosik, J., Jung, D., & Berson, Y. (2003). Leadership models, methods and applications. In W.C.Borman, D.R.Ilgen, & R.J. Klimoski (Eds.), Handbook of psychology (Vol. 12): Industrial and organizational psychology (pp. 277-308). New York: John Wiley & Sons.

Bass, B. M. (1990a). *Bass and Stogdill's Handbook of Leadership: Theory, Research and Managerial Applications*, 3rd ed. New York: Free Press.

Bass, B.M. (1990b), "From transactional to transformational leadership: learning to share the vision", Organizational Dynamics, Vol. 18 No. 3.

Bennis, W. (1989). W*hy leaders can't lead*, San Francisco: Jossey-Bass.

Biekart, K. (1999) *The Politics of Civil Society Building.* Utrecht: International Books and the Transnational Institute.

Birley, S., & Westhead, P. (1990). Growth and performance contrasts between "types" of small firms. *Strategic Management Journal, 11*.

Blake, R., & Mouton, J. (1964). The managerial grid: The key to leadership excellence. *Houston: Gulf Publishing Company*.

Blake, R.R. & Mouton, J. S. (1985). The managerial grid III: The key to leadership excellence. *Houston: Gulf Publishing Company*.

Carpinter, H.H. (1971). Formal organizational structural factors and perceived job satisfaction of classroom senior managers. *Administrative Science Quarterly*, 16.

Cohen, Ronald. 1992a. Altruism and the Evolution of Civil Society. − Embracing the other. Philosophical, Psychological, and Historical Perspectives on Altruism. Ed by P. M. Oliner et al. New York: New York University Press.

Chemers, M. M. (1997). *An integrative theory of leadership.* Mahwab, NJ: Erlbaum.

Child, J. (1973). Predicting and understanding organizational structure. *Administrative Science Quarterly, 18*.

Churchill, G. A. (1979). A paradigm for developing better measures of marketing constructs. *Journal of Marketing Research, 16*.

Davidsson, P. (1991). Continued Entrepreneurship: Ability, need and opportunity as determinants of small firm growth. *Journal of Business Venturing, 6*.

Dubrin, A. J. (1984). *Foundations of organizational behaviour: an applied perspective*. Englewood Cliffs, NJ: Prentice-Hall.

Eisenhardt, K. M., & Schoonhoven, C. B. (1990). Organizational growth: Linking the founding team, strategy, environment and growth among U.S. semiconductor ventures, 1978-1988. *Administrative Science Quarterly, 35*.

Feeser, H. R., & WiUard, G. E. (1990). Founding strategy and performance: A comparison of high and low growth tech firms. *Strategic Management Journal, 11*.

Fiedler FE. (1967). *A theory of leadership effectiveness*. New York: McGraw-Hill Education.

Fiedler, F.E. (1967), Theory of Leadership Effectiveness, McGraw Hill. New York. Free Press.

Furnham, A. (2005). Leadership. In A. Furnham (Ed.). *The psychology of behaviour at work: The individual in the organisation* New York: Psychology Press.

Goodnight, Ronald. "Laissez-Faire Leadership." Encyclopedia of Leadership. 2004. SAGE Publications. 16 Feb. 2011

Gupta, A.K. and Govindarajan, V. (1984), ''Business unit strategy, managerial characteristics, and business unit effectiveness at strategy implementation'', Academy of Management Journal, Vol. 27.

Hallinger, P. & Hausman, C. (1993). From Attila the Hun to Mary had a little lamb: Redefining principal roles in restructured schools. Paper presented at the Annual Meeting of the American Education Research Association, Atlanta, GA.

Hamilton, R. T., & Shergill, G. S. (1992). The relationship between strategy-structure fit and financial performance in New Zealand: Evidence of generality and validity with enhanced controls. *Journal of Management Studies.*

Hemphill JK, Coons AE. (1957). Development of the leader behaviour description questionnaire. In Stogdill RM, Coons AE (Eds.), *Leader behaviour: Its description and measurement*, 6–38. Columbus, OH: Ohio State University.

Hersey, P., & Blanchard, K. H. (1982) Management of organisation behaviour: Utilizing human resources. 4th ed. Englewood Cliffs, N.J.: Prentice Hall, Inc.

Hersey, P., & Blanchard, K. H. (1993). *Management of organizational behaviour: Utilizing human resources.* Prentice-Hall, Inc.

Hersey, P., & Blanchard, K.H. (1977). *Management of organizational behaviour: Utilizing human resources. 3rd ed.* Englewood Cliffs, NJ: Prentice-Hall.

House, R. J. (1971). *A path–goal theory of leadership effectiveness. Administrative Science Quarterly,* vol. 16.

House, R. J., & Mitchell, T. R. (1975). Path-goal theory of leadership. *Journal of Contemporary Business*.

Jenkins WO. (1947). A review of leadership studies with particular reference to military problems. *Psychological Bulletin*.

Jaques, E., & Clement, S. D. (1994). Executive leadership: a practical guide to managing complexity. Cambridge, MA: Carson-Hall.

Judge TA, Piccolo RF, Ilies R. (2004). The forgotten ones? The validity of consideration and initiating structure in leadership research. *Journal of Applied Psychology*.

Judge TA, Piccolo RF. (2004). Transformational and transactional leadership: A meta analytic test of their relative validity. *Journal of Applied Psychology*.

Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations*. New York: John Wiley and Sons, Inc.

Kazanjian, R. K. (1988). Relation of dominant problems to stages of growth in technology-based new ventures. *Academy of Management Journal*.

Keith, S., & Girling, R. H. (1991). *Education, management, and participation: New directions in educational administration,* Boston: Allyn and Bacon.

Kimberly, J. R. (1976). Organizational size and the structuralist perspective: A review, critique and proposal.*Administrative Science Quarterly, 21:571-597.*

Kouzes, J.M., & Posner, B.Z. (1990). *The leadership challenge: How to get extraordinary things done in organizations*. San Francisco, CA: Jossey-Bass.

Krumm, D. J. (2001). *Leadership*. In D. J. Krumm. *Psychology at work: An introduction to industrial/organizational psychology*. New York: Worth Publishers.

Langton, N., & Robbins, S. (2007). *Leadership.* In N. Langton & S. Robbins. *Organizational behaviour: Concepts, controversies, applications*. Toronto: Prentice Hall Canada

Laurie. J. Mullins, (2000.) *Management and Organisational Behaviour*, Pitrnan Publishers,

Lawrence G, Weinzimmer, (1998) *Measuring Organisational Growth: Issues, consequences and guidelines* Vol 24

Lewin, K. Lippitt, R. & White, R.K. (1939). *Patterns of aggressive behaviour in experimentally created "social climates,"* Journal of Social Psychology,

Mann, R.D. (1959). *A review of the relationships between personality and performance in small groups.* Psychological Bulletin, 7

McGregor, D. (1960). *The human side of enterprise*. New York: McGraw-Hill.

Meindl, J. R. (1990). *On leadership: An alternative to the conventional wisdom.* In B. A. Staw (Ed.), *Research in organizational behaviour* (Vol. 12,). New York: JAI Press.

Michael, S. (2004) *Undermining Development: The Absence of Power among Local NGOs in Africa.* James Currey Publishers.

Mitchell, T. R. (1985). *An evaluation of the validity of correlational research conducted in organizations.* Academy of Management Review, *I0*

Musaazi, J. C. S. (1988). *The theory and practice of educational administration*. London: Macmillan Publishers Ltd.

Parry, K. W., & Bryman, A. (2006). *Leadership in organization*. In S. T. Clegg, C. Harry, T. B. Lawrence & W. R. Nord. *The Sage handbook of organization studies*. London, Thousand Oaks, New Delhi: Sage Publications.

PARRY, K., & Bryman, A. (2006)., *Leadership in Organizations*. SAGE handbook of organization studies,

Peretomode, V. F. (2012). *Theories of management: Implications for educational administration.* Benin City: Justice Jeco Publishing Global.

Podsakoff PM, MacKenzie SB, Moorman RH, Fetter R. (1990). *Transformational leader behaviours and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviours.* Leadership Quarterly, 1.

Podsakoff, P. M., & Dalton, D. R. (1987). *Research methodology in organizational studies.* Journal of Management, Publishers.

Putnam, R.D. (1993). *Making democracy work*. Princeton University Press, Princeton.

Putnam, R.D. (2000). *Bowling alone: the collapse and revival of American community*. Simon and Schuster, New York.

Ranter, R. M. (1977). *Men and women of the corporation*. New York: Basic Books.

Schein, Edgar H, (1992), *Organizational Culture and Leadership*, 2nd .Edition Jossey Bass Inc. San Francisco. Small steps and giant leaps. In Borman WC, Klimoski R, Ilgen DR,Weiner B (Eds.), *Handbook of psychology* (Vol. 12,). New York, NY: JohnWiley & Sons.

Stogdill, R. M. (1963), *Manual for the leader behaviour description questionnaire: Form XII*. Columbus, OH: Ohio State University Bureau of Business Research, College of Commerce and Administration.

Stogdill, R. M. (1974). *Handbook of Leadership: A Survey of Theory and Research.* New York: Free Press.

Stogdill, R.M. (1948). *Personal factors associated with leadership.* A survey of the literature. Journal of Psychology,

Taylor, R. (2002). Interpreting global civil society, *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, *13*(4).

Tichy, N.M., & Devanna, M.A. (1986). *Transformational leadership*. New York: Wiley.

Tope Adeyemi Bello, (2001) '*The impact of leadership style on organisational growth'* 2—1 Vol 50 number 4, MCB University Press.

Van Rooy, A. (1998) *Civil Society and the Aid Industry*. Earthscan, London.

Varadarajan, P., & Ramanujam, V. (1987). *Diversification and performance: A reexamination using a new two dimensional conceptualization of diversity in firms.* Academy of Management Journal, 30.

Vroom,V.H., & Yetton, P.W. (1973). *Leadership and Decision-making*. University of Pittsburgh Press.

Wenek, K. (2003). *Defining Effective Leadership in the Canadian Forces: A Content and Process Framework.* CFLI Discussion Paper). Kingston, ON: Canadian Forces Leadership Institute.

Whetten, D. A. (1987). *Organizational growth & decline processes.* Annual Review of Sociology,

Internet based Sources

[1]Hon. Patrick Chinamasa (Justice and Legal Affairs Minister) addressing delegates at the 'Zim-Britain talks'-Full Communique, (25-26 March, 2013) in London. http://www.zimbabweembassy.ca/newsstories/17-published/113-zim-britain-talks-full-communique-

Hanke (n.d.) *Situational Leadership: A Summary* [online] available from <http://www.sspc.org/media/documents/sspc2011/Hanke.pdf> [15 November 2013].

APPENDIX

Appendix A – Questionnaire for CSO Directors

Background of Study/ABSTRACT

The importance of leadership has long been acknowledged as a critical component of any success. While there are currently a number of books on leadership in academic literatures, few such books attempt to develop a comprehensive understanding of the wide variety of leadership behaviours, styles within civil society organizations and in particular Zimbabwean context. And yet there remain limited attempts to understand the role of leadership in organizational growth within civil society organizations. It is imperative to undertake a study that will unpack key problematic questions such as why some of civil society organizations working in Zimbabwe continue to grow both at institutional and organizational level while other organizations fail to sustain their operations and eventually fail? Is there a particular leadership style peculiar to the Zimbabwean context that if employed at any civil society organization would result in organizational growth and or performance? In addition to the leadership styles of organizations that have performed well over the decade, have they been peculiar to male led civil society organizations only or these permeates to female led organizations.

DIRECTORS/CHIEF EXECUTIVE OFFICERS' QUESTIONNAIRE

Dear Respondent,

This questionnaire is designed to collect data from Directors that will help in a research about, '*The role of leadership in promoting organizational growth: An analysis of leadership styles in 5 selected Civil Society Organizations in Zimbabwe'* to be part of this research. Be honest in giving your responses. Confidentiality will be also assured. Thank you in advance for accepting to be cooperative.

SECTION A: BACKGROUND INFORMATION

1. Sex
a) Male b) Female

2. Age bracket
a) 22-30 years b) 31-40 years c) 41-49 years d) 50 years and above

3. **Highest education level**
a) Doctorate, b) Masters, c) Bachelors, d) Diploma, e) No tertiary education

4. Name of Organization:

5. How long have you been in this Organization?
a) 1-5 years b) 6-10years c) Above 10years

6. Leadership experience
a) 2 to 5 years b) 6 to 10 years c) 11 to 15 years d) 16 to 20 years e) 21 to 25 years f) 26 years and above.

SECTION B: PERCEIVED LEADERSHIP AND MANAGEMENT STYLE

7. What is your understanding of leadership?

8. What Style of leadership are you using leading this organization?

9.

Years	2008	2009	2010	2011	2012
Budget					
Staff retention					
Operational areas					
Membership					
Assets (infrastructure, cars)					

10. In your view what are the three factors that have contributed to your Organizational Growth?

In this section, you need to choose from the items:
1. Strongly Disagree, 2. Disagree, 3. Agree, 4. Strongly Agree.

11. Consulting your senior managers before making decisions pertaining to the Organization.
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

12. You often invite your senior managers to engage in addressing administrative problems
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

13. Delegation of powers to subordinates in this organization strongly exists
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

14. Respect for senior managers' opinions regarding organizational improvement exist
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

SECTION D: LAISSEZ-FAIRE LEADERS SHIP
AND ORGANISATIONAL GROWTH

15. Senior Managers have freedom to do as they think best in the interest of promoting the success of the organization.
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

16. It would be accurate to say that you fully leave senior managers to make decisions pertaining to organizational performance without intervention
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

17. Decisions are made from down and they come later to the top
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

18. There is free delegation of responsibilities and duties in this Organization.
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

19. I leave my seniors to make decision on Programmes and activities without prior intervention.
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

SECTION E: AUTHORITARIAN LEADERSHIP AND ORGANISATIONAL GROWTH

20. Decisions regarding Organizational success are solely made by the Director/chief executive officer and Board of Directors
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

21. The system of administration is Top-down
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

22. It is enjoyable having senior managers count on YOU for ideas and suggestions regarding success in this Organization
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

SECTION F: SITUATIONAL LEADERSHIP AND ORGANISATIONAL GROWTH

23. I vary my leadership styles depending on the environment
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

24. I use flexible management style in promoting high standards in this Organization
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

25. Leadership in the Organization varies depending on the nature of the senior managers.
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

26. A successful Director/chief executive officer in a particular organization may be a failure in a different Organization when he does not adjust his unique approach to leadership.
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

THANK YOU VERY MUCH

Appendix B – Questionnaire for CSO Senior Managers

Background of Study/ABSTRACT

The importance of leadership has long been acknowledged as a critical component of any success. While there are currently a number of books on leadership in academic literatures, few such books attempt to develop a comprehensive understanding of the wide variety of leadership behaviours, styles within civil society organizations and in particular Zimbabwean context. And yet there remain limited attempts to understand the role of leadership in organizational growth within civil society organizations. It is imperative to undertake a study that will unpack key problematic questions such as why some of civil society organizations working in Zimbabwe continue to grow both at institutional and organizational level while other organizations fail to sustain their operations and eventually fail? Is there a particular leadership style peculiar to the Zimbabwean context that if employed at any civil society organization would result in organizational growth and or performance? In addition to the leadership styles of organizations that have performed well over the decade, have they been peculiar to male led civil society organizations only or these permeates to female led organizations.

SENIOR MANAGERS' QUESTIONNAIRE
Dear Respondent,

This questionnaire is designed to collect data from senior managers that will help in a research about, '*The role of leadership in promoting organizational growth: An analysis of leadership styles in 5 selected Civil Society Organizations in Zimbabwe*' leadership styles to be part of this research. Be honest in giving your responses. Confidentiality will be also assured. Thank you in advance for accepting to be cooperative.

SECTION A: BACKGROUND INFORMATION

1. Sex
a) Male **b)** Female

2. Age bracket
a) 22-30 years b) 31-40 years c) 41-49 years d) 50 years and above

3. Highest education level
a) Doctorate b) Masters c) Bachelors d) Diploma e) No tertiary education

4. Name Organization:

5. How long have you been in this Organization?
a) 1-5 years b) 6-10 years c) Above 10 years

6. Working experience
a) 1 to 5 years b) 6 to 10 years c) 11 to 15 years d) 16 to 20 years e) 21 to 25 years f) 26 years and above.

SECTION B: PERCEIVED LEADERSHIP STYLE FOR DIRECTORS

7. What is leadership?

8. What Style of leadership IS your Director using?

9. Any advantages of using this particular type over other leadership styles?

10. List any three factors that have contributed to Organizational growth?

SECTION C: DEMOCRATIC LEADERSHIP STYLE AND ORGANISATIONAL GROWTH

In this section, you need to choose from the items:
1. Strongly Disagree 2. Disagree 3. Agree 4. Strongly Agree.

11. Senior Managers participate in decision making
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree.

12. Senior Managers consult fellow managers before making decisions pertaining to the Organization.
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

13. Often you engage in addressing leadership problems
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

14. Solving administrative problems with fellow senior managers improves Organizational success.
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

15. Senior Managers are involved in setting performance targets for the Organization
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

16. Organizational leadership roles are shared by the senior managers in this Organization
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

17. Delegation of powers to subordinates in this Organization strongly exists
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

18. In this Organization, there is respect for fellow senior managers' opinions regarding Organizational performance
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

19. Senior Managers participate in determining resource allocation and utilization in this Organization
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

<p style="text-align:center;color:red;font-weight:bold;">SECTION D: LAISSEZ-FAIRE LEADERS SHIP
AND ORGANISATIONAL GROWTH</p>

20. As a senior manager, you are given full mandate to make organizational decisions without intervention from the Director/chief executive officer.
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

21. Senior Managers have freedom to do as they think best in the interest of promoting success in this Organization
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

22. You prefer collective decision making in this Organization
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

23. It would be accurate to say that the Director leaves senior managers to make decisions pertaining to Organizational performance without intervention
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

24. Decisions are made from down and they come later to the top
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

25. The Director/chief executive officer leaves senior managers to make decision on organizational activities without prior intervention.
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

SECTION E: AUTHORITARIAN LEADERSHIP AND ORGANISATIONAL GROWTH

26. Decisions regarding strategy are solely made by the Director/chief executive officer and the board of directors
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

27 The system of administration is Top-down
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

28. What is important in Organizational management is accomplishment of the task at hand not addressing staff needs
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

29. It is enjoyable having senior managers count on the Director/chief executive officer for ideas and suggestions regarding progress in this Organization
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

30. All power is centralized to the Managing Director/chief executive officer
a) Strongly Disagree b) Disagree c) Agree d) Strongly agree

SECTION F: SITUATIONAL LEADERSHIP AND ORGANISATIONAL GROWTH

31. The Managing Director/chief executive officer varies his/her leadership styles depending on the environment
a) Strongly disagree b) Disagree c) Agree d) Strongly agree

32. The Managing Director/chief executive officer of this Organization use flexible management style in promoting high standards in this Organization.
a) Strongly disagree b) Disagree c) Agree d) Strongly agree

33. Leadership in Organizations varies depending on the nature of the Organization and people.
a)
Strongly disagree b) Disagree c) Agree d) Strongly agree

34. Leadership in this Organization focuses on the environment and the people when making decisions.
a) Strongly disagree b) Disagree c) Agree d) Strongly agree

35. A successful Director/chief executive officer in a particular Organization may be a failure in a different Organization when s/he does not adjust his unique approach to leadership.
a) Strongly disagree b) Disagree c) Agree d) Strongly agree

THANK YOU VERY MUCH