

EFFECT OF FOLLOWER BEHAVIOR AND NONPROFIT INSTITUTIONAL
CONTEXT ON THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP AND
POLICY IMPLEMENTATION IN RELIGIOUS NONPROFIT ORGANIZATIONS
IN NAIROBI, KENYA

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DECLARATION

I declare that this dissertation is my original work and has not been presented for the award of any degree in this University or any other higher learning institution for examination.

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DEDICATION

This study is dedicated to my late dad Peter Ogochi Asiago for his passionate push, inspiration, dedication, and support towards my education. His legacy will live to see many generations.

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ABSTRACT

This study sought to understand how servant leadership tenets affect policy implementation through follower behavior within the nonprofit institutional context of religious nonprofit organizations in Nairobi County. The study was undertaken in response to calls in extant literature for extension of servant leadership empirical work into new contexts and addressed the conceptual and theoretical gaps in the extant literature. The objectives of the study were: to determine the effect of servant leadership tenets on policy implementation among nonprofit religious organizations in Nairobi County; to determine the mediating effect of follower behavior on the relationship between servant leadership and policy implementation in nonprofit religious organizations in Nairobi County; and, to examine the moderating effect of the nonprofit institutional context on the relationship between servant leadership and policy implementation in nonprofit religious organizations in Nairobi County. A mixed methods approach was used to collect and analyze the data. The unit of analysis was 291 religious nonprofit organizations in Nairobi County with a total of 2,328 potential respondents. The sample size was 365 respondents drawn from 73 sampled religious nonprofit organizations. Factor analysis was used to extract factors for each study variable that were used for the descriptive and inferential analysis. Descriptive statistics used were the means and standard deviation while multiple regression analysis was used to test hypotheses. The study response rate was at 88% for the quantitative data with 320 questionnaires received back out of 365 targeted respondents. Ten key informants from 10 selected nonprofit organizations in Nairobi County took part in the in-depth interviews. The qualitative data was analyzed thematically. The study found out that holistic approach and service to others components of servant leadership had a significant negative effect on policy implementation, while sense of community and uprightness components of servant leadership had significant positive effect on policy implementation, there was significant statistical partial mediating effect of follower behavior on the relationship between servant leadership and policy implementation, and finally, there was a partial moderating effect of nonprofit institutional context on the relationship between servant leadership and policy implementation with uprightness being the only component whose interaction term was significant. The study observed that the extracted servant leadership dimensions are applicable in the nonprofit sector. The findings of the study extended previous research by integrating the set of servant leadership attributes applicable to the non profit sector and validated a conceptual model of the operation of servant leadership for community development in the nonprofit sector. The study calls on the Boards of Directors and management to entrench servant leadership in the organizations, through their strategic management practices and leadership development programs. The study called on future research to expand the contextual and methodological scopes to include organizations in other regions and all levels of management and their followers using the 10 extracted servant leadership dimensions.

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ABBREVIATIONS AND ACRONYMS

ESCAP	Economic and Social Commission for Asia and the Pacific
M&E	Monitoring and Evaluation
NACOSTI	National Council for Science and Technology
NGO	Non-Governmental Organizations
NPO	Nonprofit Organizations
SL	Servant Leadership
PI	Policy Implementation
P-P	Predicted Probability
PCA	Principal Component Analysis
WANGO	World Association of Non-Governmental Organizations

OPERATIONALIZED DEFINITION OF TERMS

Deeper Engagement	Getting fully involved in whatever an individual has agreed to undertake, be it an obligation, pledge or agreement through involvement, interaction and influence.
Follower Behavior	This is the aspect that refers to how an employee does what the leaders want them to do through leading by example. This means that what they will do is greatly influenced by what the leaders do.
Holistic Approach	This is offering support that considers the “whole”, rather than focus on particular sections while ignoring others. With regards to employees, this approach involves the physical, emotional, social and spiritual support. The person’s entire wellness is very vital for excellence.
Nonprofit Organization	This is an organization with the tax exemption status given by the government through the internal revenue service for the reason of furtherance of social grounds and providing assistance to the public on different levels the community being the core.
Nonprofit Nonprofit institutional context	This is the setting of operation of the not for profit organizations that entirely seek to benefit the community.
Policies	These are set goals, objectives, strategies, projects, and programs that span from national to communal. These interventions mandate the activities taken by the religious nonprofit organizations like the information schemes and

provision of infrastructures that are aimed at the development of the households and communities at large. They are set within specific timelines and are implemented in close association with the concerned stakeholders.

Policy Implementation

This is a social action designed to effect a change which when considered in the context of societal development, is construed to imply and encompass improvement of people's lives; people who comprise a particular community. Policy implementation ultimately determines the level of development attained by the respective society through the use of goals, objectives, strategies, projects and programs.

Reciprocal Service

This happens when a team or workforce give service to each other. The back and forth swapping of services tend to influence each other and build one another. This mostly happens when leaders offer service to the personnel and they in return feel obliged to render service to their leaders and by so doing, much is achieved.

Religious nonprofit Organizations These are entities under the umbrella of religions that pursue nonprofit endeavors to benefit the communities.

Servant Leadership

A leadership style that upholds serving others as the core obligation of a leader. It upholds the principle purpose of serving first as opposed to leading which leads to a lot of influence especially in the followers.

Servant Leadership Tenets	These are dimensions that are useful in this leadership style that need to be upheld by every leader who practices this style
Service to Others	This is something or someone who is envisioned to make available support and assistance to those giving aid and help to other people.
Teamwork	Collective effort of different people working together with diverse capabilities that complement each other towards efficiency and effectiveness.

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

Servant leadership is an ethical leadership style that can be adopted by all leaders, at all levels, and can be practiced globally giving forth employee commitment and guarantee of high productivity in an organization (Tanno, 2017). This leadership style further sorts out the social and environmental concerns that are predominant for all leaders of diverse nature. Furthermore, servant leadership is an empowerment leadership model that is associated with humility, vision, empowerment, altruism, love and trust which are vital components for any leader who wants to impact a needy community (Stone & Deno, 2017; Retno *et al.*, 2020). At the heart of this leadership style lies the leader's concern for the followers, seeking to empower them to take on leadership roles. Désirée and Chavremootoo (2018) define servant leadership as the capacity of a person to bring out the best in the people being led by positively influencing their behaviours and attitudes towards service. This kind of leadership in a greater way relies on one-to-one style of passing information from the leaders to the followers, to allow them fully comprehend the capabilities, potentials, objectives, aims and desires of each follower with the intention of wholly putting them to use for a better outcome (Slack *et al.*, 2019; Canavesi & Minelli, 2021). For this reason, this leadership style has been found relevant for adoption in program implementation at various levels of analysis among organizations along community development work (Ambali *et al.*, 2011).

Extant knowledge disseminated on servant leadership has traced servant leadership style to a set of characteristics postulated by Greenleaf, regarded as the founder of servant leadership, who asserted that servant leaders are the type of leaders who put the interest and aspirations of other people first, hence placing their needs after (Stone & Deno, 2017;

Tak et al., 2021). This study examined the role of servant leadership in religious nonprofit making organizations. The selection of the area and context is based on the fact that though leadership is broad in its nature and dimensions, the stream leaning towards servant leadership can be considered a critical component of the package for governance systems for adoption among organizations seeking to achieve non-profit ends in impacting communities.

Any organization that desires to embrace this leadership style as its basic orientation that will characterize its management, needs to have it applied into its systems. Not only do servant leaders have an understanding of the organizational sense of direction, but also manage the context of the operation of this leadership style, and motivate followers to selflessly pursue the desired sense of long term direction as envisioned by the servant leader (Eva et al., 2019; Canavesi & Minelli, 2021). Parris and Peachey (2013), Zhong *et al.*, (2015), Eva *et al.* (2019) and Canavesi and Minelli (2021) suggest that certain aspects of the real life situations where servant leadership is in operation need consideration, such as: (i) the emerging follower behaviors in response to the servant leader's style of directing organizational members towards the desired sense of long-term direction; (ii) the systems and processes of work enacted by the leader to condition the followers' work behaviors while the leader focuses their attention on the desired long-term direction; (iii) the ultimate outcomes of the joint application of servant leadership style by the leader and the behaviors of the employees as they create value, making use of the systems and processes the leader enacts; (iv) the potential influence of the contingencies prevailing in the state of affairs surrounding the leader and the institution (Eva *et al.*, 2019)

The study by Eva et al. (2019) suggests that these areas among others provide fertile ground for scholarship to model servant leadership by its nature to clearly depict the phenomenon it unleashes into an organization once operationalized. This suggestion

requires a multidisciplinary approach to tap into the rich extant knowledge drawn from management, the behavioral sciences and strategic studies to find out how servant leadership will affect implementation of projects in the community by generating corresponding follower behaviors in the setting of the and nonprofit nonprofit institutional context.

A number of studies have been done on servant leadership in relation to various contexts using a variety of servant leadership components. The researches done so far have focused on: servant leadership and follower behavior (Wu *et al.*, 2020; Ahmad & Hassan, 2018; Liborius 2017; Carsten *et al.*, 2018; Schwarz *et al.* 2016; Thao & Kang, 2020; Shahzadi *et al.*, 2017; Brohi, *et al.*, 2018; Myers, 2018; Asghar & Naseer, 2017; Canavesi & Minelli, 2021), servant leadership, performance and behavior (Brohi *et al.*, 2018; Setyaningrum 2017; Muhtasom *et al.* 2017; Santosa *et al.*, 2018; Benson & Peprah, 2021), servant leadership and employee performance (Harwiki, 2013; Ambali *et al.*, 2011; Langhof & Guldenberg, 2020) and, servant leadership in nonprofit organizations (Mejheirkouni 2020; Ammons & McLaughlin 2017; Sargeant & Day, 2018; Amir *et al.*, 2021). So far, only one research by Ambali *et al.* (2011) has provided evidence to show that servant leadership plays an important role in policy implementation within public sector settings. Over and above this, the studies have not addressed the outcomes of servant leadership and neither have they captured other contexts in the developing world where nonprofit organizations are much more active.

Further, in a review of the extant theoretical, conceptual and empirical literature in 289 articles on servant leadership spanning over 20 years, Eva *et al.* (2019) observed that a lot of ground has been covered with regard to servant leadership as a distinct area contributing to the success of organizations. However, there still remains unexplored aspects of servant leadership which presents a call for extension of the literature on servant

leadership, with a focus on new contexts. The nature of the work of nonprofit organizations is particularly suited for the application and use of the servant leadership style in order to bring about the desired nonprofit oriented outcomes that improve the welfare of the society and create strong communities (Allison & Kaye, 2017; Amir *et al.*, 2021). Additionally, from that extensive review, most published empirical studies have used the quantitative research design with very few using qualitative design and mixed method.

Background to the Study

Leadership is an essential ingredient for the realization of policy implementation outcomes. Muhammad (2014) argues that effective leadership is viewed as a pre-condition for proper public policy implementation for continued and fast-tracked development. Leadership challenges have been perceived as taking a reasonable share of having a direct impact and equally posing a risk on the way to implementation of policies and consequent developments across communities, organizations and countries as well. Failure on the part of leadership has resulted to non-implementation or unsuccessful policy implementation causing hitches and non-developmental aspects. Ambali *et al.*, (2011) provided evidence to support the case for servant leadership in the process of policy implementation.

According to Tanno (2017), servant leadership is an ethical leadership style that can be adopted by all leaders, at all levels, and can be practiced globally giving forth employee commitment and guarantee of high productivity in an organization. This leadership style further sorts out the social and environmental concerns that are predominant for all leaders of diverse nature. Furthermore, servant leadership is an empowerment leadership model that is associated with humility, vision, empowerment, altruism, love and trust which are vital components for any leader who wants to impact a needy community (Stone & Deno, 2017; Retno *et al.*, 2020). At the heart of this leadership style lies the leader's concern for the followers, seeking to empower them to take on leadership roles. Désirée and

Chavremootoo (2018) define servant leadership as the capacity of a person to bring out the best in the people being led by positively influencing their behaviors and attitudes towards service. This kind of leadership in a greater way relies on one-to-one style of passing information from the leaders to the followers, to allow them to fully comprehend the capabilities, potentials, objectives, aims and desires of each follower with the intention of wholly putting them to use for a better outcome (Slack *et al.*, 2019; Canavesi & Minelli, 2021). For this reason, this leadership style has been found relevant for adoption in policy implementation at various levels of analysis among organizations along community development work (Ambali *et al.*, 2011).

The policy implementation process involves a wide variety of stakeholders who work together and give their input in defining the problem, use evidence to come up with potential solutions, and facilitate knowledge transfer and transmission in order to support and influence policy outcomes (Yaro *at al.*, 2017). This calls for an ideal and competent leadership style to be employed if the intended outcomes have to be realized. The whole process of policy implementation is complex and overwhelming, thus the reason as to why the ultimate policy beneficiaries should be put into the picture in order to have their input considered (Jones, 2011). Further, by nature of operation, policies are implemented at different levels namely, individual, community, national and international (Milde & Yawson, 2017). For any policy to be effectively implemented, there is need to understand what the key influencers of such policies are, and how they can be of use in the implementation process (Khan & Khandaker, 2016) in order to produce the sought for outcomes. This factor in itself raises implications for the adoption of a suitable leadership style since the process best succeeds through community involvement and the participation of its members. Hence the concern as to how servant leadership comes into play as a

leadership style with rich strategies to deliver the intended outcomes by nonprofit organizations.

According to Tierney et al. (2018), the participation of community members in implementation of policies has been shown to not only have benefits to the individuals, also to the community and the organization as well. When people are involved in community programs, strategies and projects, they get empowered to solve their own problems hence the need to give them an opportunity to participate. This involvement brings forth democracy in the community which is vital for the growth and development of the society. The community's participation can be required in any of the following segments of policy implementation; assessment, planning, mobilizing, training, implementation, monitoring and evaluation (Kamaruddin & Prasajo, 2017). Community participation also boosts the religious, social and/or traditional obligation for communal help. Additionally, it brings about the sense and visibility of an honest opportunity to make individual lives better, and the community at large, both socially and economically. Community participation greatly contributes to the efficiency and effectiveness of programs and projects (Holliday *et al.*, 2020). However, Tierney and associates (2018) argue that, although there are benefits that arise from community participation, it is not clear how the stakeholders work collectively to implement community participation among teams and communities.

Further, Chirenje *et al.*, (2013) suggest that there is need to engage the community because their participation motivates unity, in the sense that the people will feel the sense of togetherness and be aware of the benefits of working together and of being involved. The critical factor in the success of policy implementation greatly depends on the attitude of the agency's personnel in the field (Nee, 2019). If the agency's personnel treat community people disrespectfully or are spotted practicing biasness towards certain people and groups in the community, it will generate a destructive effect on the participation. The

personnel therefore need to be influenced to bring about suitable leader-follower related behaviors that promote expected goals of policy implementation in the community.

For community participation to happen, there is need for leadership involvement and presence. Members are encouraged and motivated to take part in project activities. Success in this regard requires the agency to identify the community's priorities and needs, and the particular thing that motivates the people (Kokela, 2017). This move will guide the call for a suitable leadership that can influence employees to work with the community. By allowing people to genuinely participate in execution of programs and projects, the agency gets to know the community's concerns, hence make decisions on issues that touch their lives. This is accomplished by coming up with policies that are translated from paper work to actual being through laying down plans and developments needed to deliver the required amenities, and an action step to realize the required change. The adopted leadership style will need to cultivate a culture that when practiced by the workers will bring out the desired behaviors for enhancing community participation.

Generally, corporate culture is socially learned and in the same way passed on to members by members with a great influence from leadership (Mukhtar *et al.*, 2019). This means that follower behaviors – which are informed by the organization's culture that is largely influenced by the leadership in place - are passed on to members by fellow members of the same organization. The organization's core values form the organization's culture, which in turn impact the followers' behavior: these all begin at the leadership level, depending on the upheld and practiced leadership style. The leaders need to understand their role in maintaining a desirable culture. Effective leaders put a lot of emphasis on the formation and maintenance of behaviors to be upheld by all the followers because they are the main agents of propagating the ideal behaviors of employees by: communicating and living the powerful vision clearly, good allocation of resource and rewards, coming up with

ideal organizational systems and designs, and giving official declarations on the philosophy of the company (Setyaningrum, 2017a).

It is increasingly and clearly emerging that follower behaviors have power to drive outcomes of projects and programs. This has since been proven with the implementation of public policies because the central authorities may not be able to implement policies in the larger sphere of their operation. However, empowered individuals are capable of doing that for the reason that by nature, they are dispersed and are closer to the core of service (Papazoglou, 2019). This can only be achieved if the leadership has inculcated such ideal behaviors among organization's followers. Policy outcomes are a result of refractions and mutations; and not what was originally written proposition and announced. This process refers to the influence of the decentralized way of making decisions through the organization's leaders and involved stakeholders, which makes policy implementation a priority issue as opposed to lagging behind in the entire process (Kamaruddin & Prasajo, 2017b; Rooij & Fine, 2018).

Servant Leadership

Servant leadership is a governance and direction style recognized in organizations and administration that possesses outstanding capabilities of personal characteristics that strive to influence for the better, by involving everyone through various interactions. Leadership is not magic, but methodical ways of operations that trigger influence for the best outcome (Mohammed *et al.*, 2018). Influence has a great role in leadership but, purely on its own, it will not suffice. There are other important characteristics that need to be put in place and practiced in order to have the richness of servant leadership exploited for the benefit of all the stakeholders. Therefore, "leadership is a position to listen with enthusiasm having an aspiring mind to be able to make a decisive action, empower and encourage

others in a responsible, supportive and humble manner to inspire them to achieve set goals as planned” (Surji, 2015, p. 155).

Several leadership styles have been applied in institutions. An example is transformation leadership that works towards transforming and improving the organization’s conventions. Another is transactional leadership that rewards employees in order to motivate them to work hard. A final example is charismatic leadership which is mostly possessed by people who have the capability to smartly attract most people with their charisma and charm, and many others that have worked in various capacities to facilitate work (Cheng & Pan, 2019).

While other leadership styles still remain applicable, the attributes of the servant leadership style as proposed by Greenleaf and summarized by Focht and Ponton (2015) present various traits of the servant leader that stand out in offering essential pillars of leadership that adequately respond to the call for suitable and corresponding leadership style for driving the nonprofit organizations into accomplishing their nonprofit societal based outcomes. The summary presents the servant leader as an individual of great personality, one who puts others first, has ideal skills on communication, is kind-hearted, has forethoughts and far-sightedness, serves and leads with ethical power, and serves a higher purpose for which he/she is driven by passion.

Parris and Peachey (2013), Zhong *et al.* (2015), Eva *et al.* (2019), Canavesi and Minelli (2021), in an analysis of the extant conceptual, empirical and theoretical literatures on servant leadership, observed that even though a lot of ground has been covered with regard to this leadership style as a distinct area contributing to the success of organizations, there still remains unexplored features which presents a call for extension of literature on servant leadership paying attention to new contexts.

Greenleaf, the founder of servant leadership, asserted that servant leaders put the interest and aspirations of other people first and theirs after (Stone & Deno, 2017). This does not necessarily mean that the servant leaders will totally forget themselves. There is always need for the servant leaders to create a balance between serving others and self. There is a tendency of servant leaders leaning more on caring for the employees and serving the organization and community at the expense of themselves which affects the outcome of the leadership style (Canavesi & Minelli, 2021a). Accordingly, service to others is the core choice of a servant leader, and their principal purpose is to render service to others first, and not leading, transforming their personnel to “grow healthier, wiser, freer, more autonomous, and more likely themselves to become servants” (pp. 13-14). Such a leader is driven by humility as their central focus and without which, there will be no servant leadership.

Proponents of this leadership style base their persuasion from the Christian faith and teachings as drawn from the life of Jesus Christ. Jesus Christ, the founder of Christianity, was the first person to give a grounding in this concept. Servant leadership was communicated, and was equally put into use about two thousand years ago through the narratives of Jesus Christ’s life that are found in the Holy Bible (Machokoto, 2019). The same practice was reverberated in the early Monarchs’ life for over one thousand years. The significance of service in leadership has existed and been acknowledged for a long while, and by many organizations (Coetzer *et al.*, 2017). Therefore, servant leadership has got a rich history of its application in many previous generations (Parris & Peachey, 2013). The leadership qualities inherent within the servant leaders realize the flow of the servant leadership tenets from the point of self-sacrificing and unselfishness, grounded on the others first orientation within the leader’s heart which projects their values, principles and ethics. These tenets have been found to lie at the core of the servant leadership theory and

are vital to the long standing wellbeing of the respective entity that is served (Fields, *et al.*, 2015; Benson & Peprah, 2021).

An important issue raised by reviewed theorists and researchers is the lack of consensus on the set of dimensions applicable in the empirical measurement of servant leadership. Several attempts made so far have suggested diverse categories of the dimension. Musiyambiri (2019), proposed the following seven leadership tenets; listening, vision, trust, stewardship, service, influence, and appreciating others. On the other hand, Takoeva (2017) came up with eight as follows; vision, integrity, credibility, empowerment, humility, authenticity, stewardship, and altruism. Spears (2010) came up with ten dimensions as follows; “listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community” (Coetzer *et al.*, 2017; Davis, 2017; Educators, 2019, p. 159). Basri *et al.* (2017) came up with a set of six as follows; kindness, selflessness, humility, patience, respect and forgiveness. Contrariwise still, Ningrum and Hamidah (2018) came up with another list of six as follows: authentic self, voluntary subordination, responsible morality, covenantal relationship, transforming influence, and transcendental spirituality.

In view of the existing conceptual and theoretical gap affecting the empirical work on servant leadership, this study proposes to measure servant leadership using four dimensions that have been condensed from the works of (Spears, 2010; Basri *et al.*, 2017; Takoeva 2017; Ningrum & Hamidah 2018; Musiyambiri, 2019; Eva *et al.*, 2019). Servant leadership was operationalized in the study through the dimensions of service to others, holistic approach to work, promoting sense of community, and sharing power in decision making.

Follower Behavior

Effective leadership relates to a great corporate culture. Due to the influence and authority that leaders have, they can strengthen values while at the same time hold employees and their stakeholders accountable (Mental Health Commission of Canada, 2017). Both effective and ineffective leadership are capable of influencing the followers' behaviors in either direction of the continuum (Parra, 2016). As a result, leaders should be deliberate in developing the followers' behavior where staff can thrive in order to realize the intended organizational goals as projected. While leaders help employees by connecting them to the purpose, accomplishment of the set goals, and connection with one another, they greatly support them to gain values that are the backbone of a successful organization (Setyaningrum, 2017a). Effective leadership has the ability to shape workers' experiences, employee wellbeing, and engagement, which are very critical for a thriving organization (Lee *et al.*, 2018). All these requirements are supported by the servant leadership style (Elewa, 2019).

Leaders define the direction of their company, hence, they are cautioned to have a good influence and effect on the personnel behavior. It is evident throughout history of tons of leaders who have brought organizations down with them into ruin (Elewa, 2019). The employees feed into the company's culture by making the will of the leaders their own while working towards a unified goal. This means that, the behaviors of the staff are a reflection of the leaders. Unfortunately, some insensitive leaders may fail to identify the connection between their behaviors and the employees' behavior, thus unconsciously influence them negatively to the organization's downfall (Nawoseing & Roussel, 2017).

The pull to follow along with the leader is strong to the extent that it should not be underestimated. The leaders' wants and motivations dribble down to the workforce since they are the 'soldiers' employed to carry out the will of the leader who is the master. It is

with this power that leaders have a huge influence on the employees' behaviors (Szczepańska-Woszczyna, 2015). Over time, the personnel's behaviors tend to emerge, shaped by the leaders that influence values and actions perceived to be critical for success. Though it is believed that in most organizations employees' behaviors emerge naturally, that is not most of the time the case; strong positive behaviors are initiated by effective leaders across the organization (Gholamzadeh *et al.*, 2014; Mamatha & Geetanjali, 2020). This is due to the fact that the main components of an organizational culture (artifacts, values and underlying assumptions) are all imprinted by the behaviors and conduct of the leaders that are transmitted to the followers.

Different leadership styles have different impacts and influence on the kind of follower behavior that will be upheld by an organization. From extant literature, it has been proven that once grown to its maturity, servant leadership becomes a vital component of the organizational culture (Eva, *et al.*, 2019; Qureshi *et al.*, 2019), manifesting through corresponding behaviors demonstrated by followers in the manner they carry out work so as to fulfil the aspirations of the servant leader. These behaviors are considered suitable for application in the context of development work where interventions are put in place to impact communities through design and implementation of programs that target change in identified priority development areas (Giambatista *et al.*, 2020).

Rhodes and Antoine, (2019); Setyaningrum *et al.*, (2017) proposed a list of several components for operationalizing follower behavior comprising of reciprocal service, deeper engagement in service, and team work. This study considers these dimensions as suitable for adoption as indicators of follower behavior in a context where servant leadership is in operation. The study therefore adopted the three indicators of follower behavior namely reciprocal service, deeper engagement in service, and team work.

Policy Implementation

Policies are a wide ranged course of projects, strategies, and programs that help and guide in the decision-making process to allow the implementation of events aimed at realizing a balanced outcome (Adebisi *et al.*, 2017). York (2019) further defines policies as plans put in place in order to facilitate performance; without which, the required outcomes may not be realized as expected in a given organization. Therefore, in the policy jurisdiction, implementation is the capacity to come up with sufficient plans and programs that will positively contribute to the attainment of the desired outcomes (Bob, 2018; Signé, 2017; Smith *et al.*, 2014). Implementation of policies is intended to bring forth worthy changes that will foster the operations of the organization to a higher level for better productivity and produce positive effects not only in the organization, but also to the people they serve. Hence, policy implementation is the actualization of the intentions that are put down on paper.

Muhammad (2014) in trying to link leadership with the role it plays at the societal level, connected leadership with policy implementation. He considered policy implementation as a social action designed to effect change which when considered in the context of societal development, is construed to imply and encompass improvement of people's lives who comprise a particular community, and ultimately determines the level of development attained by the respective society. Parra (2016) similarly demonstrates that at the societal level, there is a link between leadership and policy implementation. Kamaruddin and Prasajo (2017) also support this relationship at the organizational level. Thus, in view of the context considered for this study, it is suggested that an important outcome of servant leadership when it is in operation in a context focusing on societal development is that of policy implementation.

Policy implementation is divided into three levels; individual, community and national (Riiheläinen & Böhm, 2017). The first level of policy implementation is at the individual level. Individuals have strategies that govern them on values and interests that guide and inform people how they act in specific circumstances, forming a fertile ground for implementing community and national policies (Riiheläinen & Böhm, 2017). This is because if individuals do not have morals and principles that guide them, it will be difficult for the nation or community to implement theirs. The individual policies are based on values and interests for personal safety. The values support an individual's own community. The individual policies fall under the macro-level policies which determine the levels of operations and consumption of various goods and services which give great input to the institutional and national policies (FAO, 2020). They affect both the individuals and households in that, they produce the individuals' aspirations and the households' dreams, which help them overcome the barriers to the achievement of these aspirations and dreams brought about by the individual's beliefs, attitudes, social systems, cultural issues, and historical development. For these aspirations and dreams to be realized, there is need for application of interventions such as education, community based programs, religious (faith based) actions, and incentives from government (Hudson *et al.*, 2019). The visible change on an individual's lifestyle or individual households' is a clear indicator of the inherent change of implementation. The main actors at this level are the government bodies, faith-based organizations, and community-based organizations.

The second level of policy implementation lies at the community. Community policy implementation is aimed at benefiting the community as a whole, and its members as individuals and groups. The core intention is to reinforce the ties that clutch a given society in close association and evoke it to positively grow. These policies support the society to maintain its personality, traditions, and important history while encouraging

necessary changes in an appropriate way (Raggamby & Rubik, 2013). Hence, with such policies implemented, communities will be healthier and will benefit from its quality of life. The community policy implementation initiatives are meant to make the community a better place to inhabit and over time improve the situations and lives of the inhabitants. Hence, governments and institutions will not only see a community as a place where people live, but as a shared experience in which, every member has rights to contribute and equally benefit from the policies. This means that the national policies will be implemented with inclusivity of community members at different levels, meaning that they will support the whole process. The community at large are the beneficiaries of these policies hence the change at the community level (the changed standard of living among others) will be a clear indicator of the implemented policies (Aigbavboa & Thwala, 2013). Various policy bodies including the nonprofit organizations and the government where necessary, act as the key actors in the whole course.

The third level is at the national level which describe the causes of action that generate the beginning of change. The core intention of these policies is to serve the nation's citizens fairly without discrimination (Raggamby & Rubik, 2013). The state and localities (communities) play a protuberant role in the implementation process that affect communities and individuals as citizens in broad ways. The state and local governments make key investments in implementing policies that govern key beneficiaries of the citizens and inhabitants of the country like education, infrastructure, health, sanitation among others. Even though these are public policies, the localities have a role to play in their implementation (Bullock & Lavis, 2019).

Implementing public policy is a multifaceted, dynamic, compounded and collaborative system through which problems are established, and solutions are founded by developing new policies and reforming the already existing ones. The public policy

implementation is a continuous process that seeks the contribution of every individual in their small and big ways in order to find solutions to the problems faced by communities due to the ever changing environments (Ahmad & Adnan, 2014). The implementation is only achieved when its outputs and outcomes lead to the growth of the community as a whole (Hudson *et al.*, 2019). This growth has to be visible in that, the change has to be evident. For this to happen, the laid down policies should be clear, specific, attainable, rational, measurable and time-bound with goals and objectives.

Across all these levels of policy implementation, the concern by scholars of policy studies is the impact brought about by interventions in the society (Allison & Kaye, 2017). This concern has an implication on the operational indicators of the concept of policy implementation. Since most of the work expected to bring about the outcomes is executed through the projects and programs, scholars rely on the systems for monitoring and evaluation (M&E) to identify the relevant indicators for policy implementation (Tippins *et al.*, 2018).

In the process of implementing community development projects and interventions, monitoring and evaluation are key components that should be critically taken into account. According to the United Nations ESCAP (2017), monitoring is important because it determines the progress of projects, programs, and subprograms according to the plan, to realize the intended outputs and outcomes in the community in this context. This will enable the leadership to take corrective action when needed to ensure that the set project objectives have been met and accountability to beneficiaris and donors exercised. Hence, the outcomes, outputs, and activities need to be visible and evidenced by periodical, progress, and terminal reports. Monitoring of the implementation process should be an ongoing leadership function that answers the question “Are things going according to plan?” Evaluation on the other hand takes care of the external accountability to beneficiaries and

donors, and internal accountability in organizational learning. All the lessons learnt in strategic planning and the decision-making process should be put into operation for better outcomes. Recommendations are very vital from the evaluations done. The findings and lessons that have been learnt are a great milestone in the policy implementation process when put into practice.

Due to the kind of funds nonprofit organizations get, most of the community projects they undertake are run on meager budgets with lean staff and limited skills. This calls for community participation in monitoring the programs and projects being implemented in their community, and actively evaluate the impact of the project on the members and the community at large. Regular assessment of the behavioral change and empowerment in the community should be done by the agency and the participating community members (Yaro *et al.*, 2017). When the participants are well empowered, they can come up with the measures to assess change from the onset of the project implementation to its current status. The agency staff can also come up with reference points and on a regular basis check on what has changed due to the interventions introduced. The participatory monitoring and evaluation involves the local people, the agency, and the policy implementers where they collectively decide on the progress measures and how results will be acted upon (Tierney *et al.*, 2018). Thus, three components of monitoring and evaluation are important for measuring the evidence needed for policy implementation: project execution, project outputs and project outcomes.

According to Roupnel *et al.*, (2019), servant leaders are the ideal kind of leaders to bring change, and more often than not, change can only be wrought if projects, programs and strategies that generate the kind of change and outcomes expected are well implemented. In most decision-making processes, there is need for a leader to have foresight which closely connects to the intuition, which is the ‘unknowable’ characteristic

that servant leaders should possess and practice. Based on the arguments drawn from the process of monitoring and evaluation, three components were considered important for measuring the evidence needed for policy implementation: project execution, project outputs and project outcomes.

Religious Nonprofit Making Organizations' Institutional Context

The nonprofit type of organizations are those that are set up by the founders for promoting the welfare of the society or for promotion of art and culture in society (Donoghue *et al.*, 1999). These entities are devoted to further a certain social effect. Such organizations most of the time are exempted from taxes. They need to uphold high levels of honesty, trustworthiness, openness, and accountability to every individual who has invested faith, time, and money in that particular organization (Al-tabbaa *et al.*, 2013) for a specific agenda. These organizations are accountable to the founders, public, community, donors, volunteers, and the recipients of their services.

Religious nonprofit organizations are those whose mission and identity are derived from a religious background and operated as registered nonprofit entity. These organizations run like any other nonprofit organizations and have an obligation to their funders, founders, and stakeholders to manage all categories of resources in a responsible manner (Felix *et al.*, 2017). Further, these organizations especially the religious nonprofit ones, fit well in propagating the community's agenda since they are close to the community members and hence, have a deeper understanding of the necessities, essentials and gaps that need to be filled for growth and change to happen. In addition, these organizations are privileged to be privy to information about the communities in which they are in, in regards to their culture and way of conduct, which makes it better for such organizations to implement their strategies, programs and projects (Berger, 2003; White House Office of Faith-Based and Community Initiatives, 2003).

Like other nonprofit organizations, the religious nonprofit organizations are key instruments for policy implementation contributing to community development due to the role they have grown to play. The non-governmental organizations' body where all the nonprofit organizations lie including the religious ones, has professional characteristics which include hybridity, identity, managerialization, and philanthropy (Zajda & Pasikowski, 2018). This body of organizations aims to solve community issues through relevant economic and social effects on social development and employment. Such entities fall within the larger context of social organizations whose main purpose is to make supportable communal value, trade and industry prosperity at the community level. They range from medium to large sizes which engage in various activities to meet the needs of a society. With meager resources from government grants and donors due to economic challenges, there is need for optimal use to ensure that the little that comes in does the right work in reaching out to the community (Almaitan & McLaughlin, 2018; Dobrai & Farkas, 2016). These organizations deal with delicate issues such as human rights, advocacy, and health and environment. For all these effects to be achieved, there is need to have suitable leadership in place to undertake the community development work with the required passion to impact change in communities where the organizations operate. Over time, the prevalence of different types of non-governmental organizations has come to form an institutional environment that characterizes the context of their operation. The institutionalization process for the non-governmental organizations has been shaped by several forces like; the registration process, role of government regulation, conformance to self-regulation, and professional characteristics (Zajda & Pasikowski, 2018).

According to Kalii (2017), there are 4 types of nonprofit organizations in Kenya namely; non-governmental organizations, companies limited by guarantee, society and trusts. The religious nonprofit organizations fall under the non-governmental organizations.

These nonprofit organizations, depending on the service they offer, are categorized into two large sections which are charities and foundations. They are further clustered into the following sectors; education, health, community development, relations, environment, and religious matters (Kanyinga & Mitullah, 2007). The existence of these organizations revolves around environmental, social, advocacy, and human rights, by offering the following amenities: education, welfare to deserted children; environment development; literacy promotion; psychological and educational services; reproductive health to women; alleviating suffering brought about by disaster and calamities; protective services to deserted children and orphans; food supplies to orphans especially in rural areas; improving general health; sustaining improvement of health to vulnerable populations and areas hit by crisis; collecting and conserving indigenous plants and vegetables; community development in marginalized populations; relieving distress and poverty amongst refugees resident in Kenya; education for refugees; training secondary school leaders from needy backgrounds in useful craft skills; preservation and conservation of Kenya's wildlife and natural environment; emergency relief and rehabilitation programs for displaced people and refugees; integrated development approaches targeting children, youth and women; care for orphaned and destitute children; increasing awareness among the people of Kenya concerning benefits of responsible parenthood; and, promoting love and understanding between Muslims and people of various faiths, among others (Kefa & Iravo, 2018).

The Non-Governmental Organizations Co-Ordinations Act (2012), which regulates the operations of the religious nonprofit organization postulate that, there is need for every nonprofit organization in Kenya to be aware of the requirements of the “non-governmental organizations co-ordination board, which is a state corporation established by the non-governmental organizations co-ordination act (Cap 19) of 1990”. This board has been mandated to regulate and enable the non-governmental sector in Kenya. It has been

operating since 1992 and is currently under the Kenyan Ministry of Interior and Co-ordination of National Government. Specifically, this is a board of registration, facilitation and coordination of all NGOs operating in Kenya. It further gives advice to the government on the status of these organizations, provides guiding principal policies to these organizations in order to have their activities aligned with national priorities, and finally, it receives and analyzes all their annual reports. The nonprofit organizations promote the highest ethical and professional standard; they exercise responsible mobilization and management, and they are responsive to the communities they serve. The International Centre for Not-for-profit Law produced a handbook that serves as a guide to good governance of the nonprofit sector at all its levels (Non-Governmental Organizations Co-Ordinations Act, 2012).

Just like many other sectors, the nonprofit sector has an association that empowers and guides them. The World Association of Non-Governmental Organizations (WANGO) is an international organization that unites non-governmental organizations globally with the aim of advancing peace and global wellbeing. This association provides support for nonprofit organizations to enable them to easily link, work together with other organizations, and increase their benefaction in order to resolve humankind's rudimentary difficulties. The religious nonprofit organizations that are members of the world association of non-governmental organization have the right to use the rich resources that help them achieve their vision and mission. Membership can be attained as either regular or senior, depending on the size of the organization (Code of Ethics & Conduct for NGOs, 2012). This association provides the following resources: Training experts with international expertise on new nonprofit technologies, media, relations, strategic planning, board development among others; Create free member home pages on the association website that grants an organization valued publicity of its services and activities; Practical

dissemination of needed information to member organizations regularly on different topics of practical relevance; Sharing resources and multiplying resources sections are only available to organizations that are members, which offer information of practical relevance (Code of Ethics & Conduct for NGOs, 2012).

Further, WANGO is an essential and indispensable resource for nonprofit organizations that aim at growth and advancement to network with leaders globally, establish partnerships, grow and develop professionally, find resources, and find access to many openings that will boost their growth. WANGO provides an exceptional platform for networking among key leaders of varied and influential organizations. Members in various nations are encouraged to develop their own national (WANGO) chapters that will focus on issues of specific interests to the membership in those areas. It is the Association's desire to improve and strengthen the nonprofit sector as a whole by ensuring that the code of ethics and conduct of these organizations are adhered to (Code of Ethics & Conduct for NGOs, 2012).

This Association further assists the religious nonprofit organizations by providing support and access to resources and information that will support them to achieve their own mission relative to creating a better society and world socially, politically, economically, environmentally, and morally. This Association helps the religious nonprofit organizations globally to offer a strong, unified voice in advancing moral solutions and conflict resolution to pressing global, national, community and social problems. It provides information on the importance of nonprofit organizations and the challenges confronted by this community of nonprofit organizations. These organizations are heavily affected by the public policies and WANGO provides a voice for them in the enactment and revision of laws and regulations (Code of Ethics & Conduct for NGOs, 2012). This Association optimizes resources and shares important information that provides a means for the nonprofit organizations to

become more effective in completing their important and essential tasks by enabling them to work in partnership across barriers to create a global culture of peace. They further offer vital services both to the international and intergovernmental leaders in tackling issues of serious global concern to enable the nonprofit sector to thrive (World Association of Non-Governmental Organizations - WANGO, 2016).

The religious nonprofit organizations in Kenya face the same challenges the other nonprofit organizations are facing because they are operating on the same context. Inefficiency and ineffectiveness is a major challenge these organizations are facing (Kamau, 2018). Further, limited financial support has greatly affected many nonprofit organizations in Kenya (Kanyinga & Mitullah, 2007). Due to the lack of funds, there are some projects that were started but have never been completed (Kamau, 2018). Further, Kamau (2018) found out that the foreign policy, democratic form of government, terrorism and political instability greatly affect the performance of nonprofit organizations. This is evidenced by the uncompleted projects in some parts of Kenya where insecurity issues are experienced. Accountability and transparency have also emerged as challenges facing organizations in this sector (Ortega-Rodríguez *et al.*, 2020).

Like any other organizations in diverse contexts, the religious nonprofit organizational settings are shaped and characterized by isomorphism and institutional pressures such as mimetic, normative, and coercive (Claeyé & Jackson, 2012) which greatly dictate the way of operation of a particular set of organizations operating under the same context. With the existing nonprofit characteristics, isomorphism and institutional pressures, how can servant leadership inject in its tenets that can be applied by this special body of organizations to effectively deliver and impact the community as intended?

Statement of the Problem

Nonprofit organizations have been considered partners in development by governments for purposes of enabling governments to enhance the level of development at community and national levels. Due to this, bilateral and multilateral bodies and governments inject significant amounts of resources into programs implemented by nonprofit organizations to enhance community level development in line with government policy. Despite this massive injection of resources, the sector continues to experience a poor state of community development due to poor policy implementation. Evidence for this has been found in prevailing high levels of poverty, illiteracy, and a lack of essential amenities such as medical care, shelter and education in most communities where these nonprofit organizations claim to have their presence (Mowjee, 2010; Willitts-king *et al.*, 2018).

While this situation presents a dilemma to donors, governments, locals and the owners of the nonprofit organizations, two main factors have been suggested as possible causes: poor implementation of projects and unethical behaviors. In terms of poor implementation, there have been cases where projects and programs are either not fully executed or others never kick off at all (Okereke, 2017) due to insufficient implementation capacity, poor project management, inherent weakness due to project design, poor implementation logistics, defective project termination procedures and political influence (Daniel-Kalio, 2019; Desta *et al.*, 2018; Omoinyi, 2018). In addition, there have been reported cases of corruption (Munawwaroh *et al.*, 2019), immoral behaviors (Njehu, 2015), child abuse (Rivera, 2019; Kauffman, 2017; Guerzoni & Graham, 2015; Formicola, 2016; Njehu 2015), and unfair human resource practices (Kenya Law Reports, 2020a; Kenya Law Reports, 2020b; Kenya Law Reports, 2020c).

There is however a weakness in the manner in which the problems leading to poor levels of policy implementation have been understood whereby they have not been considered as components of a leadership problem. Since nonprofit organizations work in communities to respond to prevailing community development constraints, a suitable leadership that identifies with the constraints needs to be integrated in the analysis of the issues affecting policy implementation by nonprofit organizations. When it is well applied in organizations, servant leadership style brings about transformations likely to account for better levels of policy implementation (Adebisi *et al.*, 2017).

Although this leadership approach has been recommended for adoption in the management of non-governmental organizations, the state of extant literature on servant leadership indicates that it has not been exhaustively researched to firm up on its state in the nonprofit sector. For instance, Greenleaf, the founder of this theory, left plenty of room for speculation which Larry Spears tried to address in 1969 by developing a major extension in servant leadership with ten physiognomies of a servant leader (Chishimba, 2018; Hoch *et al.*, 2018). Spears (2010) did not fully address the issue, which led to Joe Larocci to further pursue it, where he developed some fundamental principles that govern the operations and practices in work environments, leaving out the aspects on how this leadership style affects not only the leaders, but also the followers (Eva, *et al.*, 2019; Russell, 2014; Yigit & Bozkurt, 2017). In addition to that, servant leadership has not been scientifically measured via conceptual and theoretical literatures to gain authority for application not only in empirical studies, but also in practice (Sendjaya & Sarros, 2002).

The empirical literature indicates that the state of servant leadership has not been fully explored, though a lot has been studied regarding some of its behavioral outcomes. In addition, very few studies have been done to relate policy implementation with servant leadership, particularly in the nonprofit sector. The researches done so far have focused on;

servant leadership and follower behavior (Wu *et al.*, 2020; Ahmad & Hassan, 2018; Liborius 2017; Carsten *et al.*, 2018; Schwarz *et al.*, 2016; Thao & Kang, 2020; Shahzadi *et al.*, 2017; Brohi, *et al.*, 2018; Myers, 2018; Asghar & Naseer, 2017; Canavesi & Minelli, 2021), servant leadership, performance and behavior (Brohi *et al.*, 2018; Setyaningrum 2017; Muhtasom *et al.*, 2017; Santosa *et al.*, 2018; Benson & Peprah, 2021), servant leadership and employee performance (Harwiki, 2013; Ambali *et al.*, 2011; Langhof & G ldenber , 2020) and, also servant leadership in nonprofit organizations (Mejheirkouni 2020; Ammons & McLaughlin 2017; Sargeant & Day, 2018; Amir *et al.*, 2021). So far, only one research by Ambali *et al.* (2011) has provided evidence to show that leadership plays an important role in policy implementation within public sector settings. Over and above this, the studies have not addressed the outcomes of servant leadership, as well as failing to capture other contexts in the developing world where nonprofit organizations are much more active. There is therefore lack of understanding on the agreed upon set of measures of servant leadership on the one hand, and the role it plays in enhancing policy implementation through engagement of followers in the nonprofit nonprofit institutional context on the other.

Therefore, the purpose of this study was to determine the mediating and moderating effects of follower behavior and nonprofit institutional context respectively on the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County.

Objectives of the study

The general objective of this study was to determine the effects of follower behavior and nonprofit nonprofit institutional context respectively on the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County.

Specific Objectives

- i) To determine the effect of servant leadership tenets on policy implementation among nonprofit religious organizations in Nairobi County.
- ii) To establish the mediating effect of follower behavior on the relationship between servant leadership and policy implementation in nonprofit religious organizations in Nairobi County.
- iii) To examine the moderating effect of the nonprofit nonprofit institutional context on the relationship between servant leadership and policy implementation in nonprofit religious organizations in Nairobi County.

Research Questions

The study sought to answer the following questions;

- i) How do the servant leadership tenets affect policy implementation among the religious nonprofit organizations in Nairobi County?
- ii) How does follower behavior affect the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County?
- iii) How does the nonprofit nonprofit institutional context affect the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County?

Assumptions of the Study

The first assumption of this study was that there is an established leadership system among the religious nonprofit organizations whose dimensions are identifiable through the day-to-day work practices. Second, religious nongovernment organizations have an adequate number of employees whose work behaviors reflect influence of the leadership in place. Third, the religious nonprofit organizations are conversant with the government

regulatory controls and institutional pressures exerted on nonprofit organizations by the two actors. Fourth, and the last one, was that the nonprofit organizations have various community development initiatives they are engaged in to address community development in their catchment areas.

Justification of the Study

A lot of ground has been covered regarding studies on servant leadership as a distinct area that contributes to the success of an entity. There was however a need to further explore the uncharted aspects of servant leadership, with a focus on the new context of the religious nonprofit organizations, especially in Kenya, and on the effect of follower behaviors on servant leadership. While most of the studies conducted on servant leadership covered aspects regarding its effect on community citizenship behavior, job performance, employee life, and employee organizational commitment, hardly any have capitalized on the follower behavior. Furthermore, most of these studies appear to have been conducted outside Africa.

From the extant literature, the common outcome of servant leadership as analyzed by some scholars' (Eva *et al.*, 2019; Langhof and Güldenberger, 2020) critical review of literature is a positive effect of servant leadership on organizational climate and change, where culture mediates servant leadership and performance, job satisfaction, identification, motivation, trust and self-efficacy. Their review indicated that there were no empirical studies on the leaders' expectation on practicing servant leadership, thus a need for empirical studies to explore the influence and effect of a servant leader on their followers to become servant leaders in return within religious nonprofit organizations. Moreover, there was need for studies to be conducted on the influence of servant leaders on the follower behavior. In view of these gaps, this study sought to find out how servant leaders can influence the behavior of followers in order to prompt the leaders and propel them to

ensure that policies have been implemented in religious nonprofit organizations in Nairobi County – Kenya.

Significance of the Study

The religious nonprofit organizational setting was the context within which the application of servant leadership on policy implementation was conceptualized. The theoretical, conceptual, contextual, and empirical contributions will benefit policy implementers to know how to mitigate the challenges facing the implementation process to enable them have all the projects fully executed. The beneficence will extend to the nonprofit organizations sector, which is the closest to the community and which needs to be positively impacted and changed for the better, as well as the academicians by injecting new knowledge that will be used in building the scholarly community. The research provides a path for a suitable argument that extends this work in a manner that entrenches conceptual rigor likely to result in a corresponding rigor in theoretical scope at the abstraction level on one hand, and empirical rigor on the other.

Scope of the Study

The scope of this study revolved around the conceptual literature that relates to servant leadership, follower behavior and policy implementation. The study targeted the religious nonprofit organizations in Nairobi County, Kenya, as the unit of analysis. The study selected leaders from 5 departments that are relevant in the formulation and implementation of projects in communities including: administration, human resource, finance, project formulation and execution, and monitoring and evaluation as the unit of analysis. The study used mixed method to generate and analyze data to draw conclusion from a target population of 365 drawn from 73 organizations for quantitative data and 10 key informants from 10 organizations that were identified through purposive sampling to offer a target population for qualitative data collection.

Limitations and Delimitations

This study had potential limitations. First and foremost, not all religious nonprofit organizations had the 5 target departments (administration, human resource, finance, programs formulation and implementation, and monitoring and evaluation) that provided the respondents needed for the study. Secondly, not all the religious nonprofit organizations were willing to participate in the study. This issue was mitigated with a firm assurance of confidentiality in the entire process. Finally, due to the examination timelines of this study, compliance was of great essence and thus the researcher was not able to delve deeper into the study due to a great amount of time required.

In terms of delimitations, the study was narrowed down to the target population of 291 religious nonprofit entities with a sampling unit of 2,328, arriving to a sample size of 365 respondents from 73 organizations observing the selection formula to have representation from the various faiths. Furthermore, the study limited itself in getting respondents from the 5 selected departments of each organization for uniformity of data collection and relevance of the study. But in cases where the organization will not have all the 5 selected departments, the researcher will proceed with the available departments. Finally, the study used the mixed method to collect data which was analyzed through multiple regression and explanatory methods.

Chapter Summary

This chapter provided a background overview of the study and explained the research problem. The objectives of the study and the research questions have equally been provided. A synopsis of the 4 variables of the study that include the independent variable (servant leadership), mediating variable (follower behavior), moderating variable (nonprofit nonprofit institutional context) and dependent variable (policy implementation) have also been given. Further, the assumptions, justification, significance, scope,

limitaitons and delimitations of the study have been provided. The next chapter delves deeper into the study variables and critically discusses related theories and empirical studies.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Introduction

This chapter presents the literature review on which this study is grounded. The conceptual and empirical literature on the study variables are discussed at length. Literature on servant leadership tenets, follower behavior components and nonprofit institutional context components are critically reviewed in details. The summary of the literature gaps are equally provided. The five theories that anchor the study are also discussed in depth. Finally, the conceptual framework model and the study hypotheses are explained.

The Conceptual and Empirical Literature

Conceptual and empirical literature are essential in any study. The conceptual literature promotes and systemizes the knowledge that a study espouses. This literature helps the study to explain in depth how the research problem will be explored, and hence, the conceptual framework gives the deep pathway summary that can easily be understood on the exploration. Conceptual literature further provides an in-depth background information on the research concepts to bring out the gaps that need to be addressed (Bergkvist, 2008).

All the constructs studied are discussed rigorously in this chapter. Further, the empirical literature focused on the studies conducted in the study's field, laying a solid foundation for further development. The study extensively explored what other studies discovered on the same subject to help them find out the gaps that will form the problem of the study that needs to be addressed. Empirical literature gives valid and reliable information concerning the status of the study subject due to the facts and figures of statistics and findings of the previously carried out studies (Long, 2014). This is the reason driving the inquisitiveness behind the possibility of anything new that servant leadership

can offer in order to improve the state of knowledge and being in the nonprofit context that other leadership styles have not offered.

Conceptualizing the Role of Servant Leadership

Leadership by its nature is expected to bring about transformations in systems where it is applied. In literature, leadership has been defined differently by many authors. Most academicians and practitioners agree “that leadership is highly situational and contextual” in the sense that, it is not a guarantee that a successful leader in one context will equally be successful in another context, or even in the similar setting with dissimilar kinds of followers, or in an unlike culture set up (Arrasyid *et al.*, 2019, p. 201). There exist different styles of leadership that aid the performance of work through activities that are geared towards growth of organizations.

In view of observations made about challenges experienced in the nonprofit sector on the level of policy implementation attributed to the quality of leadership in organizations, this study adopted servant leadership as a possible explanation for the state of policy implementation among nonprofit organizations. In this section, the study explored the conceptual nature of the construct of servant leadership with a view to highlighting the tenets of its nature that offer potential to affect policy implementation, not only at organizational level, but also at the community level.

Due to the emerging need for conceptualization of the construct of servant leadership, this section provides conceptual review of literature on servant leadership to highlight the key tenets that comprise it, and offer potential effect at the organizational and societal level. Beck (2014) postulates servant leadership as an influencing aspect of positive relationship with followers. On the contrary, servant leadership is negatively linked with the aspect of followers’ avoidance of assuming leadership roles and lower levels of personnel deviance. From the reviewed literature, how servant leadership works and how

it should be applied has been partly answered through the dimensions, characteristics, and attributes of servant leadership as presented in various studies. There still remains quite a lot for further study on how servant leadership is applied and the phenomenon it brings about among others (Eva *et al.*, 2019).

Servant leadership advocates and encourages making decisions based on moral and ethical contemplations and considerations motivated by fundamental individual values such as integrity and honesty (Alvehus, 2021). While every individual, whether in leadership level or not, faces choices on whether to do good or bad, servant leaders always desire to do that which is both ethically and morally right; they deliver on obligations and choose to act with competence (CEC European Managers, 2017; Uzohue *et al.*, 2016). Hence, servant leadership fosters an ethical environment as a byproduct of appropriate supportive leadership culture.

Servant leadership begins only when the leaders take the position of a servant in their day in, day out interactions with their employees. Authentic and legitimate leadership will not arise from self-interested actions and power, but rather from the inner desire of helping others first (Fields *et al.*, 2015; Sahawneh & Benuto, 2018; Ishola & Ayangbekun, 2018). The aspect of the leader assuming the role of a servant when interacting with followers increases the employees' motivation, which increases greatness in them (Vikhanskiy & Myrakyanyan, 2018). The service to others is purely based on the fundamental desire to first be of help to others as opposed to self. This is attained by coaching, empowering, training, delegating, and sharing of power, among others (Fields *et al.*, 2015; Olesia *et al.*, 2013; Canavesi & Minelli, 2021). These components trigger some sort of assurance, and a form of acceptance and appreciation that go a long way in motivating followers to give sacrificially to the organization. Servant leaders promote the view of encouraging individuals to have a holistic approach in whatever they are engaged in

(Tanno, 2017; Perruci, 2016; Song *et al.*, 2021). This in a gargantuan way benefits not only the leaders and followers, but it ultimately builds the lasting performance and interests of the organization and the society at large (Uluslararasi *et al.*, 2019). Therefore, the primary purpose and motivation of a servant leader is to invoke greatness in their followers and employees, while having organizational success as an indirect benefit derived from servant leadership outcomes.

Servant leadership is a relatively new expansion in the leadership concept. The extant knowledge disseminated on servant leadership has traced the leadership style to a set of characteristics demonstrated by the type of leader described by Greenleaf. Greenleaf is regarded as the founder of servant leadership where he asserted that servant leaders are the type of leaders who put the interest and aspirations of other people first and theirs, if any, later (Stone & Deno, 2017). Accordingly, service to others is the core choice of a servant leader and their principal purpose is to render service to others first and not leading. Further, Greenleaf (1970) postulates that the fundamental purpose they seek to achieve in their leadership is transforming their followers to “grow healthier, wiser, freer, more autonomous, and more likely to become servants themselves” (pp. 13-14), driven by humility as their central focus and without which, there will be no servant leadership.

Désirée and Chavremootoo (2018) express servant leadership as the aptitude of a person to bring out the best in the people led and this kind of leadership in a greater way relies on passing information one-to-one in order to fully comprehend the capabilities, potential, objectives and desires of each led member. In addition, Eva *et al.* (2019) in their review and analysis of the extant literature discovered that, within the last two decades, most published empirical studies have used the quantitative research design with very few studies using qualitative designs and mixed methods. Further, the few qualitative researches done were found not to have been informed by theory. This trend raises concerns that need

to be quickly addressed. Hence, the study recommends an increased use of experimental and investigational research design on servant leadership as compared to other methods. On the other hand, a lot of effort is being put to ensure improvement of the survey design and equal improvement in the sophistication of analyses that will be utilized in servant leadership researches. These gaps, including many others arising from the extant literature, are what the study seeks to respond to.

In a study done by Augustine and Muslimah (2016), it was established that servant leadership exerts influence on policy implementation that boosts an organization's and individual's performance in nonprofit organizations in Indonesia. The sample size was 21 provinces and 89 city/regency in Indonesia. Leadership was measured using Organizational Leadership Assessment. All measurements were done using a Likert type scale interval with a 7-point format. The hypothesis testing was done using SEM-Partial Least Square. The outcome of the research indicated that, when such policies are well implemented, the nonprofit organizations stand a better chance of being accountable in their operations including how they use the finances that come in through donations, to supporting the community as they render service to its inhabitants. It is equally evident that the way such policies are implemented is slightly different from how other organizations implement theirs (Santosa et al., 2018). This is because of their uniqueness in operation since they are not after making profits but rather, serving and impacting the community.

To support this argument, Ambali *et al.* (2011) did a study on servant leadership's values and staff's commitment with specific reference to policy implementation focus. The study sought to give the basic outline on the perception level concerning servant leadership attributes that a leader should possess in public workplaces. Further, the study tried to link the leadership commitment and how this will affect the implementation of public policy especially in Malaysia, a resource-rich economy. The study used the quantitative method

to analyze the data. In addition, having gone through the work of Jacobs (2006) on “Servant Leadership and Follower Commitment”, it was found that in this study servant leadership was used as a moderating variable, hence (Ambali *et al.*, 2011, p. 318) chose to find out the direct “influence of servant leadership on organizational commitment” of staff. In summary, the study addressed the following objectives; 1) the study identified the commitment level of staff to the organization and how the leaders’ behaviors in handling the employees affect policy implementation, 2) the study identified the level of the servant leadership attributes possessed by the leaders as per the employees’ perception, and 3) the study identified the greatest servant leader’s value that influences the commitment of employees towards the organization, thus enabling policy implementation in the public sector. The study defined a servant leader as a leader whose primary drive for leading is to serve others by investing in the followers’ development and wellbeing for the benefit of achieving goals and tasks for the common good. Further, the study was anchored on servant leadership theory by Greenleaf (1970). Greenleaf (1997) posits that, “this model of leadership emphasizes more on the service to others, a holistic approach to work; promoting a sense of community; and the sharing of power in decision making” (p. 13).

The study was further in agreement that servant leadership incorporates the ideals of total quality, empowerment, participative management, team building, and service ethics into a leadership philosophy. Servant leaders should be character and value driven people whose behaviors mirror a sense of servanthood – service to others. The study revealed that there exists a positive relationship between servant leadership qualities and organizational commitment of staff. Further, it was found out that the focal influential value of servant leadership or organizational commitment of staff is the level of the leaders’ integrity in an institution. Therefore, the ranked significance of integrity quality in leaders can in a significant manner bring public policy implementation to a success as compared to other

servant leadership qualities. Since this study was done in the public sector and it used the quantitative approach only, the current chose a different context (NPOs) and used the mixed methods.

Effect of Servant Leadership on Policy Implementation

Organizational performance and community development cannot be realized without proper implementation of programs, projects and strategies. There is need to have an ideal leadership style in place that will push this agenda and have the implementation take place in order for an organization to perform optimally in serving the society. The complexity of policy implementation requires not only a single actor, but a collective of actions by many actors (Retno *et al.*, 2020). This means that the leadership in place needs to have the capacity to engage various bodies from the organization and the community for effective implementation to happen (Meerkerk & Edelenbos, 2018).

Project execution is a phase where the translation of what is on paper is actualized. This phase encompasses carrying out all the project details in order to realize the end result of the projects and programs. This is the most compound and longest stage of any project life. In order to remain on track, there is need for constant communication between the leaders and the workers (Burns *et al.*, 2019). The project outline and all associated procedures should be put into consideration and carefully followed. After the investment of time and resources in the planning phase, there is need to be careful in executing the project to ensure delivery of the intended outcomes. In the implementation process, the leaders need to be alert for signals of critical changes that may be necessary (Bii *et al.*, 2019). This is necessary to avoid inflexibly between following the laid down plan to the letter following the laid down plan to the letter and critical indicators calling for some adjustment and change which may jeopardize the entire project.

According to Tahir *et al.*, (2017) motivation and involvement of workers and all the stakeholders, including the donors and community, is very crucial in the execution process. It is prudent to pause and celebrate the incremental victory to show the workers that they are valued and their work is of great importance. This will inspire them to keep up with the good work. There is need for all the involved parties to foster healthy ways of dealing with conflict and disagreements, as they are unavoidable, and also of encouraging each other to remain positive in the entire time of the project (Biddulph *et al.*, 2018).

Regular updates on the progress of the project should be given to the stakeholders. This will avoid costly delays and misunderstandings. Transparency and open communication are very vital all along the way (Tahir *et al.*, 2017). These tend to foster trust with the stakeholders and the funders of the project. To successfully finish a project, it takes consistent and conscious effort and not grappling with chance. Constant monitoring and evaluation and assessment need to be done frequently to track the project progress (Hussein, 2018). If this is not done, the implementation may stop on the way, hence, never get to realize the projected outcomes.

Project outputs are the domino effect attained instantaneously after implementation of any activity. For example, if an agency is organizing for a human rights workshop, the people who will attend the workshop will have a clear understanding on issues regarding the human rights, hence it is an output achieved right after the workshop. On the other hand, the outcomes are not seen immediately, but will come along the way when some changes are seen on the ground. Using the above example, when the participants begin rallying their community memberships to seek these rights, that becomes the outcome of the program (Wallace, 2019).

Some of the outputs expected in projects, programs and strategies involve the participation of the communities. When members of the community get involved in the

execution process of the projects, it is a clear indication of some sort of output. The principal livelihood strategies assumed by the different people groups in the society and the topographies of the teams involved in the plans are equally outputs that are channeled towards getting the outcomes of the programs. The key institutions in the community also play as an output in the implementation of these strategies because without them, the project outcomes will never be realized (Guijt, 2019). The project outputs vary from one program to another, one community to another, and even from the relationship the implementing team will develop with the community during the whole process. But generally, a linkage of associates and main informants in the communities is a vital output (Kabonga, 2019).

It is evident that outputs are potentially important because they set the basis of setting up the program activities and empowering the community members, while at the same time addressing the core issues found out by the inquiry. These investigations are not only important during the analytical course where the agencies are trying to comprehend the community's resident circumstances and conditions, but they will keep addressing issues in all stages of the project implementation (Lamhauge *et al.*, 2013).

Project outcomes are very important for a monitoring and evaluation system because they provide information in good time on whether the project is on course or whether the intended changes have started to happen. These include both services rendered and products received (Guijt, 2019). For instance, if an agency has a project of supplying seedlings to the community members, an early outcome that shows proof that the project is on the right track is probably having about 90% of the farmers plant the seeds. If the seeds are not being planted, the monitoring and evaluation process should show, in order to alert the agency to come up with a remedial action which will ensure that the project has impacted the community with the ultimate outcome. But if the agency waits to measure the ultimate outcome of the project without checking on the outputs and early indications of

the outcomes, they will find that the living standards of the households and communities have not improved because they did not plant the seeds. It can therefore be summed up that, outputs enable the agency to know if the programs and projects are in the right track so as to deliver the intended outcomes.

The agencies who deliver community projects clearly know the intended outcomes. Depending on the community, the projects, programs, and strategies will be either; dealing with poverty, delivering of childcare, building community members' confidence, or pursuing some other valuable and meaningful cause. Sometimes, these intentions may not be clear or well understood by the people who are distanced from the action such as the funders, community members, or the public authorities who are not part of the agency. Hence, there is a need for clear communication to be passed out to the interested stakeholders on the intended outcomes. This will form a fertile ground for the success of the intended project.

The clear outcomes of services and products will help when it comes to collecting evidence. The clearly stated outcomes will equally guide the implementers on the levels and stages of the project, where they will be quick to notice when things start getting out of track and swiftly act in order to attain the expected outcomes. In order to check the progress of the programs, it is ideal to periodically take an analysis of what has been done, and whether what has been done is bringing a change to the lives of people and the community at large. It is also prudent to check if the problems that were being addressed are changing for the better (Taylor *et al.*, 2005). When changes are seen, it is a clear evidence of the outcomes of the project. When a project is implemented and there seems to be no change happening in individual people and the community, it is evident that there is no outcome. This means that a problem may have arisen from the output where the investigation was done, further implying that monitoring and evaluation was either not done

or was poorly done. Evidence beyond the implementers' perception (though useful) is the proof of the outcomes. When projects move from one hand to another without clear intended outcomes, there is a high likelihood of losing the original aims and the action become scrambled and mixed up (Lennie *et al.*, 2011).

Bulmer (2018) supports the existence of nonprofit organizations and argues that, with proper policy execution its implications can highly affect individuals and communities. The reason for this is that the nonprofit sector has got its peculiar line of operation that the public and the corporate sectors cannot match (Ortega-Rodríguez *et al.*, 2020). Hence, nonprofit organizations are very vital and their work is of worth to both individuals and communities in various levels to save and serve lives in communities. These organizations equally act as the influencers of policies. The voice of the small and the less fortunate can only be amplified by the nonprofit sector (Performance, 2010), hence, the emergence of a question; if the nonprofit sector does not step up to undertake its rightful mandate, who else will save, serve, and amplify the voice of the less fortunate in the communities? If this has to be done, then, how can servant leadership through follower behavior influence the whole process to ensure that the laid down strategies, projects and goals have been achieved for better communities through the nonprofit organizations? This study considers the discussed dimensions as suitable for adoption as indicators of policy implementation in a context where servant leadership is in operation. The study therefore adopted three indicators of policy implementation namely project execution, project outputs and project outcomes.

A study carried out by Shahbaz (2021) sought to find out the relationship between servant leadership and the success of project management. 76 usable surveys were used to collect the data. Self assessed questions were administered using a 7-point and 10-point Likert scales and used the Pearson's and Spearman rho correlations along with stepwise

multiple regression to analyze the data. The results indicated that servant leadership especially the courageous dimension has a significant positive effect on project management success. The study was carried out in America hence need to explore further to developing countries like Kenya. Further, Bilal *et al.* (2021) in another study on servant leadership as a new perspective to explore project leadership and team effectiveness, found out that servant leadership has a positive and significant influence on project effectiveness through team goal and process clarity. 58 teams working in 3 project based organizations were used as the sample size of the study. The study hypotheses were tested using the multi-level structural equation modelling. This study chose to delve deeper by involving several nonprofit organizations that implement projects in various communities in a developing country. The servant leadership tenets are very vital for use in the implementation process in order to realize the intended outcomes.

Tenets of Servant Leadership

Servant leadership originates from the leader's desire to serve others as opposed to leading and finding gain for themselves. One can only distinguish a servant leader from the rest through the traits and characteristics they uphold. The spirit to impact other people's life through their acts of compassion will clearly show that they are not hungry for power, but rather value service to and for others (Beck, 2014; Qin *et al.*, 2021). The unique traits that distinguish a servant leader are elements of personality. Thus, the personality of the leader manifested in their traits is demonstrated through a passion to serve others (Langhof & Guldenberg, 2020). Such leaders realize the flow of these tenets from the unselfish "others directed" orientation that resides deep inside the leader's heart. This orientation projects their values, principles, and ethics that have been found to lie at the focal point of the leadership style and are vital to the longstanding wellbeing of the company being served (Fields *et al.*, 2015).

Focht and Ponton (2015) summarized Greenleaf's various traits of the servant leader into the seven "pillars of servant leadership that include being a person of character, putting people first, being a skilled communicator, being a compassionate collaborator, having foresight, being a systems thinker, and leading with moral authority" (p. 35). How the servant leader's attributes manifest themselves leads to a multiplicity of qualities that diverse scholars have tried to describe (Langhof & Guldenberg, 2020). The descriptions so far have resulted in a situation where the literature is scattered with no clear set of dimensions which this study undertakes to consolidate. In the extant literature, it is evident that different writers have come up with varied servant leadership characteristics that are defined from diverse backgrounds. According to Alasmari (2018), empowerment is a pivotal servant leadership characteristic that should be highly embraced by all leaders. This is because at the heart of empowerment lies the abilities of sharing power with other people, teamwork, equality, valuing love, and effective listening. This covers most of the numerous characteristics of servant leaders formulated by different authors.

In his study in Zimbabwe, Musiyambiri (2019), discussed the following seven servant leadership characteristics, not because they are of more value than the rest, but because of the attributes that they possess for servant leadership; listening, vision, trust, stewardship, service, influence, and appreciating others. Takoeva (2017) came up with eight general servant leadership characteristics as follows; vision, integrity, credibility, empowerment, humility, authenticity, stewardship and altruism. Adding to the six servant leadership characteristics quoted by Farrington and Lillah (2019), Spear (2010) came up with a list of ten physiognomies that comprise of; "listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people and building community" (Educators, 2019, p. 159; Coetzer *et al.*, 2017 & Davis, 2017).

In another study, Basri *et al.* (2017) came up with a set of six characteristics of servant leadership that are different from those by Musiyambiri and Takoeva. These characteristics tend to work interchangeably with each other, and they are as follows; kindness, selflessness, humility, patience, respect and forgiveness. Contrariwise still, Ningrum and Hamidah (2018) came up with yet another list of six servant leadership characteristics that are different from Hunter. They are as follows; authentic self, voluntary subordination, responsible morality, covenantal relationship, transforming influence and transcendental spirituality.

It is essential for an organization to have a leader who leads with humility, empathy, foresight, attention to detail, commitment to community development, stewardship, and awareness, all of which characterize the servant leadership style. Leaders who practice servant leadership have a host of diverse characteristics that they need to possess in order to be effective in their functionalities (Jones, 2018). This host of characteristics comprise the following, but are not limited to; forgiving, listening, empathy, self-awareness, building consensus, foresight to complete the company's vision and mission, capability to think over and above the day-in-day-out actualities and accountability for and in everything (Farrington & Lillah, 2019). Additionally, these servant leaders endeavor to remain committed to the growth and development of the people they serve thus, building strong communities. Therefore, servant leadership assimilates the epitomes of total quality, team building, service ethics, total quality, participatory management, stewardship, and empowerment into a leadership way of life.

From the review of the studies previously done, there is no single study that has captured all the key tenets of servant leadership. A review of the various existing studies has brought forth four servant leadership tenets that were investigated in this study to explain their possible effect on policy implementation; holistic approach, service to others

to work, promoting a sense of community, and sharing power in decision making. Holistic approach to work forms the basis of having a productive manpower that can be dependent upon for delivery. Total involvement at work and in all the tasks every employee is required to perform leads to great achievements for the organization and the communities at large.

Holistic Approach to Work and Policy Implementation

The first tenet of servant leadership is the holistic approach to work. This is based on the premise that “work exists for the person as much as the person exists for the work” (Mahdiah & Khanifar, 2015, p. 8). The tenet is demonstrated the moment servant leaders utilize this aspect as a driving force in their leadership style. It is meant to target the attitudes of followers to develop favorable attitudes towards work, the organization, and the society served, so as to improve the quality of relationships existing among organizations, people and communities (Retno *et al.*, 2020). By embracing a holistic approach to work, the servant leaders promote the idea of encouraging people to be who they are in their personal and professional lives as well (Chicca *et al.*, 2018), and in so doing, being true to oneself as they offer services to the community. Servant leadership promotes the view of encouraging individuals to have a holistic approach in whatever they engage themselves in (Tanno, 2017; Perruci, 2016; Canavesi & Minelli, 2021). This action is considered as an enhancement to the sense of value the leader attaches to followers, and it has implications for the long-term interest, performance and growth of an organization.

By valuing people, the servant leader is able to address the common challenge faced in organizations arising from negative employee attitudes that negatively affect their commitment, loyalty, and work performance leading to noncommittal indulgence at work. This situation arises from the type of behavior described by McGregor as Theory X type of behavior where employees show the general tendency to dislike work (Islam & Eva, 2017). As a result, organizations are challenged to critically reconsider the relationships existing

between them, the people and communities to foster a positive attitude to work. Servant leaders promote the notion of encouraging people to be themselves across personal and professional settings (Chicca *et al.*, 2018). The integrated valuation of people will go a long way to ultimately benefit the long-term performance, growth and interests of an organization seeking to impact the community positively. Servant leaders endeavor to instill in employees the importance of having a positive attitude towards work (Amir *et al.*, 2021). This is the only way employees can approach work in a holistic manner. Otherwise, most people perceive work as a burden that they should be relieved of at the earliest possible time.

Driven by values and character, servant leaders work selflessly towards achieving performance and improving processes. They value accountability, and thus are answerable for all that they do. Furthermore, they strongly advocate the “walk the talk” mantra which suggests leading by example. Servant leaders nurture the communal spirit which facilitates achievement of organizational objectives. Together with their employees, they work towards the common good of the community and organization by constantly perceiving work as a cooperation of service, rather than a one-person agenda. Stewardship of goods, facilities, services, amenities, and resources is at the heart of every single operation (Triraharjo *et al.*, 2019).

As servant leaders take a holistic approach to work, they work towards integrating the notions of empowerment, team building, service orientation, participatory management, and total quality to ensure that the intended outcomes are achieved, and the organization’s performance is growing commensurate to that of the employees. Having proved their commitment and reliability, leaders receive support from their staff, enabling them to achieve expectations because employees are able to raise their performance to a higher level (Ying *et al.*, 2020). In addition, servant leadership is a workforce-focused kind of

leadership style which inspires positive work behavior amongst employees by encouraging positive change and empowering them. The upshot of such leadership within the work environment is that employees will enjoy their work, and therefore do it with all their hearts, strength, and mind. The outcome of such commitment is great performance both for the employees and the organization equally (Khatri & Dutta, 2018). In their line of service and operation, servant leaders empower and build confidence in their employees, which helps the staff courageously face their work-related challenges as they manifest, and offer the very best of service in their respective lines of operation. Both the leaders and employees will give a holistic approach to work and the best outcome will be realized. The aspect of communal approach to work by both the leaders and employees fosters teamwork, which is the greatest component of servant leadership in the aspect of holistic approach to work. The strong chain links that form this communal spirit include; democracy, accountability, transparency, interdependence, and responsibility. Servant leaders should help improve their employees' attitude to improve work. When employees have a will towards a positive change, greater results are achieved.

Every worker should clearly come to an understanding that “work exists for a person, as much as the person exists for the work” (Greenleaf, 1996, p. 8). An organization that is comprised of individuals and groups should be closely knit together by the glue that is servant-oriented leadership. Leaders can only breed their own kind; hence, the servant leader will give forth servant-oriented employees through encouraging talent, creativity, and innovation within them. The result is that servant leadership produces highly motivated personnel, and thus a powerful company (Musiyambiri, 2016). For a holistic approach to be achieved, there is need for the organization to approach the workers' relations in an overarching and considerate manner to ensure that employees are given the needed support in order to work in a productive manner (Meylahn & Musiyambiri, 2017). This can be

achieved by taking a holistic approach in caring for an organization's staff by considering their mental, social, and physical health needs. As an organization looks after its employees, in return, the staff respond in a positive manner which leads to high organizational productivity for the organization. A positive and ideal work environment is the greatest asset an organization can have for the reason that going that extra mile will help in retaining the best talent for the longest time possible. Servant leadership is one of the leadership styles that promotes employee wellness and retention.

Organizations that give creative opportunities, autonomy, competitive salaries and a caring and connected environment perform at an optimum level. It has been proved that high performers have a delivery capacity of up to 400% more productivity, but when they are undervalued, ignored, and overlooked, there are high chances that they will seek for rewards and challenges elsewhere (Munjal, 2017). Empowering employees to live a balanced lifestyle can “magically” transform them in a manner that affects the organization as well (Meylahn & Musiyambiri, 2017). Therefore, for an organization to realize the holistic approach to work, there is need for them to invest in corporate leadership attributes such as honesty, continuous investment in employees, and transparency (Albareda-Tiana *et al.*, 2018). These attributes create good relationships between employees and their leaders which promote belief in the top leadership team, thus having personnel take pride in the organization they work for. Alongside these attributes, there is need to create a positive work environment, encourage hands-on management, and foster growth opportunities and engagement in meaningful work (Meylahn & Musiyambiri, 2017). This task cannot be the preserve of single individual, meaning that leaders should be willing to work together with their employees as a community, driving the same interest while valuing one another.

Developing and building a workforce of creative contributors to the success of the organization should form a core part of the business strategy. Employees who feel safe and

supported, and who get into a welcoming, comfortable, accessible, caring, appreciated, recognized and clean environment, have higher chances of performing at their very best (Munjal, 2017). Employees should be respected, protected, and nurtured as it helps the organization reduce the costs associated with sickness and absenteeism. “Work can have a positive impact on health and well-being. Healthy and well-motivated employees can have equally positive impact on the productivity and effectiveness of a business” (Sharman, 2019, p. 94). People spend more active hours in their work place than anywhere else, implying that the work place environment should be geared towards enhancing workforce attendance and retention in order to withstand the 21st century competitive business ground, accomplished through embracing the holistic approach to work.

Schwarz *et al.* (2016) study sought to understand the effects of servant leadership, which is an employee and community focused leadership style, on the followers’ public service motivation and job performance within the public sector. The study revealed that servant leadership positively influences performance of public sector employees. The study implies that organizational leaders are crucial to develop the holistic approach to work among employees. The study also added to the existing theories by developing the social learning process which links servant leadership to work performance.

Another study conducted by Thao and Kang (2020) on servant leaders in Vietnam found out that the organizational behavior that supports holistic approach towards work is greatly influenced by the servant leaders. Any leader who does not embrace and exercise holistic approach to work, will disseminate the same tendencies to their followers leading to nonperformance. Hence, a leader who does not embrace authenticity and uprightness in all their operations does not qualify to be a servant leader because the employees’ behavior is greatly promoted, motivated and encouraged by the leader in place through influence (Chi *et al.*, 2020). There is no project that will be executed successfully if employees are

not holistically involved in their work. Supporting holistic approach to work is promoting a sense of community where everyone involved in policy implementation feels valued and treated as a great asset in the organization.

Promoting a Sense of Community and Policy Implementation

The second tenet of servant leadership is that of promoting a sense of community among followers. It is borne of observed developments in modern society that have seen the loss of a sense of community within society, a phenomenon that is finding its way into the manner in which people conduct themselves within organizations. In response to this change, Whitfield (2014) called on servant leadership to cultivate and nurture this sense of community as a way of enhancing the organization's capability to provide human services within an increasingly demanding society, from which it derives its mandate, and for which it exists to meet the diversity of needs. This tenet is considered to be at the core of the mission of any organization as each organization translates societal needs into work processes for the people it engages to carry out its program through systems that require interaction, team spirit, and networking. By instituting the sense of community among employees, the servant leader is able to provide a viable way via which an entity will pursue to promote excellence in its goals. Servant leaders stress and promote the sense of community in all aspects of operations (Ambali *et al.*, 2016; Ahmed & Amiri, 2019) by developing positive relationships that contribute to having tasks completed in an easy and lighter manner.

The employees hold each other with high esteem cognizant of the role that each of them has to play for any success to be achieved (Vikhanskiy & Myrakyany, 2018), which leads to formation of great teams that perform at their expected levels. In return, this sense of community turns out to be an excellent long-term strategy of organizational performance (Mathias, 2018) particularly in the realm of project execution. This tenet can be achieved

by a leader creating opportunities for the workforce to interact outside the formal set up, where they can mingle with colleagues from various teams and departments to better integrate their ideas and skills. It is mostly in informal forums that creative minds are brought into play, innovative ideas are shared, and most people get to fully open up about their great dreams and desires (Ambali *et al.*, 2011; Chisimba, 2018). Leaders should be keen during such forums to ensure that the best outcomes have been realized so as to meet the needs of both the employees and organization for great results.

A relevant study with regards to this tenet was done by McEvoy, Tierney and MacFarlane (2019), titled “‘Participation is Integral’: Understanding the Levers and Barriers to the Implementation of Community Participation in Primary Healthcare: A Qualitative Study Using Normalization Process Theory.” The study revealed that through community participation, stakeholders get a clearer, common understanding of the goals, purposes, and potential benefits of the project they are undertaking. Stakeholders get a better clarity of everything involved and thus better delivery is done. These scholars noted that community participation has not been widely and fully embraced by many agencies (Ahmed & Amiri, 2019). For instance, in Indonesia, village heads are used as leaders at the local level to help in implementing the public policies. These leaders need to uphold and support cultural values like honesty, propriety, and firmness to ensure that the public policies have been effectively implemented. The leaders have authority to influence the cultural values needed in order to have policies implemented in the community (Ahmad & Adnan, 2014). Unfortunately, this is not the case with most communities globally.

In lamenting the loss of community in the current society, Whitfield (2014) alludes that servant leadership should cultivate and nurture the organization’s capability to provide human services. It is the act of instituting the sense of community among employees that will promote an entity’s excellence in its objectives. Servant leadership stresses and

promotes the sense of community in all aspects of operations (Ambali *et al.*, 2016; Ahmed & Amiri, 2019). The greatest challenge to this is that it can only arise from individual servant leaders' traits and behavior, which every leader should endeavor to possess, though very few actually do. Servant leaders seek to create communities within the workforce (Stewart, 2015; Toms, 2018), a factor that develops positive relationships which contribute to having tasks completed in an easy and lighter manner. The employees hold each other with high esteem knowing that each of them has a role to play for any success to be achieved (Vikhanskiy & Myrakyanyan, 2018). This leads to formation of great teams that perform at their expected levels which turns out to be an excellent long-term strategy of organizational performance (Mathias, 2018).

There are key elements that build this construct of promoting a sense of community, which include; sharing emotional connections, integration, membership, assimilation, influence, and fulfilment of needs (Kismatter, 2019). The need for a community is a natural human need because it gives life meaning. The sense of connection to other people nurtures a sense of belonging and a sense of support from other humanity thus fulfilling emotional and physical needs. Without these connections, human lives become insignificant. Community ties individuals together in sharing values and beliefs hence making it a critical component in human lives. Due to these reasons and many more, organizations need to transform their membership from a collection of singular individuals to a collective “we” that offers them an exceptional sense of belonging (Ditzel, 2017). The psychological sense of community was first conceptualized by Sarason (1974), describing the phenomena as one where every individual is an integral part of a larger collective because it is an important component of personal and collective wellbeing, without which humans can be very lonely.

Findings from a research done by Mcmillan (2011) clearly show that a sense of community is a key responsibility, and a big resource to an organization, its personnel and the community being served. These findings note that the organization is able to effectively cope with challenges, demands, stressors, and opportunities encountered within the work environment (Zani & Cicognani, 2012), which promotes the kind of behavior personnel should portray towards each other, learned through the organizational guidelines, norms and values. These behaviors point out that having a strong sense of communal wellbeing plays a very vital role in shielding people from undesirable and adverse effects such as poor mental and physical well-being, and reducing staff absenteeism while increasing job satisfaction, increasing staff morale, and improving coping behaviors and other staff retention remedies (Ditzel, 2017; Buck, 2017; Triraharjo *et al.*, 2019). When servant leadership is employed in an organization, leaders have a mutual relationship with their employees because the latter are a vital component of the organizational community, meaning they should be nurtured due to the value they add to the leadership through their openness, good critical judgement, and aggressive searching. Servant leaders add persuasion that is backed with courage to virtue, determination and persistence, and courage to take well calculated risks as activities that strengthen the enterprise. When leaders embrace the sense of community, they will allow ideas to take the lead, rather than the egocentric “I” perspective (Buck, 2017).

Organizations are encouraged to have a shared dream which will motivate the organizational members to freely render their collective contribution to the success projected (Meylahn & Musiyambiri, 2017). Employee support is one of the key components towards building a sense of community both within and without the work environment. However, a pleasant benefit may not suffice alone. Ideal support will be realized from a positive communal work environment where talents are nurtured through

mentorship, where mistakes are not prone to punishment but instead seen as a learning opportunity, and where genuine recognition is experienced and not dealt with like the pocketbook. Leaders should understand their employees in order to offer the actual support needed to foster the necessary growth. Creating a sense of community in the organization and in the society is a part of the stewardship role that a leader should practice (Triraharjo *et al.*, 2019). Interaction opportunities greatly promote a sense of community. It is the case that “no one man is an island”, and this equally applies to an organization. Organizational leaders should promote a sense of community with the people around them and the society within their neighborhood (Ditzel, 2017). The organizational members should feel a sense of belonging, that they are valued and that they matter to one another and to the team. Furthermore, they should recognize their obligations and duties to each other and to the community, as well as their shared common expectations. It is through their commitment to these expectations that the organization will realize its intended outcomes and achieve its goals. Therefore, there is need for every member to have the feelings of connectedness and commonality within the organizational community, and together work for the furtherance of the enterprise and impact on the surrounding community.

In order for leaders to realize the goal of communal organizations and societies, the members that make these communities should be supported, developed, and encouraged, at individual and group levels. Members should be encouraged to share and support each other, for ‘together’, great things are realized. Sharing of knowledge and skills amongst members will facilitate tremendous growth. Their will, and the value attached to each other will promote stewardship of all types of resources, both human and nonhuman (Trespacios & Perkins, 2016). A strong sense of community births high levels of security and safety, improved wellbeing, involvement in community affairs, and upholding of the civic responsibility (Göçen & Özgan, 2018). In this time and age, a sense of community is

no longer limited to geographical boundaries, although the close proximity has unique opportunities for significantly felt social support and interactions. Another advantage of close proximity to resources, both human and raw materials, is that when an ideal sense of community is practiced in an organization, members of that entity are expected to be part of decision making processes (Aribiton & Vikoo, 2020).

It is important as a nonprofit organization to be engaged and endeavor to remain relevant to the community. Through these interactions, the organization is able to get donors, volunteers, and other needs that the nonprofit recognizes for furtherance of its course. To build a lasting sense of community, especially for the nonprofit organizations, there is need to be passionate about holding discussions with a wide range of stakeholders to get opportunities that align them with plans that will consequently develop deeper relationships in terms of both time and finances (Göçen & Özğan, 2018). It is also critical for nonprofit organizations to participate in local community events that involve home-grown businesses as an open opportunity to be better acquainted with the community and its constituents. This will raise the organization's awareness and give it a face. Partnering with the community is also one of the major ways of engaging the local community to help the leaders understand the issues affecting that particular community (Galperin, 2017). Efforts should be put to do whatever it takes to have an organization as a community partner since without a community to be served, the existence of the enterprise will be futile.

As the organizational leadership tries to gain ground, there is need to target the leaders in the community because they are great influencers on the ground. Recommendations from community insiders will always be highly valued, and have more weight with regards to getting the community to co-partner with the organization in making things better (USAID, 2018). Being a nonprofit organization, there is need to even avail the office space during off-hours for community essential meetings. Such offers can involve

hosting of trainings, events and seminars aimed at community growth and advancement. All the activities an enterprise will choose to engage in should equally benefit both the community and the company (Galperin, 2017). By this, a strong sense of community will be built between the organization and its community making the study on service to others relevant.

Service to Others and Policy Implementation

Service to others brings on board several attributes which researchers find suitable to explain how it affects policy implementation, especially at the community level. The tenet of service to others is founded on the fact that servant leadership will only begin the moment leaders take the position of a servant in their day-to-day interactions with their employees. Authentic and legitimate leadership will not arise from self-interested actions and power, but rather from the inner desire of helping others first to be better workers, with great effects to the community they serve (Fields *et al.*, 2015; Sahawneh & Benuto, 2018; Ishola & Ayangbekun, 2018). The aspect of the leader assuming the role of a servant when interacting with the followers increases the employees' motivation, which in return increases greatness in them (Vikhanskiy & Myrakyanyan, 2018), that will ultimately motivate them in the implementation of policies that an organization is undertaking.

Service to others is purely based on the fundamental desire to first be of help to others as opposed to self. This is attained through and by coaching, empowering, training, delegation and sharing of power among others (Fields *et al.*, 2015; Olesia *et al.*, 2013; Qin *et al.*, 2021). These components trigger some sort of assurance of acceptance and appreciation that goes a long way in motivating employees to give sacrificially to the organization and the community as a platform for policy implementation. This in a great way benefits not only the leaders and employees, but it ultimately benefits the lasting performance and interest of the organization and the society at large (Uluslararasi *et al.*,

2019). Therefore, the primary purpose and motivation of a servant leader is to inspire greatness in their followers and employees, while having the organizational success as an indirect benefit derived from servant leadership outcomes thus enabling implementation to successfully take place.

Servant leaders are fond of serving their followers as opposed to commanding them. These leaders further show their employees humility and avoid flaunting authority over them, while they endeavor to improve the personnel's development in a manner that unlocks their potential, sense of purpose, and creativity (Uluslararasi *et al.*, 2019; Tak Jie *et al.*, 2021). In a scenario where leaders function as overseers of a transaction, the staff seek to maintain the sought-after levels of performance in order to earn their wages, salaries, and benefits in exchange for the services rendered. Such leaders are positional and they drive authority due to the fact that they are the boss. Consequently, the servant leaders go beyond the transactional features of management and dynamically strive to align and develop the staff's sense of purpose with the organization's mission at heart (Blanch *et al.*, 2016; Langhof & Guldenberg, 2020). Empowered employees such as these have the capacity to carry out their duties at a very high innovative level, since they are purpose-driven and feel more engaged as they continue up the growth ladder to becoming future leaders.

Servant leaders must rid themselves of the selfish mind and clothe themselves with an unselfish mindset from within. Any leader with selfish motivation has got no space in the arena of servant leadership. It is important for an organization, through their leaders, to uphold an organizational culture that supports productive and ethical behaviors (Shoukat *et al.*, 2019). The behavior of a servant leader does not rely on what is done, but rather, how it gets done, for every leader is judged by their behavior. Successful servant leaders start

with the desire to serve their employees, which ultimately serves and benefits the company in general.

Ying *et al.* (2020) posit that the “serve first” mindset should be put into practice from the very onset of engagement with new employees. By serving others, the servant leader selectively relinquishes some powers to the employees to lead certain projects and take ownership of those initiatives. Some leaders equate leadership with control, hence feel the need to be responsible for everything, not realizing the paradox that lies therein. It is those leaders who relinquish power who are more often than not in control. This is because employees’ talents and resources that collectively guide the operations of the organization are recognized and welcomed, hence enhancing effectiveness as contrasted to having one person in control of everything (Dunst *et al.*, 2018).

This aspect is proven in the study carried out by Santosa *et al.* (2018) on the influence of servant leadership and school organizational culture on the performance of public senior high school teachers in Padang City. The study found that servant leadership and organizational culture have a mutually and reciprocal influential relationship due to the fact that servant leadership influences corporate culture, which in turn influences follower behavior. These two play vital roles together to achieve the organization’s goals. Once a corporate culture embraces the aspect of serving others, it will cultivate emotional healing, authenticity, spirituality, interpersonal acceptance, and ethical behavior. These aspects promote great performance of both employees and the organization, and by so doing, impact the community positively. Organizational leaders should get over themselves and come to a realization that regardless of the business objectives, they cannot be realized without delegation and shared responsibility. A leader is not a solo performer, but an enabler of followers, with the aim of heightening performance.

Part of servant leadership is offering humility and encouragement with an egalitarian attitude towards the employees, because the leaders do not think themselves as being any better than their workforces (Shoukat *et al.*, 2019). This means that when mistakes happen, employees will not be scolded and treated like children; instead, the leader will engage in respectful communications due to the trust accorded to the employee to make necessary adjustments. By so doing, the leader exercises character and competence in their leadership (Kantharia, 2012; Langhof & Guldenberg, 2020). The accomplishments and high results are attained with uncompromising ethics and integrity.

The greatest invaluable asset an organization can ever own is a leader with a servant's heart (Bitew, 2018). This mentality should form the innermost desire for every leader. Time is the greatest investment a leader can create for their employees. Leaders ought to give quality time to the people they serve because it greatly impacts employees' job performance in a direct manner that equally affects the leader's performance. (Latiff *et al.*, 2017). No genuine servant leader is above great work. When leaders maintain the servant heart, they encourage their employees to do the same. Since it is a practical subject, the employees will embrace the skill better. All situations are approached from the servant first perspective. Leaders with this mindset and desire look forward to lend their presence and offer solutions that cater to the needs of other people and the organization too. The followers, in most cases, choose to follow the path of their leaders thus render service to others especially in execution of projects (Retno *et al.*, 2020). Personal elevation is the last thing such leaders think about. The servant leaders serve employees, customers, organization and the community as their first propriety, in a timely manner.

Service to others promotes quality service particularly to customers and the society. For an organization to attract and retain customers, and further be of service to the society where they are based, there is need to provide them with quality service. This is achievable

when organizational personnel and their leaders practice the art of serving others first. It is very difficult to render quality service to customers and society if the same is not practiced at the organizational level. This was proved by Prakash and Mohanty (2012) in their study, “Understanding Service Quality”. The study demonstrated need for a framework to promote service to others that is sought to enhance practical effectiveness of service quality to promote new innovations through the service blueprint. This study is a clear evidence of growth through service to others. Further, in another study carried out by Stavrova and Fetchenhauer (2015) on “When and why is Helping Others Good for Well-Being? The Role of Belief in Reciprocity and Conformity to Society’s Expectations” – found that after analyzing data from 23 European countries that those countries which promote the culture of individuals rendering service to others in various ways were more satisfied than those countries that do not promote the aspect of being of service and help to other members. Service to others promotes the general well-being of members.

The study suggests that more empirical studies on this subject need to be done, especially on the importance of intrinsic versus extrinsic motivation on service to others and personal well-being. Still in another study conducted by Retno *et al.*, (2020) based on a review of literature on servant leadership characteristics, organizational commitment, followers’ trust, employees’ performance outcomes found out that servant leadership highly influence their employees by embracing the aspect of rendering service to others first. These researchers further advocate for an organizational culture that supports, nurtures, empowers employees and putting in place support systems with constant feedback. This is necessitated by the current dynamic and turbulent environments for operation. These have since been found to foster growth of the employees, organization and the communities served. Through the art of serving, power is shared in decision making

amongst diverse groups in different levels to tap into new innovations and creativity for better outcomes.

Shared Power in Decision Making and Policy Implementation

The last tenet of servant leadership in this study is that of shared power in decision-making, which is regarded as the real demonstration of the operation of a servant. The tenet is achieved by creating empowering environments, cultivating willingness for participation, and inspiring the employees' talents. The servant leader will create a highly motivated and effective personnel who ultimately produce an effective and successful organization (Chicca *et al.*, 2018; Whitfield, 2014). Effective servant leaders ensure that their followers are able to operate, lead, and run, not by hoarding power in their possession, but by gladly sharing it with the employees (Ambali *et al.*, 2016). Further, the servant leadership organizational structure is also referred as an "inverted pyramid" which features the personnel, clients and the various stakeholders occupying the top position with the leaders taking the bottom (Chicca *et al.*, 2018). This structure promotes proper succession in case of any eventuality, and it promotes a sense of ownership especially with regards to the employees (Thao & Kang, 2020). Projects will never stall due to unexpected changes in leadership or due to any eventuality because every employee is empowered with necessary information to carry on with the program uninterrupted.

Shared decision making is a process that picks from diverse knowledge provided by various stakeholders and members in order to come up with smarter and more effective decisions. "Shared decision making acknowledges that there is no single right answer for everyone, and that medical decisions involve value judgement" (Stirling *et al.*, 2019, p. 23). The shared decision making outlook is often used in the education and medical fields though it is not limited to these fields alone (Beauregard, 2019). Other organizations can equally benefit from this model due to the benefits of diverse opinions, information, and

perspectives that help in arriving at an ideal decision without missing out on key information. When an organization's workforce know that their input is valued and matters in contribution to the business goals, there are higher chances of having them engaged, which leads to more innovative ideas that foster organizational growth. Shared decision making makes communication among leaders, stakeholders, and employees more open and frequent (Vinding & Mikkelsen, 2016), and it improves stakeholder buy-in for change initiatives and policy implementation. With more information and perspectives in place during decision making process, there are very low chances of running into unanticipated problems once decisions have been made (Kuyon, 2018). When the personnel take part in the process of making decisions, they are empowered, and hence grow to be better leaders within their spheres of operation. They also learn to take responsibility for the decisions made, putting the blame game at bay. This factor helps the organization concentrate on positive agenda, rather than in resolving the conflicts born of the 'blame game'.

The leaders equally get the support they need in implementing the decisions made since these decisions were not arrived at single handedly, but as a team. The followers and team members agree to the decision and thus support will be availed as need arises because everyone understands and values the decisions. Power is shared when the workforce and other stakeholders are involved in decision making. It is a collaborative effort and not a particular group's work (Tawane, 2019). Sharing power in decision making empowers employees to do what they know they need to do without waiting to be asked to do it. This increases productivity and job satisfaction. Allowing employees to feel that they have some responsibility and power, and that they have an impact in the company, creates greater desire for success. Goals are personalized and these individuals naturally work harder at all responsibilities that they are invested in. Additionally, shared power in decision making allows every team member opportunity to voice out their ideas, share their perspective, and

tap skills to enhance team and organizational effectiveness and efficiency (Emery, 2017). When employees and stakeholders are included in decision making, the following are realized; organizational commitment, job satisfaction, labor management, improved relations, organizational support, and an improved organization which triggers better organizational performance, ultimately realising tremendous growth (World Vision International, 2016). Moreover, shared power in decision making can be used as a tool to enhance relationships within the organization, where it increases staff work motivation, and speeds up information circulation to required standards (Meyers, 2020).

All members are important regardless of how diverse they are. When they are allowed to contribute their different skills, talents, opinions, and experiments, the best combination will be realized, and the decision that will be settled on will be results oriented. The diverse workforce offers different frames of reference, expectations, and assumptions in the decision making process. Data from various departments and levels of work are shared and combined with tangible facts on risks and alternatives, which minimize and manage risks in the final decision. Although final decisions lie in the hands of leaders, balanced decisions are not attained in a vacuum (Solomon & Steyn, 2017). There is need for the leaders to engage and involve other members the decision making process. The more leaders ask for input, the more information they will get, which goes a long way in supporting great decisions by the entire team and not an individual leader. Sharing power in decision making comes with participative power, where organizational members share responsibility and have some sort of moral power shared by the leader (Meyers, 2020). This factor promotes team work and collaboration. When many voices are included in decision making process, the whole process becomes a bit slower although the outcome is great since the decisions are usually sound. This overall participation has a great impact on employee engagement and productivity which translates to great performance.

When majority of organizational members are involved in decision making, there is clarity around the decision making process, hence promoting timely and quality decisions. This also improves accountability, especially in nonprofit organizations which are highly dependent on donor funds for their operation. The distributed power and authority makes everyone responsible in all they are mandated to do (Akuno *et al.*, 2019). Decision making empowerment, transparency, and influence play a critical role to both an organization's current status and its development (Milde & Yawson, 2017). This process requires collaboration, integration, and roping in the entire organization in amicable and cooperative decision-making (Akuno *et al.*, 2019). This process reduces common mistakes meaning that the organization can always go back and evaluate the outcome of the decisions made, thus helping them to improve the process and come up with workable decisions by leveling the roadblocks and decision-making bottlenecks.

Sharing power in decision making does not refer to an individual leader sharing power but to an organization-wide ethos. This tenet is accomplished by working to include every employee's voice in direction-setting and decision making, and equally embracing those practices that will deepen equity on all fronts. Shared power in decision making works well not only for the few leaders, but for the entire organization, by bringing about equity in the organization's staff. Ideas, concerns, and opinions are put into consideration through the art of closely listening to each other. It promotes the art of working with each other as opposed to working for, or against each other (Bucid, 2017).

Beyene *et al.*, (2018) investigated shared decision-making – balancing between power and responsibility as mental health-care professionals in a therapeutic milieu. Results showed that shared decision making is a difficult, demanding, and complex process that needs suitable leadership interventions for better outcomes. There is need for supervision facilities to enable implementation of shared decision making practices and to

empower leaders to internalize their attributes, which will kindle participation of stakeholders and trust and serve well as a medium that creates and develops a culture of trust and safety in an organization.

Beyene *et al.*, (2019) also carried out a research on being in a space of sharing decision-making for dignified mental care. Findings indicated that the patients' personal knowledge about their condition acts as evidence-based practice that adds value to the decision reached to by both the doctors and the patients themselves. As both parties share information, they get to relate in a process of comprehension and awareness which leads to a deep understanding of what they are feeling. This promotes safe care of the patients (Stirling *et al.*, 2019). Hence, shared decision making is a recurrent interpersonal and interactive process between the patient and their doctors meaning that if applied in other organizational context, there will be a continual understanding between the leaders and employees as they operate and work together. These studies clearly show that the use of servant leadership in organizations will promote positive follower behaviors that are all inclusive, where all members of an organization are valued and hence, will impact the community in their endeavors without any strain. The application of servant leadership greatly impacts the follower behavior, which greatly affects the organization and the target community. This promotes humility and service both within the leaders and followers who are the key implementers of all the organization's projects, programs, and strategies, through execution, monitoring, and evaluation which influences the followers' behaviour.

Mediating Effect of Follower Behavior

A mediating variable explains the process through which the independent and dependent variables are related and it can affect the direction and strength of the existing relationship. This variable is necessary in this study because it will stretch the study beyond the simple relationships to bring out the fuller view of the relationship between servant

leadership and policy implementation while showing how and why there is a relationship between the two hence posing as a causal pathway of an effect which explains how the independent variable impacts the dependent variable (Latham, 2016). Followership refers to the actions that an individual in a subservient role assumes. These include, but are not limited to, a “set of skills that complement leadership, a role within a hierarchical organization, a social construct that is integral to the leadership process, or the behaviors engaged in while interacting with leaders in an effort to meet its objectives”. The cultural and technological confluence of changes greatly influence what followers want and how they behave, especially in relation to their assigned duties (Ahmad & Hassan, 2018, p. 27). Followers’ behavior can be driven by personal passions like innovation, ambition, creation, and putting in more effort to ensure that the goals have been achieved. In addition, leadership significantly contributes to the followers’ mutual trust, confidence, and respect, which help in promoting good working relationships that will yield positive outcomes for the organization (Perko, 2017).

It is a quarter of a century now since the onset of the modern leadership industry whose concept is built on aspects that the followers do not matter a great deal as the leaders do. Yet, there is no leader without a follower. Most of the limited extant literature on followership or subordinates explain their behavior in the leadership development context rather than the followers’ context, while some assume that followers are amorphous and as a result, there seems to be no difference between the deeply devoted followers from those who mindlessly tag along (Steinmann *et al.*, 2018). Without followership, leadership will be nothing. Leaders will remain to be effective when they continue to engage with their followers to influence and support them, and together, they will attain the set goals (Khan *et al.*, 2018).

Reviewing extant literature, most academicians and leaders have not put required attention on followership, probably because they assume that followers impulsively know how to follow, and have not fully appreciated the potential of effective following from followers. However, followers play a great role in leadership and the growth of any organization (Bastardo & Van, 2019). Thus the reason as to why deliberate attention should be paid to deep study of how to develop ideal behaviors in followers for leadership, follower, organization, and community enhancement, effectiveness, and growth. Steinmann *et al.*, (2018) argue that a follower's behavior is influenced by the kind of organization they are working for. This categorically means that, the organizational culture has a role in follower behavior, which it gets from influence from organizational leadership influence. Therefore, leadership behaviors are the source of the practiced behaviors in an organization.

Both employees and their leaders are responsible for the breakthrough or breakdown in and of a company. However, the leaders are usually the ones depicted as the component that will make or break an organization. In dissimilarity, the employee's part has been undermined, abandoned, and undervalued in many studies that have been conducted as the term follower is attributed to weakness, passivity, dependence, and submission (Bastardo & Van, 2019). This perception might be the reason why most of these studies are "leader-centric", and why followership literature is so scanty and occurs at the periphery rather than being at the core of the leadership studies. Despite the negative connotation this term has, the fact is that followers are very vital to the life and success of leaders, organizations, and communities. Most people act as superiors and followers at different times and levels, although the large majority will remain to be followers at different levels and times for most of their work life (Bastardo & Van, 2019). Most people spend about 90% of their working life as followers, and not leaders. Due to this scenario,

it is time that the aspect of servant leadership should focus on followers because it looks like followership is more important than leadership, particularly when the follower is a servant leader (Khan *et al.*, 2018).

Warren Bennis quoted that, “the ability to attract and inspire followers is part of the very definition of leadership, and leaders without followers quickly fade away, however their vision.” Employees’ attitude and behavior can either support the agenda of the leader and organization, or not. This aspect is a practical example of how followership is an agenda of leadership, and the influence they have in the formation of employee behavior. When followers perceive that they are not of value, they develop negative behaviors which causes them to sabotage the leaders in their agenda since they feel like the leader’s agenda is not their agenda. Ahmad and Hassan (2018) did a study whose purpose was to find out how leadership styles can influence employees’ job satisfaction, which influences the behavior of the followers and which in turn will give the organization the image and reputation it desires. After analyzing the data, the study found that where favoritism was evident, there was less support of the leaders from the followers. Generally, however, it was revealed that the leaders have a great influence on their followers, hence the followers’ behaviors are formed in similitude to those of their leaders. The impact they have on the organization is equally influenced by the leadership in a greater way.

Followers will develop an ideal behavior when they grow to be exemplary followers who are not just submissive by toeing the line or who color inside the lines of their job descriptions and take orders as given, but are people who are credible and competent in all their operations. They are ever committed to a higher cause and always think further than their personal gain (Tanno, 2017). This fact was proven in a study done on “The Impact of Leaders’ Character On Subordinates’ Attitudes and Behavior Towards their Work and Leader” by Liborius (2017). The study discovered from the reviewed theory that “trust,

loyalty, role model, and competence constructs were suggested to build the concept of' (p. 101) 'worthy to be followed' as a leader in their capacity to impact the behavior of the followers. The leader who is perceived to be capable, experienced, and a worthy role model, influences the employees to have feelings of trust and loyalty, which improve their behaviors positively. The outcome of the study showed that different leaders' characteristics responded differently on the followers. In this regard, no follower is coerced to follow the leader, but it is a choice they make to be either influenced by them or not.

Those followers who have been positively influenced by servant leaders consequently develop behaviors ideal for their own growth, and that of the organization and the society at large. One must learn to be a leader of themselves as they grow to become an exemplary follower. There is really not much servant leaders can achieve without effective followers. This point implies that the leaders have to choose to lead side by side with their followers, as opposed to the top-down approach. This way, the servant leaders can easily transfer and instill in their followers the behaviors that the organization's culture advocates for. Opoku *et al.* (2019) did a study on "Servant Leadership and Innovative Behavior: An Empirical Analysis of Ghana's Manufacturing Sector" with the purpose of finding out the effect of servant leadership and its influence on development of innovative behavior in organizations in order to meet the global competitive market. The study found that servant leadership, with the supposed insider status as a mediating instrument, positively affected the development of innovative behavior in employees.

Further Shahzadi *et al.* (2017) did a study on "Followership Behavior and Leaders' Trust: Do Political Skills Matter?" with the purpose of examining the process, and possibility of giving an explanation, of the relationship between the proactive behavior of followers and the leader's trust. The outcomes show that the followers who exercise proactive behavior are perceived by leaders to be more trustworthy. However, this

relationship was not linear because followers' support played a mediating role while political skills of followers moderated it. The study argued that by improving the followership skills in employees, it advances the leadership outcomes. There are a few gaps arising from this study which need to be observed, but which do not render the study obsolete: 1) the sample size of the study was minimal since data was collected from only one firm and findings from one firm cannot form a basis of argument and suggestions; 2) the study considered only one type of follower behavior yet there might be more, hence need to subject the various follower behavior to testing to ascertain the most ideal for productivity and effectiveness of the leaders, followers, organization, and community, and; 3) the study only researched the proactive behavior of followers on the leaders, thus the need to further investigate how follower behavior can be effective to the followers themselves in order to realize the ideal leaders, organizations and communities.

In addition, Wu *et al.* (2020) carried out a study to find out role of follower dispositional self-interest in affecting the level of success of servant leaders in promoting a serving behavior in employees. The study found that servant leadership with the aspect of service to all develops followers who develop and engage in serving behaviors however, the study was done in Singapore – Asia and the study did not have anything connection to project implementation or community development agenda.

The key to great leadership success lies in the collective operation of 'We' and not individualism of 'I'. This means that leadership is a process that will only emerge from a relationship between the leader and followers with an understanding that they are members of a common social group/organization (Carsten *et al.*, 2018). This is the point where servant leadership comes into play. The support a servant leader offers to the followers, and their collaborative work with all members, is very crucial to the growth of both the leader and the followers. The behavior of the followers will be similar to that of the leader. In

most of the available leadership literature, follower behavior and their characteristics have not been clearly addressed, and most of the studies have overlooked this great component of leadership. It is only in recent times that scholars have started considering the aspect of the followers, and the active role they play in the leadership phenomenon (Thao & Kang, 2020). Due to the scarce information on follower behavior, the study seeks to find out how servant leadership can inform the follower's behavior with the aspect of policy implementation at the back of the mind.

Leadership plays a critical role in the success of an organization, but without good followers demonstrating the ideal behaviors, 80% of the contribution needed from followers will not be realized. Thus, there is need for leadership to inculcate the right behaviors in their followers if they need the 80% support that will shift the direction of their performance in either direction by the same percentage (Novikov, 2016). In many occasions within many organizations have the focus always on the leader, and the followers who play very important and great roles are forgotten. Followers should always be encouraged to pick the active engagement and independent critical thinking behaviors for ideal outcomes. A leadership style that supports an organizational culture that is proactive, and which involves every personnel in operations and the decision-making process, will have the same behavior actively seen and lived in their followers. All followers should be encouraged to be active thinkers and proactive in assigned activities hence upholding active behavior.

Further, Brohi *et al.* (2018) conducted a study on “Does Servant Leadership Style Induce Positive Organizational Behaviors? A Conceptual Study of Servant Leadership, Psychological Capital, and Intention to Quit Relationship”. The study focused on how servant leadership impacts employees by influencing their attitude and behavior, and this leadership style positively impacts the community. The findings of the study were that

services offered by leaders to employees influence them positively, making it possible to inculcate productive behaviors in the employees. Based on the social exchange theory, the study proposed a model that contends that the servant leaders increase the followers' psychological capital, which in return highly increases the direct influences on employee retention intentions.

Opoku *et al.* (2019) suggests that servant leadership can foster innovative behavior in employees in order to withstand the competitive global market where innovation is a core component of an organization's longevity. Besides the organization's longevity, innovation can equally foster the growth of nonprofit organizations, and can empower employees to develop diverse ways of reaching out to the communities and impacting them effectively. In the same grain, Kock *et al.* (2019) agree that the leaders have a part to play in development of employee behavior in a study they did on "Empathetic Leadership: How Leader Emotional Support and Understanding Influences Follower Performance". They came up with a model that can help leaders to understand and support followers in developing behaviors that are effective and affective. The fact is that empathic leaders understand their followers better and can therefore help and support them to develop and exercise the ideal behaviors. Looking at servant leadership holistically, it is clear that empathic leadership forms a component of servant leadership, hence it can be settled that servant leadership has the capacity to influence and develop ideal followers' behaviors.

Human beings have an adaptive followership psychology which facilitates them to easily match up their engagements and arrangements with other people when there is a positive gain to doing so. Followership is characterized by actively taking part in pursuit and realization of the organization's goal, if only there is some gain achieved at the end, which means that followers will work independently, and are willing to be accountable for their actions as they take ownership of their tasks (Bastardoz & Van, 2019). In order to

develop effective followers with ideal behaviors, the leadership needs to clearly understand the leader and follower roles, recognizing that they need the followers to carry out the company's initiatives, and similarly understand that the follower's role is as equally important as theirs (Drogulski, 2016). These roles should be transferred to the followers through training and modeling behavior which happens when the leader takes part in the follower role (Thao & Kang, 2020). This process is greatly supported by servant leadership, where the leaders come down to the level of employees to act the servant/follower role as part of their agenda. By so doing, the followers' behavior will be guided towards a communal role where everyone is a leader in their own capacity and answerable to all. This culture cultivates behaviors of responsiveness and accountability which have got great outcomes.

In a study conducted by Carsten *et al.* (2018) on "Leader Perceptions and Motivation as Outcomes of Followership Role Orientation and Behavior", the authors aimed to investigate how the leader motivational and attitudinal results are related to the followership role of orientation. The researchers found that the followers co-produce the leadership outcomes by being deferential to the leadership influence. When employees are empowered by the leadership through the followers' voice and the upward delegation behavior, the holistic approach to work is encouraged and the results are evidence-based. This study gives confirmation that the "followership role orientations and followers' behaviors influence" the leaders' perception in regards to their employees' support, which leads to goal achievement and leader motivation.

Servant leadership, as a subset of leadership that is a function of management, has a primary focus on getting results through people. The leader therefore has to obtain the support of followers who comprise the team members of a department or entire organization, by influencing their behavior (Bisaillon & Liljenfors, 2019). The behavior

followers exhibit in demonstration of their belief in the leadership is critical to pursuing the desired direction. Thus, follower behavior becomes a subject of interest in servant leadership style (Williams *et al.*, 2017). Leadership significantly contributes to the followers' mutual trust, confidence, and respect, which help in promoting good working relationships that will yield positive outcomes for the organization (Sombongse, 2018; Bisailon & Liljenfors, 2019).

Setyaningrum (2017) did a study on “Relationship between Servant Leadership in Organizational Culture, Organizational Commitment, Organizational Citizenship Behavior and Customer Satisfaction”. The study found that servant leadership has a significant influence on corporate culture, which forms the framework of follower behavior because servant leaders act and serve in love, they act with humility, they are altruistic, they believe in their followers, they serve and empower followers, and they are very visionary. These characteristics among many others significantly influence the kind of culture that an organization will embrace, and the behavior that will be upheld by the employees. For any organization to achieve its projected goals, it's organizational culture must have the right impact on its employees. This vital point is one every leader should seek to understand, lest they push for a culture that will not impact the employees positively, thereby ultimately losing out. Leaders should uphold great values that should be emulated by employees, and which will create a loyal relationship to the organization and help the staff to positively engage with the organization. The result of this process is creation of a positive organizational culture that promotes ideal behaviors for both leaders and followers.

Servant leadership and followership not only offer an overview of servant leadership, but much more, where it provides insightful ways that can help an organization to adapt and progress in line with the ever-changing moral demands of the current workplace (Stewart, 2015). A distinctive feature of servant leadership is the aspect of the

servant leader being able to mold and shape employees, who like them, will take part in the serving others. Much as servant leaders have the capacity to influence the employees in either direction, the effect of the influence, especially in regards to the serving behavior, is dependent on the followers' self-interest (Rashid *et al.*, 2017).

The leader-member exchange theory supports the component of follower behavior. This is because of the three key components that make up this theory namely; leader, member, and exchange, all which are closely interconnected (Arrasyid *et al.*, 2019). There have to be interactions between the leader and member for leadership to be useful and complete. The relationship between the leader and member is very vital because there will be no leader without followers, and a follower will not exist without a leader, hence, the usefulness of good reciprocal relationships with each other to produce ideal follower behaviors. Much as the greater part of a follower's behavior is influenced by the leader, there is a role that the follower plays in this behavior development. The leader's behavior greatly influences followers' behavior, attitudes, and perceptions like; effective commitment (Krishnan & Leadership, 2014; Dahie *et al.*, 2018), organizational citizen behavior (Sarwar *et al.*, 2015), employee retention (Mwita *et al.*, 2018), job satisfaction (Nur & Widhi, 2019), employee turnover (Aldossari, 2016), employee loyalty (Hanan Gouda, 2018), among others. Hence, leadership is the way that leaders influence the employees' behavior towards willingness to work together for productive achievement of the organizational goals – impacting the community being one of them. Therefore, the leader-member exchange theory plays a critical role in servant leadership for the latter to yield the intended follower behavior.

The exchange aspect allows the follower to actively interact with the leaders. This brings about a relationship, and the whole concept of leadership becomes a process (Rashid *et al.*, 2017), meaning that it is a continuous development without an end. Each day gives

a chance for growth. When the two parties cordially relate to each other in a reciprocal manner, the outcome will be an effective and satisfying leadership which has a psychological impact on the followers, leading to development of certain positive behavior depending on the leader's reflection (Coetzer *et al.*, 2017). It is eminently true that not all followers experience a high level of leader-member exchange interactions. However, those who have it feel obligated and indebted to the development of the leader's agenda, and will deliver at extremely higher levels as compared to their fellow colleagues with low levels. That being so, the behaviors of these two categories of employees will differ, thus the study suggests that the influence of behavioral attributes on followers largely depends on the level of interactions and exchange experienced between an employee and the leader. This is because the follower's behavior is generally founded on labor agreements, and is evidenced by the study done by (Brohi *et al.*, 2018) on "The Impact of Servant Leadership on Employees Attitudinal and Behavioral Outcomes". The study wanted to test if "servant leadership style reduces employee turnover intention through psychological safety, and if regulatory focus of employees moderates the relationship between servant leadership and psychological safety". The outcomes of the study were as follows; "1) servant leadership has a negative relationship with staff turnover intention, 2) psychological safety mediates the relationship between servant leadership and psychological safety, and, 3) regulatory focus moderates the relationship" (p. 9). This means that the followers' outcomes, including ideal behaviors, increase with the extreme manifestation of servant leadership.

A number of empirical studies have been done on the areas of servant leadership and follower behavior, (Opoku *et al.*, 2019) in their study found out that servant leadership is an antecedent to employee innovative behavior with perceived insider status as a mediating variable. Wu *et al.* (2020), found out in their study that servant leadership can overcome follower self-interest by inspiring engagement of proof that there is a relationship

between servant leadership and follower behavior. Further, Qin *et al.* (2021) found out that when servant leaders put followers first and focus on their development which an important influence on follower feedback-seeking behavior, this behavior is highly developed. This was achieved by having moqi mediating the relationship between servant leadership and feedback-seeking behavior.

Yet, another study was conducted by Ying *et al.* (2020) and found out that servant leaders can be used as catalysts to form and shape the followers' behavior. The study included psychological empowerment and autonomous motivation for the environment as mediators of the study. Further, the study found out that servant leadership was a substantial predictor of psychological empowerment, employees' voluntary green behavior and autonomous motivation. In the review of relevant literature, the tenets of follower behavior were summarized to revolve around reciprocal service, deeper engagement in service, and team work (Rhodes & Antoine, 2019; Setyaningrum *et al.*, 2017). This makes the study on reciprocal service relevant.

Reciprocal Service

Reciprocal service results from the act of the servant leaders to collaborate and motivate their followers to enable them to gain excellence in service. This allows the followers to freely give back to the organization by working effectively and efficiently to enable the organization to realize its mission and vision (Block, 2006). Servant leadership, in essence, develops unspecified long-term shared responsibilities in followers thus enhancing their performance. In the leader-follower relationship, people use reciprocal attitude to hone leadership and work-related values (Olesia *et al.*, 2013). When followers are valued and treated well, they will give their very best in return.

A study carried out by Vondey (2010) shows a significant relationship between servant leadership and the followers' behavior. This relationship has an influence on the

reciprocal behaviors of the followers towards their leaders. Equally, Shoukat and Iqbal Khan (2019) found that servant leadership influences reciprocal behavior from followers through the employees engaging in their various roles by going beyond what they are expected to ensure that tasks have been fully done and goals achieved. On the other hand, the study by Pekmezci et al. (2017) disagreed with the previous findings. In their research, they found that servant leadership and employee turnover have no relationship, implying that there is no reciprocal behavior experienced by leaders from employees.

Further, in a study carried out by Myers (2018) on “Testing a Model of Servant Leadership’s Influence of Follower Outcome: Exploring Mediation Effects of Follower Trust and Prosocial Identity”, it was shown that servant leadership has positive relationships with both the follower trust and prosocial identity, which equally mediated the relationship between servant leadership and outcomes. Additionally, the indirect effect of servant leadership on community citizenship behaviors through follower trust was negative. The study also found that follower trust was a stronger mediator than follower prosocial identity in the relationships between servant leadership, job attitudes, and citizen behaviors. One key gap is that the study took a case study approach by approaching adult workers of a single company, so the outcome may not be applicable across different organizational setups.

Song *et al.* (2021b) also found out that employees tend to deliver at optimal to reciprocate what they have received from the leader and organization. The promotive and prohibitive voice behavior is highly influenced by servant leaders who protect their employees and in return, the followers get motivated to engage more at work and amplify their performance. This study was equally supported by Su *et al.*, (2020) on a study they carried out on “How Does Servant Leadership Influence Employees' Service Innovative Behavior? The Roles of Intrinsic Motivation and Identification with the Leader”. They

found out that the servant leader greatly influences service innovative behavior and intrinsic motivation in employees. Generally, the extant literature agrees that there is a relationship between servant leadership and follower behavior with regards to reciprocal services. With the collaboration that reciprocal services come with, they nurture team orientation amongst employees.

Team Orientation

Team orientation in follower behavior results from the servant leadership trait that promotes and fosters teamwork among employees. Servant leaders inspire employees to form strong work and social networks with one another (Sanyal & Hisam, 2018; Alsbury *et al.*, 2018; Srisathan *et al.*, 2020), which boosts security, safety, and oneness in the organization. Through teamwork, employees are exposed to wider range of learning from their colleagues in various departments. This interaction encourages creativity and innovation which works positively for the organization, and further promotes social interactions within workers, while motivating and challenging them to keep developing and honing their skills and careers (Tanno, 2017).

Teamwork offers personnel an opportunity for individual development, and drives success in an organization. It encourages commitment, communication, contribution, and collaboration, which are the key contributors of ideal employee behaviors that support model work relationships that promote efficiency and effectiveness in performance. The mix of different people with different skills, strengths, and capabilities brought together creates a sum much greater than the individual parts. Relationships are built, support systems are developed, and employees and leaders feel part of a great community that cares for each other. This process will promote the retention index of an ideal workforce (Phina *et al.*, 2018). Teamwork encourages and supports workplace networks that make the workforce happier, settled, and committed to their work, which in turn increases

performance of the employees, leaders, and the organization at large (Sanyal & Hisam, 2018). As much as it is not an easy task to work with people, teamwork gives the team members a more satisfying and enjoyable experience when pursuing a worthwhile cause with a common goal in mind.

According to Salman and Hassan (2015), behind every great product lies a great team. The reason for this assertion is because teamwork fosters efficiency, improves communication, distributes workload, expedites generation of new ideas, and establishes a culture where staff feel a sense of belonging and empowerment. This context is the fuel that enables team members to achieve a common goal (Phina *et al.*, 2018). Such teamwork cannot occur on its own without an appropriate supportive leadership style. Leaders have a dominant role to play in ensuring that the teams are holistically operating. Hence, great teamwork is a formidable weapon for the leadership and the organization. Moreover, teamwork comes with better communication, innovation, creativity, opportunities for personal growth, support mechanism for employees, boosted performance, and enhanced growth of both leaders and employees (Kelemba *et al.*, 2017). All these are enabling conditions that promote positive employee behavior that creates a sense of a supportive environment, a robust structure, and a compelling direction.

In another study done by Asghar and Naseer (2017) on “The Impact of Servant Leadership on Follower's Behaviors: The Mediating Role of Psychological Empowerment & Positive Effect”, the researchers sought to establish how and why servant leadership positively influences follower behavior with regards to job performance and creativity. The study found that the significant values in the indirect relationship running from servant leadership to job behavior through psychological empowerment and positive effect, hence concluding that psychological empowerment and positive effect have unique methodologies through which servant leadership endorses positive job behavior. In addition

to that, it was found that servant leadership is positively related to employees' job performance and creativity through teams.

Teamwork is usually built on good interpersonal communication and trust in leadership. This was proven by Ezerman and Sintaasih (2018) in their research "Effect of Servant Leadership, Trust in Leadership on Organizational Citizenship Behavior with Interpersonal Communications as Mediation Variables". Similarly, Beshlideh *et al.* (2018) observed that servant leadership promotes teamwork, which is a vital component of prosperity of any leadership and organization. With servant leadership in place, the organization will end up having smart workers who will reflect a smart organization.

A study conducted on "How Servant Leadership Influences Organizational Citizenship Behavior: The Roles of LMX, Empowerment, and Proactive Personality" by (Alex *et al.*, 2017), found out that servant leadership significantly influence the employees' innovative work behavior. Further, this innovative work behavior is influenced by the interactions that exist in the work place where teamwork plays a central role. Hence, there is proof that servant leadership has potential to influence the follower behavior where it is practiced. Opoku *et al.* (2019) confirmed this influence in their research on "Servant Leadership and Innovative Behavior: An Empirical Analysis of Ghana's Manufacturing Sector" where they found out that the perceived insider status of the employees mediates the relationship between servant leadership and employee behavior. Hence, the studies concluded that servant leadership has a great role it plays in the behaviors of employees in regards to their productivity at work. However, productivity cannot be fully achieved without deeper engagement in service for both the leaders and followers.

Deeper Engagement in Service

Lastly, employee engagement is the level where the staff feel fervent and deeply committed to their work, consequently putting unrestricted effort into it. The employees

who are deeply engaged in their work take time to fully understand the organization's purpose, and get to know how and where they fit in (Baran & Sypniewska, 2020). With this understanding, the decision-making process improves, and performance is driven to a higher level. Employee engagement happens when the staff have commitment to their leader and the work they do, finding enthusiasm and feeling valued in doing it. The employees are emotionally and intellectually committed and exhibit behaviors that yield the intended outcomes (Goldberg *et al.*, 2019). They will have a strong and forceful desire of being part of the organization and its leadership. and will strive to put in extra effort in their work and engage in behaviors that promote positivity in realizing the set goals.

The deeper engagement in service behavior is the work-related state of the follower's mind, which comes with positive fulfilment branded by dedication, absorption, and vigor in whatever they are engaged in. The workers get involved emotionally, cognitively, and physically to that which they have been apporportioned to do (Goldberg *et al.*, 2019). The employees' dedication, absorption, and vigor scopes replicate the personnel's cognitive, behavioral-energetic, and emotional conditions of each of them (Wallace, 2019). Leaders should assist employees to understand where the company is headed, and how each worker has a contribution to make for the intended success to be realized. Leaders should therefore clearly define expectations and hold their staff accountable and focused on delivering the intended results.

For employees to deeply engage in work, they must feel that they are part of the organization's community, since this is the place where much time is spent. The work environment needs to be conducive, and the feelings and attitudes of the people around have to be right. With the rise of competitive strategies in the global arena of business, many firms have come up with strategies that oppose reciprocity strategy of expectations. Competitive forces in both local and global arenas have had significant implications on the

commitment and reciprocity between the leaders and the workforce, the latter whom been pushed to a realization that they can no longer count on working for one company until retirement (Robertson-smith & Markwick, 2009). Due to these reduced levels of reciprocity, employees are becoming less committed to their organizations, thus affecting their engagement with both the leaders and the organization at large. Their attitude towards work, leaders, and fellow workers has greatly degenerated leading to an increase in turnover rates (Young & Smith, 2018). Employee engagement has proven to be the most challenging aspect in today's workplace, necessitating approaches to salvage this state of affairs, and have organizations back on the right track.

With the aim of turning around this current scenario, there is need for the leaders to embrace a people-oriented leadership style. The leaders should encourage positive interpersonal relations and cooperation at all levels of operation, by treating the staff as human capital and great assets who are necessary and important, and who contribute to the leaders' and organization's competitive edge. Leaders should allow both passive and active participation of employees at all operational levels (Patro, 2013), which is necessary because the longevity of an organization is determined by employee engagement. The organization's productivity is determined, and thus affected, by the effort and engagement employees put in their work, and the relationships they hold with their leaders and colleagues (Young & Smith, 2018). An organization that has deeply engaged employees most of the time outperforms its competition. Thus, there is need for the leaders to formulate employee engagement strategies in order to motivate highly engaged personnel who can easily attract new talent while the organization is able to retain top performers, the dimension that most organizations are currently failing at (Vance, 2006).

With the honed servant leadership practices, the followers get motivated to give their all to the organization they are working for. This is because, servant leadership

endeavors to take care of the followers' interests and needs, thus making them comfortable to facilitate immersion in work (Brege, 2018; McCann, 2015). This point was proved by Shoukat and Khan (2019) in their research "The Effects of Servant Leadership on Organizational Citizenship Behavior: Moderation of Proactive Personality". The study found that positive energy is fueled by the servant leaders who understand, and tend to give emphasis to employees by distinguishing their special and unique qualities. This promotes a positive emotional wellbeing of an employee towards work. A psychologically safe working environment created by the servant leader allows employees to feel safe and protected, which helps them to easily voice their concerns. Ezerman and Sintaasih (2018) noted that servant leadership improves interpersonal communication and trust in leadership, thus, the employees have confidence with, and in, whom they are working with, hence they will deeply engage in their work for better outcomes.

In another study done by Nauman *et al.* (2019) on "Servant Leadership and Project Success: Parallel Mediation by Work Engagement and Project Work Withdrawal", found out that followers' work engagement and withdrawal behaviors are highly influenced by the leadership in place and the work environment. Servant leadership highly influences the work engagement behavior that leads to high performance of the organization in project success hence the researchers endorse this leadership style as an effective management style that has great potential of addressing the challenges most projects face in the execution process. On the same line of thought, Canavesi and Minelli (2021) carried out a research on "Servant Leadership and Employee Engagement: Qualitative Study" found out that servant leadership greatly influence employee performance through the servant leadership characteristics while the work environment characteristics like poor work life balance, high pressure and remote-working hinder the relationship between servant leadership and employee holistic engagement at work. Further, the nonprofit nonprofit institutional

context plays a big role in ensuring that the organizations involved in the implementation of policies operate within the laid down boundaries.

Moderating Effect of Nonprofit Nonprofit Institutional Context

According to Latham (2016), a moderating variable is one that acts upon the relationship between the independent and dependent variables and has power to change its strength and direction. It further influences the direction, level and presence of a relationship between variables showing when and under what circumstances a relationship can hold. This brings out the core reason as to why this variable is very important in this study. The religious nonprofit characteristics and isomorphism pressures dictate the manner of operation of a particular set of organizations operating under the same context. This point brings about the unique features of the religious nonprofit organizations context that seeks to impact the community positively. Therefore, this research seeks to ascertain how servant leadership can take advantage of this context to provide the right leadership in the policy implementation process to effectively and efficiently deliver the laid down projects. In the broader domain of social studies, policy implementation is a fairly new venture that needs to be deeply studied in order to ascertain its practical benefits in organizations and communities (Khan & Khandaker, 2016). More often than not, there are gaps realized between what is on paper (planned) and what is actually implemented. Religious nonprofit organizations are key implementers of public policies while serving their communities. These organizations can only attain their success in discharging their roles of service provision, expression, advocacy, value guardian, personal and pro-social action, and community building while following the laid down policies and procedures (Corporation for National and Community Service).

The religious nonprofit organizations take different forms of operations, for instance; rehabilitation centers, day care centers for children and vulnerable adults, training

services (adult learning centers), health care centers, civil rights, education, health and human services, and arts and culture. These organizations are aimed at strengthening communities, promoting the civil society, and meeting human service needs (Cullom, 2011). Due to their dependence on donations and grants, these organizations need proper management and accountability (Gorp, 2012; Dobrai & Farkas, 2016) of these funds in order to sustain the use, but more so to have the funds positively used to impact and change the society socially and economically. This process calls for leadership that is alert to the operations of the day-to-day tasks. Since such organizations largely depend on volunteers for service provision, there is need for the leadership to know how best to relate with such workers to enable them to deliver at their best for the greater community beneficence. Even though such employees may not be earning salaries from the organization, they carry the name, reputation, and brand of the organization with them (Wong, 2015). This factor means that they need to be treated well and good relationships fostered with them to uphold standard behavior in their operations as they serve the community. Since these organizations are not profit-making oriented, there is a temptation to let them run haphazardly, which causes many of them to lose out in the community, and miss out on donations.

As much as the religious nonprofit organizations are lamped under the umbrella of nonprofit organizations, they exist to make available a range of services and programs of benefit to the community. These organizations have a crucial position, and function in a broader range of human, health, education, social, and community services to their stakeholders. This mission of religious nonprofit organizations is the reason for their existence, making it the fundamental driver for their existence and operations (Kovic & Hänsli, 2017). However, the religious nonprofit organizations have challenges that need to be addressed. In a study done by Kanyinga and Mitullah (2007), found out that inspite of

Kenya having the highest number of nonprofit organizations as compared to other developing countries in Africa, they experience great financial challenges. Further, Kamau (2018) found out that the foreign policy, democratic form of government, terrorism mitigation policy and political instability have strong negative effect on the performance of nonprofit organizations in Kenya. For instance, some projects in certain parts of Kenya have never been completed due to lack of finances or insecurity reasons. Further, this study found out that nonprofit organizations in Kenya are not efficient and effective hence, suggested that that effectiveness and efficiency of these organizations should be urgently addressed.

The nature of the work of nonprofit organizations is considered to be particularly suited for the application of the servant leadership type to bring about the desired nonprofit-oriented outcomes that improve societal welfare (Levine & Fyall, 2019). While other leadership styles still remain applicable, the attributes of the servant leadership style as proposed by Greenleaf, and summarized by Focht and Ponton (2015), offer essential pillars of leadership that adequately respond to the call for a suitable and corresponding leadership style aimed at driving nonprofit organizations into accomplishing their nonprofit societal-based outcomes. The summary presents the servant leader as “a person of character, one who puts people first, a skilled communicator, a compassionate collaborator, having foresight, a systems thinker who leads with moral authority” (p. 17). The servant leader demonstrates humility, and serves a higher purpose for which he/she is driven by passion. Parris and Peachey (2013), Zhong *et al.*, (2015) and Eva *et al.* (2019), in a review of the extant conceptual, theoretical, and empirical literature on servant leadership, observed that even though a lot of ground has been covered with regard to servant leadership as a distinct area contributing to the success of organizations, there still remains unexplored aspects of

servant leadership. They therefore presented a call for extension of the literature on servant leadership with a focus on new contexts.

The core reason for the existence of nonprofit organizations is to reach out to the community (Carroll, 2018), and therefore, their projects and programs need to be well implemented to facilitate the projected community impact. Additionally, nonprofit organizations should take care to be accountable and trustworthy in their operations, to ensure that they can win the trust of their donors by honestly serving the community as indicated in their codes of operation (Kabeyi, 2019b). Given that nonprofit organizations are funded by a variety of sources, accountability and smooth running of such organizations demands observation of all procedures governing these organizations, so as to fully serve the community while maintaining impeccable accountability to attract and maintain donor sources (Ortega-Rodríguez *et al.*, 2020; Roslan *et al.*, 2017). Government-financed nonprofit organizations are used by governments as agents for public policy implementation since they are closer to the community due to their nature of service to the community (Connolly & Hyndman, 2017). Once implemented, these projects become beneficial to the community for growth and development, both socially and economically.

When nonprofit organizations share a similar perspective with the policy making entity, the needs of the community and intended program results will be achieved. Nonprofit organizations are policy advocates who engage in, and attempt to impact, the policy process to a given goal. Through policy implementation, nonprofit organizations are committed to address the unmet needs of the community as their key priorities. Policy implementation promotes service delivery to the community (Levine & Fyall, 2019).

According to Ne (2017), an organization qualifies as a nonprofit organization when it is established to solely relieve poverty, relieve distress of the public, and advance religion and education. These institutions include trusts, non-governmental organizations,

Churches, Mosques, and other charitable organizations involved in relief, religious activities, education, and foundations. Most of these nonprofit organizations are exempted from common taxes unless they engage in business other than the stipulated ones. The tax-exempt status is given only to those organizations that further scientific, religious, educational, charitable, public safety, literacy, and cruelty prevention purposes. The organizations should serve the public through either offering goods, services, or both. Their financial and operating information should be made public for transparency purposes, and also to inform donors on how their donations are being used. It is also important to know that some of the nonprofit organizations exist to collect income, which they disperse to other qualifying charities (Allison & Kaye, 2017).

The central goal for nonprofit organizations is to address the needs of the underserved, underrepresented, and vulnerable people at the local (community) level, hence, get intertwined with the community-based operations. These organizations play an integral role in communities, and positively affect lives of individuals, groups, and the community at large (Privet, 2012). The goal for nonprofit organizations is distinct from profit-earning. They are mostly service providers, coming in where the market and government have failed, like the socially excluded, very volatile environments, and difficult-to-reach geographical areas. Operating in such environments is a key factor that makes the management of some nonprofit operations a multifaceted undertaking (Berenguer & Shen, 2019).

Nonprofit organizations maximize the provision of goods and services to the community, and if by any chance they obtain profits, these profits are reinvested in the organization's cause. The workforce of these organizations is less driven by financial incentives, but rather motivated to produce community impacts. The workforce settles for lower salaries and fewer benefits, making the recruitment and retaining of quality personnel

quite challenging. Volunteers seem to be the typical type of personnel for this sector (Berenguer & Shen, 2019). Further, these organizations are more risk-averse, which is directly related to the number of different stakeholders they are answerable to. If it happens that the nonprofits fail to carry out their mission well, they stand to lose future donations. Due to the risk-averse behavior of the nonprofit sector, they miss out on innovation and learning capabilities, which deny them creativity and innovation platforms. They do not have a single performance measure making it a challenge to compare them with other different entities. The lack of such a measure makes the delegation and decentralization of decisions within the same entity a challenge (Berenguer & Shen, 2019).

Ceptureanu *et al.* (2018) conducted a study on “Community Based Programs Sustainability. A Multidimensional Analysis of Sustainability Factors.” The study sought to keenly look at how nonprofit organizations can come up with sustainable and achievable community-based programs that will support service to all. The study found that for the community-based programs to be sustained, there is need to have quality programs, strategies and projects, which are realized through effective program champions, involvement and integration of staff, proper funding of the program, its effectiveness, competent coordinators, and understanding the community, among others. These components create a platform for promoting a sense of community within the company and at the community level. Further, the study noted that community-based programs greatly contribute to the development of communities by using resources for the right programs, strategies, and projects in an accountable manner. These factors improve the standard and quality of living, as well as the status of the communities involved. Through analysis of extant literature, the study identifies the most important factors, which if carefully considered will highly influence sustainability of the programs, strategies, and projects offered to the community.

The researcher recommended to that studies focus on how servant leadership can use the component of promoting a sense of community to come up with ideal strategies and programs that are community based to empower and develop the communities for permanent transformation. This detail means that the strategies and programs chosen will empower and impact a sustainable and permanent upward change to allow the nonprofit organizations to move on to serving other communities. There is need for organizations targeting community impact to have a community benefit agreement with the community, to mandate them to enforce the community benefits as per the terms. Policies are easily rendered useless when they are not well implemented, or when they are neglected and not effectively communicated to the affected groups (Ministry of Tourism, 2018). In the absence of policies, there is a guarantee of inconsistency in decision making which will affect the community services (Levine & Fyall, 2019).

In order to execute the projects and programs planned for the community's benefits, there needs to be an organization through which these policies can be implemented. The nonprofit context offers a fertile ground for such execution to take place. Leaders need to have a full understanding of the operational context with intent to support the execution process. The context of nonprofit organizations is engineered by two elements that are pertinent to their entire existence, influencing the managerial decisions that will govern the whole implementation process. These elements are the nonprofit organizations' characteristics and the institutional pressures.

Nonprofit organizations will not be able to reliably and sufficiently provide all the required services due to the inadequacy of resources and funds, and thus are philanthropic insufficient (Dobrai & Farkas, 2016). Philanthropic particularism is a common context for nonprofit organizations, where either the organizations, donors, or foundations have a tendency of focusing on some particular groups or issues while excluding others (Dobrai

& Farkas, 2016). The result, they attend and provide services to the category they have chosen, and unfortunately leave out other vulnerable ones. Another contextual issue is philanthropic paternalism, closely related to the above point, where the nonprofit organizations will address issues and provide services that they think need to be addressed, yet they may not necessarily be what the community or clients need (Practices, 2015). Philanthropic particularism and paternalism raise social justice concerns in the society.

Another aspect is philanthropic amateurism, which brings about the issue of poorly-funded organizations that make them more dependent on volunteers and low-skilled workers than on professionals, which leads to problems in dealing with complex social issues (Dobrai & Farkas, 2016). The reviewed literature demonstrates a need for proper and ideal leadership in place to enable policy developments and implementation which give guidelines on how operations are undertaken in such organizations. Equally, the leadership should lead in shaping up an ideal behavior of followers, that will not only support organizational growth, but also enhance the service they offer to the community for its development. Institutional pressure and characteristics are key components that define how well policies will be implemented by the nonprofit organizations.

Institutional Pressure

Nonprofit organizations experience isomorphism pressures that challenge their operations. The institutional theory claims that organizations operating in a similar field exhibit shared characteristics over time because the key actors disseminate use. Every set of organizations operating on the same platform have their ways and traditions through which they operate, serve, and interact with each other as organizations and their individuals. These organizational settings are shaped and characterized by isomorphism institutional pressures namely mimetic, normative, and coercive (Claeyé & Jackson, 2012; Latif *et al.*, 2020).

Mimetic pressure occurs when an organization tries to imitate the structure of another organization, perceiving it to be beneficial (Arvidson, 2018). This pressure happens in nonprofit organizations that lack proper leadership and professionalism in their operations. When an organization has effective and efficient leadership in place, the objectives and rules that should govern its operations are implemented as intended, meaning they will not rely on mimicking other organizations because of the others' performance or efficiency (Latif *et al.*, 2020). Sometimes, nonprofit organizations experience pressure from for-profit organizations, wanting to operate and run like them, which should not be the case. This kind of pressure however largely stems from their fellow nonprofit organizations (Chathurangani & Hemathilake, 2019).

Normative pressure is another type of pressure that usually comes from other people and councils which push the organization to conform to their demands (Claeyé & Jackson, 2012). This pressure is common in the nonprofit sector, especially coming from the donors who are the main funders of the organization. Donors easily make demands, and would even want their donations to be directed to certain communities even though that may not be the ideal place for service. The organization will be forced to accept the donor's direction in order to maintain the funding (Latif *et al.*, 2020). This kind of pressure can also stem from the leadership in place to the followers (Al-tabbaa *et al.*, 2013). Depending on the kind of relationships that exist between the leaders and followers, unnecessary pressure may arise. This kind of pressure also comes from the NGO council, which gives guidelines that should be followed by all the nonprofit organizations, notwithstanding the line of operation (Chathurangani & Hemathilake, 2019).

The third kind of pressure experienced in the nonprofit sector is coercive pressure, which typically comes from legal mandate, or from organizations nonprofits are dependent upon for either funding or support (Hoflund, 2019; Alziady & Enayah, 2019). A good

example is the legal requirements from the government on the establishment and running of business associated with nonprofit agenda (Chathurangani & Hemathilake, 2019). This pressure works for the good of the organization even though sometimes, nonprofit organizations are tempted to breach some laws and policies, and the pressure to conform (Latif *et al.*, 2020). There are various institutional characteristics that are vital in the implementation of policies.

Institutional Characteristics

Philanthropy is a key aspect of religious nonprofit organizations, whereby the organizations are both focused on investing money for charity and on providing business expertise to deliver quality services while serving the organization and the community (Chidi, 2017). An organization will fail to deliver optimal results while having all it needs save for expert personnel (Sulek, 2010). Religious nonprofit organizations are mostly run by volunteers, and many at times, quality is neglected due to lack of ample financial resources, thus getting unqualified staff to run the organizations.

Religious nonprofit organizations need to have philanthropists running such organizations since they are people with high expectations regarding accountability and results. The leaders of such organizations need to be proactive in running business at a higher level (Grady, 2014). Accountability and results are two components that are very vital in the success of any organization, hence the reason as to why having philanthropists running nonprofit organizations will help the organizations realize their goals. It is more evident now that as much as affiliation to certain religions and attendance of religious services is on a decline, religious members have continued giving and donating towards charities. This funding is usually channeled to religious nonprofit organizations that are used to reach out to communities. This fact makes it apparent that there is a lot of funding given to religious affiliated nonprofit organizations, hence a great need for accountability

(Heist & Cnaan, 2016). There is need for proper leadership and leadership styles that will support appropriate utilization of funds and voluntary services in meeting the target communities' and members' needs.

Nonprofit organizations must maintain a non-partisan tone in all their communications, at all times, because they are not political bodies and are not established to aid or propagate any political agenda. As much as possible, most of these organizations operate on volunteer services. They however have regular employees such as directors, managers and other service providers. Due to this, they need to pay employment-related taxes, and they should abide by the state and federal workplace rules (Ammons & McLaughlin, 2017). Further, such organizations have a passion for mission, which provides them with their greatest source of strength. When this strength, in the form of passion for mission, rests at the heart of the organization, it generates energy, creativity, innovation, and dedication to the work needed for the success of the mission. The mission of a nonprofit is its reason for of existence, and it will guide the nonprofits' direction contextually.

Nonprofit organizations operate in an atmosphere of scarcity both in the factual and perceptual aspects. Most of these organizations are scarcely resourced with funds, skills, and personnel, which attracts the hyper cost-consciousness. With the organizations' key priority being their clients, most of the resources get channeled to this core need, leaving them with underdeveloped infrastructures, and having personnel who are willing to put in their time and money as opposed to them gaining. They majorly end up relying on volunteers, which sometimes compromises the quality of service (Allison & Kaye, 2017).

Another vital trait of such organizations is that they are biased toward formality, participation, and consensus (Allison & Kaye, 2017). A sense of friendliness and welcoming atmosphere is largely entertained, which may end up compromising the sense of leadership and authority. Compromise of the appropriate use of authority affects the

decision-making process and division of labor. The governing board has a responsibility to ensure that the public's interests have been served by the organization. Such an organization should be donor-centric in the sense that they need to understand that the value of a donor goes beyond the wallet to the people themselves, and thus, should be treated as vital components of the organization's mission (Hersberger-Langloh, 2019). Donors are individuals who greatly invest in the organization's mission and do not merely fund the business.

Hybridity will continually remain a vital characteristic of any successful nonprofit organization. This trait infers that nonprofit organizations should have formal business structures and strategic plans on how they will realize the outlined outcomes. Goals and objectives should be set, and evaluations and monitoring frequently done to check on progress made and challenges faced (McMullin & Skelcher, 2018; Fletcher & Weinstein, 2018). Leaders should therefore undertake their role seriously to ensure that the set goals and objectives have delivered the anticipated outcomes. Sociology is at the center of hybridity. Sociology entails the study of a given society in order to understand the group dynamics, and how this will impact an organization in its operations while rendering service to the community.

In order to realize hybridity in religious nonprofit organizations, there is need for the volunteers, employees, trustees, and clients to fully understand the organization's operating environment, and to constructively respond to it. This effort can only be achieved if the leaders understand it well. It starts with the leadership and trickles down to the employees who tend to execute the leaders' mandate in order to fully realize the set goals. The organizational culture, rules, and norms of behavior of employees, that guide and inform decision making in an organization, should be clearly understood by these various groups of people (Fulton, 2006) to allow employees to exercise their beliefs in regards to

their morality and ethics that define an individual besides the organization they are serving. These norms include the organizational practices and structures, and the symbolic aspects of beliefs, assumptions and identities within a particular organizational set up. They form the organizational logics the core ‘institutional orders’ of society. Institutional orders are described by a given set of assumptions, values, and structures that develop their main operational philosophies (Shaw, 2016). This setting is practical in Christian nonprofit organizations due to the struggle of negotiating tension between financial substance and the mission terms, while addressing the stakeholders and community expectations (McMullin & Skelcher, 2018). This situation cements the need for hybridity.

Identity is that thing that is distinctive, central, and enduring in an organization. It influences various aspects of the behaviors of both the followers and leaders in the running of the company. Identity comprises the values, interests, norms, and abilities an individual ascribes themselves in a social role context like the religious faith of a Christian (Taylor & Scapens, 2016). The identity constituents are cognitive, evaluative, and emotional; hence, it necessitates values and beliefs, and associated behaviors of the leaders. These identities, both religious and occupational, constitute a deep structure of both the conscious and unconscious nature of the leaders, which underlines the group’s broader self-concept (Does, 2018; Hall *et al.*, 2018). Each member individually, and in groups, has these conscious and unconscious deep structures that define them. The values, assumptions, beliefs and norms of a particular group may differ from the other, but they should largely conform to the main organizational structure.

The social identity theory suggests that individuals identify with certain groups and categories that agree with their self-perceptions, and that which provides a sense of self-esteem and pride. The membership category can either be voluntary or prescribed, and the boundaries are in either in-groups or outgroups, (Clifton, 2019; Jones & Cox, 2016; Rudkin

& Erba, 2018) and these are greatly influenced by the identity an organization subscribes to. Individuals are known to seek integration of the various identities in order to experience belonging and distinctiveness, thus qualifying identity as a co-construct within individuals, groups, and communities.

Managerialization is another vital leadership characteristic of nonprofit organizations. It refers to the process of relying on the belief that nonprofit organizations should be built on corporate management practices and knowledge for better performance and growth. This process is realized by embracing the following fundamental aspects; corporatization, which focuses on the changes of the nonprofit organizations' governance structure, and remodeling, where a number of organizations are integrated under a holding corporation (Pilon, 2019). A good example of this integration is that of a church that has schools and hospitals under its operation. All these organizations should be integrated under the church as a corporation, which is occasionally a limited company because of its rights of owning properties. Such organizations should thus have focused leadership in place to realize this amalgamation, in order to have best coordination for realization of the intended outcome. This step can also be done by modelling a single organization's governance to fit the corporate model of operation. Marketization is very vital in nonprofit organizations because they should increase market-type relationships with the stakeholders, and move from the micro-perspective to the macro-perspective (Eikenberry, 2011).

There is a wider range of operations that need to be captured meaning that leaders should not be restrained by a limited perspective. There is need to penetrate the national and global platforms and welfare systems. The leadership of nonprofit organizations should navigate through this aspect consciously to avoid the introduction of monetary exchange through the marketization relationships, although this may be required at some point. The implication is that service should come first before money. Christian nonprofit

organizations should be market-oriented in the sense that they are able to solve social problems through the market-based solutions (Buck & Buck, 2018). Leaders of such organizations should possess high degrees of risk-taking, pro-activeness, and innovation, if they want to survive on this platform as well as impact the community. Consequently, nonprofit organizations should be run professionally and competitively, regardless of the fact that they are not out to yield profits.

Summary of Literature Review and Research Gaps

From the conceptual and empirical studies explored, the state of servant leadership has not yet been fully explored. The antecedents and outcomes of servant leadership have not been fully explored to amply cover the component of follower behavior, which is the key outcome of servant leadership as per the definition of Greenleaf, the founder of this leadership style. Additionally, there is a lack of empirical studies on the influence of servant leadership on follower behavior, and on the relationship between servant leadership and policy implementation. Greenleaf further left plenty of room for speculation due to the lack of specifics in his argument on servant leadership, which needs to be urgently examined and addressed. The servant leadership theory has not been rigorously put into empirical validations to transform it into a functional model. There is need to have more studies done on how servant leadership attributes and tenets can be translated to outcomes that can benefit not only the employees, as exhibited by most studies, but also the community, and the organization at large, through organizational structures, policies and strategies. The analysis also demonstrates some sort of bias towards the studies done in this construct using the quantitative method, since very few use qualitative or mixed methods. The construct has attained near global applicability, given the diversity of cultures in which it has been applied, and the contexts in which it has been investigated. The analysis indicated that few studies have been done in nonprofit organizations as compared to the profit-making ones.

Furthermore, most of the studies were conducted in the US, Canada etc., and very few in an African setting. Consideration of the religious nonprofit organizations in Nairobi, Kenya, provides an avenue for expanding the scope of the context to organizations that are less developed, and more likely to reflect settings typical within African contextual settings of a developing country. The summary of all the reviewed empirical literature and the research gaps realized are summarized in Table 1 below.

Table 1: Empirical Studies Summaries

Study/Studies	Research Title	Purpose of Study	Findings	Gaps	Focus of the Study
Wu <i>et al.</i> (2020)	“Does Manager Servant Leadership Lead to Follower Serving Behaviors? It Depends on Follower Self-Interest”	To find out the role of follower dispositional self-interest in affecting the level of success of servant leaders in promoting a serving behavior in employees	- Servant leadership with the aspect of service to all develops followers who develop and engage in serving behaviors - Enhanced relationship between manager servant leadership and follower serving behavior	- The variables of the study are not quantifiable hence the need to have the data collected and analyzed qualitatively or use the mixed method to get a tangible view of the study - Having used the quantitative method, the sample size was small hence not being representative of the nonprofit sector	- The current study uses a mixed design study investigating constructs in religious nonprofit organizations
Ahmad and Hassan (2018)	“Leadership and Followership in Organizational Impact Humanity in government Sector”	To find out how leadership styles can influence the employees’ job satisfaction, which influences the behavior of the followers, which in turn will give the organization the image and reputation it desires	- There was less support of the leaders from the followers where favoritism was evident - The leaders have a great influence on their followers hence the followers’ behaviors are formed in similitude to those of the leaders	- Used quantitative method to measure leadership which is not a quantifiable variable	- The current study uses a mixed design study investigating constructs in religious nonprofit organizations
Liborius (2017)	“The Impact of Leaders’ Character on Subordinates’ Attitudes and Behavior Towards their Work and Leader”	The main purpose of the study was to explore how the leaders’ character affects the attitude and behavior of the employees	- The study showed that different leaders’ character responded differently on the followers - The leader who is perceived to be	- The study was a purely desk study and thus no primary data was collected to inform the outcomes.	- The current study will use primary data collected from the selected sample of religious nonprofit organizations

Study/Studies	Research Title	Purpose of Study	Findings	Gaps	Focus of the Study
			competent and as a worthy role model, influences the followers to have feelings of trust and loyalty, which improves their behaviors in a positive way		
Brohi <i>et al.</i> (2018)	“Does Servant Leadership Style Induce Positive Organizational Behaviors? A Conceptual Study of Servant Leadership, Psychological Capital, and Intention to Quit Relationship”	The main purpose of the study was to scrutinize on how servant leadership and psychological capital affect the behaviors of the followers.	- Services offered by leaders to employees influence them positively, making it possible to inculcate productive behaviors in the employees.	- It was a purely desk research - Lack of primary data for analysis	- The current study will use primary data collected from the selected sample of religious nonprofit organizations and compare the findings with other empirical studies done by other researchers
Santosa <i>et al.</i> (2018)	“Influence of Servant Leadership and School Organizational Culture on the Performance of Public Senior High School Teachers in Padang City”	The purpose of this study was to find out if servant leadership and organizational culture of schools concurrently influence performance of school teachers.	- Found that servant leadership and organizational culture have got a mutually and reciprocal influential relationship due to the fact that servant leadership can influence organizational culture and culture can influence leadership styles.	- The study used quantitative research methods to collect and analyze data while variables like servant leadership are not quantifiable - Study done in a developed country	- The current study uses a mixed design study investigating constructs in religious nonprofit organizations
Carsten <i>et al.</i> (2018)	“Leader Perceptions and Motivation as Outcomes of Followership Role	The purpose of the study was to investigate how the leader motivational and attitudinal results are	- This study gives evidence that the followership role orientations and	- The study used only quantitative method to collect data while its	- The current study uses a mixed design study investigating constructs in

Study/Studies	Research Title	Purpose of Study	Findings	Gaps	Focus of the Study
	Orientation and Behavior”	related to the followership role of orientation.	followers’ behaviors influence the leaders’ perception in regards to their employees’ support, which leads to goal achievement and the leader motivation. - The findings from the reviewed literature suggest that the followership role orientation will yield followers’ motivation and desire to engage in behaviors that are leadership supportive.	evident that perceptions are not quantifiable - Study was not done in the nonprofit sector	religious nonprofit organizations
Allen (2017)	“Pastoral Transformational Leadership and Church Human Service Provision”	- The purpose of this study was to explore how pastoral transformational leadership style can be used to have the church as a human service provider	- Found out that transformational leadership style significantly plays a vital role in implementing policies in church organizations to curb poverty by being a human service provider, especially in Africa.	- Only one type of leadership style was put into consideration - The context of the study is in a church congregation which may not be run as a nonprofit organization	- In this study, servant leadership style will be empirically tested in religious based nonprofit organizations on policy implementation
Schwarz <i>et al.</i> (2016)	“Servant leadership and follower job performance: the mediating effect of public service motivation”	- To understand the effects of servant leadership, which is an employee and community focused leadership style, on the followers’ public	- Servant leadership has got positive influence in the public sector	- Measuring leadership component using quantitative method - The impact of organizational culture was not captured yet at	- In the current study, both the statistical and content analysis will be used to analyze the collected data -

Study/Studies	Research Title	Purpose of Study	Findings	Gaps	Focus of the Study
		service motivation and job performance within the public sector		the end of the study it was mentioned - Organizational culture is a key component in this study thus need to have it included in the variables - Study done in a developed country	- The study will focus on the nonprofit organizations - The study will find out if there is any contribution organizational and leadership have in modeling the ideal organizations to serve the communities - Current study will focus on a developing country context
Harwiki, (2013)	“The influence of servant leadership on organizational culture, organizational commitment, organizational citizenship behavior and employees’ performance (study of outstanding cooperatives in East Java Province Indonesia)”	- To analyze the impact of servant leadership on organizational culture, organizational commitment, organizational citizenship behavior, and customer satisfaction. - To analyze the impact of organizational culture, organizational commitment, and organizational citizenship behavior on customer satisfaction	- An influence of servant leadership to organizational culture, organizational commitment and employees’ performance - No influence on organizational community behavior; - An influence of organizational culture on organizational community behavior and employees’ performance, - An influence of organizational commitment to	- Leadership was solely measured quantitatively thus not giving correct outcomes, since leadership is not quantifiable - The study cannot be representative of other organizations because it was carried out in a high economic field	- The current study uses a mixed design study investigating constructs of servant leadership on policy implementation in religious nonprofit organizations - The study is conducted in a developing country where nonprofit organizations thrive

Study/Studies	Research Title	Purpose of Study	Findings	Gaps	Focus of the Study
			organizational community behavior but not on employees' performance and - There was no influence of organizational community behavior of employees' performance.		
Ambali <i>et al.</i> (2011)	“The Influence of Servant Leadership on Organizational Culture, Organizational Commitment, Organizational Citizenship Behavior and Employees' Performance (Study of Outstanding Cooperatives In East Java Province Indonesia)”	- To analyze the impact of servant leadership on organizational culture, organizational commitment, organizational citizenship behavior and customer satisfaction. - To analyze the impact of organizational culture, organizational commitment and organizational citizenship behavior on customer satisfaction	- An influence of servant leadership to organizational culture, organizational commitment and employees' performance - No influence on organizational community behavior; - An influence of organizational culture on organizational community behavior and employees' performance, - An influence of organizational commitment to organizational community behavior but not on employees' performance and - There was no influence of organizational community behavior of	- Leadership was solely measured quantitatively thus not giving correct outcomes, since leadership is not quantifiable - The study cannot be representative of other organizations because it was carried out on a high economic field	- The current study uses a mixed design study investigating constructs in religious nonprofit organizations - This study will also collect data from various sectors of religion to create a wide range of reliance on the outcomes

Study/Studies	Research Title	Purpose of Study	Findings	Gaps	Focus of the Study
			employees' performance.		
Mejheirkouni (2020)	"Exploration of Servant Leadership and Volunteers' Commitment in the Nonprofit and Voluntary Sector in War Zones"	- To search and understand how servant leadership influences commitment of volunteers who work in the nonprofit sector in war zones	- The study discovered that the effectiveness of servant leadership creates hope, and the overlap that exists between the servant leader's personal ethics and the flexible policies with the servant leaders' attributes, gives reasons that influence the volunteers' commitment to service.	- The sample size was too small to use the results for a representation - The study used quantitative method to collect and analyze data which does not fully explore the study's variable	- The current study will use a relatively large sample size in order to be an ideal representative - This study too will use a mixed design study investigating constructs of servant leadership on policy implementation in religious nonprofit organizations
Ammons and McLaughlin (2017)	"Discovering Servant Leader Relations with New Followers in Nonprofit Organizations: Does a Servant Leader Always Serve First?"	- To discover servant leadership in the nonprofit organizations.	- The outcomes showed that there was a potential lack of clarity.	- The study was anchored on how servant leadership affects new followers but did not capture anything on the current employees who have greater influence on the new ones	- The current study picks a wider perspective of studying the servant leadership constructs through follower behavior and nonprofit institutional context, and their effects on policy implementation in community service context
Ceptureanu <i>et al.</i> (2018)	"Community Based Programs Sustainability. A Multidimensional	- To examine how nonprofit organizations can come up with	- The study found out that for the community-based programs to be	- There is a lack of the leadership component in the study	- The current study is anchored on servant leadership with its

Study/Studies	Research Title	Purpose of Study	Findings	Gaps	Focus of the Study
	Analysis of Sustainability Factors”	sustainable and achievable community-based programs that will support service to all.	sustained, there is need to have quality programs, strategies and projects. - Found that community-based programs greatly contribute to the development of communities by using resources for the right programs, strategies and projects in an accountable manner. This improves the standard and quality of the communities involved.		effects on projects, strategies and programs meant to impact the development of communities through the nonprofit organizations
Nee (2019)	“Pooling Power: Engaging Nonprofits in Coalitions for Social Change”	- To discover the role of the nonprofit sector in initiating and supporting systematic change and social movement, and how they can work in coalitions to foster systematic change.	- The coalitions help in influencing like-mindedness in decision-making with regards to policy changes of implementation, and encouraging the shared decision aspects in decision-making process.	- The research used a small sample that may not be taken as a representative of all the nonprofit organizations. - The aspect of project implementation was not handled	- The current study will use a relatively larger sample to allow the study to be representative in this sector of nonprofit - The study will focus on project implementation since this is the key role of nonprofit organizations – to impact communities positively.
Thao and Kang (2020)	“When Servant Leaders Inspire Followers to Become Organizational	- To contribute to existing literature on servant leadership,	- Found that influence effects provide useful information that help to	- The study focused on how servant leadership influence organizational	- The current study focuses on how servant leadership

Study/Studies	Research Title	Purpose of Study	Findings	Gaps	Focus of the Study
	Citizens? Empirical Evidence from Vietnam”	particularly at the individual level of analysis in new settings	better deploy servant leadership in organizations to create the needed positive follower outcomes.	citizen behavior which can only be achieved by through followers. - The study did not study the influence of leaders on employees’ behavior - The research was not based on a nonprofit organization	with the mediating and moderating roles of follower behavior and nonprofit institutional context will affect implementation of projects, strategies and programs respectively - This study will investigate the moderating effect of follower behavior on the relationship between servant leadership and policy implementation in religious nonprofit organizations.
Ying <i>et al.</i> (2020)	‘How Does Servant Leadership Foster Employees’ Voluntary Green Behavior? A Sequential Mediation Model”	- To find out how servant leadership can foster employees’ voluntary green behavior in the power sector in Pakistan	- Found that leaders, especially the servant leaders, act as catalysts in shaping up their employees’ behavior	- The study only focused its attention on one sector whose results may not be applicable in other organizational setups - The study was a cross-sectional in nature	- This study focuses on collecting primary data from religious nonprofit organizations through questionnaires and in-depth interviews
Opoku <i>et al.</i> (2019)	“Servant Leadership and Innovative Behavior: An Empirical Analysis of Ghana’s Manufacturing Sector”	- To find out the effect of servant leadership and its influence on innovative work behavior in employees to enable their	- The findings show that servant leadership, with the perceived insider status as a mediating mechanism, has a positive effect on the	- The study focused on manufacturing sector which may not be the generalized outcome of all organizational setups	- The current study will draw its focus on the religious nonprofit organizations which form a great part of

Study/Studies	Research Title	Purpose of Study	Findings	Gaps	Focus of the Study
		organizations to meet the global competitive market	development of innovative behavior in employees		organizations that offer development to communities
Shahzadi <i>et al.</i> (2017)	“Followership Behavior and Leaders’ Trust: Do Political Skills Matter?”	- To examine the process and possibility in giving an explanation on the relationship between the proactive behavior of followers and the leader’s trust.	- The outcomes show that the followers who exercise proactive behavior are more trustworthy in the view of a leader	- The data was collected from one organization only - Cross-section data collection was used - This study focused on one type of follower behavior	- The current study will collect data from 73 religious nonprofit organizations with a sample size of 365 respondents - The study will focus how the follower behaviors affect servant leadership on the implementation of projects and programs in communities
Brohi <i>et al.</i> (2018)	“The Impact of Servant Leadership on Employees Attitudinal and Behavioral Outcomes”	- Testing if servant leadership style reduces employee turnover intention through psychological safety - If regulatory focus of employees moderates the relationship between servant leadership and psychological safety	- Servant leadership has a negative relationship with staff turnover - Psychological safety mediates the relationship between servant leadership and psychological safety - Regulatory focus moderates the relationship between servant leadership and psychological safety	- Data was collected from a single source, that is teachers, which can easily attract bias - The study was cross-sectional	- In the current study, the data will be collected from different organizations with a representation from 5 different departments for inclusiveness - Both quantitative and qualitative data will be collected and analyzed in both ways
Sendjaya and Sarros (2002)	“Servant Leadership: Its Origin, Development,	- To examine the philosophical	- There exist cases of servant leadership in	- The study inclined to one direction of picking	- In this study, servant leadership will be

Study/Studies	Research Title	Purpose of Study	Findings	Gaps	Focus of the Study
	and Application In Organization”	foundation of servant leadership, and bring out an accurate understanding of servant leadership and the current developmental stages of servant leadership.	organizational settings and there is evidence that they will continue existing	the positive side of servant leadership and ignored the negative aspect of this leadership style	studied in length with no biasness on one side. Both positive and negative effects will be considered on their effect on implementation of projects and programs
Russel and Stone (2002)	“A Review of Servant Leadership Attributes: Developing A Practical Model”	- To examine the existing literature on, or related to, servant leadership in order to develop a researchable theory on servant leadership	The study found nine functional attributes of servant leadership and eleven accompanying attributes.	- The attributes should be tested in the field to ascertain their practical existence	- In the current study, primary data will be collected and analyzed to clearly ascertain the effect of servant leadership on implementation of projects and programs through the mediating and moderating variables.
Joseph and Winston (2005)	“A Correlation of Servant Leadership, Leader Trust, and Organizational Trust”	- To explore the relationship between employee perceptions of servant leadership and organization trust	- The perceptions of servant leadership positively correlated with organizational and leader trust. - Organizations perceived as servant-led exhibited higher levels of both organizational and leader trust than those organizations perceived as non-servant-led	- Trust cannot be measured purely quantitatively	- The current study will use the mixed method to measure the constructs of servant leadership on project and programs implementation through the mediating and moderating variables.

Study/Studies	Research Title	Purpose of Study	Findings	Gaps	Focus of the Study
Myers (2018)	“Testing a Model of Servant Leadership’s Influence on Follower Outcome: Exploring Mediation Effects of Follower Trust and Prosocial Identity”	- To explore the follower prosocial identity and follower trust as the main mediators of the relationship between servant leadership and organizational citizenship behaviors, employee turnover intentions, and community citizenship behaviors.	- Servant leadership has positive relationships with both the follower trust and prosocial identity which equally mediated the relationship between servant leadership and outcomes - The indirect effect of servant leadership on community citizenship behaviors through follower trust was negative - Follower trust was a stronger mediator than the follower prosocial identity in the relationships between servant leadership and job attitudes and citizen behaviors.	- This was a case study of one company and the outcomes may not be applicable in other organizational setups	- The current study considers studying many organizations in order to have the outcomes of the study useful in a wider catchment
Asghar and Naseer (2017)	“The Impact of Servant Leadership on Follower's Behaviors: The Mediating Role of Psychological Empowerment & Positive Effect”	- Establish how and why servant leadership influences followers’ behavior with regards to job performance and creativity	- Found that the indirect relationship running from servant leadership to job behavior through psychological empowerment and positive effect were significant, hence, psychological empowerment and positive effect act as	- Employee behavior is not only rated on job performance and creativity. There are many more behavioral components that needs to be teste	- The current study picks to study the role of servant leadership on implementation of strategies, projects and programs through follower behavior and nonprofit institutional context

Study/Studies	Research Title	Purpose of Study	Findings	Gaps	Focus of the Study
			unique mechanisms through which servant leadership endorses positive job behaviors. - Servant leadership is positively related to job performance and creativity		as the mediating and moderating variables respectively.
Eva <i>et al.</i> (2019)	“Servant Leadership: A systematic review and call for future research”	- The study had multiple purposes. One was to come up with a conceptual clarity of servant leadership, find out the validity of the 16 existing servant leadership measuring instruments, map the nomological and theoretical network of servant leadership and finally, to present the future research agenda	- Found that employees serving in organizations that embrace and practice servant leadership view their organizations positively because of their holistic nature, which leads to thriving at work, perceptions of meaningful work, and psychological well-being of the followers.	- There is need to have a field research conducted, data collected and have it analyzed to proof the advancement realized in the review of the extant literature	- The current study is a field one since primary data will be collected from various religious nonprofit organizations
Stavrova and Fetchenhauer (2015)	“When and why is Helping Others Good for Well-Being? The Role of Belief in Reciprocity and Conformity to Society’s Expectations”	- To investigate the relationship between informal help and subjective mechanisms using the cross-national perspective	- The study found that those countries which have the service to others culture had members who were more satisfied as compared to those that do not have such a culture. Further, the study found out that the service to others culture promotes the general	- The study was carried out in the Western countries hence the results may not be applicable in the African context. - There is no indication on how the study arrived at choosing out the 13 countries in Europe	- The current study will be carried out in Kenya (Nairobi County). - Approved formulas have been used to come up with the number of organizations where data will be collected from with the

Study/Studies	Research Title	Purpose of Study	Findings	Gaps	Focus of the Study
			well-being of its members		number of respondents
McEvoy <i>et al.</i> (2019)	Participation Is Integral’: Understanding The Levers and Barriers To the Implementation of Community Participation In Primary Healthcare: A Qualitative Study Using Normalization Process Theory	- To find out the barriers and levers that hinder the implementation of projects and strategies in communities	- It was found that there was no clear understanding as to how communities should be involved in the implementation process, but those organizations that allowed participation had better implementation	- The study was carried out in Irish which is a developed country - The study used quantitative method	- The current study will use mixed methods - The current study will be carried out in Kenya (developing country) as a representation of the African countries
Beyene <i>et al.</i> (2018)	Shared Decision-Making—Balancing Between Power and Responsibility as Mental Health-Care Professionals in a Therapeutic Milieu	- To find out how the patient’s mental health affects shared decision-making	- The study found that if patients have to participate in decision making, there has to be trust between the involved parties	- This study was done in a medical set up and may not be generalized in other sectors	- This study will use mixed methods to collect and analyze data - This study will consider organizations from diverse fields of operations under the nonprofit sector
Lise <i>et al.</i> (2019)	Being in a Space of Sharing Decision-Making for Dignified Mental Care	- Explore the understanding of shared decision-making between the patient and the medical officer	- It was found that shared decision-making is a challenging component that needs leaders with high competence	- The study was run in health facilities catering to mental health patients, hence the outcomes may not be applied across all organizations in different fields	- This study will consider various types of organizations in the nonprofit sector
Kock <i>et al.</i> (2019)	Empathetic Leadership: How Leader Emotional Support and	- To explore how empathetic leadership	- It was found that leadership (especially the leader’s empathy)	- The study considered empathetic leadership whose characteristics	- The current study will major on the effect of servant

Study/Studies	Research Title	Purpose of Study	Findings	Gaps	Focus of the Study
	Understanding Influences Follower Performance	influences followers' behaviors	has a great influence on the followers' behaviors including innovative and creativity of new ideas	fall under servant leadership	leadership through follower behavior in impacting communities through nonprofit organizations
Vondey (2010)	The Organizational Citizenship Behaviors and Organizational Commitments of Organizational Members Influences the Effects of Organizational Learning	- To examine the effect of organizational citizenship behavior and performance	- The study found that organizational citizenship behavior and commitment leads to organizational learning and performance	- The study leaned more on organizational learning as a component of performance through organizational citizenship behavior	- This study will consider the followers' behavior on project and strategy implementation through servant leadership
Setyaningrum (2017a)	Relationship between Servant Leadership in Organizational Culture, Organizational Commitment, Organizational Citizenship Behavior and Customer Satisfaction	- To explore the effect of servant leadership on organizational citizenship behavior and on the satisfaction of customers	- The study found that servant leadership is correlated to organizational citizenship and organizational culture, hence, a relationship between it and customer satisfaction	- The study was done in Indonesia and may not be applicable across board especially in Africa	- This study will focus its attention in Kenya as a representation of Africa
Shoukat <i>et al.</i> (2019)	The Effects of Servant Leadership on Organizational Citizenship Behavior: Moderation of Proactive Personality	- To ascertain the effect of servant leadership on organizational citizenship behavior	- The study found that servant leadership has a relationship with organizational citizenship behavior	- The study used quantitative method to collect and analyze data	- This current study will use mixed method to collect and analyze data
Ezerman and Sintaasih (2018)	Effect of Servant Leadership, Trust in Leadership on Organizational Citizenship Behavior	- To ascertain the effect of servant leadership and the leaders' trust on the organizational	- The study found out that servant leadership and leaders' trust influence positive	- The study was done in Indonesia and may not be practically applicable in organizations based in African context	- This study will be carried out in Kenya as a major representation of the African context

Study/Studies	Research Title	Purpose of Study	Findings	Gaps	Focus of the Study
	with Interpersonal Communications as Mediation Variables	citizenship behavior in Indonesia	communication between diverse employees		
Augustine and Muslimah (2016)	Effect of Servant Leadership, Job Satisfaction and Policy Governance to Nonprofit Organizations Performance in Indonesia	- Coming up with a theory that supports nonprofit organizations and the effect of servant leadership on organizational performance in the projects and strategies implemented	- It was found that servant leadership has a positive effect on policy implementation	- The study used quantitative method of collecting and analyzing data and was conducted in the West	- This study will use mixed method to collect and analyze data - This study will conduct its research in Kenya

Source: Author (2022)

Theoretical Framework

The focus of the study was to explain the phenomenon brought about by servant leadership when applied in the context of nonprofit organizations to impact communities through policy implementation. This section reviewed the relevant theories that explain the conceptual and theoretical nature of each of the study constructs, as well as the context in which the study was done (Turner *et al.*, 2018). A theoretical review is a very vital component in a study for the reason that it allows the study to discover already existing theories on the subject under investigation, to what extent they have been investigated, and the relationship that exists between these theories and the study. This is because theories keep changing and growing with an increase in quality (Turner *et al.*, 2018). Theoretical review helps the study effectively know where to anchor their research and equally where to add new knowledge. Under this section, the 5 theories that this study will be anchored on are discussed in details and relationships identified to the study subject are; servant leadership theory, the leader-member exchange theory, situational leadership theory, institutional theory, and ambiguity and conflict theory of policy implementation.

Servant Leadership Theory

The concept of servant leadership was first conceptualized by Robert Greenleaf in 1970, and earlier by the historical figure Jesus Christ. Robert Greenleaf gave an incredible definition of servant leadership involving serving first as opposed to leading. This was practically done by Jesus Christ in His ministry on earth about two thousand years ago. Robert Greenleaf did not come up with the servant leadership characteristics, nonetheless, he did point out the key and central terms in this leadership style of “serve first then aspire to lead” (Rachmawati & Lantu, 2014). A year later in 1978, Burns wrote about servant leadership positing that “(Transforming) leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher

levels of motivation and morality... But transforming leadership ultimately becomes moral in that, it raises the level of human conduct and ethical aspiration of both leader and the led, thus it has a transforming effect on both” (p. 20) as quoted by (Mulla & Krishnan, 2009).

From its early introduction in practice and academia, servant leadership theory development has continued to grow. The two words that comprise the theory name, that is, leader and servant, are an “oxymoron” because of the different roles they play simultaneously. These dynamic theoretical relationships and the complementary roles between leadership and servanthood has largely attracted many leadership scholars and practices (Eva *et al.*, 2019). The philosophical basis of servant leadership theory is grounded on the motivation of serving first. This breaks the paradigm that has existed of leaders who take up the roles of managing something, directing those who are led, and activating power. The servant leader is prompted by conscience to serve and is driven by conformity with some normative prospects. The self-concept of a leader that allows them to view themselves as stewards makes them critically accountable in all ways (Russell, 2014).

Servant leadership was practiced by Jesus Christ (Prophet Isa) about two thousand years ago using the word servant as a substitute of greatness. As opposed to the general view of the present era, Jesus Christ lived, practiced and taught that the greatness of a leader is measured by entire commitment and obligation to serving fellow human kind. Jesus Christ practiced this by washing His disciples’ feet even though they called Him Teacher, Master, and Lord, inferring that He was greater than them all in every aspect (Machokoto, 2019). From this example, the core principle of servant leaders is leadership power involving ‘power to’, as opposed to ‘power over’, hence power is used as an enabling and empowering aspect to decide on serving others.

Some studies have argued that servant leadership has similarities with other leadership styles. However Montagno and Kuzmenko (2004) found servant leadership unique in its spiritual multiplicative which arouses the attitude of equal opportunity in leaders who choose this style of leadership, where they are motivated by the fact that they are not better than the followers (Shaw *et al.*, 2018). The focus of servant leadership is on the organization's stability, sustainability and evolution through the personal growth of the followers as the straightforward underpinning. Although time is crucial for servant leadership, it will not be used as a hindrance to integrity and collaboration in developing the company (Ragnarsson *et al.*, 2018). Much time has to be spent in collaborations and putting together the broad responses in order to reach an appropriate solution. Decision making processes are treated with great openness, good understanding, mutually acceptable practices, and the followers' maturity in order to realize the expected outcomes.

The servant leaders serve first, they take other people's needs as the key priority and the servant leader's "power" and success is found in other people's growth. Thus, a servant will grow up to become a servant leader when only a leader remains to be a servant of them all (Machokoto, 2019; Ambali *et al.*, 2011) . Greenleaf left plenty of room for speculation due to the lack of specifics in his argument on servant leadership. This needs to be urgently and adequately addressed if servant leadership is to remain relevant in the leadership arena. Following Greenleaf came other studies and leadership experts who developed more dimensions and scales that differentiate the levels of servant leadership practices and evaluation structures of servant leadership behavior. Larry Spear in 1969 developed a major extension in servant leadership of ten physiognomies of a servant leader. These characteristics include; conceptualization, empathy, healing, persuasion, foresight, stewardship, healing, commitment to the growth of people, awareness and developing communities (Chishimba, 2018; Hoch *et al.*, 2018). Many leadership experts agreed with

Spears on these aspects. Later, Joe Larocci identified three fundamental imports of servant leadership including; developing people, building a trusting team and achieving results; three fundamental principles namely; serve first, persuasion, empowerment; and three fundamental practices that include listening, delegation, and connecting followers to mission. These vital components distinguish servant leadership in the place of work contexts (Russell, 2014; Yigit & Bozkurt, 2017; Eva *et al.*, 2019).

Joe *et al.*, (2010) developed a dimension of servant leadership known as “the natural desire to serve others”. They did this by bringing together the ten physiognomies by Spears and further, came up with working definitions and gauges of measuring possible eleven traits of servant leadership. Later, these eleven traits were reduced to five unique dimensions by factor analysis as follows; altruistic, wisdom, organizational stewardship, emotional healing, and persuasive mapping. After reviewing literature, Russel and Stone came up with 9 ‘functional’ qualities of servant leadership which include; “vision, honesty, integrity, trust, served, modeling, pioneering, appreciation of others, and empowerment” (p. 11). They also came up with eleven ‘accompanying’ qualities as follows; “communication, credibility, competence, stewardship, visibility, influence, persuasion, listening, encouragement, reaching and delegation” (p. 11). Their argument was that a servant leader should be an educator who has capacity to grow their employees. After Russel and Stone, came Patterson who developed the spiritual conceptualization of servant leadership on the leader’s values that include; humility, agape love, trustworthiness, serving, altruism and empowering the followers (Yigit & Bozkurt, 2017; Russell, 2014; Eva *et al.*, 2019).

In the same manner to other disciplines in the social sciences, the leadership theories should employ the scientific method which needs empirical authentication because these theories have to be transformed into practical models (Parris & Peachey, 2013). Further,

the models are used as the basis of hypotheses that are subjected to testing and verifying. It is only the authenticated models that can be used dependably to predict, recommend, and describe the behavior of a leader in a practical setting. Servant leadership has been challenged greatly and fiercely for having remained anchored in philosophical theory and missing the experimental confirmation. Stone *et al.* (2004) argue that servant leadership is still “in its infancy” (p. 358). The servant leadership theory is also criticized from the social viewpoint, by classifying it religious or anti-feminist in its nature. Eicher-Catt (2005) reasons that the servant leadership values are gender biased causing the theory to perpetuate “a theology of leadership that upholds androcentric patriarchal norms and insidiously perpetuates a long-standing masculine-feminine, master-slave political economy” (p. 8). These concerns have come forth from some academic literature including that of McCormick (1994) and Sendjaya & Sarros (2002). Dierendonck and Patterson (2010) question the applicability and practicality of the servant leadership theory in real world scenarios. The collectivist aspirations of servant leadership are questionable with regards to their compatibility with the current emphasis on individual performance and effort. Sendjaya and Sarros (2002) argue that this theory is not practical because it “ignores accountability and the underlying fundamental aggression of people in the workplace” (p. 3). Further, it fails to put into consideration the differing levels of competence among employees individually.

With the growing numbers of scandals in organizations, increased numbers of organizations closing down, and increasing competitive pressures, there has been highly increased stress and uncertainty in the labor force. This has birthed the need for psychosomatic stability and security, and a sense of ethical and moral foundation (Ole Koshal, 2005). The research therefore found a need for personal development and employee empowerment citing a “growing preoccupation among individuals with the

spiritual side of life” (Kimotho, 2019, p. 81). The new paradigm of servant leadership fulfils these necessities because the employees’ behavior is greatly affected by the actions, standards, beliefs and values of their leaders.

Even though the Greenleaf theory of servant leadership was developed in the 1960s and 70s, it is currently finding new supporters and advocates who find it as a theory relevant to this century as it provides the most perfect and compulsory substitute to the common traditionally ranked model of the business in the past (Rachmawati & Lantu, 2014). Due to constant changes in the corporate world and in general, organizations are converting from the bureaucratic large structures to flexible smaller units that better respond to the current very competitive atmosphere, thus requiring a new-fangled supervision model. Having the servant leadership laying its stress on collaboration, compliment structural arrangements and personnel empowerment, it makes it the ideal leadership style for any organization that has intention of remaining alive and relevant in this current era (Baldonado *et al.*, 2017).

From the literature reviewed above drawing back to the original development of servant leadership to the current era, a lot of investigation has been done on who is a servant leader, the attributes and characteristics such a person should have, and how servant leadership generally can be identified from the other constructs of leadership (Uzohue *et al.*, 2016; Ghasabeh & Provitera, 2017; Alasmari, 2018; Eva *et al.*, 2019). There is not much research done on how these servant leadership attributes and characteristics can be translated to outcomes that can benefit not only the employees as many studies have identified, but the community and the organization at large to bring the desired change. This can be viewed from the aspect of organizational structures, policies and strategies. Therefore, the servant leadership theory has a place within the leadership theory spectrum because of its robust stress on followers of every theory (Lapointe & Vandenberghe, 2018). The aspect of service is very vital especially in the nonprift sector because they majorly

deal with impacting communities. The claims of the theory were used in the study to anchor the four components of the independent variable namely; service to others, holistic approach to work, promoting sense of community and sharing power in decision making.

The Leader-Member Exchange Theory

The leader-member exchange theory was formulated in the 1970s by Fred Dansereau, George Graen, and William Haga in their seminal paper in 1975 (Dansereau *et al.*, 1975). It is a vertical dyad linkage theory which came up in response to theories which agree to the fact that a leader should assume a particular leadership style towards all their followers in their team or organization. The leader-member exchange theory has evolved from its origins in vertical dyad linkage to the current conceptualization of a relationship theory known as leader-member exchange (Day & Miscenko, 2015). The vital in-built assumption in this theory is that time and resources restraints call for leaders to create a unit of few right-hand helpers that will assist in handling the work, teams, and organizations in order to effectively make good use of them. This kind of differentiated relationships was questioned from the start by a number of scholars who went out to do more research on the same (Schyns & Day, 2010). Out of these arguments, studies were done on the in-group and out-group scenarios of vertical dyad linkage theory, which have seen this theory go through evolutions until the 1980s when its name changed to leader-member exchange theory in two approaches (Dienesch & Liden, 1986).

Graen and his companions continued to position the leader-member exchange theory as an all-inclusive, alternate view to the ‘traditional average leadership style’. This methodology pays great attention to how individuals at a personal level understand, interpret, and perform their official roles, and by so doing, they contribute to the effectiveness of the organization (Schyns & Day, 2010). On the other hand, Dansereau and associates came up with an alternate approach of the ‘individualized leadership’ approach

which sees leadership as a dyadic relational procedure of independent dyads. This approach “assumes that leaders react to each follower as a unique individual independent of any other dyad” (Van Breukelen *et al.*, 2006; Megheirkouni, 2017, p. 213). Hence, the focus is on helping followers individually at their levels to secure satisfying performance from each one of them thus, becoming a leader in their eyes as individuals.

Since the 1970s, this theory has attracted great attention among the scholars. However, there is still a lot that is being studied on this theory. The outcomes of some of these studies indicate that the leader-member exchange theory is not interested in the leaders’ characteristics, but to some extent it emphasizes on the value of association between the leader and employee. The central component of this theory is grounded on the quality of exchanges between the leader and follower that lead to encouraging results for leaders, employees, teams, and organizations as a whole (Jha, 2013). It is evident that leaders treat employees differently, having some in high-level and some in low-quality relationships. Those on the high-quality relationships are in the ‘in-group’ whereas the ones of low-quality relationships are in the ‘out-group’.

The leader-member exchange theory is used to investigate, discover and understand thoughts and perceptions surrounding leadership in diverse fields. This theory is based on relationships and two-way interactions between leadership and followers. According to this theory, the leaders are crucial in developing the quality of the interchange relationship that develops among the leaders and their employees. These interchanges are written off as mutual respect, trust and liking (Balasundaram & Sathiyaseelan, 2016). The kind of such exchange relations has great inferences on job effectiveness and personnel well-being. Unlike the behavioral leadership theories that majorly emphasize what the leader does, leader-member exchange theory firmly holds on the supposition that the leaders have power to influence their staff by exhibiting quality relationships that will create and develop

together (Erdogan & Bauer, 2015). The high-quality relationship is characterized by loyalty, liking, professional respect, and trust that provide an atmosphere where great teamwork can be created and great influence experienced between leaders and employees.

The leader develops diverse and varying relationships with their employees hence, diverse work groups tend to emerge at the work place. In order to explain the relationship, the leader-member exchange quality and its results, one has to majorly depend on the social exchange-based basis (Megheirkouni, 2017). High-quality relationships are regarded with an exchange of highly valued resources. The leaders play a vital role in this relationship by providing developmental opportunities, support, mentoring, coaching, and other benefits to the personnel. The members who are beneficiaries of these resources get motivated to reciprocate to the leaders by demonstrating behaviors that show loyalty and elevated heights of voluntary actions (Lunenburg, 2010).

How the leaders behave towards the employees indicate the levels of trustworthiness, supportiveness and loyalty toward the employees from the leaders which nourishes the relationship in a positive manner that eventually affects its quality levels. Depending on the relationship experienced, the employees experiencing high-quality exchange relationships regarding their leaders as more authentic, transformational, less undermining, moral, and respectable (Osman & Nahar, 2015). It is possible that the leader can put equal effort in the relationship development with all their employees but the staff will not still deliver at the same level. The quality of the exchange relationship between a leader and a specific team member, department, or entity is the basic unit of analysis (Erdogan & Bauer, 2015).

Due to the fact that the leader and member are active participants, this theory is characterized as a transactional approach hence, it fundamentally differs from the trait approach where the leaders' traits are considered as the beginning point and are well

thought-out as the main factors of determining the effective leaders across situations (López-Ibort *et al.*, 2020). The leaders' behaviors to some extent influence their traits which have a role to play in the leader-member exchange theory (Jha, 2013). The quality of the leader-member working relationship is highly extrapolative of the company's results than the leaders' behavior or traits. Hence, for leaders to be effective, there is need to have leaders adapt their behavior to situational characteristics, though quite complex.

This theory seeks the quality of exchange relationships between the leaders and followers and the consequences of the different types of exchange relationships in terms of the follower's behaviors and attitudes. The high-quality relationships are fostered by communication patterns and communication frequencies which turn out to be very vital in the growth of the intended quality (Naktiyok & Kula, 2018). Since leader-member exchange theory focuses on interactions, the relationship between a leader and an employee is considered independent as opposed to the relationship between the superior and an individual, team or organization. Every single relationship between the leader and a particular employee has a likelihood to differ in quality (Balasundaram & Sathiyaseelan, 2016). This means that the same leader may have open and trusting relationships with some followers while having poor interpersonal relationships with others.

For every quality relationship the leader has with an employee, it has an important job consequence. The studies that support leader-member exchange theory posit that the followers of the in-group status usually have job satisfaction, they engage in more citizenship behavior, have higher productivity, and their motivation is improved. It is evident that leaders invest more on those they expect to perform more and well. Such employees are treated differently from the out-group members (López-Ibort *et al.*, 2020). Hence, leaders are advised to grow and nurture high-quality relationships with as many employees as possible in order to have a large in-group and a small out-group as much as

possible. For a leader to be able to attain this, there is need for them to meet with their followers at the initial stages to help them individually to evaluate each other and establish the exchanges and mutual role expectations. Constant growth, monitoring and evaluations should be encouraged if the best outcomes of higher productivity, motivation, job satisfaction and citizenship behavior of the employees is expected (Erdogan & Bauer, 2015). The relationship that exists between the leaders and their supervisors and leaders with their followers inform the type of behavior the followers will uphold. This is because, how the leaders relate with their supervisors will reflect on how these leaders will relate with their followers (Acharya *et al.*, 2018). Therefore, the top leadership behavior is the one that will be exhibited in the followers. A lot has been researched on servant leadership but a lot of attention has been paid to specific areas leaving room for more investigation especially on the diverse relationships built with different employees. This theory thus builds and greatly contributes to the intended relationships servant leaders should hold with their followers in order to realize imbed in them the ideal behaviors that will yield the intended outcomes. For a nonprofit organization to thrive in delivery of its services and products to communities, there is need to mutual agreement and understanding between the leaders and the employees who are the hands on people in the implementation process. Hence, the postulates of this theory are used in this study to anchor the three components of the mediating variable namely; reciprocal services, teamwork and deep engagement.

Situational Leadership Theory

Situational leadership theory was coined by Paul Hersey and Ken Blanchard in 1969 and it greatly supports the servant leadership style. In the modern world, it is argued that it is not possible for a leader to rely on a single way of supervision and administration that fits all circumstances. The leaders need to be supple enough with their leadership styles and skills to meet the leadership challenges in the present world. This theory argues that for

leaders to be truly effective, there is need for them to adjust the way they lead employees to fit the details of the task at hand and the task maturity of the follower. This leadership theory is represented by 4 quadrants namely: directing, which is characterized by high directive behavior with little or no helpful prominence; coaching with high directive behavior and great support levels; supporting that has great supportive behavior with great support levels; and, delegation that has low supportive behavior and low directive emphasis (Mohamed, 2017; Ngu & Kakanda, 2018).

This theory advocates that the leader should flex the leadership style to fit the task and the individual's needs. To effectively use servant leadership style, there is need for the leader to know and understand every employee's competency and keep developing the employees through all the task levels to allow them to increase their responsibility and complexity (Mohamed, 2017). This theory is one of the most significant tools in organizational management and the founders created this theory when working on the management of organizational behavior. The situation at hand most of the time determines the type of leadership style and strategies that are best suitable for the issue.

According to Kumar (2018), the most effective and successful leaders have the capacity to acclimatize leadership styles to the state of affairs while looking at the kind of duty, the type of employees, and all the aspects that will influence the work to be done in order to realize the intended outcomes. The argument behind this leadership style is that different employees work better with different leadership styles, and thus a leader should know when and where to employ a particular style of leadership to achieve the expected outcome. In the same breath, different organizations and business settings do not need the same skills and leadership traits in equal measures in order to produce the required results. Some fields may require great innovation while others may need personal charisma and relational connection with customers.

The effective leadership style is task-relevant, with different ability to deliver and willingness of the followers to be committed (Ngu & Kakanda, 2018; Uzohue *et al.*, 2016). Thus, there is no single leadership style that is fit for all situations. This brings together the task behavior and the relationship behavior that the leader provides for the followers. For leaders to achieve full support and commitment from employees, there is need for them to understand the diversity of roles and employees they are leading in order to apply the leadership style that will yield much for both the organization and the employees as well. This will support not only the workers but the organization at large, especially in matters that pertain to policy implementation.

A study by Thompson and Glasø (2018) on “Situational Leadership Theory: A Test from A Leader-Follower Congruence Approach” found that this theory’s principles are supported by the rating of the leader and that of the follower self-rating that are corresponding. Further, the study found the leader assessment as a better basis of presenting to the followers with the ideal support and direction. Furthermore, Ghazzawi *et al.* (2017) discovered a significant relationship between situational leadership and personnel productivity meaning that the situational leadership theory, when well implemented, can yield great outcomes to the employees, organizations, and the community they serve.

Servant leadership is closely related to situational leadership in the sense that there are situations where a servant leader needs to be stern in order to yield a positive outcome for the good of both the organization and the employee (Kantharia, 2012). Therefore, this study supports the situation theory for implementation in servant leadership theory to complement each other and strengthen the outcome of the study due to the relationship in existence among leaders and employees. This will lead to more discoveries in this theory and its relationship with servant leadership, follower behavior and policy implementation. It is of importance to note that only one leadership style cannot fully deliver the intended

outcomes. This is because of the diversity in situations and followers which may require a different approach for successful outcomes. The nominales of this theory were used in this study to support the servant leadership and the follower behavior that anchor the independent and mediating variables respectively.

Institutional Theory

Institutional theory was founded by Meyer and Rowan and DiMaggio and Powell in 1977, and it derives its existence from an organization and its environment by working to improve efficiency through examining where it has come from while projecting into the future. The entire process involves the organization's internal and external environments, financial and ethical controls, conflict management, the organization's strategic, bureaucracy and power politics, organizational culture, and structural changes. Further, this theory explains how environmental pressures can push an organization to adopt similar practices and structures, hence, environmental pressure seems to be stronger than even the market pressure (Speece, 2017).

Institutional theory identifies three types of organizational pressure that promote isomorphism: Coercive pressures, which are both informal and formal pressures that other institutions and organizations exert on others. For instance, pay for performance, requirements, regulations, external mandates, guidelines, or societal expectations; Mimetic pressures that include the tendency for institutions to copy what their peer entities are doing. This happens due to uncertainties of the most efficient and effective practice; Normative pressures, which is pressure from members of a particular profession within the organization of their desire to define the conditions and methods of their work (Keya, 2019).

Due to these pressures, organizations incline towards isomorphism, that is, to have similar organizational practices and structures. The rate of institutional isomorphism

increases when an organization is highly dependent on the institutional environment, when it exists under ambiguous goals and high uncertainty, and when it relies extensively on professionals (Fotaki *et al.*, 2020). In this study, the research shall resort to identifying how a leader can withstand the inclination towards behaving the way others are behaving for the good of the followers, organization, and community as well. Drawing boundaries is very vital here especially on the context. This theory is very vital in this study because of its support of the situational context of the religious nonprofit organizations that form the basis of the study, hence very necessary to fully understand their context.

The institutional theory supports the argument that every operational field has their own internal institutional systems that build up the field's unique central logic. However, Mohamed (2017) argues that there are significant theoretical and methodological issues limiting the theory's applicability and effectiveness. Further, Meyer Höllerer (2014) contends that, at any given time, there exists multifaceted interdependencies and overlying spheres of jurisdiction among organizations operating in various fields due to community and societal contexts. This eminently brings out the need to closely study the differences between organizations and compare across entities what common attributes exist in order to bring out the particular difference(s) in an archetypal institution form. With such deep study and analysis, the organization's isomorphism pressures will easily be dealt with and each field of operation will capitalize on their unique differences for successful operation. This theory enables the organization to identify what is commonly shared amongst organizations and separate the intra- and inter-organizational pressures for better operation. Most of the studies done on this theory advocate dealing with situations in diverse ways as need be independently, hence, there is need to investigate further on how this theory can be used with other theories (servant leadership) to produce the required outcomes. Every institution has its own unique ways of operation that requires every entity operating on that

arena to adopt those unique features. The postulates of this theory were used in this study to anchor the two components of the moderating variable namely; institutional pressure and institutional characteristics.

Ambiguity and Conflict Theory of Policy Implementation

Matland (1995) founded this theory of policy implementation as an amalgamation of the top-down and bottom-up viewpoints. This theory suggests that the relative value is dependent on the degree of ambiguity in means and goals of the policy and the degree of conflict. The four policy implementation paradigms are “low conflict – low ambiguity” (administrative implementation), “high conflict – low ambiguity” (political implementation), “high conflict – high ambiguity” (symbolic implementation), and “low conflict – high ambiguity” (experiential implementation) (Mulutsi, 2017, p. 151). This approach gives a more theoretically founded approach to policy implementation since every policy will have its best suited approach of implementation in order to realize the organization’s vision and mission.

The “low policy ambiguity and low policy conflict” comes into play in the decision-making process, where conflict and ambiguity tend to be low, and it provides an essential state for a balanced decision-making process. Goals are provided and the means for resolving the problem in existence is known. These types of decisions are known as “programed decisions” (Matland, 1995). The looked-for product will be assured if the required resources are sufficiently allocated to the program. In addition, if this component of implementation is equated to a mechanism, at its top rests the dominant power which has the resources, information, and authorization abilities to help implementing the required policy. Information will flow from top-down and the implementation process in ordered hierarchical manner with every level getting orders from the higher level. At each level, the

policy is spelt out clearly and plainly and each level performers have got a clear picture of their tasks and responsibilities (Mthethwa, 2012).

The transparency of means makes open the required resources, thus building the resource procurement into the implementation process. The system has got no influence from outside. The seclusion from outside influences, together with the well-structured nature of the policy, causes the outcomes turn out to be comparatively uniform at the micro level across many settings. The implementation activities will only be concerned with getting the means in place and ensuring its functionality because the means for solving the problem is available (Signé, 2017). For implementation failure to occur, it will be due to poor coordination, misunderstanding, insufficient time and resources, and lack of effective monitoring. These implementation descriptions closely parallel those of the traditional top-down approaches.

The outcomes of the implementation are decided by authority. An alliance of performers and individual actors have enough power and authority to push their will on the other members (Schofield, 2004). In some cases, some actors may resolve to bargaining for an ideal solution. For those policies that fall under this category, compliance does not automatically come. Much as there is an unambiguous policy, the indispensable resources are in control of cynical actors who are not part of the entity, or by performers who are dynamically conflicting to the anticipated policies. These two conditions are frequently in existent and the structure is open to the outside influence. The implementation program entails actors where resources are crucial to the success of the policy and ensure that the process is not disenchanted by the opponents (Matland, 1995).

Due to the disagreement between the actors whose cooperation is highly needed for the successful implementation, there is need for adequate power to push an individual's willpower on the other contributors or have adequate affluence to allow bargaining on an

agreement on means. More often than not, remunerative and coercive mechanism dominates. The low ambiguity makes sure that the monitoring of acquiescence is somewhat easy and any attempt at sabotage is expected to be ceased and promptly penalized (Jensen *et al.*, 2018). The vital proposition that drives this implementation are background circumstances that control the process. The results comprehensively depend on the actors and resources present in the setting. These tend to vary from site to site, thus wide disparities are expected to occur in the results (Matland, 1995).

The ambiguous goals, uncertain technology, and variations of actors over time are the cause of the unpredictable hard results. Due to the policy ambiguity, the implementation package tends to differ from one site to another. The pressure on the performers, the available resources, the collection of actors participating, the possible programmatic activities and the perceptions of what the policy is also differ widely across the policy setting (Lei, 2017). The lack of conflict is a great opening for large participation, and substantial loose resources give a chance to significantly shape the policy. The clear and generally reinforced goaled policies with unclear means of implementation, tend to take on the experimental characteristic. The ambiguous policies may produce some degree of answerability which leads to the development of mini fiefdoms with the leaders who pursue their personal wellbeing. In describing this category's conditions, the bottom-up description is more superior to the top-down description (Gallart & Martínez, 2007).

The “symbolic policies” play a very significant role in establishing new-fangled objectives, emphasizing important principles and values, and reaffirming commitment to old goals. The high level of conflict is crucial in that it configures the development of perseverance while the high level of ambiguity gives varied outcomes across settings. The pivotal underpinning is that the local level coalition is the determinant strength of the results. (Hudson, 2006). The performers will determine the course of policy at the bottom

most level because they are the ones who govern the accessible resources. The intrinsic ambiguity develops to a production of interpretations. Professions play a specifically significant role for these policies. (Matland, 1995). This policy aims at increased educational opportunities, decreased crime, provision of on-job training, and increased income. The implementation battles for the actors are expected to be bitter and long. The symbolic implementation of policies is conflictual thus displaying resemblances to those of political nature. The performers deeply take part in the process and whenever disagreements arise, they are solved through persuasion, problem solving and negotiating (Signé, 2017).

The implementation theory is criticized on the basis of how loosely implementation is developed and lack of adequate specification of fundamental apparatuses. Implementation as a concept is mostly used to characterize the process, the output, and the outcome of the implementation process. The output and outcome targets prove to be a harder way of measuring performance. Meeting the policy standards and targets leads to performance achievement. According to Ali (2018), there has not quite been a general agreement on implementation theory since the initiation of policy implementation research. The studies have continued to work from different variables to help them make sense out of their findings.

In general, the bottom-up and the top-down simulations of policy implementation are practically applicable in the ‘ambiguity and conflict theory of policy implementation’. There are times where the bottom-up method will be the most applicable while there are situations that will require the top-down method. The “top-down approach” has a clear system of control and command from the top leadership to the rest of the organization. This system showcases; 1) unswerving and clear goals that are voiced at the top level of leadership in an organization; 2) the information of relevant cause and effect; 3) clear chain

of command of authority; 4) the recognized guidelines and directions at the top level and policy that is aligned with the guidelines; and 5) capability to execute the directives from above (Matland, 1995). On the contrary, the “bottom-up approach” of implementation starts with the targeted groups and service deliverers since the leadership believe that the target groups are the real implementers. It is important to note that not all policies are implemented by the target groups, thus why leadership should ascertain which policies will use the bottom-up approach and which ones are best suited for top-down implementation approach (Mthethwa, 2012).

In a study carried out by Coleman *et al.* (2020) on “Ambiguity and Conflict in Policy Implementation: The Case of the New Care Models (Vanguard) Program in England” , it was revealed that Matland’s 1995 ambiguity and conflict theory of policy implementation framework provides a vital and useful lens that enables an individual to assess and contemplate through the success of a program, project or strategy in a given organization, community and/or nation. This is because of its power to highlight the underlying tensions that exist between the bottom-up approach which fosters enthusiasm and eagerness to an extent that the involved parties get engaged in the programs, and the needed learning at all levels that propels and supports the rollout and spread of successful initiatives.

Different aspects of policies will require different implementation methods. There are policies that need the leaders’ command thus applying the top-down approach while there are those policies that require the buy in of both employees and stakeholders. Such latter policies have a more general and wide utilization thus necessitating the buy in of employees and stakeholders. In such category, there is need for the bottom-up approach where the people at the frontline have ample information of the requirements, and have the capability to sell the importance of such policies and their implementation, which mostly

affects people around them. This study picks the component of using the best implementation approach that will realize the required outcomes. The ambiguity and conflict theory of policy implementation is best suited for projects and programs in all levels of implementation including the community where this study is greatly interested in. Therefore, the assertions of this theory was used in this study to anchor the three components of the dependent variable namely; project execution, project output and project outcomes.

The Conceptual Framework

Conceptual framework is a structure representing and explaining all the study's variables with their indicators (Shikalepo, 2020). Further, the relationship between the variables is clearly shown in the diagram by the use of arrows. This structure explains the natural progression of the phenomenon that is being studied. The arrows connecting the diagram show the perceived relationship which will be empirically put to test during the collection and analysis of data (Adom *et al.*, 2018).

This study's conceptual framework explains the effect that is expected of servant leadership on policy implementation through follower behavior, in the context of religious nonprofit organizations. There are four variables in this framework namely: the independent variable - servant leadership with its indicators; the mediating variable – follower behavior with its indicators; moderating variable – nonprofit institutional context with its variables; and, the dependent variable – policy implementation with its indicators. The core reason for the study is to test if there exists any effect of servant leadership's service to others on policy implementation, if there is any effect of the servant leadership's holistic approach on policy implementation, if there is any effect of servant leadership's promoting sense of community on policy implementation, if there is any effect of servant leadership's sharing of power in decision-making on policy implementation, and equally

identify if there is any relationship between follower behavior. Therefore, Figure 1 below demonstrates how the research problem will be explored.

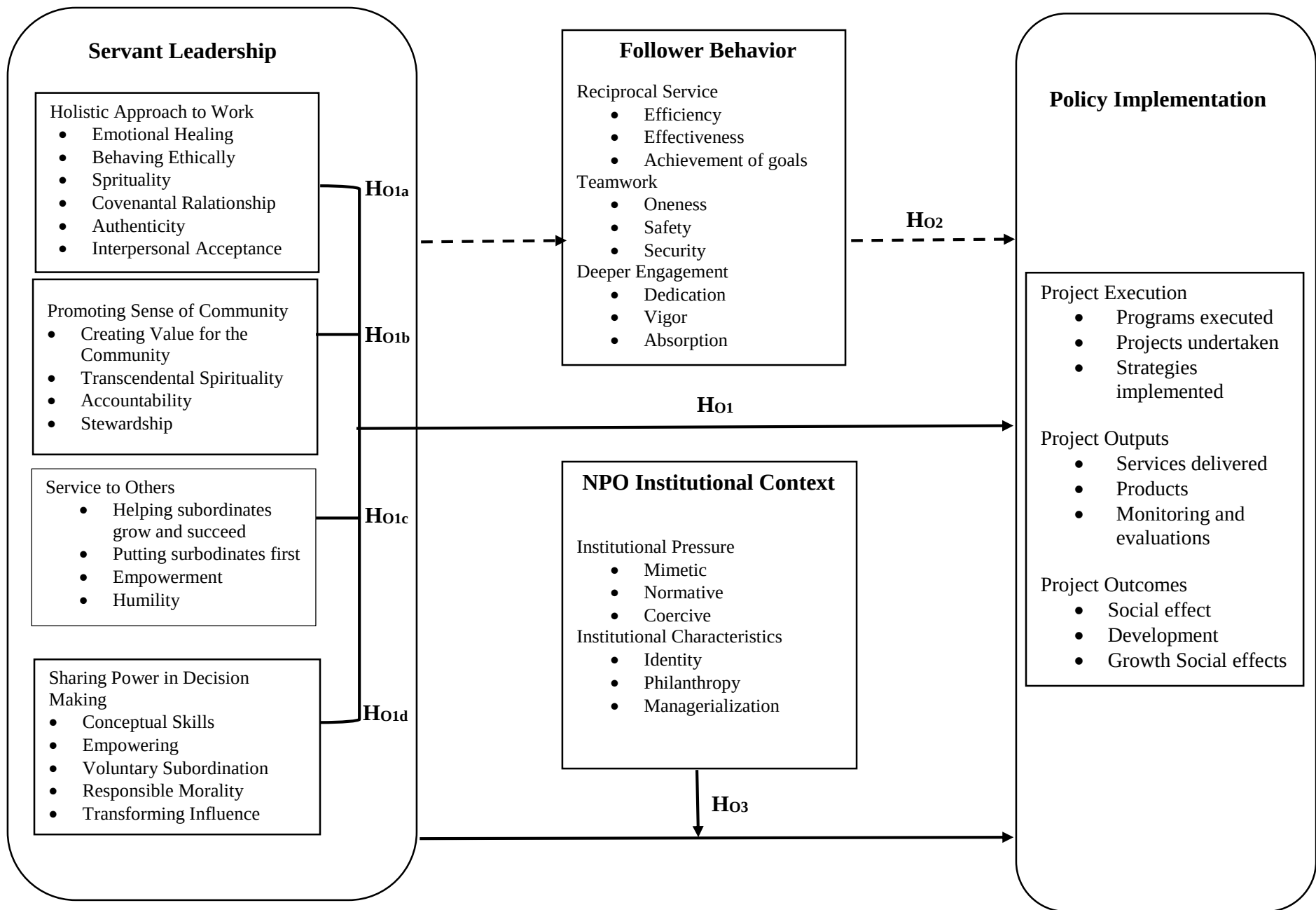


Figure 1 – Conceptual Framework Diagram

The Study Hypotheses

In view of the extant literature and the identified characteristics of the sector for investigation, the study proposed 4 types of variables interacting to bring about diverse forms of relationships. Based on these relationships, the study proposed the following hypotheses;

Null Hypotheses

Hypothesis H₀₁: There is no significant effect of servant leadership tenets on policy implementation in religious nonprofit organization in Nairobi County

Hypothesis H_{01a}: There is no significant effect of servant leadership's service to others on policy implementation in religious nonprofit organization in Nairobi County

Hypothesis H_{01b}: There is no significant effect of servant leadership's holistic approach to work on policy implementation in religious nonprofit organizations in Nairobi County

Hypothesis H_{01c}: There is no significant effect of servant leadership's promoting sense of community on policy implementation in religious nonprofit organizations in Nairobi County

Hypothesis H_{01d}: There is no significant effect of servant leadership's sharing power in decision making on policy implementation in religious nonprofit organizations in Nairobi County

Hypothesis H₀₂: There is no significant mediating effect of follower behavior on the relationship between servant leadership tenets and policy implementation in religious nonprofit organizations in Nairobi County

Hypothesis H₀₃: There is no significant moderating effect of nonprofit organizations' nonprofit institutional context on the relationship between servant

leadership tenets and policy implementation in religious nonprofit organizations in Nairobi County

Chapter Summary

This chapter has discussed in detail the theories supporting this study. A critical review of the conceptual and empirical literature has been done and all the 4 variables have been discussed in depth to bring out the current state of each one of them. The summary of the empirical studies supporting this study was done in depth, and finally, the conceptual framework is provided. From the review of the extant literature, contextual, conceptual, empirical and theoretical gaps emerged which this study will seek to address. The next chapter will handle research methodology aspects in-depth.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter presents information on the research methodology that was used in the study. This includes the research philosophy, the research design, the study population, data collection, validity and reliability of the data collection instrument, data analysis and ethical considerations.

Research Philosophy

Research philosophy is the process that a study has to go through in order to be able to describe, explain, and predict a phenomenon (Saunders *et al.*, 2019a). Methodology gives a research its philosophy, the values and assumptions that determine the foundation, and justification for the study. Moreover, methodology sets standards that will be used during the interpretation process and in coming up with a valid conclusion (Almalki, 2016). By giving the approach and focus of the study, this process enables the study to pin down the methods that were used to address the research problem. Therefore, the research methodology takes the overview that considers; ethics, probable problems and risks, and the limitations posed for any approach (Saunders *et al.*, 2016). On this note, it acts as a discipline that helps the study to apply the appropriate processes and methods for particular researches.

According to Saunders *et al.*, (2019a), there are several philosophical approaches to research. For instance, positivism claims that the social world can only be understood in an objective manner. Pragmatism, on the other hand, is a research philosophy that deals with facts. Constructivism is also a philosophical view that believes all information is contracted from human experience, as opposed to discovered self-evident knowledge.

This study adopted the pragmatic philosophical approach. Pragmatism is a social research paradigm that supports mixed research method by giving a useful system which helps in understanding the research in general (Shorten & Smith, 2017). Further, pragmatism proves that both quantitative and qualitative approaches are compatible, and this forms the vital tenet where pragmatism thrives (Bashir, 2017). It means that outside the human, there exists a reality that can be observed, measured, and understood to a certain degree. Secondly, pragmatists perceive that there exists no single truth, rather, there are numerous justifications of reality, hence pragmatists strive to give the best justification that makes sense based on their value system. In addition, pragmatists are cognizant of the fact that cause and effect relationships do exist, though they keep changing, meaning that they are challenging to ascertain, and that they carry with great importance internal credibility and validity (Makin, 2014; Bashir, 2017). This study used pragmatism philosophical approach because it supports both the qualitative and quantitative methods and thus sits at the center of the paradigm continuum. The study used both quantitative and qualitative design concurrently from the beginning for both data collection and analysis. The quantitative method played a more dominant role as it tested the hypotheses while the qualitative approach was used to provide explanations to the hypotheses on dimensions of the 'how,' which the quantitative methods did not.

The quantitative data was obtained using a structured questionnaire on a 5-Likert scale, and analyzed using descriptive and inferential statistics to describe the characteristics of the respondents, study variables, and relationships among the variables through the test of hypotheses. The qualitative aspect was addressed through interviews with selected key informants on dimensions of the study constructs and the phenomenon under investigation. An interview guide was used in obtaining data that was analyzed through content analysis, and presented according to the emerged themes. The reason for this was because interviews

allow respondents lengthy and detailed explanations that cannot be achieved via close-ended questions. Additionally, interviews are more investigative, flexible for the interviewers and interviewees, and they offer better responses with the advantage of non-verbal communication from respondents which add value to the data collected (Jabbar, 2017). Interviews pursue in-depth information on the subject matter, and are more personal, thus providing an opportunity to probe further for more information (Bowen & Rose, 2017).

Research Design

Research design is basically the process of collecting, analyzing, and interpreting data in a research, thereby connecting the conceptual research problems to the empirical research with the use of intentions, plans, aims, and purposes applied within the practicality of the constraints of time, money and location, based on the availability of the study itself (Creswell & Clark, 2017). For a study to be successful in this, it should clearly ascertain the knowledge claims and theoretical viewpoints it adds to the research arena; it should also reflect on the intended strategies to be used in the study, which in turn form the methods; and, how it is intended to collect and analyze data without any form of bias (McKim, 2017). Therefore, the research design enables a researcher to critically evaluate the different types and strategies of enquiry, and choose the best method that fits the study being conducted, while making use of the modern opportunities of innovative and advanced research designs and procedures especially in the social sciences.

The study adopted descriptive and explanatory research designs that were executed in the form of a cross sectional survey. A descriptive design is a quantitative research method that seeks to address the relationships that emerge from the study's variables. This method allows the researcher to gather large volumes of data, and it gives platforms of analyzing the data statistically (Schoonenboom & Johnson, 2017). This method was used in the study to explain the effects among the variables through the test of hypotheses. An

explanatory research design offers an avenue of finding out more on a particular subject for better understanding and application. This design helps in giving explanations of the study in a detailed manner (Ragab & Arisha, 2017). Due to the pragmatism philosophy guiding the study, the explanatory aspect of the design sought to obtain deep insights on the variables and their relationships, using qualitative data to offer explanations on the identified relationships on dimensions regarding the “how” and “why” of the findings of the research hypotheses. The study thus used open-ended unstructured in-depth interviews using an interview guide (Appendix 2) with select key informants derived from 10 religious nonprofit organizations. The study obtained data from more than one organization, so a survey was suitable for the study. The data was collected at a singular point in time, hence giving rise to a cross-sectional type of study.

Study Target Population

The target population for this study was 291 religious nonprofit organizations (unit of analysis), with each giving 5 respondents from departments that are highly relevant in discharging duties concerning community projects and strategies in Nairobi County, giving a target population of 2,328 (unit of observation). The nonprofit organizations were distributed according to the different religious faiths in Kenya forming the strata. The strata were developed from the system of classification of the various religions in the world, which is also applicable in Kenya. According to Wessendorf *et al.* (2017) the major religions of the world are Christianity, Islam, Hinduism, Buddhism, Judaism, Sikhism, Taoism, Confucianism, Shinto, Zoroastrianism, Baha’I, and Jainism. Out of these, those that are applicable for the context of the study were Christianity, Islam, Hinduism and Buddhism (Wessendorf *et al.*, 2017). Christianity is the largest religion in Kenya, and has several subgroups as highlighted in Table 2.

Table 2 - Categories of Religious Nonprofit Organization (Strata)

No.	Religion	Number of Organizations
1.	Christianity	
	i) Catholic	40
	ii) Evangelicals	206
	iii) Seventh-day Adventist	7
	iv) Jehovah Witness	2
	Sub Total	255
2.	Islam	31
3.	Hinduism	3
4.	Buddhism	2
	Aggregate Total	291

Source: Author (2022)

In each of the organizations, the study considered both the unit of analysis and observation. The unit of analysis was the nonprofit organization, while that of observation was the key departmental leaders providing leadership in the areas of administration, human resource management, finance, project planning, project execution, procurement, public relations, and monitoring and evaluation (UN Task Force on Religion and Development, 2018). Using this approach, the total population of the units of observation who formed the pool of total population from whom respondents were selected is summarized in Table 3.

Table 3 - Total Population of Respondents

No.	Strata	No. of Organizations	No. of Units of observation per Organization	Total No. of Potential Respondents
1.	Christianity			
	i) Catholic	40	8	320
	ii) Evangelicals	206	8	1,648
	iii) Seventh-day Adventists	7	8	56
	iv) Jehovah Witness	2	8	16
	Sub Total	255	8	2,040
2.	Islam	31	8	248
3.	Hinduism	3	8	24
4.	Buddhism	2	8	16
	Total	291		2,328

Source: Author (2022)

Sampling Design

The main goal of sampling is to help the researcher come up with a representative sample in which the smaller number accurately represents the characteristics of the larger population (Bhardwaj, 2019). This is because, it may not be possible to gather data from the entire population especially if the researcher is dealing with large numbers. Further, the sample is used to make inferences about populations to allow ease in collecting data because they are practical, convenient, cost-effective and manageable. When the sample is well selected, it will be generalizable to the study population (Jabbar, 2017). Various ways can be used to obtain the sample. Hence, the sampling method used in this study was meant to satisfy the requirements of the mixed method approach adopted for the research.

Sampling for Quantitative Data

Out of the many quantitative sampling methods, the study used a multiple stage sampling method to allow the researcher address all the multiple frames of the study's target population. Multiple sampling method is one that divides the target population into smaller and smaller groups (Chauvet, 2015; Bhardwaj, 2019). Further, it involves the use of two or more frames, picking independent samples respectively from each of the clusters. Furthermore, the multistage sampling is the process of drawing a sample from a population using smaller and much smaller units at each stage (Sedgwick, 2015; Kailasapathy, 2022). This helps the researcher to distribute the population into groups with similar characteristics hence, avoiding the problems of randomly sampling from a population that is larger than what the researcher can handle. Inferences about the target population were based on the combined sample data. Each of them put together, they cover the entire target population (Graff, 2017). The study chose this type of sampling because of the two main stages (unit of analysis and observation) with their subsets that were undertaken in order to get the ultimate sample size.

The first stage was that of determining the sample size for unit of analysis and that of observation using a formula by Daniel (1991). The study determined the sample size (n) of the unit of analysis (nonprofit organizations) using the scientific method proposed by Daniel (1991) with the confidence level of 0.05 and statistical significance of $P < 0.05$ according to the formula:

$$\text{Sample size} = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left(\frac{z^2 \times p(1-p)}{e^2 N} \right)}$$

$$n = [z^2 * p * (1 - p) / e^2] / [1 + (z^2 * p * (1 - p) / (e^2 * N))]$$

Where: $z = 1.96$ for a confidence level (α) of 95%, p = proportion (expressed as a decimal),

N = population size, e = margin of error.

$$z = 1.96, p = 0.5, N = 291, e = 0.1$$

$$n = [1.962 * 0.5 * (1 - 0.5) / 0.12] / [1 + (1.962 * 0.5 * (1 - 0.5) / (0.12 * 291))]$$

$$n = 96.04 / 1.33 = 72.209$$

$$n \approx 73$$

Therefore, the sample size at the unit of analysis level (religious nonprofit organizations) was 73 organizations.

Determination of sample size for unit of observation, the study targeted key departments whose work is thought to demonstrate manifestation of servant leadership by identifying 5 departments to be critical to the manifestation of servant leadership as; administration, human resource management, finance, project planning and implementation, and monitoring and evaluation (Harju *et al.*, 2018). Based on the selected sample size of the nonprofit organizations of 73, then the selected sample size of respondents was $(73 * 5) = 365$.

The second step was the distribution of respondents. Proportionate stratified method was used whereby different strata in the population were identified, and in which the number of elements drawn from each stratum was proportionate to the relative number of elements in each stratum (Ragab & Arisha, 2017). The strata were used to distribute the respondents according to the relative weight of each stratum to the total number of respondents as shown in Table 4.

Table 4 - Distribution of Respondents

No.	Strata	No. of Organizations	Proportionate Sample
1.	Christianity		
	i) Catholic	40	10
	ii) Evangelical	206	52
	iii) Seventh-day Adventist	7	2
	iv) Jehovah Witness	2	0
	Sub Total	255	64
2.	Islam	31	8
3.	Hinduism	3	1
4.	Buddhism	2	0
	Total	291	73

Source: Author (2022)

The third stage was the selection of respondents. The respondents in religious nonprofit organizations were identified through purposive sampling. Purposive sampling is an acceptable kind of sampling for special situations, and it uses the judgement of an expert in selecting cases with a specific purpose in mind. This helped to produce a sample that was logically assumed to be representative of the population (Graff, 2017). These respondents were selected from the unit of analysis from each of the following departments; administration, human resource management, finance, project planning and execution, and monitoring and evaluation. The key leaders of these departments were the main respondents to the 5-Point Likert Scale questionnaire.

Sampling for Qualitative Data

The purposive sampling method was used, where the researcher got key informants to offer the required information from selected organizations. According to Graff (2017) purposive sampling is a form of non-probability sampling allowing a researcher to rely on their own judgement when choosing who should participate in the survey. The researcher used this method to give room for handpicking the religious nonprofit organizations that were deemed best to conduct the in-depth interviews. Further the researcher picked on the regional leaders of these organizations as the key informants in the in-depth interviews. This meant that the researcher considered only those organizations that have their regional offices in Nairobi.

Data Collection

This research primarily used data right from the field. Primary data for this study was collected using a structured 5-Point Likert Scale questionnaire with close-ended questions, in order to facilitate quantitative analysis, testing of hypotheses, and drawing of conclusions. Specific interest was on servant leadership, follower behavior, nonprofit institutional context, and policy implementation. The numerical data was easily quantifiable to identify the “statistical significance”. This component that makes up the mixed method was very useful because each given answer was easily quantified, and with the large population of this study, it was ideal to use the quantitative method since it was a representative of the larger population. This data allowed the researcher to draw fact-based conclusions to inform the findings of the study.

Qualitative primary data was collected through in-depth interviews with the key informant from 10 organizations. In-depth interviews were used because of the familiarity and trusted way of collecting qualitative data. The interview questions were designed in a manner that elicited the respondents’ perspective and knowledge on the subject matter. The

interviewer used open-ended questions in the interview using an interview guide to give direction (Ragab & Arisha, 2017). The respondents of these 10 organizations were the regional leaders of the selected entities.

Operationalization and Measurement of Variables

The summary of the operationalized variables for the study, with their indicators and how they were clustered in the research questionnaire were captured. The type of the variable, how it is used in the study, the indicators under every variable, the studies supporting the variables, the section in which they appeared in the research questionnaire and how they were measured are all captured in Table 5.

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Table 5 - Operationalization and Measurement Variables

Variable	Type	Operationalization	Indicators	Source	Measurement Criteria
Service to others	Independent	Used in this study to refer to the servant leadership's behaviors that enhance the growth of followers.	- Helping subordinates grow and succeed - Putting the employee first - Empowerment - Humility	- Fields, Thompson & Hawkins, (2015) - Olesia, Namusonge & Iravo, (2013) - Qin et al. (2021) - Uluslararasi <i>et al.</i>, (2019) - Tak Jie <i>et al.</i> (2021) - Prakash and Mohanty (2012) - Retno <i>et al.</i> (2020)	Section II (Question 1-5) Likert Scale 1-5
Holistic approach to work	Independent	Used in this study to refer to the servant leaders' behaviors that enhance all-inclusive approach to work	- Emotional healing - Behaving ethically - Spirituality - Covenantal relationship - Authenticity - Interpersonal acceptance	- Chicca, Frank & Hagy (2018) - Chicca <i>et al.</i> (2018) - Ying <i>et al.</i> (2020) - Meylahn & Musiyambiri, (2017) - Albareda-Tiana <i>et al.</i> (2018) - Munjal (2017) - Sharman, (2019) - Chi <i>et al.</i> (2020)	Section II (Question 6-15) Likert Scale 1-5
Promoting sense of community	Independent	Used in this study to refer to the servant leaders' behaviors that promote commitment to serving the community and working together as one community	- Creating values for the community - Transcendental spirituality - Accountability - Stewardship	- Whitfield (2014) - Ambali <i>et al.</i> (2016) - Ahmed & Amiri, (2019) - Kidsmatter (2019) - Zani & Cicognani, (2012) - Triraharjo, Aima & Sutawijaya (2019) - Trespalcios & Perkins (2016).	Section II (Question 16-28) Likert Scale 1-5
Sharing power in decision making	Independent	Used in this study to refer to the servant leaders' behaviors in involving others in the process of making decisions that impact the organization,	- Conceptual skills - Empowering - Voluntary subordination - Responsible morality	- Thao & Kang, (2020) - Vinding & Mikkelsen (2016) - Tawane (2019) - Emery (2017) - Meyers (2020)	Section II (Question 29-43) Likert Scale 1-5

Variable	Type	Operationalization	Indicators	Source	Measurement Criteria
		employees, and the community at large.	Transforming influence	- Akuno <i>et al.</i> (2019) - Milde & Yawson (2017) - Beyene <i>et al.</i> (2019)	
Reciprocal service	Mediating	Used in this study to refer to the followers' behaviors that promote giving back as a means of appreciation to the good received as a way of response.	- Efficiency - Effectiveness - Achievement of goals	- Block (2006) - Shoukat and Iqbal Khan (2019) - Song <i>et al.</i> (2021b) - Su <i>et al.</i> (2020)	Section III (Question 1-3) Likert Scale 1-5
Team Orientation	Mediating	Used in this study to refer to the followers' behaviors of working together in oneness and safety.	- Oneness - Safety - Security	- Sanyal & Hisam, (2018) - Alsbury <i>et al.</i> (2018) - Srisathan, Ketkaew & Naruetharadhol (2020) - Sanyal & Hisam (2018) - Salman & Hassan (2015) - Kelemba <i>et al.</i> (2017) - Asghar & Naseer (2017) - Beshlideh <i>et al.</i> (2018)	Section III (Question 4-6) Likert Scale 1-5
Deeper engagement	Mediating	Used in this study to refer to the followers' behaviors that lead to commitment, effort and concentration in all operations.	- Dedication - Vigor - Absorption	- Baran & Sypniewska (2020) - Goldberg <i>et al.</i> (2019) - Wallace (2019) - Young & Smith (2018) - Brege (2018) - McCann (2015) - Shoukat & Khan (2019) - Ezerman & Sintaasih (2018)	Section III (Question 7-11) Likert Scale 1-5
Institutional Pressures	Moderating	Used in this study to refer to the pressures from other organizations, funders, and the government.	- Mimetic - Normative - Coercive	- Ammons & McLaughlin (2017) - McMullin & Skelcher, (2018) - Fletcher & Weinstein (2018) - Shaw (2016) - Arvidson (2018) - Al-tabbaa <i>et al.</i> (2013)	Section IV (Question 1-5) Likert Scale 1-5

Variable	Type	Operationalization	Indicators	Source	Measurement Criteria
				▪ Hoflund (2019)	
Institutional Characteristics	Moderating	▪ Used in this study to refer to the values, norms and interests of individuals and the organization to reflect the true picture of the organization and the aptitudes and skills that should be put into use for continuous growth	▪ Identity ▪ Philanthropy ▪ Managerialization	▪ Chidi (2017) ▪ Allison & Kaye (2017) ▪ Taylor & Scapens (2016) ▪ Does (2018) ▪ Hall <i>et al.</i> (2018) ▪ Clifton (2019) ▪ Jones & Cox (2016) ▪ Rudkin & Erba (2018) ▪ Pilon (2019)	Section IV (Question 6-16) Likert Scale 1-5
Project execution	Dependent	▪ Having programs, projects and strategies running to impact the community in a positive way	▪ Programs ▪ Projects ▪ Strategies	▪ Burns <i>et al.</i> (2019) ▪ Tahir <i>et al.</i> (2017)	Section V (Question 1-3) Likert Scale 1-5
Project outputs	Dependent	▪ For these programs, projects and strategies to succeed, there is need to set goals, monitor the process through these programs, projects and strategies are run, and evaluate the level at which they are running on a regular basis	▪ Services delivered ▪ Monitoring ▪ Evaluation	▪ Tippins, Sackett & Oswald (2018) ▪ Yaro, Arshad & Salleh (2017) ▪ Tierney <i>et al.</i> (2018) ▪ Hussein (2018) ▪ Guijt (2019) ▪ Kabonga (2019)	Section V (Question 4-7) Likert Scale 1-5
Project outcomes	Dependent	▪ The growth and development effect of the communities socially, intellectually, and economically	▪ Social effect ▪ Development ▪ Growth	▪ Guijt (2019) ▪ Lennie <i>et al.</i> (2011)	Section V (Question 8-10) Likert Scale 1-5

Source: Author (2022)

Pilot Study

Pilot study was undertaken to pretest the data collection instrument for reliability and validity. The questionnaires were issued to seven religious nonprofit organizations in Nairobi that were not part of the respondents group in order to allowed improvements on the ambiguous and erred areas; in measurements on wording before they were administered to the intended respondents. Jonker and Pennink (2020) the pilot study enhances the capacity of the researcher to detect the research instrument's weakness in design and provide the required adjustments and corrections to the instrument accordingly. The validity of the questionnaires was equally determined using the variable validity method. The Variable Validity Method is the degree to which test measures an intended hypothetical variable (Mugenda & Mugenda, 2008).

Validity of the Questionnaire

Validity is the capability of the research instrument to measure what it is supposed to measure (Taherdoost, 2018). Further, it is the amount of built-in error in a questionnaire which can be established using a set of experts to explore the construct. Testing of the questionnaire validity is important because it determines which questions to use and further, it helps to ensure that the researcher uses only the questions that truly measure the issues of importance (Taherdoost, 2018). This study used the face and content validity to ensured that the degree to which the assessment instrument that was used to collect data was relevant to, and representative of, the targeted concepts and hypotheses. Accordingly, the instrument was designed to measure that which it was designed to measure in this study. By so doing, the instrument was enabled to make appropriate and meaningful decisions and inferences from its scores given the assessment purpose.

Consequently, the study also ran the construct validity by operationalizing the instrument, and testing it with the theoretical constructs that are in existence, to measure

the same qualities in order to ascertain the correlation between them (Mohajan, 2017). This step ensured that the test measured the study concepts and models that it envisioned to measure. In other words, the instrument measured what it needed to measure and nothing else. Further, the study equally ensured that the measuring instrument covered all the areas that were needed to be covered in this study without leaving out any component. This factor ensured that the projected outcomes were met, and the decisions and inferences made at the end of the study were useful in academia, by injecting in new knowledge, and the affected organizations in the nonprofit sector.

The questionnaires were presented to 35 respondents and the feedback was used to incorporate in the final questionnaires. Kaiser-Meyer-Olkin (KMO) measures of sampling adequacy were applied to show the relationship between the study variables. According to Haner and Rude (2015), KMO test is a measure that shows how suited data is for factor analysis. This test measures sampling adequacy for each study variable in the model and for the complete model. Double-edged and sensitive questions were recast or removed to ensure that the measuring instrument met the validity standards required (Ahrens *et al.*, 2020). Additionally, Ul Hadia *et al.* (2016) recommend a bare minimum of 50 with values between 0.8 – 0.9 being great. The researcher recommended the use sample sizes that are greater than 0.5.

Reliability of the Questionnaire

Reliability is the measure of the degree to which the questionnaire produces reliable and steady results after repetitive runs (Mohajan, 2017). Additionally, the reliable instruments should be robust and should work well under different conditions, at different times (Drost, 2011). The study used Cronbach's alpha to assess the reliability of the questionnaire. Cronbach's alpha (α) has been found to be used by most researchers to determine the reliability of a measuring instrument, as it calculates the average of all

possible split-half reliability coefficients (Bryman & Bell, 2007). A computed alpha coefficient varies between 1 and 0, although some authors accept lower figures. Sekeran (2003) suggests that any values between 0.5 and 0.8 are sufficient to take the internal consistency. This study opted to use the lowest alpha of 0.7 and above for this study.

The pilot study respondents were used to improve on the data collection instrument. According to Mugenda and Mugenda (2003), a reliable instrument is one that if repeated the second time or more will still give the same results it did give the first time. Data validity played a significant role towards generalization of the collected data to reflect the true characteristics of the study problem. In this study, Cronbach's Alpha was used to test the reliability of the research instrument. According to Sekeran and Bougie (2013), the reliability coefficient ranges between 0 and 1, and the closer it is to 1 the more reliable it is. Hence, when a research instrument scores above 0.7 it is termed as reliable. In the current study, all the variables had coefficients that ranged from 0.743 – 0.844 which indicated that the research instrument was reliable.

Data Analysis

To analyze quantitative data, the empirical model was used to offer simplistic solutions for quantitative comparison between different operating conditions (Alvesson, 2019). Data analysis was performed in stages using the SPSS software for the quantitative data. Stage 1 involved coding and entry into the software and data screening and cleaning was equally done. During this stage the questionnaires were assessed for completeness so as to remove from consideration for further analysis those which were not complete or those that were improperly filled. Stage 2 focused on data condensation which sought to simplify the quantitative data on the variables. Exploratory factor analysis was applied on each of the four types of variables so as to identify themes contained in the data and the specific factors underlying the themes. The extracted factors were the ones used in stage 3 of the

analysis where descriptive statistics were computed on the variables based on the retained components. Stage 4 of the analysis performed diagnostic tests to ensure that the assumptions underlying multiple regression analysis are complied with in the study.

Descriptive statistics such as frequency, mean, median, mode, variance, and standard deviation were used to help understand the basic characteristics of the data collected, and the summaries were presented in tables, graphs and figures. The tables, frequency charts, and graphs provided basic information about the variables, and allowed room for a meaningful and simpler interpretation of the data (Loeb *et al.*, 2017). The descriptive statistics were done to help in analyzing data by showing and summarizing data in a meaningful manner so that patterns may develop from the analyzed data (Taherdoost, 2018). These statistics further helped the study to visualize what the data was showing, especially when the population was big, to allow the study to present data in a meaningful way that enabled simpler interpretations (Loeb *et al.*, 2017).

Inferential statistics were used to test the nature of relationships that existed between the variables (Guerrero, 2019). In order to answer the research questions and hypotheses, the hypotheses testing process was undertaken. The inferential analysis was done using multiple regression analysis which was carried out to assess the strength of the relationship between the dependent variable and the other predictor variables, and the importance of each of the predictors to the relationship, often with the effect of the other predictors statistically eliminated (Hasan, 2020). This analysis helped in reaching conclusions that extended beyond the immediate data. Further, it helped the study make judgements on probabilities which helped in making inferences from the data collected to more general conditions. A composite index was generated for each of the dependent variables by the use of the following formula which was adapted for this study (Kilika, 2012);

$$CI = \frac{1}{n} \sum X_i W_i$$

Where

CI = the composite index for each of the variables

n = Number of respondents to the respective section of the questionnaire

X_i = Number of components making up the specific variables

W_i = The relative weight of each component in a variable

Multiple regression analysis was used to test the hypotheses of this study because of the need to predict the value of the dependent variable (policy implementation), based on the independent (servant leadership), mediating (follower behavior), and moderating (nonprofit institutional context) variables of this study. Further, multiple regression helped in ascertaining the importance of every variable (predictor) to the relationship (Hasan, 2020). This study used factor analysis model of multiple analysis to analyze the collected data.

Factor Analysis

Due to lack of consensus on the set of dimensions applicable for servant leadership after several attempts made to suggest diverse categories of the servant leadership dimensions by (Musiyambiri, 2019; Takoeva, 2017; Spears, 2010; Basri *et al.*, 2017; Ningrum & Hamidah, 2018; Eva *et al.*, 2019), this study used factor analysis in order to extract those components with high scores and clustered the component indicators according to their relationships.

Factor analysis is a model of multiple regression analysis is a statistical technique that helps in reducing so many single items into a fewer number of dimensions. Further, it is a statistical method used to reduce a large number of variables into fewer numbers of factors. It helps to reduce the rotated matrix down to its underlying dimensions through checking variables that can cluster together in a meaningful way without losing the original

meaning (Decoster & Hall, 1998). This is what is usually referred to as data condensation. This helps to simplify data by reducing the number of variables in the regression models. According to Field (2009), there are two types of factor analysis but this study chose exploratory factor analysis because it is commonly used by researchers for its assumption that any variable or indicator can be associated with any factor. Exploratory factor analysis is used to explore the underlying structure of a set of observed variables which forms a very significant step in the scale development process.

Factor analysis is more like cluster analysis since it involves the grouping of similar variables into dimensions to help in reducing the data for clear and simple interpretations. The key purpose of this statistical technique is to help in reducing many single items into lesser number of dimensions. This technique further helps in simplifying data through the reduction of the variables in regression models. After the factors are extracted, they are rotated to minimize the complexity of the factor loading to make the structures simple and easier to interpret (Field, 2009).

Due to the nature of servant leadership and the state of research which puts it at an exploratory level, the study chose the exploratory factor analysis for measurements. The exploratory factor analysis was used in this study to aid in understanding the structure of a set of variables and reduce the data set to a manageable size while retaining as much of the original information as possible. Due to the latent kind of the study's variables, this statistical methodology was ideal to analyze the data in order to measure the study's variables relationships that cannot be measured directly. The indicators of the study's variables were used as facets to measure the effect caused or realized on each other through generated clusters of variables that seemed to cluster together in a meaningful way.

Factor loading is a segment of factor analysis which is the correlation coefficient for the variable and the factor. Hence, factor loading shows the variance that is explained

by the variable on that specific factor. As a rule of thumb, 0.7 or higher factor loading represents that the factor extracts adequate variance from that specific variable (Field, 2009).

The factor analysis was applied in the study using the Principal Component Analysis (PCA) as a dimensionality – reduction method. The principal component analysis purposes to reduce the number of variables of a given data set while preserving as much information as possible from the larger sets of data (Field, 2009). This means that this principal is used to reduce the large data sets dimensionality through transforming the large sets of variables into smaller ones but retain most of the information that is in the large sets. With the smaller data sets, the exploration and visualizing of the data is made easier hence, making analysis much easier and faster for the ideal outcomes to be realized.

Further, Varimax Rotation was used to simplify the loading of items that recognizes the factor upon which data loads. Varimax Rotation is a statistical technique used to clarify the relationship among factors in factor analysis (Pearce, 2013). This means that, varimax rotation simplifies the loading of items recognizing the factor upon which data loads. The process involves adjusting or rotating coordinates of data that have resulted from the principal component analysis. The rotation or adjustment is envisioned to maximize the shared variance among the items to give outcomes that singly represent how data correlates with each principal component. This was done to each of the four types of variables measured in the study.

The factor analysis outputs obtained for each study variable were in the form of component matrices, rotated factor matrices and factor loading matrices.

Test of Hypotheses

Three types of hypotheses were tested in the study; directed, mediated and moderated. A multiple regression model was used to test for direct relationship between servant leadership and policy implementation of the form:

Regression Analysis Model

$$P = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 \dots \dots \dots \text{(Model 1)}$$

Where;

P = Policy Implementation

$\beta_0 \dots$ = Intercept

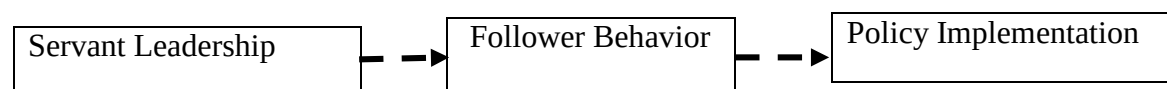
X_1 = Holistic Approach to Work Component of Servant Leadership

X_2 = Sense of Community Component of Servant Leadership

X_3 = Service to Others Component of Servant Leadership

X_4 = Uprightness Component of Servant Leadership

Mediating Models



Test of Mediation Effect used several Models

$$P = \beta_1 + C_1 X_1 + C_2 X_2 + C_3 X_3 + C_4 X_4 + e_1 \dots \dots \dots \text{(Model 2)}$$

$$M = \beta_2 + C_1' X_1 + C_2' X_2 + C_3' X_3 + C_4' X_4 + e_2 \dots \dots \dots \text{(Model 3)}$$

$$P = \beta_3 + aM + e_3 \dots \dots \dots \text{(Model 4)}$$

$$P = \beta_4 + C''_1 X_1 + C''_2 X_2 + C''_3 X_3 + C''_4 X_4 + bM + e_4 \dots \dots \text{(Model 5)}$$

Where;

P = Policy Implementation

$\beta_0 \dots$ = Intercept

X_1 = Holistic Approach to Work Component of Servant Leadership

X_2 = Sense of Community Component of Servant Leadership

X_3 = Service to Others Component of Servant Leadership

X_4 = Uprightness Component of Servant Leadership

M = Composite Index for the mediating variable - follower behavior

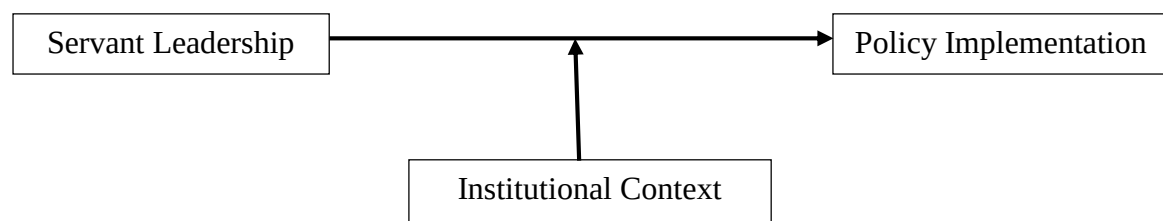
C_1 - C_4 , C_1' - C_4' , C''_1 - C''_4 = Regression coefficients representing the direct effect of servant leadership components on policy implementation and the effect of servant leadership components on policy implementation after adjusting for the mediating variable - follower behavior

a = Effect of servant leadership components on follower behavior in the model regressing the mediating variable against the dependent variable

e_1 , e_2 , e_3 = Residuals

In order to determine the mediation effect in this study, the researcher applied the decision rule by MacKinnon, Wersi and Dwyer (1995) which states that; “in interpreting the change observed in the regression coefficients between step one and step four where C_1 - C_4 regressed the direct effect, while $(C_1-C_4) - (C_1'-C_4')$ represent the indirect or mediated effect. According to MacKinnon *et al.* (1995) observed that, when the treatment coefficient (C') is zero when the inclusion of the mediator is in the model, then the relationship is fully mediated by the mediating variable. But when the absolute size of the non-mediated effect between the independent and dependent variable is reduced after controlling for the mediator variable, and the direct effect is still significantly different from zero, the mediation effect is partial”.

Moderating Models



Regression of Moderation Effect Test Models

$$P = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \quad (1)$$

$$M = \beta_1 + \beta_2 P + \epsilon \quad (2)$$

$$P = \beta_2 + \beta_1' X_1 + \beta_2' X_2 + \beta_3' X_3 + \beta_4' X_4 + \beta_5' M \quad (3)$$

$$P = \beta_3 + \beta_1'' X_1 + \beta_2'' X_2 + \beta_3'' X_3 + \beta_4'' X_4 + \beta_5'' (X_1 * X_2 * X_3 * X_4) + \epsilon \quad (4)$$

Where;

P= Policy Implementation

X₁= Holistic Approach to Work Component of Servant Leadership

X₂= Sense of Community Component of Servant Leadership

X₃= Service to Others Component of Servant Leadership

X₄= Uprightness Component of Servant Leadership

M= Nonprofit institutional context

β_0 = Intercept

β_{1-4} , β_{1-4}' & β_{1-4}'' = Coefficients of the interaction term between components of servant leadership and NPO nonprofit institutional context

ϵ = Error term

The researcher relied on the criteria provided by Mackinnon et al. (2009) and Keppel and Zedeck (1989) to make the decision on whether nonprofit nonprofit institutional context moderates the relationship between servant leadership and policy implementation in religious nonprofit organization in Nairobi County. This criteria states that: if the coefficient of the interaction term is not significant and the coefficient of the independent variable is significant, both in the two models when the interaction term is both absent and present, then there is no overall effect of the moderation and the effect of the moderation and the moderating variable is an independent variable. If the coefficients of the independent, the moderating and the interaction term are significant in the model

regressing the independent, moderating and interaction term on the dependent, there is evidence of moderation.

The summary on the test of the hypotheses and how the findings were interpreted is presented in Table 6.

Table 6 – Summary of Hypothesis Testing

Objective	Hypothesis	Statistical Model	Interpretation of Test Results
Research Objective 1a To assess servant leadership's service to others on policy implementation among nonprofit religious organizations in Nairobi County	H _{01a} : There is no significant effect of servant leadership's service to others on policy implementation in religious nonprofit organization in Nairobi County	$P = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4$ Where; P = Policy Implementation X₁ = Holistic Approach to Work Component of Servant Leadership X₂ = Sense of Community Component of Servant Leadership X₃ = Service to Others Component of Servant Leadership X₄ = Uprightness Component of Servant Leadership	Note the F-values and F- β_i..... If p<0.05, Reject H₀ If p>0.05 fail to reject H₀
Research Objective 1b To determine the effect of servant leadership's holistic approach to work on the implementation of policies in nonprofit religious organizations in Nairobi County	H _{01b} : There is no significant effect of servant leadership's holistic approach to work on policy implementation in religious nonprofit organizations in Nairobi County		
Research Objective 1c To establish the extent to which servant leadership's promoting sense of community on policy implementation in religious nonprofit organizations in Nairobi County	H _{01c} : There is no significant effect of servant leadership's promoting sense of community on policy implementation in religious nonprofit organizations in Nairobi County		
Research Objective 1d To examine the effect of servant leadership's sharing power in decision making on policy implementation in nonprofit religious organizations in Nairobi County	H _{01d} : There is no significant effect of servant leadership's sharing power in decision making on policy implementation in religious nonprofit organizations in Nairobi County		

Objective	Hypothesis	Statistical Model	Interpretation of Test Results
Research Objective 2 To assess the mediating effect of follower behavior on the relationship between servant leadership and policy implementation among nonprofit religious organizations in Nairobi County	H₀₂: There is no significant mediating effect of follower behavior on the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County	$P = \beta_1 + C_1X_1 + C_2X_2 + C_3X_3 + C_4X_4 + e_1 \dots \dots \dots (1)$ $M = \beta_2 + C_1'X_1 + C_2'X_2 + C_3'X_3 + C_4'X_4 + e_2 \dots \dots \dots (2)$ $P = \beta_3 + aM + e_3 \dots \dots \dots (3)$ $P = \beta_4 + C''_1X_1 + C''_2X_2 + C''_3X_3 + C''_4X_4 + bM + e \dots (4)$ Where; P= Policy Implementation X₁= Holistic Approach to Work Component of Servant Leadership X₂ = Sense of Community Component of Servant Leadership X₃ = Service to Others Component of Servant Leadership X₄ = Uprightness Component of Servant Leadership M= Composite Index for the mediating variable - follower behavior C₁-C₄, C₁'-C₄', C''₁-C''₄ = Regression coefficients representing the direct effect of servant leadership components on policy implementation and the effect of servant leadership components on policy implementation after adjusting for the mediating variable - follower behavior a= Effect of servant leadership components on follower behavior in the model regressing the mediating variable against the dependent variable e₁, e₂, e₃ = Residuals	If path c = c', a and/or b=0: No mediation, If path c = c' + (a-b): Partial mediation is supported If path c = (a-b), c'=0: Full mediation is supported
Research Objective 3 To establish the moderating effect of the nonprofit organizations' nonprofit	H₀₃: There is no significant moderating effect of nonprofit organizations' nonprofit institutional context on the	$P = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon \quad (1)$ $M = \beta_1 + \beta_1P + \epsilon \quad (2)$	If significant the interaction term is significant <0.05 then the IC has a significant

Objective	Hypothesis	Statistical Model	Interpretation of Test Results
institutional context on the relationship between servant leadership practices and policy implementation religious nonprofit organizations in Nairobi County	relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County	$P = \beta_2 + \beta_1'X_1 + \beta_2'X_2 + \beta_3'X_3 + \beta_4'X_4 + \beta_5'M \quad (3)$ $P = \beta_3 + \beta_1''X_1 + \beta_2''X_2 + \beta_3''X_3 + \beta_4''X_4 + \beta_5''(X_1 * X_2 * X_3 * X_4) + \epsilon \quad (4)$ Where; P= Policy Implementation X₁= Holistic Approach to Work Component of Servant Leadership X₂= Sense of Community Component of Servant Leadership X₃= Service to Others Component of Servant Leadership X₄= Uprightness Component of Servant Leadership M= Nonprofit institutional context IE = Interaction Effect β₀ = Intercept β₁₋₄, β₁₋₄' & β₁₋₄'' = Coefficients of the interactive term between components of servant leadership and nonprofit institutional context ε = Error term	moderating effect on the relationship between SL and PI

Source: Author (2022)

Diagnostic Tests

Before regression analysis was undertaken, diagnostic tests were run to test the compliance with the assumptions of linear regression. The diagnostic tests were carried out to test for compliance with the assumptions for multiple regression. The diagnostic test was applied first before data analysis was done to ascertain the validity of regression analysis outcomes. The following diagnostic tests were done for this study; normality, linearity, multi-collinearity and homoscedasticity as per (Chikere *et al.*, 2019) recommendations.

Normality Test

Normality statistical test “is the likelihood of a random variable to be normally distributed over the population sample” Igwenagu (2016, p. 1-2). The Predicted Probability (P-P) plot were used to test normality. They were used to determine if the residuals were normally distributed. Conforming to the diagonal normality line in the plot proved that the residuals were normally distributed (Das & Imon, 2016). A violation of the assumption of normality connotes that the regression coefficient will be less reliable due to the fact that some of the data points will have more influence than others, and it can be addressed by centering the data or use of the log-linear transformation (Bontemps & Meddahi, 2005; Abah, 2018).

Test for Linearity

The multiple regression usually assumes a linear relationship between the dependent and the independent variables (Hasan, 2020). The linearity assumption is best tested with scatter plots among other methods. The scatter plots will easily show the outliers because linear regression is sensitive to outlier effect. If the assumption is met, the data should cluster around a straight line. If the assumption of linearity is violated, the model will not be reliable since some of the observations will have higher values than others. Non-linearity can be addressed through log transformation (Dormann *et al.*, 2013).

Test for Multicollinearity

According to Garson (2012), the multicollinearity concept in regression modeling assumes that independent variables in the model are not linearly related. This means that, there is a certain type of disturbance in the data, and hence the necessity of running multicollinearity to know which predictor variables are highly correlated, and work them out in order to have it right. To test multicollinearity in this study, the Tolerance and Variance Inflation Factor (VIF) were calculated. A threshold of ≤ 10 was used to interpret the Multicollinearity. If multicollinearity is present in the data, the statistical inferences made may not be reliable, and this can be fixed by centering the data or removing the independent variables with high VIF values (Senaviratna & Cooray, 2019).

Test for Homoscedasticity

The multiple regression assumes that the variance of the error term is constant (Homoscedasticity) (Field, 2013). If the values of the test probability statistics are more than a significant level of $P=0.05$, it means that the variance is equal. The KMO and Bartlett's Test was conducted to test for homogeneity of variance and the p – value should be greater than 0.05 to meet the homoscedasticity assumption. The p – value is the result of the KMO and Bartlett's Test and normally the null hypothesis is rejected for p-value < 0.05. In this case, the null hypothesis is of homoskedasticity and it would be rejected (Yang *et al.*, 2019). Homoscedasticity causes the regression coefficient to be less reliable, which can be addressed through log-linear transformation.

Qualitative Data Analysis

Qualitative data was subjected to content analysis. “Content analysis is a tool used to determine certain words, themes or concepts” in a given set of data. The interest is in the “presence, meanings, and relationships” of particular words, concepts, and themes found in the data (Elo *et al.*, 2014, p. 223). The researcher drew relationships and meanings for interpreting the data and drawing conclusions. The quality of the data was assured through trustworthiness, rigor, and quality which was maintained in the whole process of dealing with qualitative data.

The qualitative data was presented thematically by the use of illustrative and verbatim quotes that were compiled, analyzed, and explanations given of how the quotes were chosen and labeled. Subsequently, these quotes were poignant of the research findings, they helped illustrate the main themes that emerged from the study, and demonstrate the reliability of the conclusions that were drawn from the data. The use of diagrams and other schematics to illustrate the analytical process and findings were used to simplify the complexity of the data.

Ethical Considerations

Ethical consideration is critical for research because it promotes the aim of research such as expanding knowledge. It supports the values required for collaborative work such as respect and fairness. These factors infer that the researcher should be held accountable for their actions. Moreover, the researcher strongly promoted the aims of the research by imparting authentic knowledge, truth, and prevention of any form of biasness (Macrina, 2014). In view of this, the following considerations were made for the study; the study got approval for research from the university, and the National Council for Science and Technology (NACOSTI) permit, and full consent from the university was sought. The respondents participated on the basis of informed consent, were encouraged to voluntarily

take part in the study, and were given the option to withdraw from the study at any given time if there was need. The researcher provided sufficient information and assurance to the respondents prior to the study, for them to fully understand the implications of participation. The researcher ensured appropriate use of language in the questionnaire. The anonymity and privacy of the respondents were highly guarded by the use of pseudonyms. The study did not manipulate materials, equipment, and processes by omitting some data or findings to give incorrect reflections. Managing data is very crucial since it enables the researcher to easily retrieve and duplicate it when needed, while maintaining the truthfulness of the data and protecting the research participants (Abraham *et al.*, 2019). This process can be achieved by accumulating information in various forms and locations using the available computer tools while maintain the data's security (Balaji & Sai, 2016).

Chapter Summary

This chapter gave an in-depth coverage of the research methodology that was used in this study. This included the research philosophy, the research design, the study population, data collection, validity and reliability of the data collection instrument, data analysis, test of hypotheses, and ethical consideration for both quantitative and qualitative aspects. Sampling was done on the quantitative and qualitative population with multistage sampling method used for quantitative and purposive smapling for qualitative. Pilot tests were done prior to the main survey to test on the instrument's reliability and validity. Details on how both quantitative and qualitative data was analyzed was discussed in details. The study used the expolatory factor analysis, a model of multiple regression analysis was used to help in reduce items to a fewer number of dimensions to enable the researcher concentrate on those factors that had sufficient loadings.

CHAPTER FOUR

RESULT AND DISCUSSION

Introduction

The current chapter presents the study findings. The study mainly examined the effect of follower behavior and nonprofit institutional context on the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County. Specifically, the study looked at the influence of servant leadership's holistic approach to work, servant leadership's sense of community, servant leadership's service to others, servant leadership's uprightness, follower behavior and nonprofit institutional context. The primary data analyzed and presented in this chapter was organized into; response rate, demographic characteristics, factor analysis, descriptive statistics, diagnostic tests, qualitative analysis and inferential statistics. The research data were analyzed and results interpreted on the basis of the overall objectives of the study.

The data analysis was performed in stages using the SPSS software for the quantitative data. Stage 1 involved coding and entry into the software and data screening and cleaning was equally done. During this stage the questionnaires were assessed for completeness so as to remove from consideration for further analysis those which were not complete or those that were improperly filled. All the returned questionnaires were found to be suitable for analyses. Stage 2 focused on data condensation which sought to simplify the quantitative data on the variables. Exploratory factor analysis was applied on each of the four types of variables so as to identify themes contained in the data and the specific factors underlying the themes. The extracted factors were the ones used in stage 3 of the analysis where descriptive statistics were computed on the variables based on the retained components. Stage 4 of the analysis performed diagnostic tests on the retained factors to

ensure that the assumptions underlying multiple regression analysis are complied with in the study.

The last stage of quantitative data analysis was the inferential analysis that was performed using a series of multiple regression models so as to test the three types of hypotheses that guided the study. The inferential statistics were carried out to help the researcher test the nature of relationships that exist between the various variables. This test helps to answer the research questions and hypotheses. The inferential analyses help to assess the strength of the effect of the independent variables on the other dependent variable and the importance of each of the predictors to the relationship. Further, this analysis helps in making inferences that extend beyond the immediate data.

For qualitative data, content analysis was used as a tool to determine certain word, themes and concepts that emerged from the in depth interviews. The presence, meanings and relationship of certain words, themes and concepts that were found in the data were picked to come up with underlying themes that comprised of the data collected. The researcher drew relationships and meanings for interpreting the data and drawing conclusions. Four main themes emerged from the analyzed data with several sub-themes in line with the study subject. The main themes were; servant leadership, behaviors of followers, nonprofit organizations (nonprofit nonprofit institutional context) and project (policy) implementation. The quality of the data was assured through trustworthiness, rigor, and quality which was maintained in the whole process of dealing with qualitative data. The qualitative data were presented thematically by the use of illustrative and verbatim quotes that were compiled, analyzed, and explanations given of how the quotes were chosen and labeled. Subsequently, these quotes being poignant of the research findings, they helped illustrate the main themes that emerged from the study, and demonstrate the reliability of the conclusions that were drawn from the data.

The findings of the study based on the analyzed data are presented under; respondent demographic characteristics, factor extraction process results, reliability analysis, extracted variable descriptive characteristics, diagnostic tests, test of direct effect hypotheses and test of indirect effect hypotheses.

Response Rate

According to Orodho (2009), response rate is the extent to which the final data sets is calculated as the number of respondents with whom questionnaires and interviews are completed and divided by the total number of respondents in the entire sample. The study's data was collected from the religious nonprofit organizations in Nairobi County. The sample size of the study consisted of 365 target respondents out which, 320 questionnaires were correctly filled and returned which yielded a response rate of 88 per cent. This response rate was deemed appropriate for the study which was in agreement with Mugenda and Mugenda (2003), who perceived a 50 per cent in response rate is adequate for data analysis and reporting; a rate of 60 per cent is good and that of 70 per cent and above is excellent. Ragab and Arisha (2017) perceived a response rate greater than 70 per cent is satisfactory for the study. Similarly, Igwenagu (2016) indicates that a response rate of 60 per cent is considered appropriate and Igwenagu (2016) revealed that a response rate of over 85 per cent is considered excellent. The study's response rate of 88% was considered excellent for the analysis because it was over 80 per cent.

Table 7 – Response Rate

Questionnaire	Frequency	Percentage
Returned	320	88
Not Returned	45	12
Total	365	100

Source: Field Data (2022)

Respondents' Demographic Information

The research instrument obtained data on several demographic attributes of the respondents. The study sought this data since demographic characteristics of the respondents could be useful in explaining some of the phenomenon the study investigated. The characteristics of interest were; gender, age, years worked within the sector, years worked in the current position and projects and programs offered by the religious nonprofit organizations. The results obtained from the respondents are presented in Table 29, appendix 6. Respondents' demographic information was sought on gender, level of education, number of years in the nonprofit sector, number of years in the current leadership role, and projects and programs offered by religious nonprofit organizations. The frequency and percentage were used to analyze the data which was presented using tables and figures.

Gender

On the gender as shown in figure 2, majority of 53.4 per cent of the respondents were female and 46.3 per cent were male. This shows that nonprofit organizations are female dominated which could attribute to the context of nonprofit organizations. The findings of the study indicate that the religious nonprofit organizations in Nairobi County were female dominated in leadership positions. These findings are supported by Dhatt *et al.* (2017) who revealed that the female are rising up and occupying the top leadership positions in the nonprofit sector. Similarly, according to the research by Pynes (2021), the leadership and workers posts in nonprofit organizations are dominated by the female gender. In another research by Carbajal *et al.* (2019). There are many women ascending to the leadership positions in the rural nonprofit organizations. In another research by Longman and Anderson (2016), it was found out that in America, 56 per cent of women occupy the top leadership roles in nonprofit organizations with lesser annual budgets as opposed to them occupying 22 per cent of chief executives with high annual budgets.

Similarly, Claus *et al.* (2013) further agrees that many women are being admitted into the leadership levels than ever before and soon, nonprofit will be women dominated.

According to Alcuraz-Minnick (2020), women have skills, traits and styles that demonstrate their capabilities in the leadership positions. The nonprofit sector is the influencing force of women rising to leadership positions including C-suit, executive director and general manager positions. Further, Dhatt *et al.* (2017) in their study found out that, due to gender equity, the nonprofit sector is advocating for more women representation in the leadership positions not only in the nonprofit sector, but equally at the corporate level because of the strengthening benefits realized in organizations with many female leaders. This study proves that Kenyan nonprofit organizations are not left behind in regards to gender equity. The women are fast occupying leadership positions though the gap between the two genders is not wide.

In another study by Vasavada (2012), women are occupying top leadership positions in the nonprofit sector because of the important role they play which has a distinct influence on philanthropic giving and volunteering nature to meet the needs of the community. Women are currently leading various types of the nonprofit organizations including consciousness-raising and advocacy among many. The findings of this study are supported by other previous researchers. This is also in agreement with the Kenyan constitution on the one third rule of female representation in leadership roles.

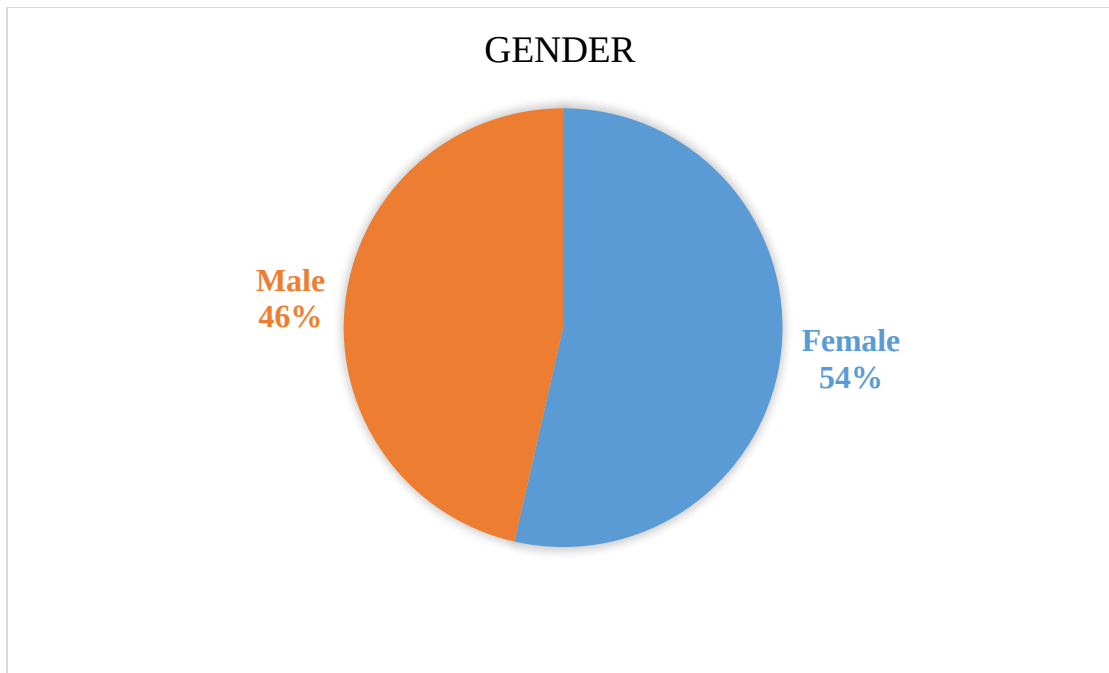


Figure 2 - Gender

Education Level

The profile of the respondents as shown in figure 3 is a good sample of well-educated respondents with ability to provide the study with better information which added potential value to the study findings. The highest number of respondents (54.4 per cent) had bachelor's degree qualifications, followed by 34.4 per cent who had masters, 8 per cent had doctorate degree and 3.2 per cent had diploma qualifications. This shows that most of the respondents had formal qualifications for leadership and can easily boost the implementation process to higher levels. The findings of this study indicate 54.4 per cent of the top leadership in the sector had acquired basic educational qualifications and about 42.4 had post graduate qualifications which is highly expected because the respondents are at the senior management level where knowledge, skills and competencies are supposed to be high. Nonetheless, the well-educated respondents meant that they were well informed and hence could provide well-informed responses which added value to the study under investigation.

The findings of this study revealed that most of the leaders in the religious nonprofit organizations have basic academic qualifications which are highly required for effective service delivery in nonprofit sector. These findings are in support of Augustine and Muslimah (2016) who found out that executive leaders' skills and development are key in growing the nonprofit core competencies among the organizations' leaders and board members. Elsewhere, Phipps and Burbach (2010) suggested that the top level leaders have high powers of influencing the performance of the organization's workers. Therefore, it is important for these leaders to be highly skilled and knowledgeable in order to can influence the growth of the entire organization. Furthermore, Kolzow (2014) agrees that, the top leaders of nonprofit organizations need not only the skills acquired while working in leadership levels but need also to have achieved high levels of academic excellence.

The findings of this study are in accordance with a research by Corporation for National and Community Service (2017) indicate that the most successful organizations are those that are led by effective and experienced leaders who understand the need for collaboration in implementing projects at the community level. Further, Fulton (2016) agrees with the findings by postulating that, learned and skilled leaders are the source of success and achievements in an organization. Highly experienced leaders are capable of setting clear and meaningful strategic goals for policy implementations by defining the strategic direction which influence leadership performance hence, influencing leadership performance that will be disseminated down to the employees who are the main actors in policy implementation.

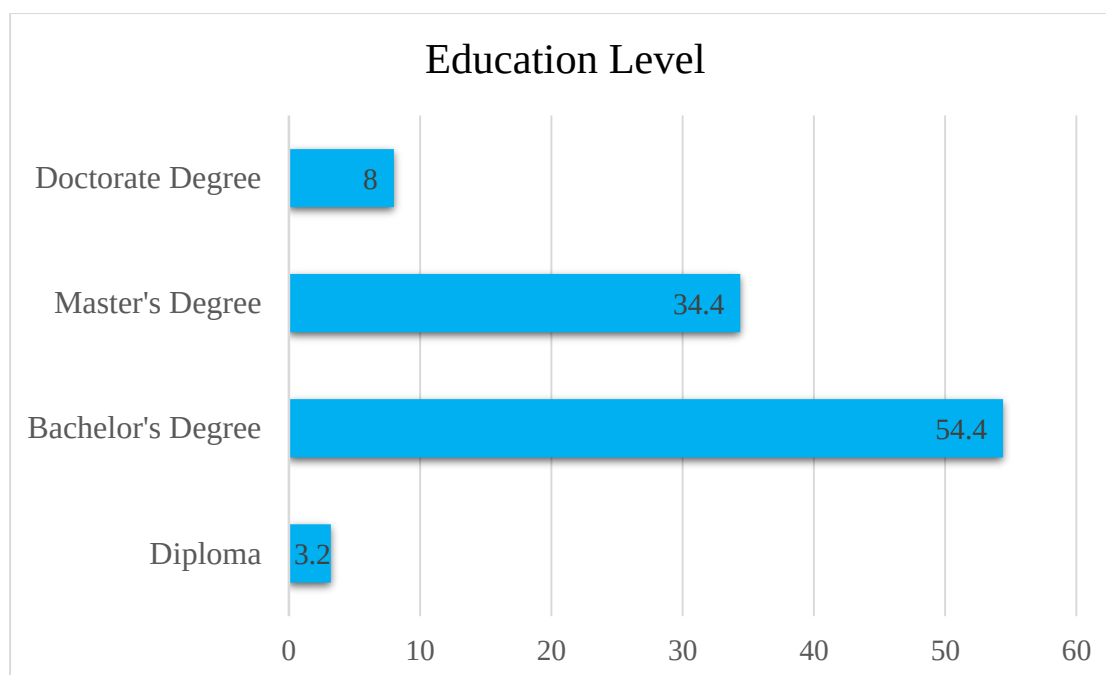


Figure 3 - Education Level

Age Group

As shown in figure 4 the study shows that the majority of the workforce with the age ranging between 30-39 years are at 41.9 per cent, followed by 40-49 years of age with 30 per cent, then followed by those ranging between 20-29 years of age with 16.6 per cent, 50-59 years of age were at 6.9 per cent, less than 20 years of age were at 1 per cent and 60 years and above were at 3.8 per cent. This implies that most people working in the religious nonprofit organizations have their ages ranging between 30-39. This is in agreement with the survey report by extended labour force in Kenya as of Q3 2020, by age group which found out that the largest group in Kenya's labour lie between 25-34 years of age. According to Bradley (2012), the youth labour force participation rate is decreasing with many youths having no formal employment leaving the age group of 30-39 being the highest age range in the global workforce of formal employment.

Further, most of the leaders of the religious nonprofit organizations are below 40 years of age meaning they fall under the 21st century generation. The 21st century leadership is faced with ambiguity and uncertainty because the value of the society has greatly changed and the simplicity, order, determination, linearity, loyalty and tolerance of the leaders has moved to aggressiveness, independence and sensitivity to individual feelings (April & Hill, 2000). Further, this group falls in the X, Y and Z generations that have the passion of work and the ability to multitask. They value their life outside of the workplace and hence, are goal oriented to allow them time off for their personal endeavors.

With this kind of employees occupying leadership positions in the religious nonprofit organizations, it may present a challenge for them to practice and encourage voluntary service to others due to the unique demands it places on the part of each volunteer.

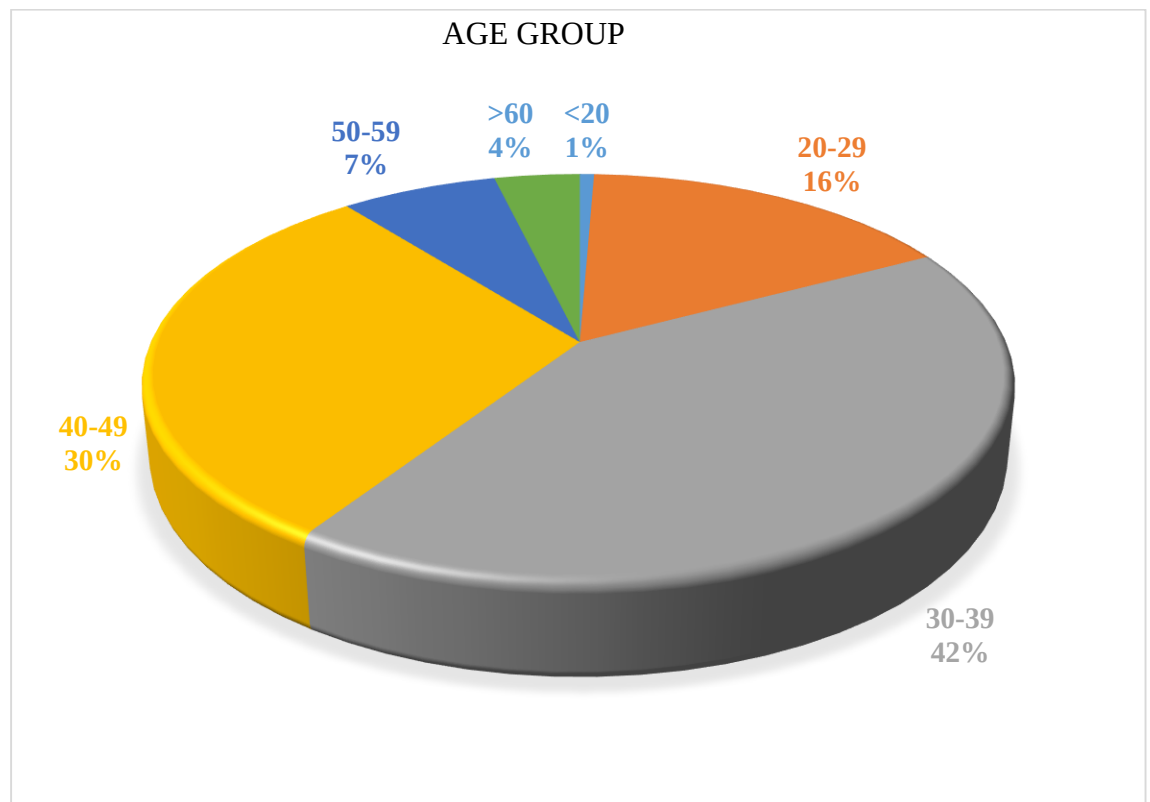


Figure 4 - Age Group

Number of Years in Nonprofit Sector

The study sought to identify the number of years the respondents had worked in the nonprofit sector as shown in figure 5. It revealed that majority of the people who had worked in the nonprofit sector for a period between 0-9 years scored highest with 54.4 per cent. This group was followed by 34.1 per cent who had worked for a period of 10-19, 7.2 per cent for those who had worked for a period of 20-29 years and 4.4 per cent for those who had served for 30 years and above. This implied that most of the workers in the nonprofit organization sector had acquired training and mentorship since they had served for a number of years. The findings of this study however noted that 9 years of work experience is a reasonably long duration that will allow the nonprofit sector to tap into the knowledge, creativity, innovation and expertise of these workers for better performance.

These findings implied that there was a relatively high retention rate in the nonprofit sector that maintained the organizational memory. These findings were supported by Hussein *et al.* (2021) postulating that, employee retaining strategy plays a vital role in retaining employees and hence maintaining the organizational memory. Imam *et al.* (2017) also supported the findings of this study by positing that a period of 5-10 years is a good range of service years for leaders to create strong abilities that influence the long term viability of an organization.

The findings confirmed that the religious nonprofit organizations in Nairobi County had a fairly high stay power in the nonprofit sector. This means that, the respondents had adequate working experience with the nonprofit sector and therefore, possessed the necessary information and knowledge which was considered useful for this study. This is of great importance in the succession process because the leaders in the office have got time to pass on the knowledge and institutional memory from one generation to another through training, coaching, mentoring, learning and development. This leads to high

retention level of the organization's employees. The succession strategy is best implemented when the leaders are willing to relinquish power where there time comes after passing the organization's knowledge and memory to the next in line.

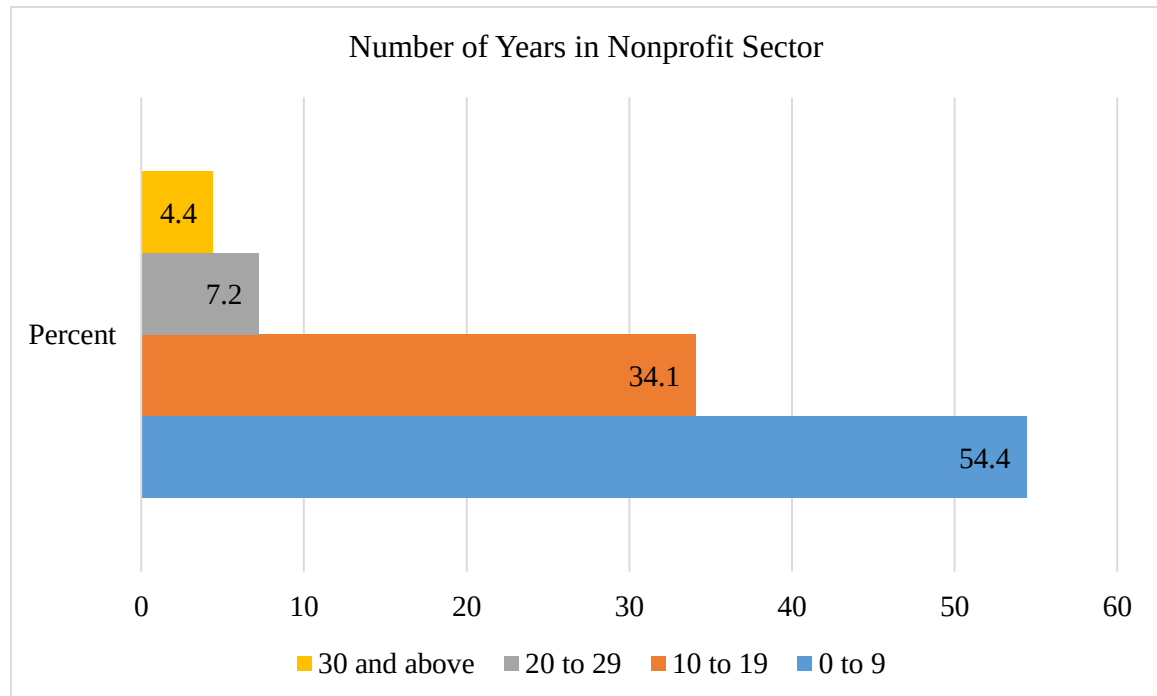


Figure 5 - Number of Years in Nonprofit Organizations

Years in Leadership Position in Nonprofit Organizations

As shown in figure 6 majority of 82.2 per cent are the workers who have served in the leadership between 0-9 years, followed by 15 per cent of the 10-19 years range and twenty years and above was at 1.6 per cent as the period of time they have worked in the leadership positions in the nonprofit organizations. The findings of this study agree with Spring (2019) that leadership positions operate on a term limit. The nonprofit organizations have term limits for the top leadership positions in order to avoid stagnation, boredom, tiredness and loss of commitment that come to play when leaders remain in the same leadership position for too long. Further, the term limits help in avoiding the perpetual

concentration of power within just a small group of people and the intimidation of new members joining the organization.

Each nonprofit organization should consider the effect of term limits and the effect it will cause in the functioning of the organization before agreeing on one. Generally, most experts agree that setting term limits for top leadership offices in nonprofit organizations is very necessary because of the new knowledge and experiences that come with the new leadership (BoardSource, 2016).

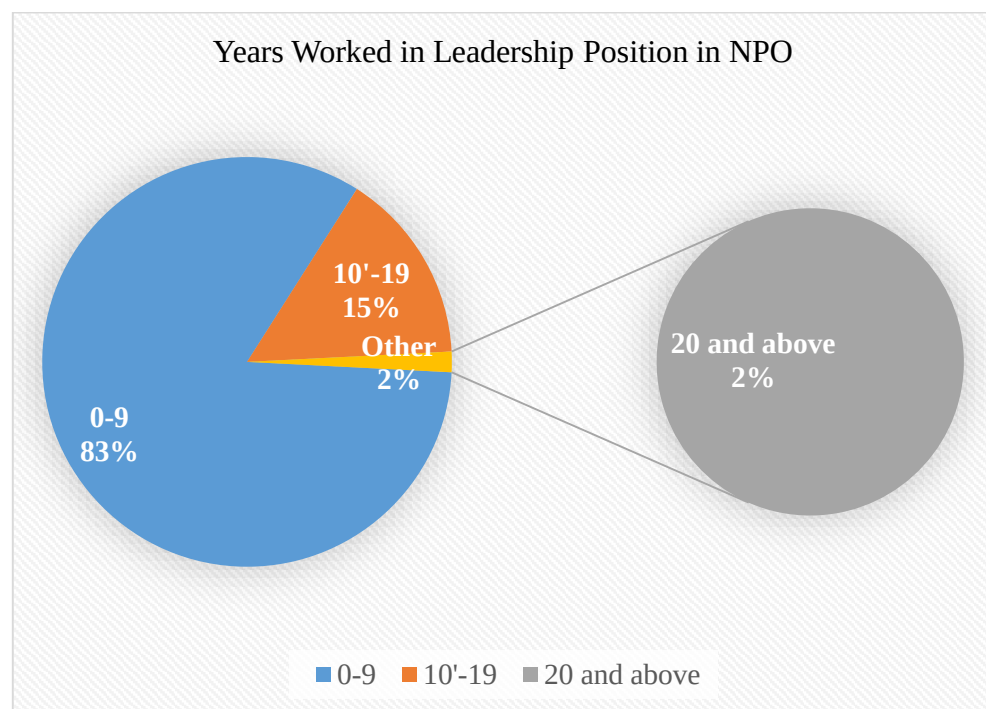


Figure 6 - Years in Leadership Position in NPO

Programs Offered by Religious Nonprofit Organizations

As shown in figure 7, nonprofit organizations in Nairobi County deliver various projects and programs to impact the community positively. Projects and programs touching health care are at 17%, education 15%, supply of clean water 12%, food distribution 21%, counselling services 25%, advocacy 18 %, empowerment 24%, entrepreneurship training 14%, microfinance support 11% and others include; children homes, community cleaning,

small scale businesss, youth empowerment, climate change and women groups scored 31%.

The finding of this study agree with Al-tabbaa *et al.* (2013) who find out a wide range of products and services offered by nonprofit organizations which are equally offered by the religious nonprofit organizations in Nairobi County. Studies done on this area clearly shore that the nonprofit organizations have covered a wide range of the community needs hence, the data is ideal for the study.

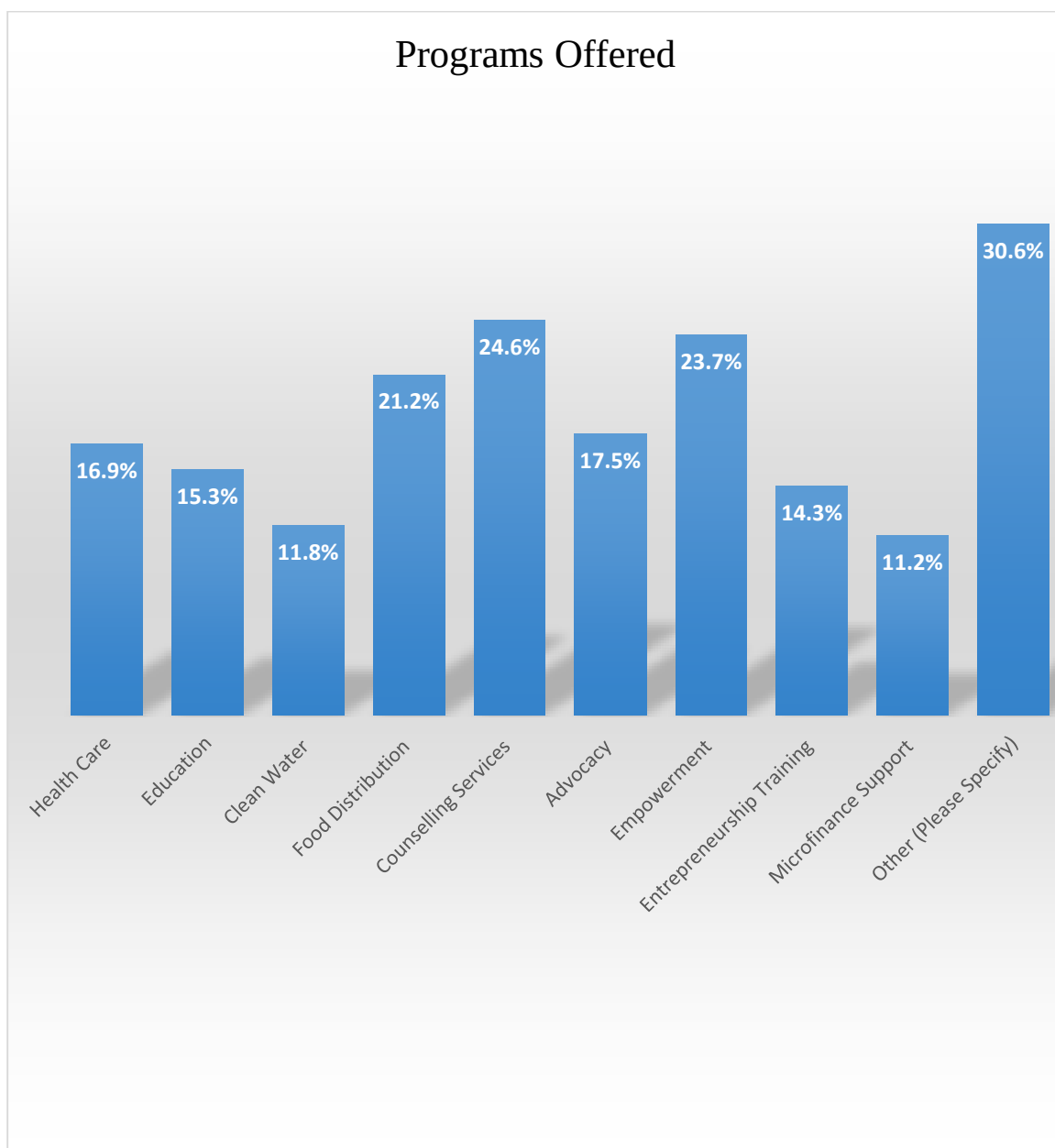


Figure 7 – Programs Offered

Factor Analysis

Factor analysis was done on all the study variables to realize factor extraction of those components of each variable that should be considered for further analysis. Factor extraction on servant leadership (independent variable), follower behavior (mediating variable), nonprofit institutional context (moderating variable) and policy implementation (dependent variable) was done on the data. This process involved uncorrelated linear combinations of the observed variables by minimizing the large data into smaller factors that are easy and simple to understand and interpret. The factor analysis outputs were summarized into 3 sets; component matrices, rotated matrices and component transformation matrices. The respective tables (30-32) with the outputs are presented in appendix (v).

The factor analysis was necessary because of the several empirical attempts made so far, have suggested diverse categories of the dimension of servant leadership. Musiyambiri (2019), proposed the following seven leadership tenets; listening, vision, trust, stewardship, service, influence, and appreciating others. On the other hand, Takoeva (2017) came up with eight as follows; vision, integrity, credibility, empowerment, humility, authenticity, stewardship, and altruistic. Spears (2010) came up with ten dimensions as follows; “listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community” (Coetzer *et al.*, 2017; Davis, 2017; Educators, 2019, p. 159). Basri *et al.*, (2017) came up with a set of six as follows; kindness, selflessness, humility, patience, respect and forgiveness. Contrariwise still, Ningrum and Hamidah (2018) came up with another list of six as follows; authentic self, voluntary subordination, responsible morality, covenantal relationship, transforming influence, and transcendental spirituality. Most of these have not been empirically investigated and were therefore considered as outputs of exploratory

studies. Factor analysis was therefore considered necessary in identifying those that were suited for the context of the current study.

The component matrices summarized the total number of extracted factors under each variable and indicated how the statements presented to the respondents correlated with each of the extracted factor before they were rotated. Factor analysis extracted 10 factors from the independent variable which were named as; empowerment, holistic approach to work, relations, sense of community, drive towards development, morality, accountability to the community, service to others, uprightness and accountability to stakeholders. The mediating variable extracted 2 components that were named as; reciprocal services and teamwork. The moderating variable had 4 extracted components named as; mimetic conformance, coercive conformance, coercive pressure and normative pressure. Finally, the dependent variable had 5 components extracted and named; community social-economic impact, project development and implementation, community welfare impact, community based services and community based products as presented in Table 30. The clusters of these factors formed the study's variables' components.

The rotated matrix summarized the total number of the extracted factors and displayed how each component displayed in the component matrix as presented in Table 31. After the analysis of each component from all the 4 variables was done, they were rotated to produce a simple structure for easy and simpler understanding and interpretation. Through the rotated component matrix the study was able to determine what the components represent. By rotating the factors, it allowed for a full consideration of themes, trends, and patterns in the data that allowed the selection of significant components with meaningful data which accurately represented the underlying nature of their extracted factors' data. It is through the rotation that the factors got face validity by making the location of the axes fit the actual data points better making the data easy to interpret.

In addition, a component transformation matrix was done to arrive at new data clusters of variables that were relatively smaller and easier to understand and interpret for each of the study variables. This matrix displayed the loadings for each item on each rotated component clearly showing the items that make up the components and it presented correlations among the components prior to and after rotation as shown in Table 32. Under this stage, the components were renamed to rightly fit the clusters of items that made up each component for the study variables. The independent variable had 10 components namely; empowerment, holistic approach to work, relations, sense of community, drive towards development, morality, accountability to the community, service to others, uprightness and accountability to stakeholders. The mediation variable had 2 components namely; reciprocal services and teamwork. The moderating variable had 4 components namely; mimetic conformance, coercive conformance, coercive pressure and normative pressure. Finally, the dependent variable had 5 components namely; community social-economic impact, project development and implementation, community welfare impact, community based services and community based products. These are presented in Table 8.

Table 8 – Summary of Factor Analysis

Variable	Proposed Variable Indicators as Per the Study's Conceptual Framework	Results From Factor Analysis	Comparable Studies	Decision
Servant Leadership	N/A	Empowerment • Supports personnel personal growth • Supports personnel professional growth • Aligns tasks to employees' capabilities • Recognizes employees' input to work • Empowers personnel in their line of duty • Empowers others for leadership • Support workers' emotional health	Chicca, Frank & Hagy (2018) Stone & Deno, (2017) Yaro, Arshad & Salleh (2017) Takoeva (2017) Retno et al. (2020) Takoeva (2017) Alasmari (2018) Milde & Yawson (2017) Ying <i>et al.</i> (2020) Salman and Hassan (2015) Asghar and Naseer (2017) Alex <i>et al.</i> (2017)	Adopt the set of 10 extracted factors and their indicators for descriptive and inferential anal analysis
		Holistic approach to work • Covenantal Relationship • Employees' Respect • Encouraging Diversity	Eva <i>et al.</i> (2019) Greenleaf (1997) Mahdieh & Khanifar (2015) Chicca, Frank & Hagy (2018) Ying <i>et al.</i> (2020) Albareda-Tiana <i>et al.</i> (2018) Thao and Kang (2020) Carsten <i>et al.</i> (2018)	
	N/A	Building relations • Embraces organizational spirituality • Cultivates covenantal relationships with leaders • Cultivates covenantal relationships with personnel	Mahdieh & Khanifar (2015) Ambali <i>et al.</i> (2016) Ahmed & Amiri (2019) Meyers (2020) Latham (2016) Perko (2017) Sombongse (2018) Bisailon & Liljenfors (2019) Phina <i>et al.</i> (2018)	
		Sense of community • Accountability to the Community • Stewards to Donors' Money	Eva <i>et al.</i> (2019) Whitfield (2014) Ambali <i>et al.</i> (2016) Ahmed & Amiri, (2019) Kidsmatter (2019)	

Variable	Proposed Variable Indicators as Per the Study's Conceptual Framework	Results From Factor Analysis	Comparable Studies	Decision
	Promoting sense of community	• Stewards to the Community • Develop Skills in Decision Making • Nurture Employees' Skills in Decision Making	Zani & Cicognani, (2012) Triraharjo, Aima & Sutawijaya (2019) Trespacios & Perkins (2016)	
	N/A	Drive towards development • Uphold interpersonal acceptance • Creates value to the community	Ambali <i>et al.</i> (2011) Tierney <i>et al.</i> (2018) Kamaruddin and Prasojo (2017) Muhammad (2014) Zajda & Pasikowski (2018)	
	N/A	• Strong sense of mission • Strong conviction of doing right	Giambatista, McKeage & Brees, (2020) Muhammad (2014)	
	N/A	Morality • Embraces ethical behaviors • Personnel ethical behaviors	Ningrum and Hamidah (2018) Fulton (2006) Mulla & Krishnan (2009) Fulton (2006)	
	Service to others	Accountability to community • Accountability to the community	Ragnarsson <i>et al.</i> (2018) Canavesi and Minelli (2021)	
	Sharing power in decision making	Service to others • Leaders' Voluntary Subordination • Developing Voluntary Subordination	Eva <i>et al.</i> (2019) Canavesi & Minelli (2021a) Fields, Thompson & Hawkins (2015) Olesia, Namusonge & Iravo (2013) Canavesi & Minelli (2021) Greenleaf (1997) Qin <i>et al.</i> 2021) Retno <i>et al.</i> (2020) Prakash and Mohanty (2012) Stavrova and Fetchenhauer (2015)	
	N/A	N/A		
	N/A	Uprightness • Upholding Responsible Uprightness	Chi <i>et al.</i> (2020) Al-tabbaa <i>et al.</i> (2013) Alvehus (2021) Albareda-Tiana <i>et al.</i> (2018)	

Variable	Proposed Variable Indicators as Per the Study's Conceptual Framework	Results From Factor Analysis	Comparable Studies	Decision
	Institutional characteristics	Operating within Required Regulations		
		Coercive conformance - Work Closely with NGO Council - Positive Organizational Reputation - Compliance with Government & NGO Council's Mandatory Regulations	Hoflund (2019) Latif <i>et al.</i> (2020) Alziady & Enayah (2019) Chathurangani & Hemathilake (2019)	
		Coercive pressure - Experience Pressure for Accountability - Pressured to Create & Maintain Relationships with Donors	Hoflund (2019) Latif <i>et al.</i> (2020) Alziady & Enayah (2019) Chathurangani & Hemathilake (2019)	
		Normative pressure - Required to Practice Philanthropy - Demonstrate Functional Governance System N/A	Ombis (2019) Claeyé & Jackson (2012) Latif <i>et al.</i> (2020) Alziady & Enayah (2019) Chathurangani & Hemathilake (2019)	
Policy Implementation	Project outputs	Community social-economic impact - Poverty Eradication - Corruption Eradication - Safety Achieved - Well-Nourished People - Improved Living Standards - Morally Upright People	Guijt (2019) Lennie <i>et al.</i> (2011)	Adopt the 5 extracted factors and their indicators for descriptive and inferential analysis
	Project execution	Project development and implementation - Programs Successfully Initiated - Projects Successfully Implemented	Guijt (2019) Lennie <i>et al.</i> (2011)	

Variable	Proposed Variable Indicators as Per the Study's Conceptual Framework	Results From Factor Analysis	Comparable Studies	Decision
	Project outcomes	• Uncompleted Projects – White Elephants		
		Community welfare impact • Health Care • Education • Literacy Achieved • Good Health Among People	Guijt (2019) Lennie <i>et al.</i> (2011)	
		Community based services • Advocacy • Empowerment • Entrepreneurship Trainings • Microfinancing Support	Guijt (2019) Lennie <i>et al.</i> (2011)	
		Community based products • Clean Water • Counselling • Running Water in every Household	Guijt (2019) Lennie <i>et al.</i> (2011)	

Source: Field Data (2022)

The set of extracted factors on servant leadership and their components is comparable to the previous attempts made in understanding the literature of servant leadership. While there has not been an agreed upon set of components of servant leadership, the various attempts suggested a variety of components that range from 6 to 10.

In the current study, 10 factors comprising servant leadership were extracted. The study finds that this is comparable with previous researches by Musiyambiri (2019), who proposed the following seven leadership tenets; listening, vision, trust, stewardship, service, influence, and appreciating others. Takoeva (2017) came up with eight as follows; vision, integrity, credibility, empowerment, humility, authenticity, stewardship, and altruistic. Spears (2010) came up with ten including; “listening, empathy, healing,

awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community” (Coetzer *et al.*, 2017; Davis, 2017; Educators, 2019, p. 159). Basri *et al.*, (2017) came up with a set of six as follows; kindness, selflessness, humility, patience, respect and forgiveness. Ningrum and Hamidah (2018) came up with another list of six as follows; authentic self, voluntary subordination, responsible morality, covenantal relationship, transforming influence, and transcendental spirituality. Stone and Deno (2017) also picked the following six: humility, vision, empowerment, altruism, love and trust. Eva *et al.*, (2019) came up with 4 as follows; service to others, holistic approach to work, sense of community and sharing power in decision making

Reliability of Extracted Factors

The reliability of the extracted factors was conducted to test if the new sets of clusters of variables were reliable for the study as shown in table 9. A computed alpha coefficient varies between 1 and 0, although some authors accept lower figures. Sekeran (2003) suggests that any values between 0.5 and 0.8 are sufficient to take the internal consistency. This study opted to use the lowest alpha of 0.7 and above. The overall reliability score of all the extracted factors was at 0.820 which is above the minimum requirement of 0.7 for this study.

Table 9 – Reliability Analysis of Extracted Factors

Variable Name	Variable Empirical Role	No. of Extracted Items	Cronbach Alpha Score	Observation
Servant Leadership	Independent	32	.743	- Score acceptable - Instrument internally consistent and reliable
Follower Behavior	Mediating	18	.844	- Score acceptable - Instrument internally consistent and reliable
Nonprofit institutional context	Moderating	12	.736	- Score acceptable - Instrument internally consistent and reliable
Policy Implementation	Dependent	21	.834	- Score acceptable - Instrument internally consistent and reliable
Overall Reliability		83	.820	- Score acceptable - Instrument internally consistent and reliable

Source: Field Data (2022)

Descriptive Characteristics

The purpose of descriptive statistics is to enable the researcher to meaningfully describe a distribution of measurements and scores using statistics. According to Kothari (2011), descriptive statistics are used to describe the basic features of the data in a study that is used to describe organizational settings, phenomenon or persons. The tables, and frequency charts provided basic information about the characteristics of the variables, and allowed room for a meaningful and simpler interpretation of the data (Loeb *et al.*, 2017). The descriptive statistics were done to help in analyzing data by showing and summarizing data in a meaningful manner so that patterns would develop from the analyzed data (Taherdoost, 2018). These statistics further helped the study to visualize what the data was showing, especially with a big population and allow the study to present data in a meaningful way that enabled simpler interpretations (Loeb *et al.*, 2017). The researcher in this study used mean and standard deviation to summarize the study variables' characteristics on the effect of servant leadership tenets on policy implementation.

The extracted set of components and their corresponding indicators constituted a new set of variables that were slightly different from the original conceptualization. The researcher undertook to rename each of the new set of extracted components for purposes of presenting the descriptive characteristics and inferential analysis. The new clusters of extractions were made of related indicators and hence, a relevant component name was given to suit the description of what it entailed. Table 10 has a summary of the new set of the study's variable components.

Descriptive Characteristics for Servant Leadership

Concerning servant leadership tenets, the respondents were requested to indicate their opinion on several statements describing the 4 servant leadership components; holistic approach to work, sense of community, service to others and uprightness, and the extent to which they identify their contribution to servant leadership. Descriptive analysis using mean, standard deviation and frequency of the extracted dimensions was summarized as shown in table 10.

Table 10 – Extracted Servant Leadership Dimensions

Variable	Retained Indicators	N	Mean	Std. Deviation	Previous Work
Empowerment	Helping subordinates to grow and succeed in their personal life	320	3.54	.916	Chicca, Frank & Hagy (2018) Stone & Deno, (2017) Retno <i>et al.</i> (2020)
	Helping subordinates to grow and succeed in their professional line	319	4.07	.768	Yaro, Arshad & Salleh (2017) Takoeba (2017) Stone and Deno (2017)
	Aligning employees' tasks according to their capabilities	320	3.96	.673	Stone & Deno (2017) Retno <i>et al.</i> (2020)
	Recognizing employees' input to work	320	4.11	.682	Takoeba (2017) Yaro, Arshad & Salleh (2017)
	Seeking to empower others to be better workers	320	4.17	.691	Alasmari (2018) Milde & Yawson (2017)
	Endeavoring to empower others to take up leadership roles in future	320	4.14	.761	Ying <i>et al.</i> (2020) Salman and Hassan (2015) Asghar and Naseer (2017)
	Purposing to support my personnel to be emotionally healthy	319	3.95	.748	Alex <i>et al.</i> (2017)
	Supporting my personnel to feel holistically well	320	4.04	.642	
	Aggregate		4.00	.735	
Holistic Approach to Work	Continuously fostering covenantal relationships with the personnel	314	3.43	.859	Meylahn & Musiyambiri, (2017) Munjal (2017)
	Encouraging employees to show each other respect	320	4.44	.562	Sharman, (2019) Chi <i>et al.</i> (2020)
	Encouraging employees to accept each other's diversities	319	4.41	.623	Eva <i>et al.</i> (2019) Greenleaf (1997)
	Aggregate		4.09	.681	Mahdieh & Khanifar (2015) Chicca, Frank & Hagy (2018) Ying <i>et al.</i> (2020) Albareda-Tiana <i>et al.</i> (2018) Thao and Kang (2020) Carsten <i>et al.</i> (2018)
Building Relationships	Every time embracing spirituality in the organization	319	3.62	1.209	Mahdieh & Khanifar (2015) Ambali <i>et al.</i> (2016)
	Constantly cultivating spirituality among the organization's personnel	320	3.40	1.101	Ahmed & Amiri (2019) Meyers (2020) Latham (2016)
	Continually cultivating covenantal relationship with fellow leaders	319	3.45	.849	Perko (2017) Sombongse (2018) Bisaillon & Liljenfors (2019)
	Continuously fostering covenantal relationships with the personnel	314	3.43	.859	Phina <i>et al.</i> (2018)
	Aggregate		3.47	.972	
Sense of Community	Always seeking to be accountable to the community	319	4.38	.652	Eva <i>et al.</i> (2019) Whitfield (2014)
	Constantly seeking to be a steward of the donors' funds	319	4.63	.515	Ambali <i>et al.</i> (2016) Ahmed & Amiri, (2019)
	Always encouraging the personnel to be stewards to the community	320	4.27	.617	Kidsmatter (2019) Zani & Cicognani, (2012)
	Constantly encouraging the workforce to develop concrete skills in decision making	320	3.88	.703	Triraharjo, Aima & Sutawijaya (2019) Trespalcacios & Perkins (2016)
	Availing platforms that nurture personnel skills in decision making	320	3.67	.740	
	Aggregate		4.17	.645	

Variable	Retained Indicators	N	Mean	Std. Deviation	Previous Work
Drive towards Development	Always seeking to uphold interpersonal acceptance tendencies within my workforce	320	4.19	.687	Ambali <i>et al.</i> (2011) Tierney <i>et al.</i> (2018) Kamaruddin and Prasajo (2017) Muhammad (2014) Zajda & Pasikowski (2018) Giambatista, McKeage & Brees, (2020) Muhammad (2014)
	Ensuring that all the workforce create value for the community	319	4.24	.610	
	Ensuring that the workforce has a strong sense of mission	320	4.42	.530	
	Ensuring that the workforce has strong conviction of doing right	319	4.47	.518	
	Aggregate		4.33	.586	
Morality	Always embracing ethical behaviors	320	4.41	.596	Ningrum and Hamidah (2018) Fulton (2006) Mulla & Krishnan (2009) Fulton (2006)
	Always ensuring that the personnel behave ethically	316	4.33	.636	
	Aggregate		4.37	.616	
Accountability to the Community	Always seeking to be accountable to the community	319	4.38	.652	Ragnarsson, Kristjánsdóttir and Gunnarsdóttir (2018) Canavesi and Minelli (2021)
	Aggregate		4.38	.652	
Service to Others	Regularly encouraging voluntary subordination in all levels of operation	320	3.52	.838	Eva <i>et al.</i> (2019) Canavesi & Minelli (2021a) Fields, Thompson & Hawkins (2015) Olesia, Namusonge & Iravo (2013) Canavesi & Minelli (2021) Greenleaf (1997) Qin <i>et al.</i> (2021) Retno <i>et al.</i> (2020) Prakash and Mohanty (2012) Stavrova and Fetchenhauer (2015)
	Determinedly seeking to practice voluntary subordination	320	3.73	.814	
	Aggregate		3.63	.826	
Uprightness	Constantly seeking to uphold responsible uprightness	319	4.14	.651	Chi <i>et al.</i> (2020) Al-tabbaa <i>et al.</i> (2013) Alvehus (2021) Albareda-Tiana <i>et al.</i> (2018) Ahmad & Adnan (2014) Mulla and Krishnan (2009) Beyene <i>et al.</i> (2019) Eva <i>et al.</i> (2019)
	Always developing responsible uprightness in my personnel	318	4.15	.632	
	Aggregate		4.15	.642	
Accountability to Stakeholders	Always seeking to be accountable to the stakeholders (donors...)	320	4.79	.430	United Nations ESCAP (2017) Al-tabbaa <i>et al.</i> (2013)
	Aggregate		4.79	.430	

Source: Field Data (2022)

Table 10 show the aggregate means of the new set of 10 component of servant leadership. Accountability to stakeholders' component of servant leadership had the highest aggregate mean of 4.79 and an aggregate standard deviation of .430 while, building relationships component had the lowest aggregate mean of 3.47 and an aggregate standard deviation of .972. In general, the aggregate means of these components are high because they are way above average which means that these components are practiced in religious

nonprofit organizations. The standard deviation is overly low meaning that the data was closely clustered near the mean implying that the data was reliable.

This is supported by Zieba (2021) who found out that a true servant leader will be accountable to and for others. This brings out a new perspective of how to deal with all the organization's stakeholders for better performance. This is in agreement with the study done by, Ragnarsson *et al.* (2018) postulating that accountability is a corporate leadership responsibility. Every leader should be accountable to both the employees within and the stakeholders without including the external community. Similarly, Canavesi and Minelli (2021) agree that most organizations attribute their success on the use of servant leadership's accountability component. It calls for understanding the kind of people one is working with and for in order to remain accountable to them.

Similarly, Rachmawati and Lantu (2014) postulates that servant leadership cuts across all leadership styles because it provides foundational philosophies which are congruent with growth, hence the development of followers' behavior that is ideal for their growth and development, in order to serve humanity at all levels. Therefore, the use of servant leadership is of great importance in any organization. This is in agreement with the study's findings which show that servant leadership is highly practiced in the religious nonprofit organizations. Further, Tak Jie *et al.* (2021) posited that servant leadership with its set of practices enrich the lives of followers, builds better organizations and creates a more just and caring world. This has since been achieved through deep commitment and listening intently to others. The findings of this study agree with this research because it is through the use of servant leaders that an organization is able to reach out to communities and administer to their needs by providing remedies to their problems.

Further, Coetzer *et al.* (2017) postulated that servant leadership is practiced by many leaders who desire to influence the employees in a certain way that will increase their

performance through growth. This growth is cultivated and achieved through training, exposure, coaching and mentorship. Working on a task together with an employee grows confidence in them to try new ideas. The major aim of servant leadership is leading through influence which is motivated by humility.

The leadership qualities inherent within the servant leaders realize the flow of the servant leadership tenets from the point of self-sacrificing and unselfishness, grounded on the others first orientation within the leader's heart which projects their values, principles and ethics. These tenets have been found to lie at the core of the servant leadership theory and are vital to the long standing wellbeing of the respective entity that is served (Fields *et al.*, 2015; Benson & Peprah, 2021). The results of the descriptive analysis show that the 10 servant leadership tenets are highly practiced in the religious nonprofit organizations in Nairobi County.

Descriptive Characteristics for Follower Behavior

Concerning the mediating variable follower behavior, the respondents were requested to indicate their opinion on several statements describing the behavior of followers at the work place in regards to their assigned duties and the extent to which they identify those attributes in the followers. Descriptive analysis using mean, standard deviation and frequency was summarized as shown in Table 11.

Table 11 – Follower Behaviour Extracted Factors

Variable	Retained Indicators	N	Mean	Std. Deviation	Previous Research
Reciprocal Service	Always seeking to be accountable to the stakeholders (donors...)	320	4.79	.430	Block (2006) Shoukat and Iqbal Khan (2019) Song <i>et al.</i> (2021b) Su <i>et al.</i> (2020)
	Constantly are resourceful employees	319	3.44	.728	
	Constantly delivering at optimal	319	3.50	.704	
	Continually being effective	320	3.54	.733	
	Continually delivering on time	319	3.54	.755	
	Always seeking to achieve their goals	320	3.79	.639	
	Paying attention to every detail to realize the intended outcome	320	3.63	.615	
	Who are always committed in all they are tasked to do	320	3.78	.721	
	Consistent in contributing their efforts	319	3.74	.682	
	Continually put in a lot of effort to ensure they have realized the ideal outcomes	320	3.78	.570	
	Who are keen to avoid errors in work output	320	3.60	.605	
	Aggregate		3.74	.656	
Teamwork Orientation	Constantly upholding oneness	318	3.60	.688	Sanyal & Hisam, (2018) Alsburry <i>et al.</i> (2018) Srisathan, Ketkaew & Naruetharadhol (2020) Sanyal & Hisam (2018) Salman & Hassan (2015) Kelemba <i>et al.</i> (2017) Asghar & Naseer (2017) Beshlideh <i>et al.</i> (2018)
	Employees supporting one another	320	3.74	.713	
	Continuously ensuring they cherish safety for one another	320	3.55	.750	
	Ensuring that safety is priority	320	3.58	.751	
	Always ensuring security is prioritized	320	3.58	.788	
	Upholding security for one another	319	3.54	.830	
	Who are deeply dedicated to their work	319	3.68	.707	
	Aggregate		3.61	.747	
	Grand Aggregate		3.68	.702	

Source: Field Data (2022)

Table 11 shows the aggregate means and standard deviation for follower behavior components. Reciprocal service component of follower behavior scored high with an aggregate mean of 3.74 and aggregate standard deviation of .656. The aggregate mean for teamwork component of follower behavior was 3.61 and aggregate standard deviation at 0.747. The grand aggregate mean of follower behavior was 3.68 which is above average and the aggregate standard deviation is 0.702 which is fairly low, meaning that the data is closely scattered near the mean hence being reliable. The mean scores of follower behavior components are fairly high but can get better with the help of leadership. In a research done by Halle (2016), followership is an important component in developing trust with the

leaders. A well cultivated follower behavior leads to team effectiveness which is a recipe for success. These findings agree with this study's findings of follower behavior having more influence on team orientation effectiveness.

Similarly, Perko (2017) postulates that, follower behavior has power to affect not only the performance of assigned duties, but also the leaders on attitudinal, emotional and behavioral levels. As much as leaders influence the kind of behavior followers embrace, in return, the followers' behavior equally has some kind of influence on the leaders. Hence, servant leaders should be careful on the kind of influence they are in their followers because they will certainly reap the fruit by being the recipient of its effect. Further, it is prudent at all times for leaders to inculcate positive behaviors in their followers for great outcomes. Positive follower behavior has an upward influence which leads to having a positive leader-follower relationship that is very vital in community based projects that all nonprofit organizations run.

In their study, Shoukat and Khan (2019) found that servant leadership influences reciprocal behavior from followers through the employees engaging in their various roles. Further, Myers (2018) found out that, servant leadership has positive relationships with both the follower trust and prosocial identity. Correspondingly, Beshlideh *et al.* (2018) observed that servant leadership promotes teamwork and team orientation, which are vital components of prosperity of any leadership and organization. With servant leadership in place, the organization will end up having smart workers who will reflect a smart organization. Ezerman and Sintaasih (2018) noted that servant leadership improves interpersonal communication and trust in leadership, thus, the employees have confidence with, and in, whom they are working with, hence they will deeply engage in their work for better outcomes. Servant leadership highly influences the work engagement behavior that

leads to high performance of the organization in project success (Canavesi & Minelli, 2021).

In addition, Boerner, Eisenbeiss and Griesser (2007) agrees that followers are mostly influenced by the leadership hence leaders need to align their goals with the behavior they want their followers to have. This is true because the leaders' behavior is reflected and practiced by the followers and in return, the followers' behavior leads to the leadership success which is the organization's success. The leaders have powers to influence follower behaviors of innovation and performance. In another research Halle (2016), posit that the leaders boost follower behavior which in return boosts performance through innovation of new ways of doing the same jobs for a better outcome. Further, in a research by Morasso (2012), leaders influence followers to move to greater heights and take decisions that they could not have taken if they were left on their own. When the leaders manage to influence their followers, the influence grows to a level that the leaders get influenced by the employee behavior. This easily leads to an ideal working environment for empowerment and learning from one another. With such a working environment, it gets easier for employees to boost their performance which adds to the success of the organization. When both the leaders and followers increase knowledge and experience, follower voice and influence on leaders' behavior and decision making grows. This is what most followers require from their leaders to propel them to greater performance heights. From the findings of the descriptive analysis of follower behavior components means are fairly high meaning that reciprocal services and team orientation are practiced though there exists great room for improvement.

Descriptive Characteristics for Nonprofit Institutional Context

Concerning the moderating variable nonprofit nonprofit institutional context, the respondents were requested to indicate their opinion on several statements describing the nature of the religious nonprofit organizations and the extent to which they identify those attributes on nonprofit sector. Descriptive analysis using mean, standard deviation and frequency were summarized as shown in Table 12.

Table 12 – Nonprofit institutional context Extracted Factors

Variable	Retained Indicators	N	Mean	Std. Deviation	Previous Research
Mimetic Conformance	Operating in this sector demands that we embrace core values that identify us as a community development agency	318	4.05	.770	Arvidson (2018) Latif <i>et al.</i> (2020) Alziady & Enayah (2019) Chathurangani & Hemathilake (2019)
	We formulate and implement strategies that are consistent with those of a community development agency	316	4.01	.858	
	We always commit to learn from the most reputed nonprofit organizations by the stakeholders	315	3.83	1.125	
	We operate within the required regulations in order to benefit from the government support	319	4.14	1.160	
	Aggregate		4.01	.978	
Coercive Conformance	We work closely with the NGO council to ensure we are compliant	317	4.52	.624	Hoflund (2019) Latif <i>et al.</i> (2020) Alziady & Enayah (2019) Chathurangani & Hemathilake (2019)
	We uphold acceptable norms as an organization	320	4.51	.613	
	We work towards maintaining the organization's positive reputation	317	4.61	.550	
	We ensure compliance with the government and NGO council's mandatory regulations	318	4.67	.541	
	Aggregate		4.56	.582	
Coercive Pressure	We experience pressure from stakeholders to be accountable over resources and funded projects	317	3.62	1.271	Hoflund (2019) Latif <i>et al.</i> (2020) Alziady & Enayah (2019) Chathurangani & Hemathilake (2019)
	We are under pressure to create and maintain strong relationships with donors	314	3.53	1.294	
	Aggregate		3.56	1.283	
Normative Pressure	We are required by the nature of the sector to embrace management practices that promote philanthropy	317	3.45	1.016	Ombis (2019) Claeyé & Jackson (2012) Latif <i>et al.</i> (2020) Alziady & Enayah (2019) Chathurangani & Hemathilake (2019)
	We are required to demonstrate that we have a functional governance system in our organization	320	3.85	.787	
	Aggregate		3.65	.902	
	Grand Aggregate		3.95	.936	

Source: Field Data (2022)

Table 12 shows that coercive conformance component scored highly with an aggregate mean of 4.56 and an aggregate standard deviation of .582. Coercive pressure scored the lowest with an aggregate mean of 3.56 and an aggregate standard deviation is 1.283. The grand aggregate mean for the moderating variable, nonprofit nonprofit

institutional context was 3.95 which is high and the grand aggregate standard deviation is .936 which is relatively low implying that the data is reliable.

These findings are supported by Agussani and Akrim (2020), who found out in their study that external environment pressures caused a major favorable influence on the organizations' development of strategic sustainability orientation. Hence, the external pressures should be embraced because of the positive contribution they render the nonprofit organizations. Further, the external pressures are very vital in decision making. These pressures must be put into consideration before decisions are reached because, this sector depends on external sources for funds and they equally serve external environments – communities which also come with their own share of pressures. Similarly, Sokolowski (2013) posited that nonprofit organizations face pressures from the government and other civil bodies to ensure that their governance is upright and that they are operating within their given mandate.

Correspondingly, Arvidson (2018), agreed that the nonprofit organizations are faced with both external and internal pressures that affect their operations both in the positive and negative manner. The isomorphism pressures trigger different sources and characteristics of change and tension in nonprofit organizations. The isomorphism pressures reveal how multiple, complex tensions and change drive integrity and identity formation of these organizations both at the individual and organizational levels. Further, Hoflund (2019) agrees with the study findings that different nonprofit organizations are faced with different external and internal pressures depending on their operational line. Hence, those organizations working in similar arenas have remarked differences in the particular combination of threats and opportunities. These pressures include; coercive, normative and mimetic and it is mandatory for all the nonprofit organizations to conform to these pressures depending on their line of operation.

This study's findings agree with the outcomes of the research conducted by Ombis (2019) postulating that the nonprofit organizations in Kenya must operate within the laid down rules and regulations. These requirements are part of the coercive pressure of the nonprofit organizations. The governance and operations of these organizations must be in line with the government and NGO Act. These pressures call for accountability and proper management practices of the organization to all the stakeholders including the donors who are the main funders of these entities. Most of these pressures call for proper governance systems within the organizations. The government is to regulate their operations as stipulated in the NGO Council guidelines. This is supported by the findings of the descriptive analysis which show high means on mimetic conformance, coercive conformance, coercive pressure and normative pressure which are governance related components that every nonprofit organization should adhere to. But studied keenly, the coercive conformance component which deals with the NGO regulations, the meanscore is very high compared to the rest. This means that, any governance requirement from the Government or NGO council must be followed to the letter.

Descriptive Characteristics for Policy Implementation

Concerning the dependent variable policy implementation, the respondents were requested to indicate their opinion on several statements describing the products and service offered to the community, the level of project implementation and the extent to which they identify those attributes to the level of project implementation at the community level through the use of servant leadership. Descriptive analysis using mean, standard deviation and frequency were summarized as shown in Table 13.

Table 13 – Dependent Variable Extracted Factors

Variable	Retained Indicators	N	Mean	Std. Deviation	Previous Research
Community Social-Economic Impact	Poverty eradicated	300	2.86	1.132	Guijt (2019) Lennie <i>et al.</i> (2011)
	Corruption eradicated	281	1.86	.981	
	Safety achieved	275	2.41	1.075	
	Well-nourished people	301	3.27	1.066	
	Improved living standards	295	3.07	.997	
	People are morally upright	268	2.22	.959	
	Aggregate		2.62	1.035	
Projects Development and Implementation	Number of programs successfully initiated	317	3.41	1.086	Guijt (2019) Lennie <i>et al.</i> (2011)
	Number of initiated programs successfully completed	316	2.96	1.018	
	Number of projects initiated but on course to successful completion	317	2.70	.870	
	The decline in the number of uncompleted projects that turn into white elephants	314	1.57	.666	
	Aggregate		2.66	.910	
Community Welfare Impact	Health Care	234	3.38	.947	Guijt (2019) Lennie <i>et al.</i> (2011)
	Education	214	3.22	1.204	
	Literacy achieved	296	3.03	1.030	
	Good health among people	288	3.37	.939	
	Aggregate		3.25	1.030	
Community Based Services	Advocacy	211	3.15	1.406	Guijt (2019) Lennie <i>et al.</i> (2011)
	Empowerment	229	3.63	1.134	
	Entrepreneurship trainings	194	3.05	1.417	
	Microfinancing support	172	2.56	1.407	
	Aggregate		3.11	1.341	
Community Based Products	Clean Water	177	2.68	1.349	Guijt (2019) Lennie <i>et al.</i> (2011)
	Counselling	227	2.74	1.225	
	Running water in every household	273	1.82	1.150	
	Aggregate		2.41	1.241	
	Grand Aggregate		2.81	.974	

Source: Field Data (2022)

Table 13 shows that community welfare impact component of policy implementation scored high with an aggregate mean of 3.25 and an aggregate standard deviation of 1.030. Community based products component of policy implementation scored lowest with an aggregate mean of 2.41 and an aggregate standard deviation of 1.241. The grand aggregate mean is 2.81 which is way above average hence being sufficient and .974 grand aggregate standard deviation which is not too high hence data is closely clustered to the mean implying that the data is reliable. In general, the aggregate means of these components are above average and their standard deviation is relatively high.

These findings are supported by Durr *et al.* (2007) positing that projects that are efficiently and effectively managed by focusing on the “nuts and bolts” at the implementation stage, have a successful ending. The implementation process should go beyond the implementing activities laid down in a log frame to actualizing them. The project manager should oversee all the project components in a holistic and integrated manner to ensure that the projects have met their stated objectives and have contributed to the organization’s vision. This is done through managing relations with various stakeholders that include the project participants, donors, governments, partners and the internal stakeholders that include the workers who are the main participants in the implementation process. These projects most of the time are implemented amidst many challenges including working in unsecure and remote environments, doing more with the little that is available and balancing between requests coming in from various stakeholders. This calls for great intelligence and accountability on the side of the organization and its personnel.

Likewise, Menon (2016) alluded that, effective and better practices in project management are very essential for the success of any project. Through these best practices, the efficiency of projects is increased significantly. Adoption of best project management practices produce desired project outcomes. Likewise, in a research conducted by Lannon (2019), they agree that nonprofit organizations receive pressures from government, sponsors, individual donors and other funders to demonstrate their capacity as an organization to deliver superior services. By the organization proving that they can measure performance and assess service quality, they show their capability of taking ethical and responsible steps to further the organizations and donors’ mission. For this to happen, the organization should align their views of success to those of their donors. Constant periodical reports and accountability is required from the organization’s end. The leaders

should be at the forefront leading in the right ways to yield the ideal outcomes and the satisfaction of the stakeholders especially the funders through quality delivery.

In the same breath, Kabeyi (2019), agrees that for project implementation to be successful there must be a strategic plan in place. However, unless the strategic plan is implemented with a good evaluation plan, it will be useless. All the leaders and employees should have a clear vision on the projects to be implemented. This leads to high performance in implementation. The strategies embraced should be creative and innovative and their execution should be effective and efficient. There is always need for quick and effective communication on feedback to enhance monitoring and evaluation to avoid and limit stagnation and failure. Success using the strategic plan is only guaranteed when it is well-crafted, creative, innovative and well executed.

Diagnostic Tests

The study used the regression analysis technique that took the form of:

$$P = \beta_{01} + \beta_{11}X_1 + \epsilon_1$$

where, ϵ_1 is the error term representing the random effect on P that cannot be modelled.

In order to eliminate or reduce this random effect, the regression model considered a set of assumptions which are evaluated through the use of diagnostic tests. Therefore, diagnostic tests were used to evaluate the suitability of the data as to whether the assumptions are supported by data or not. These diagnostic tests include; normality, linearity, multicollinearity, and homoscedasticity (Chikere *et al.*, 2019). These diagnostic tests were conducted based on the set of assumptions made concerning the observable error term and generalizability of the results (Chikere *et al.*, 2019). The extracted variables are the ones that were subjected to these tests.

Normality Test

Normality test is used to determine whether the sample data was drawn from a normally distributed population within some tolerance. This test is important in deciding the measures of central tendency and statistical methods of data analysis (Ghasemi & Zahediasl, 2012; Shukla, 2016). This is achieved when data follow normal distribution. The Predicted Probability (P-P) plot were used to test normality. The P-P plots are used to determine if the residuals are normally distributed. Conforming to the diagonal normality line in the plot prove that the residuals are normally distributed (Das & Imon, 2016). The outcome of this study's data analysis show that the residuals are normally distributed. The data appear to portray a normal distribution because the data points for the study variables are not widely dispersed but rather closely shadowing the straight diagonal line of the normal distribution as shown in Figure 8. (Appendix vii)

Linearity Test

Linearity test is a requirement in the correlation and linear regression analyses. This is because, for any good research in the regression model, there should be a linear relationship between variables. The results of a linearity test fit into a straight line and can be judged by visual evaluation through the scatter plots (Garson, 2012). The standard analysis of variance for linear regression should have data fit in a straight line. The study examined the linearity of the data by examining the scatter plots of the data values for the variables. Linearity assumption is best tested with scatter plots. The scatter plots easily show the outliers because linear regression is sensitive to outlier effect (Saunders *et al.*, 2009). The outcome of the study meets the assumption hence, the chances of making errors were reduced which improved the accuracy of the research findings. The outcome of this study analysis met the assumption because the scatter plot took an approximate shape of a rectangular with scores concentrated around the 0 point which is the center. All the tested

variables; the independent (servant leadership tenets comprising of holistic approach to work, sense of community, service to others and uprightness), mediating variable (follower behavior), moderating variable (nonprofit nonprofit institutional context) and dependent variable (policy implementation) had shape of a rectangular with their scores concentrated around the center at 0 point as shown in Figure 9. Appendix vi

Correlation Analysis

Pearson coefficient is a type of correlation coefficient that represents the relationship between two variables that are measured on the same ratio scale measuring the strength of the association between two continuous variables. Further, it is utilized when handling quantitative variables and would wish to see whether there is a linear relationship between them (Schober & Schwarte, 2018). The research hypothesis will represent it by stating the score effect of one on the other in a particular way. Both coefficient scaled in a manner that ranges between -1 to +1 where 0 indicates that there is no correlation among the variables.

The correlation is affected by the size and sign of the r . If the coefficient values lie between ± 0.50 and ± 1 , it indicates a strong correlation. The moderate correlation has values lying between ± 0.30 and ± 0.49 while the low or small correlation has its values lying below ± 0.29 . (Cooper & Schindler, 2014). The study used Pearson Correlation coefficients to examine not only the existing interdependency between variables but also the presence of significant correlations between the study variables as shown in Table 14.

Table 14 – Correlation Analysis

Correlations					
Variables	Measure	Uprightness	Nonprofit institutional context	Follower Behavior	Conclusion
Holistic Approach to Work	Pearson Correlation	.376	.104	.039	High Correlation
	Sig. (2-tailed)	.000	.073	.492	Significant
	N	315	299	312	
Sense of Community	Pearson Correlation	.237	.191	.266	High Correlation
	Sig. (2-tailed)	.000	.001	.000	Significant
	N	316	300	313	
Service to Others	Pearson Correlation	.346	.065	.022	High Correlation
	Sig. (2-tailed)	.000	.262	.699	Significant
	N	317	301	314	
Uprightness	Pearson Correlation	1	.085	.154	High Correlation
	Sig. (2-tailed)		.143	.007	Significant
	N	317	299	311	
Follower Behavior	Pearson Correlation	.085	1	-.128	High Correlation
	Sig. (2-tailed)	.143		.028	Significant
	N	299	301	295	
Nonprofit institutional context	Pearson Correlation	.154	-.128	1	High Correlation
	Sig. (2-tailed)	.007	.028		Significant
	N	311	295	314	
Policy Implementation	Pearson Correlation	.258	.521	.173	High Correlation
	Sig. (2-tailed)	.005	.000	.059	Significant
	N	118	114	120	

Source: Research Data (2022)

The outcome of the analysis in Table 14 shows that the study variables positively correlate because the coefficient values lie between ± 0.50 and ± 1 . Further, the variables are significant because their values are <0.05 .

Multicollinearity Tests

The variance inflation factor (VIF) and tolerance are two closely related statistics for diagnosing collinearity in multiple regression. They are based on the R-squared value obtained by regressing a predictor on all the other predictors in the analysis. Tolerance is used in applied regression analysis to assess the levels of multicollinearity. The tolerance measures for how much beta coefficients are affected by the presence of other predictor variables in the model. Smaller values of tolerance denote higher levels of multicollinearity. Tolerance below 0.25 indicates that multicollinearity might exist hence requiring further investigation that will require correction (Dormann *et al.*, 2013). Further, multicollinearity refers to when the predictor variables are highly correlated with each other. When the VIF values are ≤ 10 the Multicollinearity is not present, though a lower value of < 5 would be even better. If multicollinearity is present in the data, the statistical inferences made may not be reliable, and this can be fixed by centering the data or removing the independent variables with high VIF values (Senaviratna & Cooray, 2019).

Table 15 – Collinearity Statistics

Variable	Collinearity Statistics		Conclusion
	Tolerance	VIF	
Direct Effect			
Empowerment	.575	1.740	No collinearity
Holistic Approach to Work	.324	3.085	
Building Relations	.842	1.188	
Sense of Community	.256	3.909	
Drive Towards Development	.362	2.766	
Morality	.818	1.222	
Accountability to the Community	.352	2.840	
Service to Others	.534	1.873	
Uprightness	.584	1.713	
Accountability to Stakeholders	.743	1.346	
Mediated Effect			
Empowerment	.411	2.431	No collinearity
Holistic Approach to Work	.323	3.096	
Building Relations	.840	1.191	
Sense of Community	.258	3.877	
Drive Towards Development	.321	3.116	
Morality	.817	1.225	
Accountability to the Community	.353	2.830	
Service to Others	.535	1.871	
Uprightness	.558	1.792	
Accountability to Stakeholders	.740	1.351	
media_component_composite	.502	1.994	
Moderated Effect			
Empowerment	.514	1.947	No collinearity
Holistic Approach to Work	.242	4.126	
Building Relations	.804	1.244	
Sense of Community	.259	3.868	
Drive Towards Development	.265	3.769	
Morality	.717	1.395	
Accountability to the Community	.358	2.793	
Service to Others	.488	2.050	
Uprightness	.554	1.804	
Accountability to Stakeholders	.691	1.447	
Moderat_component_composite	.529	1.892	

Source: Research Data (2022)

The results in Table 15 show that the VIF figures range between 1.118 to 4.126 which means that they are < 5 giving the best outcome. The Tolerance values were all above 0.25 which indicate that the values were above the minimum threshold. Therefore, it can be inferred that multicollinearity was not encountered in the data set for this study.

Homoscedasticity Test

The multiple regression assumes that the variance of the error term is constant (Homoscedasticity) (Field, 2013). If the values of the test probability statistics are more than a significant level of $P=0.05$, it means that the variance is equal. The KMO and Bartlett's Test was conducted to test for homogeneity of variance and the p – value should be greater than 0.05 to meet the homoscedasticity assumption. The p – value is the result of the KMO and Bartlett's Test and normally the null hypothesis is rejected for $p\text{-value} < 0.05$. In this case, the null hypothesis is of homoskedasticity and it would be rejected (Yang et al., 2019). Homoscedasticity causes the regression coefficient to be less reliable, which can be addressed through log-linear transformation.

Table 16 – Homoscedasticity and Heteroskedasticity Test

KMO and Bartlett's Test			Action
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		KMO Values	
Independent		.781	Assumption upheld
Mediating		.914	
Moderating		.695	
Dependent		.820	
KMO and Bartlett's Test			
Independent			
Bartlett's Test of Sphericity	Approx. Chi-Square	7332.010	Assumption upheld
	Df	630	
	Sig.	.000	
Mediated			
Bartlett's Test of Sphericity	Approx. Chi-Square	4918.368	Assumption upheld
	Df	153	
	Sig.	.000	
Moderated			
Bartlett's Test of Sphericity	Approx. Chi-Square	1805.953	Assumption upheld
	Df	66	
	Sig.	.000	
Dependent			
Bartlett's Test of Sphericity	Approx. Chi-Square	2575.424	Assumption upheld
	Df	231	
	Sig.	.000	

Key: Sign. <0.05

Source: Research Data (2022)

The statistical tests examining heteroscedasticity in Table 16 show that the direct, mediated and moderated effect models are significant with P values < 0.05. The underlying assumption was not violated.

Qualitative Data Analysis

Content analysis is a research tool that is used to analyze qualitative data by determining the presence of particular words, concepts and themes from the collected data (Elo *et al.*, 2014). The researcher of this study quantified and analyzed the presence, meaning and relationships of key words and themes from the collected data. The researcher conducted the in-depth interviews in person with the key informants from the purposively selected religious nonprofit organizations in Nairobi, Kenya which were narrowed down into those that have their regional offices in Nairobi County.

During the in-depth interviews, the researcher took handwritten notes and equally recorded the interviews to allow capturing of all the information given without missing out on anything. After all the indepth interviews had been conducted from the selected 10 religious nonprofit organizations each giving one top leader, the researcher took the process of transcribing all the recorded information. After the transcription was done, the researcher generated codes, singled out emerging themes and sub-themes while checking on the pop-ups of underlying themes. The researcher had to finally make sense out of the themes, generated the report and analysis and integration of the information was done a detailed process shown in figure 10.

Qualitative Data Analysis Process

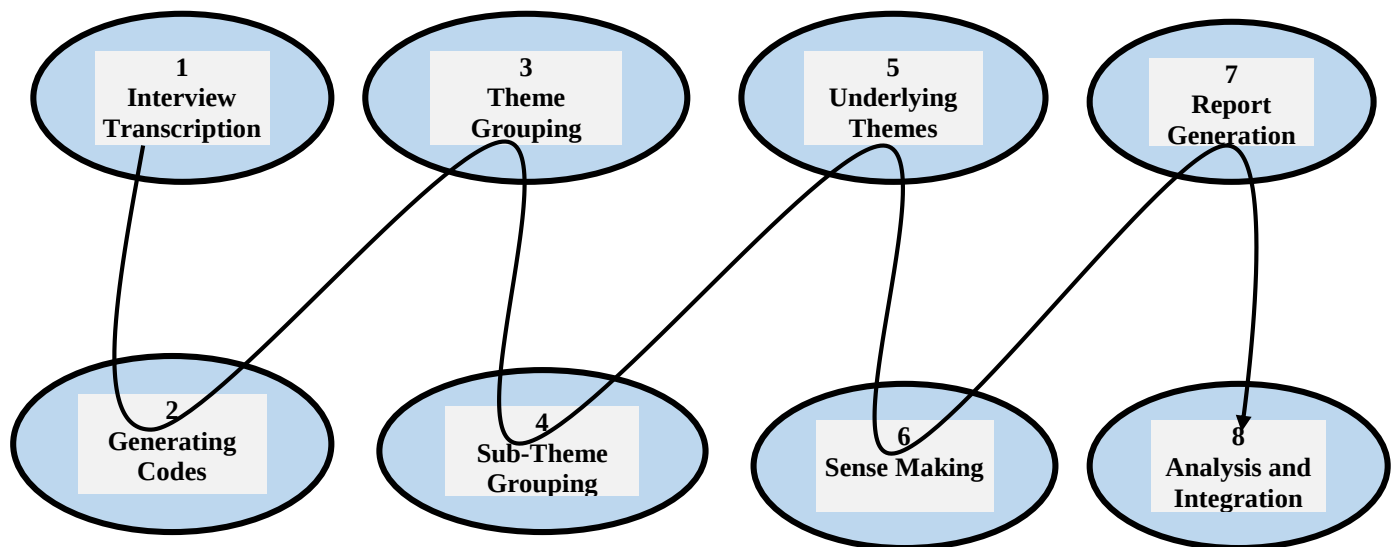


Figure 10 – Qualitative Data Analysis

In order to generate codes, themes, sub-themes and underlying themes, that assisted in making sense out of the data, the researcher started with analyzing the common words that ended up forming the underlying themes that were used in making decisions for analysis and integration. Figure 11 shows the summary of the common words that related to the key pointers of the study being the main variables.

Analysis of Common Words



Figure 11 – Analysis of Common Words

Figure 11 shows all related common words linking to the 4 study variables and were grouped according to their clusters as they emerged in the transcribed interviews' data. These common words loadings helped in determining the underlying themes that were emerging from the collected data that was eventually used in hypotheses analysis and explanations that supported the quantitative analyses especially at the hypotheses tests.

Generation of Underlying Themes

From the loadings of the key words, the themes and sub-themes were picked which informed the picking of the underlying themes. The loadings of every common word was considered in coming up of the underlying themes. The words that did not load were left out while those with high loadings were retained and used to identify the underlying themes for the study.

Generation of Underlying Themes

Loadings of Common Words



Figure 12 – Generating Underlying Themes

From the Figure 12, the following themes were picked; servant leadership, follower behavior, nonprofit nonprofit institutional context and policy/project implementation. These themes agree with the study's key variables hence, the data was ideal for use in interpretation of the study's hypotheses.

Test of Hypotheses

This study had three models to be tested; direct effect model, mediated and moderated effect models. The direct effect model tested the effect of servant leadership components on policy implementation, the mediated model tested the mediating effects on the relationship between servant leadership components and policy implementation and the moderated model sought to test the moderating effect on the relationship between servant leadership and policy implementation. The direct hypothesis was stated in null form as; Hypothesis H01: There is no significant effect of servant leadership tenets on policy implementation in religious nonprofit organization in Nairobi County

The direct effect model regressed policy implementation on servant leadership using the following regression model form as illustrated in this equation;

$$P=a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4,.....$$

Direct Effect Hypotheses

Table 17 presents the results of the direct effect of hypotheses one. The results presented are for the 10 extracted servant leadership components.

Table 17 – Direct Effect Hypotheses

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.749 ^a	.650	.615	.53461	.560	12.746	10	100	.000	2.178
ANOVA ^a										
Model		Sum of Squares		Df		Mean Square		F		Sig.
1	Regression	36.428		10		3.643		12.746		.000 ^b
	Residual	28.581		100		.286				
	Total	65.009		110						
Coefficients ^a										
Model				Unstandardized Coefficients		Standardized Coefficients		t	Sig.	
				B	Std. Error	Beta				
1	(Constant)			-1.038	.925			-1.122		
	Empowerment			.176	.136	.113		1.297	.198	
	Holistic Approach to Work			-.812	.178	-.531		-4.557	.000	
	Building Relationships			-.024	.071	-.025		-.340	.734	
	Sense of Community			.730	.230	.416		3.175	.002	
	Drive towards Development			.267	.194	.152		1.379	.171	
	Morality			.127	.112	.083		1.133	.260	
	Accountability to the Community			.239	.133	.201		1.800	.075	
	Service to Others			-.437	.116	-.342		-3.773	.000	
	Uprightness			.422	.146	.250		2.883	.005	
	Accountability to the Stakeholders			.143	.145	.076		.991	.324	

Source: Research Data (2022)

The regression analysis model was statistically significant. This indicates that servant leadership explains about 65 percent variation ($R^2 = 0.650$) in policy implementation ($F = 12.746$, $P < 0.05$). The predictor variables were assessed to determine the components of servant leadership that were significant. The beta coefficients: holistic approach to work, $\beta_1 = -0.531$ ($t = -4.557$, $P < 0.05$), sense of community, $\beta_1 = 0.152$ ($t = 1.379$, $P < 0.05$), service to others, $\beta_1 = -0.342$ ($t = -3.773$, $P < 0.05$), uprightness, $\beta_1 = 0.250$ ($t = 0.883$, $P < 0.05$). These 4 components of servant leadership that were found to be significant were adopted for test of the direct and indirect effects hypotheses. This is

because of the direct hypotheses interpretation rule of (If $p < 0.05$, Reject H_0 and If $p > 0.05$ fail to reject H_0).

The equation predicting the effect of these components of servant leadership on policy implementation was expressed to take the following form;

$$P = -1.038 + -0.531X_1 + 0.416X_2 + -0.342X_3 + 0.250X_4$$

Where;

P = Policy Implementation

X_1 = Holistic Approach to Work Component of Servant Leadership

X_2 = Sense of Community Component of Servant Leadership

X_3 = Service to Others Component of Servant Leadership

X_4 = Uprightness Component of Servant Leadership

The adjusted R^2 of 0.615 is the general contribution of servant leadership to policy implementation in religious nonprofit organizations in Nairobi County. Hence the change in policy implementation is explained by holistic approach to work, sense of community, service to others and uprightness. This means that adjusted R^2 of 61.5 per cent is explained by this study while 39.5 percent is unexplained. This indicates that about 62 per cent of policy implementation is influenced by the application of servant leadership. The 38 per cent should be due to other parameters not included in this study. There could be other external factors that play vital roles in policy implementation that may have attributed to this variance. However, in considering data obtained from the in-depth interviews with key informants, it is possible to cite some of the possible factors that could be contributing but were not included in the current study. Respondent “Jay” had this comment on the possible set of other factors contributing to policy implementation;

It is our desire as leaders of the religious nonprofit organizations to have the started projects successfully implemented to completion. However, this does not always happen due to some of the following reasons; hick-ups along the way, lack of funds especially when donations are stopped, personnel messing up with the project, misappropriation of funds and mismatch of the project with the community need.

In general, the model fit of the study is acceptable. This means that the 10 components that were extracted from the factor analysis of servant leadership namely; empowerment, holistic approach to work, building relationships, sense of community, drive towards development, morality, accountability to the community, service to others, uprightness and accountability to stakeholders corporately have an effect on policy implementation in religious nonprofit organizations in Nairobi County. However, only four components of servant leadership are significant and were adopted for the test of hypotheses. These four include; holistic approach to work, sense of community, service to others and uprightness.

Hypothesis H_{01a}

Hypothesis H_{01a}: There is no significant effect of servant leadership's Holistic Approach to work on Policy Implementation in Religious nonprofit organizations in Nairobi County

From Table 19, results show that servant leadership's component of holistic approach to work had a significant contribution with (β value is -0.531 and has a P value of 0.00) which is <0.05 , means that it has a negative effect on policy implementation that is statistically significant. The β value of -0.531 means that for every one-unit increase in servant leadership component of holistic approach to work, there is a decrease of 0.532 points in the level of policy implementation. This means that an increase in holistic approach to work component of servant leadership, gives forth a negative effect of implementation on projects at the community level. The null hypothesis was rejected and

the alternate accepted. The holistic approach to work component of servant leadership has a negative effect on policy implementation among religious nonprofit organizations in Nairobi County. This means that the more leadership increases holistic approach to work, there is a negative effect in implementation of projects at the community level.

This is in line with studies which revealed that, holistic approach to work is demonstrated the moment servant leaders utilize this aspect as a driving force in their leadership style to target the attitudes of followers to develop favorable attitudes towards work, the organization, and the society served, so as to improve the quality of relationships existing among organizations, people and communities (Retno *et al.*, 2020). As servant leaders take a holistic approach to work, they work towards integrating the notions of empowerment, team building, service orientation, participatory management, and total quality to ensure that the intended outcomes are achieved, and the organization's performance is growing commensurate to that of the employees. Having proved their commitment and reliability, leaders will receive support from their staff, enabling them to achieve expectations because employees are able to raise their performance to a higher level (Ying *et al.*, 2020).

The component of servant leadership tested in this hypothesis had three indicators that were extracted through factor analysis as follows; covenantal relationships, respect for each other and accepting diversity which had an aggregate mean of 4.09 and an aggregate standard deviation of 0.681. This is an indication that leaders practice it to a high extent. The emerging concern that the study raised was with the high adoption of this component why is it realizing the negative effect? What could be the reasons leading to the negative effect on policy implementation? The study suggests two possible scenarios to explain this outcome based on the study respondents and the nature of the dependent variable. With regard to the respondents, the research focused on leaders as the main respondents of the

questionnaire hence, what is reported, is from the leaders' point of emphasis. Secondly, the dependent variable by its nature requires the participation of the whole organization's system, which implies that, there is a greater need to have everybody, both the leaders and followers actively involved. If the leaders fail to involve the followers, the intended outcome will not be achieved. Therefore, it can be inferred that the leaders' wishes may not have been translated into the right kind of influence on the part of followers. If the leaders' desires are not influencing the followers, it implies a possibility of leadership ineffectiveness.

The implications of these are based on the role of the aspect of influence in the development of leadership by leaders on followers. It is the leaders' duty to set the tone of the organization and lead in a manner that will influence the followers to what the leaders want them to be. If the leader has got no capacity to influence their followers by inculcating in them the right morals for work that will lead to effectiveness and efficiency, the organization will fail to reach its optimum in implementation of projects and hence the community will not fully benefit from them.

The independent variable of holistic approach to work component of servant leadership tested in the hypothesis was theoretically anchored on two theories; the servant leadership theory and the situational leadership theory. The servant leadership theory connotes that the servant leader is prompted by conscience to serve and is driven by conformity with some normative prospects that promote respect for self and others (Russell, 2014). This is evidenced by the high practice of holistic approach to work by the leaders. Further, the focus of servant leadership is on the organization's stability, sustainability and evolution through the personal growth of the followers in integrity and collaboration (Ragnarsson *et al.*, 2018). The intended outcome of practicing holistic approach to work is to grow followers at individual levels and ultimately, the organization at large to enable

them serve the community effectively. However, the practice of this component does not seem to evoke the intended effect. While discussing this issue with the key informants, majority of them indicated that the emphasis on this component of servant leadership was given attention to some level, whereby;

Respondent “Kay” from the in-depth interviews gave a hint as to how the actual situation of the practice of servant leadership with its components could be described.

My understanding of servant leadership is one that allows leaders to willingly lead by example, seeking to influence, inspire and motivate through action. This means that, if a leader wants followers to behave in a certain way, the leader must lead in that particular way. If it is the desire of the leader to serve others first, they must practically serve so that the followers will learn what it means to serve others first. By so doing, the leaders are influencing their employees and inculcating the spirit of serving in them. By and by this will become like the culture of that particular organization. Serving others as a leader and followers will not be an issue because it will be part of their DNA. Everyone will take pleasure in helping one another to ensure that the ultimate goal of ministering to the communities in need has been realized in a greater way.

When this is compared against the very nature of servant leadership whereby; they take other people’s needs as the key priority without bias, followers are treated well despite their origin, race or position (Machokoto, 2019; Ambali *et al.*, 2011). From the outcome of this study’s analysis, the aggregate mean is 4.09 which reflects a high use of this component hence, agreeing with this theory. Out of the ten characteristics that Spears (2010) came up with (conceptualization, empathy, healing, persuasion, foresight, stewardship, commitment to the growth of people, awareness and developing communities) awareness, stewardship and community development form part of the study’s variables. In Spears view, both general and self-awareness strengthen the servant leader. Further, holistic approach to work helps in understanding issues that involve power, values and ethics. With the practice of holistic approach to work, a servant leader is able to view situations and issues from a more

integrated and holistic position. “awareness is not a giver of solace – it is just the opposite. It is a disturber and an awakener.

Able leaders are usually sharply awake and reasonably disturbed. They are not seekers after solace. They have their own inner serenity” (Greenleaf, 1977, p.41). As Greenleaf alluded, this call for all organizations, personnel and stakeholders to play a greater role in holding the organization’s trust for the greater good of the community. Hence, stewardship to the community and to the employees is a commitment to serving other people as opposed to control. Community development is the primary role of every existing organization (Greenleaf, 1977). Much has been lost due to the shift from the local communities to large organizations as the main shaper of human lives. A servant leader should be deliberate in showing and leading the way by demonstrating the unlimited for the community.

Further, some leaders are positional and they derive authority from the fact that they are the bosses hence, do not support followers to be better holistically (Blanch *et al.*, 2016). This could be a probable reason for the negative outcome of holistic approach component of servant leadership. It is expected that servant leaders should go beyond the transactional features of management and dynamically strive to align and develop the staff’s sense of purpose with the organization’s mission at heart (Langhof & Guldenberg, 2020). These leaders should show their personnel humility and avoid flaunting authority over them, while they endeavor to improve the personnel’s development in a manner that will unlock their potential, sense of purpose, and creativity (Uluslararasi *et al.*, 2019; Tak Jie *et al.*, 2021). Empowered employees have the capacity to carry out their duties at a very high innovative level, since they are purpose-driven and feel more engaged as they render their services to the organization and to the community.

The situational leadership theory connotes that effective leadership style is task-relevant, with different ability to deliver and willingness of the followers to be committed (Ngu & Kakanda, 2018; Uzohue *et al.*, 2016). This theory agrees with this variable that there is no single leadership style that is fit for all situations. This brings together the task behavior and the relationship behavior that the leader provides for the followers. For ethics, power and values to be exercised in an organization, the leader needs to employ leadership styles that are ideal for each component in order to achieve the required outcomes. This implies that, despite the leaders' confession of the application of holistic approach to work component of servant leadership, there is a possibility that its essence has not been inculcated in themselves or they do it out of duty so that they can lead by example. There is need for sensitization into the calling of a leader induction into the sector.

Another question that arises is, could it be that the leaders just have it in their mind and make an assumption that they are practicing it yet they do not? Or could it be that they hold it as their personal component and the followers are not supposed to possess it? The study suggests a possible explanation based on the nature of the process of leadership. Leadership is about "influence", which needs to move from the leader to the follower. This is achieved through the vision which is well communicated, correctly understood and rightly applied.

From the in-depth interviews, respondent "Jay" responded to this question "in your own understanding, what is servant leadership in relation to how followers behave?" by stipulating that;

For someone to qualify to be called a servant leader or even a general leader, they must lead through influence. This means that, they will not coerce or push followers to do particular things, instead they will lead by example. When the leaders do what they expect their employees to do, they influence them. The employees will choose to follow suit not because they have been pushed to do so but because they have been convinced that it is the right way to do things. Many times, no one will

ask the employees to act in a certain way, they will find themselves acting so due to the influence from the leaders. They will find themselves naturally doing particular things because they have been greatly influenced in that direction to a level that, it becomes part of them. For example, if a leader is a good time keeper, the employees will gradually start keeping time and by and by, they will naturally keep time not because anyone will be checking on them but it has been well knit in their system that keeping time is the right thing to do. This is how powerful influence can be. Remember also that the way good influence affects the employees is the same way the negative influence will do leading to a toxic organization.

Therefore, it can be concluded that there is a leadership disconnect in that, the leaders' wishes are not translated into the right kind of influence on the followers' part hence, leadership ineffectiveness and their influence is not evident.

The respondents' demographic characteristics show that there are more women than men in the leadership position in the sampled religious nonprofit organizations. Most women generally have all the knowledge and capacity needed for work but the context of operation many times may hinder their performance. For instance, the leaders in the nonprofit sector have their main interactions at the community level where most people still believe that women cannot lead them even when they have all the requirements of an ideal leader. Due to the compassion women have for the less fortunate, they would be the most ideal people to address these needs if it were not for the wrong beliefs that many communities still hold on to. Another vital point that come to play too is the societal gender stereo types in women. Most people especially women do not support fellow women who are leaders. They will do all it takes to sabotage the woman leader. With this coming to play in the communities where projects are implemented, it becomes so difficult to for women leaders to serve the communities well.

There is also another possibility of women in the leadership positions underestimating themselves due to the belief that men are the only ones who should be in the leadership to an extent that when anyone thinks about leadership, they thing of the male

gender - “think leadership, think male” (Taylor *et al.*, 2016; Herbst, 2020). These could probably be the reasons that have led to the negative effect realized in the level of policy implementation in religious nonprofit organizations. In the religious nonprofit organizations’ context, women leadership is most of time opposed. This is evidenced by how women are not allowed to serve in certain levels of leadership hence, being denied some roles to discharge (Ngunjiri & Christo-Baker, 2012; Longman & Anderson, 2016b). Also, the Muslim ladies are not allowed to any leadership role (Shitrit, 2013).

Further, Hinduism and Buddhism admit the complexity of women, religion and leadership where norms and traditions contribute a lot to the gender inequalities and subordinate the role of women. The Islam and Hinduism, have been found out to have high levels of gender inequality while Christianity and Buddhism have been found to have average levels of gender inequality globally (Klingorová & Havlíček, 2015). These clearly paint the picture of the place of women in the leadership arena. The religious nonprofit organizations are run by religious entities who do not recognize women as leaders enough to take top leadership roles. However, in discussing with the key informants, the largest percentage indicated that the emphasis on this servant leadership component was given attention when this is compared against the very nature of servant leadership whereby a pointer as to how the actual situation of the practice of servant leadership could be described. Answering to the question as to how leadership is practiced on the ground, “Pay” observed that;

Most supervisors have a tendency of doing things alone without involving the staff working under them. This means that some leaders feel like the followers working under them, do not have anything of value to add to how things are done in their departments or organization hence, closing up on great creative and innovative ideas that would have made performance better. There is also a gap in communication especially at the departmental level. It is always ideal that after decisions have been taken, communication should be passed down to all the stakeholders and followers who are the core participants in the implementation process

because they are the hands on people. I find communication breakdown the biggest problem that most nonprofit organizations face. There is no proper communication channels and followers are left in the dark in regards to the decisions made yet these decisions affect them and how the work should be done.

It is until that time when leaders at all levels of operation will learn to incorporate followers in participating and sharing their views on how best work can be done, will be able to realize great end results of project implementation and the community will be greatly impacted. “Nay” further answered the question as to why the negative effect on project implementation by stating that;

An additional reason that may cause the negative effect on project implementation is that employees are called upon to give their suggestion on matters pertaining their work, they graciously do so but due to bureaucracy and sometimes selfish interests, their suggestions are not considered when they are brought to the organs that are clearly designated for this work. They discard the followers’ suggestion claiming that they have all the reports needed to guide them to arrive at the required decision. This is commonly experienced at the branch offices which denies the followers trust and confidence to give their ideas the next time they are called for the same.

The empirical studies provide some insight on the operation of servant leadership in bringing about influence among followers. According to Désirée and Chavremootoo (2018) servant leadership is the capacity of a person to bring out the best in the people being led by positively influencing their behaviors and attitudes towards service. This kind of leadership relies on one-to-one style of passing information from the leaders to the followers, allowing them to fully comprehend the capabilities, potentials, objectives, aims and desires of each follower with the intention of putting them to use (Slack *et al.*, 2019; Canavesi & Minelli, 2021) bringing out the holistic approach to work into perspective. This is the basis where servant leadership sits on. Unless a leader chooses to pass on the right influence to the followers to enable them deliver optimally, the negative outcome is inevitable.

Similarly, Ghazzawi *et al.*, (2017) discovered that personnel productivity will be realized through leaders exercising ethical ways and proper use of power in their operations. This means that leaders have to be deliberate in ensuring that the employees are influenced positively for great outcomes to the organizations and the community they serve. Hence, leaders should align leadership styles that fit particular employees and ways of implementation in order to achieve success in implementation process. Ningrum and Hamidah (2018), also found out that holistic approach to work is a vital leadership component that enhances how the leader guides and supports followers in order to impact the community which this study supports.

The leadership culture is a vital aspect in general operations of an organization. The leaders have the mandate to foster an ethical environment in their entities which starts and ends with an appropriate supportive leadership culture. This culture includes practices of collaboration across boundaries, engaging staff, creating opportunities for others to lead and accepting to shoulder responsibilities of outcomes, are tightly intertwined with the corporate culture that is greatly influenced by the leadership culture in place (Smikle, 2019; Smikle, 2019). Corporate culture is socially learned and in the same way passed on to members by members with a great influence from leadership (Mukhtar *et al.*, 2019). This means that the culture of holistic approach to work should be informed by the organization's culture that is largely influenced by the leadership in place and passed on to members by fellow members of the same organization. Therefore, the leaders should understand their role in maintaining a desirable culture.

The passing over of this culture is done through good allocation of resource and rewards, coming up with ideal organizational systems and designs, and giving official declarations on the philosophy of the company (Setyaningrum, 2017a). It is always vital to remember that "leadership is a position to listen with enthusiasm having an aspiring mind

to be able to make a decisive action, empower and encourage others in a responsible, supportive and humble manner to inspire them to achieve set goals as planned” (Surji, 2015, p. 155). This implies that, the nonprofit organizations which have strong leadership cultures, have their leaders cultivating them on servant leadership culture.

The poor implementation of projects where projects and programs are either not fully executed or others never kick off at all are evidences of the negative effect of holistic approach to work, component of servant leadership (Okereke, 2017). This can be due to insufficient implementation capacity, poor project management, inherent weakness due to project design, poor implementation logistics, defective project termination procedures and political influence (Daniel-Kalio, 2019; Desta, Bitga & Boyson, 2018; Omoinyi, 2018). This can be avoided if the leaders rightly design the implementation program while involving the employees. On the other side employees can easily uphold unethical behaviors if the leadership is not keen to promoting a corporate culture that promotes the ideal conduct within the organization (Munawwaroh *et al.*, 2019; Njehu, 2015; Rivera, 2019; Kauffman, 2017; Guerzoni & Graham, 2015; Formicola, 2016; Njehu 2015; Kenya Law Reports, 2020a; Kenya Law Reports, 2020b; Kenya Law Reports, 2020c).

Prakash and Mohanty (2012), also found out that it is very difficult to render quality service to customers and society if the same is not practiced at the organizational level. Servant leaders are meant to target the attitudes of followers to develop favorable attitudes towards work, the organization, and the society served, so as to improve the quality of relationships existing among organizations, people and communities (Retno *et al.*, 2020). By embracing a holistic approach to work, the servant leaders promote the idea of encouraging people to be who they are in their personal and professional lives as well (Chicca *et al.*, 2018), and in so doing, being true to oneself as they offer services to the community. When employees have a will towards a positive change, greater results are

achieved. This can be achieved by taking a holistic approach in caring for an organization's staff by considering their mental, social, and physical health needs. As an organization looks after its employees, in return, the staff respond in a positive manner which leads to high organizational productivity for the organization. A positive and ideal work environment is the greatest asset an organization can have for the reason that going that extra mile will help in retaining the best talent for the longest time possible.

Hypothesis H_{01b}

Hypothesis H_{01b}: There is no significant effect of Servant Leadership's Promoting Sense of Community on Policy Implementation in Religious nonprofit organizations in Nairobi County

To test this hypothesis servant leadership (sense of community) was regressed on policy implementation. The findings revealed that sense of community had a positive significant effect on policy implementation. The β value of the construct was 0.416 and had a P value of 0.002 which is <0.05 as shown in Table 19. The null hypothesis stating that; there is no significant effect of servant leadership's sense of community on policy implementation in religious nonprofit organizations in Nairobi County was rejected and the alternate one accepted. There is a significant positive statistical effect of sense of community of servant leadership on the level of policy implementation in religious nonprofit organizations in Nairobi County. The β value of 0.416 means that for every one-unit increase of sense of community, there will be an increase of policy implementation by 0.416.

These findings corroborate with previous studies which claim that Servant leaders promote the sense of community in all aspects of operations (Ambali *et al.*, 2016; Ahmed & Amiri, 2019) by developing positive relationships that contribute to having tasks completed in an easy and lighter manner. This sense of community turns out to be an

excellent long-term strategy of organizational performance (Mathias, 2018). Further, the key elements that build this construct of promoting a sense of community include; sharing emotional connections, integration, membership, assimilation, influence, and fulfilment of needs (Kismatter, 2019). Therefore, the study concludes that, promoting sense of community both within the organization and outside in the community where projects are implemented is very vital. This conclusion is discussed to explain the findings using the descriptive characteristics of the variable, the theoretical literature, the qualitative data, demographic characteristics and previous researches.

This component is two sided, there is stewardship aspect to the community and to the followers too. The stewardship to the community indicators had an aggregate mean of 4.42 which means that it is highly practiced while the indicators affecting the followers had an aggregate mean of 3.78 which is not as high as that of the community. Though concrete skills in decision making and nurturing of personnel skills in decision making, did not score as highly as the first three indicators. The study further observed from the institutional characteristics frequencies that the stewardship role towards the community was higher due to the following components aggregate means; mimetic conformance 4.01, coercive conformance 4.56 while the aggregate means of the stewardship component affecting the followers were; pressure of conformance 3.56 and normative pressure 3.65.

This is an indication that the leaders practice this component to a high extent but not within all indicators on the same level. This implies that since the leaders do not practice all the indicators highly, it equally affects the impact it has on policy implementation. This was noticed in the coefficient analysis which presented a beta value of 0.416. Hence, there is a high likelihood that the indicators scoring highly are practiced because of the governance system requirements. For instance, it is mandatory to give an account of the donor's money and show proof of its usage. For any organization that depends on donors,

they will be accountable whether they like it or not if they want to remain operational. Indicators that are affecting followers are not taken as a governance requirement hence, are handled and practiced lowly. However, in discussing with the respondents, the largest percentage of them indicated that pressure from the government, NGO Council, donors and other stakeholders push them towards a certain way of operation for projects to be successfully. “Tay” one of the in-depth interviews respondent gave a hint as to the actual situation of this pressure and its effects in nonprofit organizations as follows;

According to my understanding, philanthropy is the origin of the existence of nonprofit organizations and hence is the drive to reach out to humanity through projects that fit certain communities and impact the society at large. Since these organizations are fully dependent on donors for funds and resources required to run the projects, they have to maintain good relationship with the donors and the community where they implement projects because they need to be accountable to all the stakeholders. The leaders are pushed to ensure that these relationships exist and have to remain accountable because if they do not, they will lose out on the donors who are the main source of funds.

Religious nonprofit organizations are driven by the charity components that they practice in order to reach out to the communities around them and minister to their needs. If a nonprofit organization is not pursuing these philanthropic agenda, it will be very difficult to remain relevant in this context because the funds they use for formulating and implementing projects, are funded by donors. While discussing on the donor dependence, “Bay” observed that:

The nonprofit sector is majorly dependent on donors for funds and resources to sustain them in implementing the required projects in communities that need to be impacted positively. This means that organizations must create and consistently maintain good relationships with these donors if the organizations desire to have continuity of the grants. This a clear mandatory aspect that all nonprofit organizations seek to adhere to. For this relationship to keep growing, accountability to both donors and other key stakeholders is mandatory. This is a requirement which nonprofit organizations must endeavor to comply with. Reports of not only the funds but also the state of the projects should be regularly sent to the donors and the major stakeholders. It is also mandatory that

audits must be carried out regularly to ensure that everything is running well in all areas.

The way of operation in this sector requires the involvement of every person especially the people on the ground. The stewardship role (sense of community) towards the followers is very crucial in the entire process of implementation Eva *et al.*, (2019). It will be hard to impose orders on the people who are handling the project and facing the challenges of having it implemented effectively hence, the need for involvement in decision making so that the real picture of the entire process is captured and support given for successful completion. One of the key informants “Ray” responded to the question as to the effects of leaders not involving followers in decision making as follows;

It is unfortunate that, most supervisors who are leaders at the department level have a tendency of doing things on their own without involving the followers. The followers lose the sense of accountability because they feel left out of the organization’s matters and operation. Such supervisors need to know that this is a wrong assumption and it affects the employees’ morale of work. This is also observed in the manner in which decisions are made and communication is not given to the follower yet they are expected to operate and run as per the requirements which they do not know. This clearly shows a gap in the leaders especially at the departmental level that leads to the low score of this servant leadership component.

Further, besides involvement of employees in the organization’s agenda, there is need to ensure that the working environment is not toxic. Responding to the work environment, “Bay” postulated that;

It is always good for leaders to know right at the back of their mind that employees can only be deeply involved in the organization’s mission and agenda if the work environment is conducive. This means that, employees should be given all the tools and equipment they need to adequately work. Motivation is very vital if employees must remain consistent in putting in their effort and sacrifice in ensuring that work is moving especially on the ground where projects are being implemented.

Therefore, the study can infer that the part of the sense of community geared to the outside community is more of a governance requirement and not a free will action hence,

need for adherence, while that directed to the followers being not a governance requirement, the leaders are free to choose how to go about it. There are insinuations arising from the isomorphism pressures that leaders need to be cognizant and aware of their existence, and of their demands. Secondly, the leaders need to understand the possible complementarity between the situational/contingency theories on the one hand and cognition and institutional on the other.

Responding to the pressures received from the government and NGO council, “Lay” one of the key informants in the in-depth interviews postulated that;

It is mandatory that we must work closely with the government body and the NGO council to make sure that we are compliant in all our operations. The nonprofit organizations must uphold acceptable norms in all their operations if they have to remain consistent. Another pertinent issue that every nonprofit organization should consider because it is mandatory is the compliance with the government and NGO council’s mandatory regulations. Every organization has got their operational parameters or boundaries that they should not get out of. If an organization starts running the business they are not registered to run, it means that the government will come after them and the closure of the organization or penalties will apply.

The component tested in the hypothesis was theoretically anchored in two theories: The servant leadership theory and the situational leadership theory. The study agrees that the self-concept of a leader allows them to view themselves as stewards, make them critically accountable in all ways of their operations (Russell, 2014). From this study, the sense of community agrees with this theory. Decision making processes are treated with great openness, good understanding, mutually acceptable practices, and the followers’ maturity in order to realize the expected outcomes. (Ragnarsson *et al.*, 2018). Stewardship is one of the servant leadership components that many researchers agree to, yet it is not highly practiced to impact policy implementation in religious nonprofit organizations (Uzohue *et al.*, 2016; Ghasabeh & Provitera, 2017; Alasmari, 2018; Eva *et al.*, 2019). The findings of this study agree to this theory’s suggestions.

The situational leadership theory argues that for leaders to be truly effective, there is need for them to adjust the way they lead employees to fit the details of the task at hand and the task maturity of the follower. As a steward both to the community and followers, the servant leader need to embrace the 4 quadrants this theory presents in order to support the followers through their tasks and hence impact the community (Mohamed, 2017; Ngu & Kakanda, 2018). The nonprofit institutional context characteristics show proof that a leader will not apply the same leadership style on the community who are the beneficiaries and on the followers who are the implementers of the projects. The sense of community component that affects the outside community deal with governance related indicators including mimetic conformance and coercive conformance had high scores. The sense of community component affecting followers is not curved under law and its indicators include pressure of conformance and normative pressure having fairly low scores. Therefore, this study agrees with this theory's suggestions of choosing the befitting leadership style that will be used in order to impact both communities positively especially the ones that will support the followers to be better implementers of the organization's projects.

To effectively use servant leadership and situational leadership theories in this component, there is need for the leader to know and understand every employee's competency and fit them well to the tasks that befits them while nurturing them (Mohamed, 2017). The situation at hand, the context and the type of people will enable the leader to choose the befitting leadership style and strategies that are best suitable. This can only be aligned by a leader with the Sense of Community.

The empirical studies provide some insights on the operation of servant leadership to bring about influence among followers. Solomon and Steyn (2017) in a study that sought to find the effect of servant leadership on employee behavior, found out that diversity of

employees in an organization is a pillar in decision making which is one of the indicators of the sense of community component. Bucid (2017) also found out that diversity is vital in nurturing performance and taking in diverse opinions gives a better end result than dealing with limited ideas. It is evident that stewardship is a vital role that carries so many indicators that affect both the community and followers who are the key players of policy implementation. Eva *et al.*, (2019) in their systematic review of empirical studies and a call for future studies, discovered that stewardship is an important component of servant leadership since it touches all the operations of a nonprofit organization both within the organization and the community where implementation is done. Accountability of the followers, resources, funds, stakeholders and projects implemented makes a nonprofit alive. Hence without the sense of community, there will be no leadership especially in the nonprofit sector. (Surji, 2015).

In another study, Beyene *et al.*, (2018) discovered that shared decision making is a difficult, demanding, and complex process that needs suitable leadership interventions for better outcomes. This draws an interest to this study's outcome of the sense of community role to the followers scoring lower when compared to that channeled to the community especially on issues in regards to decision making processes. Further, McEvoy *et al.*, (2019), revealed that through community participation, stakeholders get a clearer, common understanding of the goals, purposes, and potential benefits of the project they are undertaking. The leaders are accountable to the employees and other stakeholders the community inclusive. Akuno *et al.* (2019) observed that the distributed power and authority makes everyone responsible and accountable in all they are mandated to do. Further, Franco (2020), observed that stewardship is a key dimension which offers a great boost in this leadership style's operation because it has power to influence how a leader relates with all

the organization's stakeholders. This component should be possessed by all leaders who seeks to lead through serving.

This study's findings agree with these empirical studies. The outcomes of this study agree with these empirical studies however, the levels of practice differ from one component to another which will ultimately affect the level of implementation. There is need to test this component on the community who are the beneficiaries of these projects through the followers who are the main implementers of the policies. The implications that come with the leaders putting in more effort towards the community they are serving and the donors forgetting the main stakeholders who are the key players in the implementation process of the projects can lead to either poor implementation process or incomplete work given that the employees are demotivated.

Hypothesis H_{01c}

Hypothesis H_{01c}: There is no significant effect of Servant Leadership's Service to Others on Policy Implementation in Religious nonprofit organization in Nairobi County

From Table 19 results showed servant leadership's component of service to others had a negative significant output with (β value is -0.342 and a P value of 0.02). With a P value <0.05 means that it has a negative effect on policy implementation that is statistically significant. The β value of -0.342 means that for every one-unit increase in servant leadership component of service to others, there is a decrease of 0.342 points in the level of policy implementation. This means that, an increase of service to others component of servant leadership, there is a negative effect of implementation on projects at the community level. The null hypothesis was rejected and the alternate accepted.

The study therefore concludes that there is a significant negative statistical effect of service to others component of servant leadership on the level of policy implementation

among religious nonprofit organizations in Nairobi County. This conclusion is discussed to explain the finding using the descriptive characteristics of the variable, the theoretical literature, the qualitative data, demographic characteristics and previous researchers.

The study suggests three scenarios to explain this outcome based on the characteristics of the construct. The study is in line with Qin *et al.* (2021) who postulate that service to others is purely based on the fundamental desire to first be of help to others as opposed to self through coaching, empowering, training, delegation and sharing of power among others. These components trigger some sort of assurance of acceptance and appreciation to both leaders and followers. Therefore, the primary purpose and motivation of a servant leader is to inspire greatness in their followers and employees, while having the organizational success as an indirect benefit derived from servant leadership outcomes.

In a study by Žiaran *et al.* (2015), it was found out that humility in leadership represents only 0.025% which is a very minimal effect that can be translated to as service to others is not practiced by leaders. These could probaby be part of the reasons as to why this component of servant leadership has scored low in this study and does not evoke the intended effect, even though in discussing with the respondents the largest percentage indicated that the the emphasis on the this component of servant leadership was given attention compared against the very nature of servant leadership whereby; “Jay” one of the in-depth interviews respondents gave a hint as to how the actual situation of the practice of servernt leadership on service to others could be described as follows;

It will be very difficult for employees to be submissive and work with employees at lower ranks because some leaders do not exercise the art of serving others. The leaders push the followers to serve them yet they do not create an ideal space for this to happen. The followers lack motivation, clarity on expectations, communication, appreciation, assessment from leadership, feedback from leaders, consistency in what should be done, planning, training, coaching, mentorship, follow-ups and support from their supervisor. With a lack of a multitude of these things that create an amicable environment for work, it will be very difficult to

ask these employees to submit to leadership. But, if there existed a live arena of exchange and sharing of thoughts and communication as work moves on, the working relationship developed along the way will trigger service to others from all parties involved.

Involvement of employees in the organization's operations and activities, promotes the service to others component of servant leadership. It is always important to encourage workers to see value of and in each other as they work together. Further, "Jay" continued to observed that;

Another reason that affects service to others is how the leaders relate to their employees. The leaders feel like they occupy a higher position as opposed to their followers. This we discourage completely though it is practiced by a number of leaders. They demean their followers feeling that they have nothing important to add to the operations of the organization. Yet, these followers are brilliant people who have great minds that can be tapped for the good of the organization. The moment a follower discovers that they are not valued and their thoughts, ideas and creativity are not recognized, they quietly withdraw and leave the leaders to run the show. By so doing, these followers will owe no one anything, they will go to work to do that one thing they are supposed to do with no passion or move to make things better. They will equally learn the art of ignoring the leaders hence, killing the spirit of serving others willingly. Remember, most of the servant leadership characteristics including serving others are caught and not taught.

The theoretical anchorage for independent construct provides a description of the circumstances under which servant leadership will work best. The servant leadership theory supports this variable by alluding that servant leadership will only occur when a person engages with others in humility which is an indication of service to others. This is because it raises the level of human conduct, loyalty and ethical aspiration for both the leader and the followers (Mulla & Krishnan, 2009). The philosophical basis of servant leadership theory is grounded on serving with humility. This breaks the paradigm that has existed of leaders who take up the roles of managing something, directing those who are led, and activating power and promotes service to others (Russell, 2014) which this study supports to above average levels.

The humility that Jesus Christ showed by washing His disciples' feet even though they called Him Teacher, Master, and Lord, inferring that He was greater than them all in every aspect was a sign of voluntary Service to Others in service (Machokoto, 2019). When a leader exercises power to and not power over followers, both parties appreciate the power of serving one another. Further, the spiritual conceptualization of servant leadership on the leader's values that include humility among others (Yigit & Bozkurt, 2017; Russell, 2014; Eva *et al.*, 2019). This variable agrees with this theory as alluded by Baldonado *et al.*, (2017) that having the servant leadership laying its stress on humility, simplicity and tolerance the will be able to achieve more in their operations. With all these findings that agree to the empirical studies, there is still reason to wonder why this vital servant leadership component has a negative effect on policy implementation especially in the religious nonprofit organizations.

The demographic characteristics show that most of the leaders of the religious nonprofit organizations are below 40 years of age meaning they fall under the 21st century generation whose leadership is faced with ambiguity and uncertainty because the value of the society has greatly changed and the simplicity, order, determination, linearity, loyalty and tolerance of the leaders has moved to aggressiveness, independence and sensitivity to individual feelings (April & Hill, 2000). Further, the X, Y and Z generations have the mentality of work and the ability to multitask. They value their life outside of the workplace and hence, are goal oriented and efficient to allow them time off for their personal endeavors (Berkup, 2014). With this kind of leadership in the religious nonprofit organizations, it will be very hard for them to practice and encourage voluntary service to others. They don't have time to be 'wasted' in teaching, training and coaching. They want to finish their part in order to save time for their personal agenda.

On the other hand, situational leadership theory supports the discussions of this variable by alluding that effective leaders should adjust the way they lead their followers to fit the details of the task at hand and the task maturity of the follower by going down to the follower's level and uplift them (Ngu & Kakanda, 2018). This theory advocates that the leader should flex the leadership style to fit the task and the individual's needs with cohesion. This sometimes necessitate that the leader has to get too low to the level of the follower to lift them through training and coaching which shows some kind of service. There is need for the leader to know and understand every employee's competency and keep developing the employees through all the task levels to allow them to increase their responsibility and complexity (Mohamed, 2017). "Lay" one of the key informants in the in-depth interviews gave a hint on how leaders can reach out to their followers to support one another while serving as follows;

If we as leaders will not learn the art of going down to their employees to either teach, coach or learn from them, it will be very hard for the two parties to submit to each other and work together. When a leader takes time to listen to the employee when sharing their innovative and creativity thoughts, the followers feel valued and recognized as people who can add value to the organization. Such followers will never be coerced to submit but will naturally do so because they will have caught it from the leader. Not all employees are on the same level of growth but each one of them should be treated in a way that will reach out to them in a positive way to encourage them to keep growing.

Further, Ngu and Kakanda (2018) support the findings of this study variable by alluding that the effective leadership style is task-relevant, with different ability to deliver, willingness of the followers to be committed and the leader's support (Ngu & Kakanda, 2018; Uzohue *et al.*, 2016). Hence, there is no single leadership style that is fit for all situations and all followers as a package. This brings together the task behavior and the relationship behavior that the leader provides for the followers by voluntarily submitting. This theory guides both the leader and followers on how and when to submit to one another.

The findings of this study prove that serving others is a vital component of servant leadership especially in project implementation. There is need for support from all angles in order to fully deliver the projects as intended. This agrees with the findings of Stirling *et al.* (2019) who observed that involvement of every employee in the organization's matters is very vital. This includes seeking views of the subordinates and incorporating them in decision making. Agreeing to the views of a subordinate is great humility. This is moderately practiced by leaders of the religious nonprofit organizations in Nairobi County as seen in the outcomes. Vinding and Mikkelsen (2016) also observed that when the workforce know that their input is valued and it matters in contributing to the business goals, there are higher chances of having them engaged, which leads to more innovative ideas that makes the implementation process swift and achievable. Tawane (2019), also found out that incorporation of every participant in running organizations yields a lot especially when it comes to project execution. The involvement act enables everyone to submit to each other knowing that there is dependence on each other for success to be achieved.

Service to others is purely based on the fundamental desire to first be of help to others as opposed to self which is attained through and by coaching, empowering, training, delegation and sharing of power among others (Fields *et al.*, 2015; Olesia *et al.*, 2013; Qin *et al.*, 2021). The key elements that build this construct of promoting a sense of community include; sharing emotional connections, integration, membership, assimilation, influence, and fulfilment of needs (Kidsmatter, 2019) without which, the negative effect on policy implementation is inevitable.

An organization that has a corporate culture that inculcates the required behavioral norms in an organization that promotes service to others is very vital. Being a socially learned component, it is, in the same way passed on to members by members with a great

influence from leadership (Mukhtar *et al.*, 2019). This means that follower behaviors which are informed by the organization's culture that is largely influenced by the leadership in place, are passed on to members by fellow members of the same organization. The organization's core values form the organization's culture, which in turn impact the followers' behavior which in this sense will promote humility which is a vital component that aids service to others tenet of servant leadership. The leaders need to understand their role in maintaining this desirable culture that promotes value in one another and the calling of being a servant to all (Setyaningrum, 2017a).

When service to others component of servant leadership is not well practiced, it leads to poor implementation of projects where projects and programs are either not fully executed or others never kick off at all (Okereke, 2017) due to insufficient implementation capacity, poor project management, inherent weakness due to project design, poor implementation logistics, defective project termination procedures and political influence (Daniel-Kalio, 2019; Desta, Bitga & Boyson, 2018; Omoinyi, 2018). On the other hand, unethical behaviors can crop up if the leaders are not keen enough to inculcate good morals in their workers. The unethical behaviors may include; corruption (Munawwaroh *et al.*, 2019), immoral behaviors (Njehu, 2015), child abuse (Rivera, 2019; Kauffman, 2017; Guerzoni & Graham, 2015; Formicola, 2016; Njehu 2015), and unfair human resource practices (Kenya Law Reports, 2020a; Kenya Law Reports, 2020b; Kenya Law Reports, 2020c).

Meyers (2020) proves that service to others is achieved when power is shared with followers which enhances relationships within the organization, that increases staff work motivation, and speeds up information circulation to required standards and levels. This means that all members are valued. From the qualitative data, this is supported by the top leadership however, leaders in the lower levels do not seem to embrace it. A shared dream

in an organization will motivate the organizational members to freely render their collective contribution to the success projected (Meylahn & Musiyambiri, 2017). Stirling *et al.*, (2019) also observed that inclusion of followers in organization's matters promotes humility and service both within the leaders and followers who are the key implementers of all the organization's projects, programs, and strategies. Without humility, serving others will not be realized. Responding to the question as to how leaders and followers can serve one another, "Ray" held that;

In order to have this aspect of serving others occur in an organization, the leaders should encourage employees to participate in sharing their ideas, innovations, creativity and suggestions of how best they think work should be done. Also, when a leader takes time to take feedback and challenges the followers are facing, they paint a picture of humility to the followers hence, passing a point home to the employees that they should also act in humility. Another vital thing that every leader should strive to do is to always coach, train and mentor employees working under them. Sometimes it calls for patience and resilience to have it done because the learning and grasping capacity of people is different. By exercising patience, it is a show of humility.

These studies drew their attention to the effect of servant leadership on performance and employee behavior and none of them tested its effect on policy implementation. Much as there seems to be an agreement between this study and the previous ones, there is however one concern that these previous studies did not test the effect of service to others component of servant leadership on implementation of projects in nonprofit organizations hence, the findings of this particular study will add new knowledge of how service to others component of servant leadership affects project implementation. Therefore, the key ingredient that makes servant leadership to effectively work is humility, without which, it will be very difficult to promote and practice service to others. This study found out that humility is a vital component of servant leadership, when exercised, the followers are influenced positively because of the growth they achieve while

working together with the leaders who have chosen to mentor, teach, train and coach them without looking down upon them.

Hypothesis H_{01d}

Hypothesis H_{01d}: There is no significant effect of Servant Leadership's Uprightness of Policy Implementation in Religious nonprofit organizations in Nairobi County

The fourth and last component of servant leadership that was found to have a positive significant effect was uprightness. To test this hypothesis servant leadership (uprightness) was regressed on policy implementation. The findings revealed that uprightness had a significant effect on policy implementation. The β value of the construct was 0.250 and had a P value of 0.005 which is <0.05 as shown in Table 19. The null hypothesis stating that; there is no significant effect of servant leadership's uprightness on policy implantation in religious nonprofit organizations in Nairobi County was rejected and the alternate one accepted. There is a significant positive statistical effect of uprightness of servant leadership on the level of policy implementation in religious nonprofit organizations in Nairobi County. The β value of 0.250 means that for every one-unit increase of sense of community, there will be an increase of policy implementation by 0.250. These findings corroborate with previous studies which claim that, a leader should endeavor to embrace authenticity and uprightness in all their operations in order to qualify to be a servant leader. This is because the employees' behavior is greatly promoted, motivated and encouraged by the leader in place through positive influence (Chi *et al.*, 2020). Therefore, the study concludes that uprightness is a vital leadership component that should be highly practiced. This conclusion is discussed to explain the findings using the descriptive characteristics of the variable, the theoretical literature, the qualitative data, demographic characteristics and previous researches.

The descriptive characteristics of the component tested in this hypothesis had an indication that the leaders practice it to a high extent. Supporting this argument from the demographic data, there are more leaders who fall under the age of 40 years and below. This is a generation that seeks attention and recognition, they will do everything to earn the recognition so that everyone knows that they can deliver. The motivation behind it all is for their personal gain and not necessarily the followers and the community (April & Hill, 2000; Mucharraz, 2016). They follow the laid down rules, requirements and regulations so that they outperform the rest to get credit. However, in discussing with the respondents, the largest percentage indicated that the emphasis on this component of servant leadership was given attention. “May” one of the key informants in the in-depth interviews gave a hint as to how the actual situation of the practice of servant leadership could be described as follows;

At the entry point to the organization, every employee must have all the requirements met for the position applied. All required documents are checked to ensure that they did not go wrong in their selection process. Every employee is required to sign a contract, and rules and regulations that govern all employees are provided and clarity offered for proper understanding. This helps both the employee and the leader to come to a conscience agreement that the follower understands and agrees to all the organization’s requirements. By signing these documents, a message is being sent to the employee that the leaders are upright and hence they also need to be upright and follow the organization’s policies to the dot. Further, the employees are introduced to the agency manual on how employees should act, interact and react in order to remain upright. This agency manual has policies that every employee must read, agree and sign. This in a way, helps both the leaders and employees to remain upright in their operations because they have laid down guidelines that everyone agrees to and follows.

The component tested in this hypothesis was theoretically anchored on two theories namely; servant leadership and situational leadership theories. Mulla and Krishnan (2009) allude that servant leadership being a transforming kind of leadership, the leaders endeavor to engage with the followers in a manner that will grow both parties to higher levels of

morality, ethics, values and uprightness. This raises the level of human ethical aspirations and conduct to higher levels. Responding to the morality and ethics issues in regards to uprightness, “May” posited that;

The servant leaders should willingly lead by example, seeking to influence, inspire and motivate through action. This means that, they must engage with them through various ways to ensure that both parties are morally upright and ethical in all their transactions. Further, servant leadership being a situation of working for the good welfare of the employees to achieve the bigger goal through leading by example, this leadership style should not be exploiting but used in the right way to motivate, inspire and ethically show the way to success within the organization and at the community where projects are implemented. Any leader who does not act upright in all their transactions and relations, will be a bad influence to the workers. Hence, every leader is called upon to be ethically upright and conduct themselves uprightly.

Further Machokoto (2019) agrees with this study’s servant leadership component by stating that the core principle of servant leaders is leadership power involving ‘power to’, as opposed to ‘power over’, hence power is used as an enabling and empowering aspect to decide on serving others. Answering to the question as to how servant leaders lead with ‘power to’ and not ‘power over’, “Vay” observed that;

Servant leaders lead everyone together and not in a single way for and with particular people. There is no dictation rather, suggestions and views are welcome from all participants which will lead to a leader having interventions with the followers, cultivating relationships that will allow sharing and amicably dealing with any challenges faced. By so doing, followers are empowered and made better people who are not dependent on the leaders for every instruction on work issues. When employees have been taken through the entire process of the organization’s processes and support given to allow them achieve the intended set goals, it avoids push and pull and everyone will be actively involved in executing their mandate for the ultimate success of both the organization and the projects implemented.

Further, the focus of servant leadership is on the organization’s stability, sustainability and evolution through the personal growth of the followers as the straightforward underpinning (Ragnarsson *et al.*, 2018). This calls for uprightness on the

leader and follower in all operations especially project execution and implementation.

Responding to the importance of uprightness, “Bay” stated that;

Honesty and uprightness are fundamental components of decision making processes that need to be treated with great openness, good understanding, mutually acceptable practices, and the followers’ maturity in order to realize the expected outcomes. All stakeholders including the followers who are number one in the list, need to be fully involved in the matters of the organizations. Decision making process should incorporate all both the leaders and the followers. At the execution level, the followers get to learn a lot of how best they can discharge their duties for better outcomes the next time they are involved. These are the people who interact with the client on one on one basis hence, have a better understanding of both the challenges and success achieved at the ground level. Hence, having them contribute to the decision making process will help the organization arrive at better informed decision as opposed to leaving them out of the box.

Hence, the intentions of this study variable and its outcomes agree with the theory.

Further, situational leadership theory supports this variable by alluding that a leader needs to be honest when dealing with the followers to ensure that fairness is exercised on how they are dealt with and allowed to operate. The need for an ideal leadership style of a particular follower and situation should be handled with a lot of integrity (Ngu & Kakanda, 2018). This theory advocates that the leader should be flexible enough with the leadership style chosen to fit the task and the individual’s needs. Also study agrees with Kumar (2018), that the most effective and successful leaders have the capacity to acclimatize leadership styles to the state of affairs while looking at the kind of duty, the type of employees, and all the aspects that will influence the work to be done in order to realize the intended outcomes. Responding to how leaders deal with employees when going through challenges, “Lay” stated that;

The interaction with the employees should be handled with care so as not to interfere with the tasks they are undertaking. This means that how a leader deals with an employee when they are going through personal challenges is not the same way they are dealt with when undertaking their tasks. Different leadership approaches are used in these two different scenarios that face every employee of an organization. There is no one

follower who never meets personal challenges which if left unattended will affect their performance at work. This is why most organizations have counselling services for employees who are going through tough situations either at the work place or personally for help. Some communities where projects are implemented can be so hard to a level that can cause stress to an employee. Such should be dealt with professionally to allow this employee to remain sober as they discharge their duties.

The argument behind this leadership style is that different employees work better with different leadership styles, and thus a leader should know when and where to employ a particular style of leadership to achieve the expected outcome. This is evidenced by the positive outcomes of this study's findings.

The empirical studies provide some insight on the operation of servant leadership to bring about influence among followers. Thao and Kang (2020) found out that the organizational behavior that supports uprightness towards work and other areas of being is greatly influenced by the servant leaders. Any leader who does not embrace and exercise uprightness, will disseminate the same tendencies to their followers leading to nonperformance. Hence, a leader who does not embrace authenticity and uprightness in all their operations does not qualify to be a servant leader because the employees' behavior is greatly promoted, motivated and encouraged by the leader in place through influence (Chi *et al.*, 2020). "Nay" one of the respondents of the in-depth interviews had this comment on the leaders' uprightness;

A servant leader must be upright in all their operations be it finances or how they handle and deal with both followers and clients. If a leader is not true, reliable, trustworthy or dependable, that is how the followers are going to behave. No wonder some projects are never completed because employees chose to misappropriate funds, or caused chaos on site hence leading to premature departure. Therefore, there is a great relationship between the behaviors of a leader and those of the followers. A leader can influence either positively or negatively.

Beyene *et al.*, (2019) also observed that when all the stakeholders are involved and engaged in the organization's processes, it promotes uprightness amongst leaders and followers. This is necessitated by the fact that every participant knows that they will be held accountable ought need to be more vigilant. This is supported with high scores of leaders practicing uprightness, with an aggregate mean of 4.15 the study agrees with the findings of these previous researchers.

The leadership qualities inherent within the servant leaders realize the flow of the servant leadership tenets from the point of self-sacrificing and unselfishness, grounded on the others first orientation within the leader's heart which projects their values, principles and ethics. These tenets have been found to lie at the core of the servant leadership theory and are vital to the long standing wellbeing of the respective entity that is served (Fields *et al.*, 2015; Benson & Peprah, 2021).

The nonprofit type of organizations are those that are set up by the founders for promoting the welfare of the society or for promotion of art and culture in society and need to uphold high levels of honesty, trustworthiness, openness, and accountability to every individual who has invested faith, time, and money in that particular organization (Al-tabbaa *et al.*, 2013) for a specific agenda. These organizations are accountable to the founders, public, community, donors, volunteers, and the recipients of their services. Nonprofit entities have an obligation to their funders, founders, and stakeholders to manage all categories of resources in a responsible manner (Felix *et al.*, 2017).

Eva *et al.* (2019), capture uprightness as one of the vital components of servant leadership. If a leader is not upright, it will not be easy to allow followers to take part in decision making because their ways as leaders may not be right and they wouldn't want their followers to know. Wu *et al.* (2020), also found out that servant leaders have a way in which they influence their followers through their character which is characterized by

the servant leadership tenets they uphold and exercise. Being upright as a leader sends a particular signal to how the followers will behave. So far, no single research tried to link the effect of uprightness component of servant leadership with policy implementation.

The key ingredients of servant leadership that account for its effects on organizational systems and among followers are; accountability to all the stakeholders, uprightness, unselfishness, role modeling and humility. In the rational paradigm, leaders are viewed as isolated heroes who own command and control capabilities. On the contrary, servant leadership expresses humility by choosing to work with people, remaining accountable and exercising uprightness in all their areas of operation. By so doing, such leaders end up influencing the followers positively and the organizational systems are upright.

Hypothesis H₀₂

Hypothesis two of the study sought to test the mediating effect of follower behavior on the relationship between components of servant leadership and policy implementation.

The hypothesis was stated in the null form as;

Hypothesis H₀₂: There is no significant mediating effect of follower behavior on the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County

The mediating effect hypothesis was tested following the approach proposed by Baron and Kenny (1986) and Mackinnon and Fairchild (2009) which proposed four steps. Each of the four step culminates in a regression model showing the relationship among the variables as represented by the regression output parameters. The four statistical models drawn from the regression analyses are expressed in model 1 – model 4 as follows;

$$P = \beta_1 + C_1X_1 + C_2X_2 + C_3X_3 + C_4X_4 + e_1 \dots \dots \dots (1)$$

$$M = \beta_2 + C_1'X_1 + C_2'X_2 + C_3'X_3 + C_4'X_4 + e_2 \dots \dots \dots (2)$$

$$P = \beta_3 + aM + e_3 \dots \dots \dots (3)$$

$$P = \beta_4 + C''_1X_1 + C''_2X_2 + C''_3X_3 + C''_4X_4 + bM + e_4 \dots \dots (4)$$

Where;

P= Policy Implementation

X₁= Holistic Approach to Work Component of Servant Leadership

X₂ = Sense of Community Component of Servant Leadership

X₃ = Service to Others Component of Servant Leadership

X₄ = Uprightness Component of Servant Leadership

M= Composite Index for the mediating variable - follower behavior

C₁-C₄, C₁'-C₄', C''₁-C''₄ = Regression coefficients representing the direct effect of servant leadership components on policy implementation and the effect of servant leadership components on policy implementation after adjusting for the mediating variable - follower behavior

a= Effect of servant leadership components on follower behavior in the model regressing the mediating variable against the dependent variable

e₁, e₂, e₃ = Residuals

Step One: The Direct Effect of Servant Leadership on Policy Implementation

This step sought to measure the effect of the components of servant leadership on the dependent variable policy implementation. The results are presented in Table 18.

Table 18 – Direct Effect of Servant Leadership on Policy Implementation

ANOVA ^a								
Model		Sum of Squares		Df	Mean Square	F	Sig.	
1	Regression	34.092		4	8.523	28.519	.000 ^b	
	Residual	33.770		113	.299			
	Total	67.862		117				
Model Summary ^b								
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
						R Square Change	F Change	df1
1		.709 ^a	.650	.615	.54667	.502	28.519	4
Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.		
		B	Std. Error	Beta				
1	(Constant)	.203	.627		.325	.746		
	Holistic Approach to Work	-.493	.114	-.322	-4.343	.000		
	Sense of Community	1.096	.138	.635	7.919	.000		
	Service to Others	-.513	.107	-.415	-4.809	.000		
	Uprightness	.454	.123	.293	3.689	.000		

Source: Research Data (2022)

The regression analysis results in Table 20 show that the ANOVA statistic, $F = 28.519$, $P < 0.05$. This meant that the regression model was statistically significant. This indicates that servant leadership explains about 61.5 per cent variations (adjusted $R^2 = 0.615$) on Policy Implementation. The beta coefficients for each of the variable are; Holistic Approach to Work, $\beta_1 = -0.531$ ($t = -4.557$, $P < 0.05$), Sense of Community, $\beta_2 = 0.152$ ($t = 1.379$, $P < 0.05$), Service to Others, $\beta_3 = -0.342$ ($t = -3.773$, $P < 0.05$), and Uprightness, $\beta_4 = 0.250$ ($t = 0.883$, $P < 0.05$). All the coefficients are statistically significant at $P = 0.000$. The regression model expressing the relationships is summarized as;

$$P = 0.203 + -0.322X_1 + 0.637X_2 + -0.415X_3 + 0.293X_4$$

Where;

P = Policy Implementation Component of Servant Leadership

X_1 = Holistic Approach to Work Component of Servant Leadership

X_2 = Sense of Community Component of Servant Leadership

X_3 = Service to Others Component of Servant Leadership

X₄ = Uprightness Component of Servant Leadership

Step Two: Effect of Servant Leadership on Follower Behavior

The second step regressed the independent variable against the mediating variable following behavior and the results as shown in Table 19.

Table 19 – Effect of Servant Leadership on Follower Behavior

ANOVA ^a							
Model		Sum of Squares		Df	Mean Square	F	Sig.
1	Regression	8.821		4	2.205	8.004	.000 ^b
	Residual	83.475		303	.275		
	Total	92.296		307			
Model Summary ^b							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.309 ^a	.096	.084	.52488	.096	8.004	4
Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	2.111	.348		6.063	.000	
	Holistic Approach to Work	-.018	.062	-.118	-.295	.038	
	Sense of Community	.336	.069	.291	4.888	.000	
	Service to Others	-.088	.044	-.123	-1.982	.048	
	Uprightness	.122	.058	.131	2.120	.035	

Source: Research Data (2022)

The statistics in Table 19 show that ANOVA statistic, $F = 8.004$, $P < 0.05$ is significant in this model the components of servant leadership explain about 8.4 per cent variation (adjusted $R^2 = 0.084$) on follower behavior. The beta coefficients, Holistic Approach to Work $\beta_1 = -0.118$ ($t = -0.295$, $P < 0.05$), Sense of Community $\beta_2 = 0.291$ ($t = 4.888$, $P < 0.05$), Service to Others $\beta_3 = -0.123$ ($t = -1.982$, $P < 0.05$), Uprightness $\beta_4 = 0.131$ ($t = 2.120$, $P < 0.05$). Hence, the equation predicting the influence of the components leadership on the composite of follower behavior takes the following form;

$$M = 2.111 + -0.018X_1 + 0.291X_2 + -0.123X_3 + 0.131X_4$$

Where;

M = Follower Behavior

X₁ = Holistic Approach to Work Component of Servant Leadership

X₂ = Sense of Community Component of Servant Leadership

X₃ = Service to Others Component of Servant Leadership

X₄ = Uprightness Component of Servant Leadership

Step Three: Effect of Follower Behavior on Policy Implementation

Step 3 of the process tested the effect of the mediating variable on the dependent variable. The results are presented in Table 20

Table 20 – Effect of Follower Behavior on Policy Implementation

ANOVA ^a							
Model		Sum of Squares		Df	Mean Square	F	Sig.
1	Regression	2.099		1	2.099	3.633	.059 ^b
	Residual	68.165		118	.578		
	Total	70.264		119			
Model Summary ^b							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.173 ^a	.030	.022	.76005	.030	3.633	1
Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
		B	Std. Error	Beta			
1	(Constant)	1.716	.503		3.413	.001	
	Follower Behavior	.269	.141	.173	1.906	.050	

Source: Research Data (2022)

The results in Table 20 show that the model fit is good ($F = 3.633$, $P < 0.05$) and that the mediating variable explains 2.2 per cent of the variation in policy implementation ($\text{Adjusted } R^2 = 0.022$). The beta coefficients: Constant, $\beta_0 = 1.716$ ($t = 3.413$, $P < 0.05$) and follower behavior, $\beta_1 = 0.173$ ($t = 1.906$, $P < 0.05$) with all the $P < 0.05$ being statistically significant. Hence, the equation predicting the influence of the component of follower behavior on policy implementation takes the form;

$$P = 1.716 + 0.173M.$$

Where;

P = Policy Implementation

M = Follower Behavior

Step Four: Mediated Effect of Follower Behavior on Policy Implementation

The last step in the mediated hypothesis test regressed the independent variable against the dependent when the mediating variable was introduced. The regression results are presented in Table 21

Table 21 – Mediating Effect of Follower Behavior on Policy Implementation

ANOVA ^a							
Model		Sum of Squares		Df	Mean Square	F	Sig.
1	Regression	34.119		5	6.824	22.473	.000 ^b
	Residual	33.705		111	.304		
	Total	67.824		116			
Model Summary ^b							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.709 ^a	.693	.658	.55105	.503	22.473	5
Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)		.146	.658		.221	.825
	Holistic Approach to Work		-.496	.115	-.323	-4.326	.000
	Sense of Community		1.086	.141	.639	7.700	.000
	Service to Others		-.512	.108	-.413	-4.755	.000
	Uprightness		.444	.129	.299	3.431	.001
	Follower Behavior		.042	.111	.027	.380	.705

Source: Research Data (2022)

The regression results for step 4 in Table 21 show that the model is significant ($F = 22.473$, $P < 0.05$) and that the model explains 65.8 per cent of the variation in policy implementation. The beta coefficients: Constant, $\beta_0 = 0.146$ ($t = 0.221$, $P > 0.05$), Holistic Approach to Work, $\beta_1 = -0.323$ ($t = -4.326$, $P < 0.05$), Sense of Community $\beta_2 = 0.639$ ($t = 7.700$, $P < 0.05$), Service to Others, $\beta_3 = -0.413$ ($t = -4.755$, $P < 0.05$), Uprightness, $\beta_4 =$

0.299 ($t = 3.431$, $P < 0.05$), and follower behavior, $\beta_4 = 0.027$ ($t = 0.380$, $P > 0.05$) with all others $P < 0.05$ except for the follower behavior. The equation predicting the effect of servant leadership and follower behavior on policy implementation when the mediating variable is introduced takes the following form;

$$P = 0.146 + -0.322X_1 + 0.635X_2 + -0.415X_3 + 0.293X_4 + (-0.323X_1 + 0.639X_2 + -0.413X_3 + 0.299X_4) + 0.027M$$

Where;

P = Policy Implementation

X_1 = Holistic Approach to Work Component of Servant Leadership

X_2 = Sense of Community Component of Servant Leadership

X_3 = Service to Others Component of Servant Leadership

X_4 = Uprightness Component of Servant Leadership

M = Follower Behavior (mediating variable)

In order to make the decision on whether there is a mediating effect, the results of steps 1-4 were summarized in Table 22

Table 22 – Summary of the Four Models

	Model 1	Model 2	Model 3	Model 4	Change (Model 4 – Model 1)
Constant	0.203*	2.111***	1.716***	0.146*	0.057
Holistic Approach to Work	-0.322***	-0.118***		-0.323***	-0.001
Sense of Community	0.635***	0.291***		0.639***	0.004
Service to Others	-0.415***	-0.123***		-0.413***	0.002
Uprightness	0.293***	0.131***		0.299***	0.006
Follower Behavior			0.173***	0.027*	
R ²	0.650	0.096	0.030	0.693	0.043
Adjusted R ²	0.615	0.084	0.022	0.658	0.043
F	28.519	8.004	3.633	22.473	
Sig.	0.000	0.000	0.059	0.000	

***P<0.000 **P<0.05 *P>0.05

Source: Research Data (2022)

From Table 22 the results show that in the direct effect model, the adjusted $R^2 = 0.615$ and the coefficients of the independent variables are $\beta = -0.322$; $\beta = 0.635$; $\beta = -0.415$ and $\beta = 0.293$ for Holistic Approach to Work, Sense of Community, Service to Others and Uprightness respectively. In model 2 and 3 all the coefficients are significant. When the mediating variable Follower Behavior is introduced, the explanatory power rises by 4.3 per cent to 69.3 per cent while the effect of the independent variable improves by -0.001, 0.004, 0.002, 0.006 for Holistic Approach to Work, Sense of Community, Service to Others and Uprightness respectively. The coefficients of the mediating variable is not significant in the mediated regression model. In order to determine whether there is mediation, the study applied the decision rule by MacKinnon *et al.*, (1995) “in interpreting the change observed in the regression coefficients between step one and step four where C_1-C_4 regressed the direct effect, while $(C_1-C_4) - (C_1'-C_4')$ represent the indirect or mediated effect. According to MacKinnon, Wersi and Dwyer (1995) observed that, when the treatment coefficient (C') is zero when the inclusion of the mediator is in the model, then the relationship is fully mediated by the mediating variable. But when the absolute size of

the non-mediated effect between the independent and dependent variable is reduced after controlling for the mediator variable, and the direct effect is still significantly different from zero, the mediation effect is partial”.

Based on the statistical outcomes, the regression tests in model one and four show there is a partial mediating effect of follower behavior on the relationship between components of servant leadership and policy implementation. H_{02} was therefore not supported and the alternate hypothesis was adopted. Thus, the hypothesis observes that there is a significant statistical partial mediating effect of Follower Behavior on the relationship between components of servant leadership and policy implementation among religious nonprofit organizations in Nairobi County. The study therefore concludes that the strength of the relationship between servant leadership and policy implementation among religious nonprofit organization is dependent on the level of follower behavior generated from the application of servant leadership.

In considering this conclusion made on hypothesis two (H_{02}) the study offers an explanation drawing inferences from the characteristics of the mediating variable, theoretical underpinnings and previous researches.

In terms of the characteristics of the mediating variable, the study considered the descriptive characteristic of the mediating variable presented in table 11 and the views of the key informants on their perceived behavior of the variable on the context of investigation. This variable was measured as the descriptive characteristics of the follower behavior showed that two components of follower behavior comprising this variable (reciprocal services and teamwork) scored fairly high with an aggregate mean of 3.74. However, one indicator in these two components scored exceptionally well that is “always seeking to be accountable to the stakeholders and donors”. It seems like both the leaders and followers must remain accountable because of the governance systems in place as

indicated in the descriptive statistics that show high scores on requirements of accountability. With this information, it is evident that follower behavior is very vital in the implementation process of projects. Respondent “Kay” had this commend on the accountability requirement from the organization;

It is a requirement by the NGO council and the agency operations guidelines that reports on the funds and resources for running and completed projects should be submitted on regular basis. Being a requirement all employees are informed of their expectations on these reports and they should be done and sent to the respective persons and entities on time. It is a governance requirement that should not be ignored. This further requires that employees be involved in decision making process. If this aspect is well bought by the leaders, the influence will be great. Most employees get withdrawn from the projects they are executing because they feel like they are not valued and are not part of the operations of the organization because they do not have any mandate to make simple decisions that will hasten the implementation process since they are the people on the ground. Due to this, most of them end up operating like robots which leads them to losing morale in what they are doing hence affecting their performance levels. But the moment these employees start realizing that their suggestions can actually be adopted and used in the organizations, they start being more creative and innovative. Being the people on the ground, sometimes they are faced with challenges which require urgent decisions that will enable them to continue working without causing any kind of delays or hiccups. If they don't have power to do so, work will stall until a decision is made in the office and word sent to them. Hence, causing unnecessary delays and equally affecting the employees' performance. Due to the unforeseen circumstances and challenges, it is important to empower employees with decision making skills so that they can be able to act as need arises without causing any delays in work delivery.

Other than this one indicator that scored exceptionally high, the other indicators have some room for improvement. This means that, if these other indicators perform equally high, the mediation effect will equally be high. Responding to other reasons as to why employees' effectiveness, efficiency and resourceful, “Jay” observed that;

It is true that most of the employees are not always resourceful, they mostly do not deliver at optimal, they are not effective, do not deliver on time, do not achieve their goals, don't pay attention to every detail of the requirements, are not committed in what they are tasked to do and are not generally efficient. This can be turned around to make these followers better performers in what they are tasked to do. They can be effective and

efficient in their work. This can be achieved if the leaders purpose to constantly motivate them. Appreciation is very vital in this process especially if done publicly. It does not mean that you must use money to motivate employees, a mere sincere and genuine thank you, recognition of work well done, adoption of new ways of doing things suggested by them, makes them feel appreciated and hence get motivated. Do not endeavor to spend so much to motivate your staff. Just get simple ways of making them feel part of the team and you will see great transformation and growth. It is also necessary to let them know what is expected of them in good time and in clear terms. Some employees get into businesses without proper guidelines and without proper explanation of how the work is expected to be done and completion timelines. This has greatly affected the implementation process of most projects. There is need for constant training, coaching and mentorship programs that will harness their abilities.

How will servant leaders manage to achieve this? This question was answered by “Pay” stating that;

Leaders at the departmental level should also learn the art of delegation. There is great power in delegation when it comes to work issues. The leaders at whichever level should not be doing everything because by so doing, they deny employees chance to exercise their creativity and innovation in their work. Once employees are given chance they will be allowed to use their new ways to deliver on time and the results become better than before. Leaders should also learn to appreciate their employees. The support system at the departmental level should be reinforced to support work. There is need for new knowledge in the organization from time to time due to the many changes and the competitiveness in the industry. Many donors are withdrawing their grants because of lack of proper implementation of projects and lack of consistency in reporting. As an industry, there is need to encourage all the supervisors at all levels to entertain suggestions from their followers who are working under their leadership. There is no way a department or organization will grow if they do not embrace new knowledge. Employees have many diverse ways of doing things for better results. But until they are given chance to do it, they will not exploit their potential. By allowing them this support system, a message is being passed across and it will be easily tapped and implemented for the growth of the organization and better outcomes on the ground where projects are implemented. The followers will soon be doing what the leaders are doing hence, the power of influence. The entire organization will be positively infected by their leaders and thus, the employees’ behaviors will be more like those of their leaders.

There is a lot that staff can do when they are assured of support from the leaders. When the support system is in place, it will be exercised by both the leaders and followers. Everyone will feel indebted to support each other at all levels. The leaders will not feel like they are taking a lower position when they are helping their followers. The support will be infectious and everyone will operate knowing that they will not be stuck and left behind but will always have someone to lift them as they push together. This is how most organizational cultures are made and passed down generations to both new and old employees. The leaders deliberately choose to influence their employees positively for the good of both the organization and the community they are impacting by choosing to show the way on how things should be done around the organization.

There is also need to improve the communication in all channels. It is unfortunate that many times, employees are not informed of the key decisions that have been made that will affect their operations. For example, during the onset to Covid-19, the conditions necessitated cut of pay and some temporal layoffs due to the economic depression. Most employees were caught by surprise of these things because they were not involved in the deliberation process and second, when these decisions were made, there was no proper or official communication sent out to employees. Most of them got it from other people and for some time it was treated as rumor but it was the painful reality. Lack of communication is a great danger that has greatly hindered the implementation of projects. It is prudent to always have communications channels open in all direction so that information can flow in and out. The leaders need to know what is happening on the ground while the employees executing these projects equally need to have communication coming to them on how the organization is running even when they are out in the field. No one should be surprised by things happening in the organization that they are not aware of.

The component tested in this hypothesis was theoretically anchored on leader-member exchange theory. Schyns and Day (2010) suggest that, the leader-member exchange theory is an all-inclusive leadership style. This methodology pays great attention to how individuals at a personal level understand, interpret, and perform their official roles, and by so doing, they contribute to the effectiveness of the organization. The focus of this style is on helping followers individually at their levels to secure satisfying performance from each one of them hence, becoming a leader in their eyes as individuals. How can leaders help their employees to achieve more? Respondent “Vay” had this comment;

The leaders should help their employees by mentoring them, coaching them and teaching them where need be to help them grow both in their professional line and their personal lives too. Without nurturing them, it will be very hard for them to deliver at optimum. Employees can only be effective and efficient if they are nurtured and supported in all their operations to make them better and feel accepted. It is through these ways that they get to learn how to work together as a team and uphold oneness. What is done to develop them, that will they also do to their fellow workers.

The leader-member exchange theory is used to investigate, discover and understand thoughts and perceptions surrounding leadership in diverse fields. This theory is based on relationships and two-way interactions between leadership and followers. According to this theory, the leaders are crucial in developing the quality of the interchange relationship that develops among the leaders and their employees. These interchanges are written off as mutual respect, trust and liking (Balasundaram & Sathiyaseelan, 2016).

The leaders play a vital role in this relationship by providing developmental opportunities, support, mentoring, coaching, and other benefits to the personnel. The members who are beneficiaries of these resources get motivated to reciprocate to the leaders by demonstrating behaviors that show loyalty and elevated heights of voluntary actions (Lunenburg, 2010). Respondent “Nay” had this comment on the possible ways for leaders to develop the interchange relationships in regards to work;

It is the leaders’ role to couch, train and mentor their employees. This is the only way that they can be able to learn and harness their capabilities in undertaking their assigned tasks. If as a leader you fail to empower the person working with you, failure will be inevitable. Every leader must ensure that regular checks are done to know the followers’ needs that should to be worked on and plan adequately to address these issues through either teaching, training or coaching. These things should be done frequently due to the changes that constantly occur in the industry that necessitate change and improvement in delivery ways.

How the leaders behave towards the employees indicate the levels of trustworthiness, supportiveness and loyalty toward the employees from the leaders which nourishes the relationship in a positive manner that eventually affects its quality levels.

Depending on the relationship experienced, the employees experiencing high-quality exchange relationships regarding their leaders as more authentic, transformational, less undermining, moral, and respectable (Osman & Nahar, 2015). Further, on the interchange relationships between leaders and employees, “Kay” had this view;

Having employees who do not trust the leader is very dangerous. It is like you are operating in unsecured game park and you expect that wild animals will not harm you. When leaders work together with employees, offering them the support they need and interact with them in their areas of duty, it creates some sort of trustworthy relationships that will win their trust because of how they engage one with another. When followers learn that they are not undermined and are respected despite the position they occupy in the organization, they will build trust with their leaders and work relationships will grow. This enables the employees to work hard and push beyond their limits because they feel valued and will give their very best in their allocated tasks. Employees need support from leaders, there is no other way out if as a leader you need excellence.

The previous researches done on servant leadership are in support of these observations, (Opoku *et al.*, 2019) in their study found out that servant leadership is an antecedent to employee innovative behavior with perceived insider status as a mediating variable. Wu *et al.* (2020), found out in their study that servant leadership can overcome follower self-interest by inspiring engagement of proof that there is a relationship between servant leadership and follower behavior. Further Qin *et al.* (2021) found out that when servant leaders put followers first and focus on their development which an important influence on follower feedback-seeking behavior, this behavior is highly developed. This was achieved by having moqi mediating the relationship between servant leadership and feedback-seeking behavior.

Greenleaf (1970) the founder of servant leadership postulated that the fundamental purpose leaders seek to achieve in their leadership is transforming the followers to “grow healthier, wiser, freer, more autonomous, and more likely to become servants themselves” (p. 13-14). This is driven by humility as their central focus and without which, there will

be no servant leadership. Similarly, Désirée and Chavremootoo (2018) expressed that servant leadership is the aptitude of a person to bring out the best in the people led and this kind of leadership in a greater way relies on passing information one-to-one in order to fully comprehend the capabilities, potential, objectives and desires of each led member. If the servant leaders in the religious nonprofit organizations put these things into consideration, the outcome of followers would be great and the mediation effect would be stronger.

Göçen and Özğan (2018), found out that a strong sense of community births high levels of involvement in community affairs while upholding civic responsibility. When an ideal sense of community is practiced in an organization, members of that entity are expected to be part of decision making processes (Aribiton & Vikoo, 2020) which promotes efficiency and effectiveness. This can only be achieved by working to include every employee's voice in direction-setting and decision making, and by embracing those practices that deepen equity on all fronts. Moreover, by involving followers in decision making can be used as a tool to enhance relationships within the organization, which in turn increases staff work motivation, and speeds up information circulation to required standards (Meyers, 2020).

In the study by Ying *et al.* (2020) it was found out that servant leaders can be used as catalysts to form and shape the followers' behavior. Further, the study found out that servant leadership was a substantial predictor of psychological empowerment, employees' voluntary green behavior and autonomous motivation. These findings agree with this study's outcomes. Quite a number of studies have been done on servant leadership and follower behavior. However, most of these empirical studies have picked one type of behavior for their studies and there is no single study that has picked follower behavior as a mediating variable in relationships that exist between servant leadership and other

dependent variables. Further, the interactive effects of follower behavior on the relationship between servant leadership and policy implementation in the religious nonprofit context have been proved to be very critical because without proper follower behavior, working at the community level where the organization's projects are implemented will be quite difficult. Hence, the outcomes of this study advocate for the mediating role of follower behavior as a vital one in the relationship between servant leadership and policy implementation.

Hypothesis H₀₃

Hypothesis three of this study sought to test the moderating effect of nonprofit institutional context on the relationship between components of servant leadership and policy implementation among the religious nonprofit organizations. The hypothesis was stated in the null form as;

Hypothesis H₀₃: There is no significant moderating effect of nonprofit organizations' nonprofit institutional context on the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County

The moderation effect hypothesis was tested following the approach proposed by Keppel and Zedeck (1989) and Mackinnon and Fairchild (2009) which proposed four steps. Each of the four steps culminates in a regression model showing the relationship among the variables as represented by the regression output parameters. The four statistical models drawn from the regression analyses are expressed in model one to model four as follows;

$$P = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \quad (1)$$

$$M = \beta_1 + \beta_2 P + \epsilon \quad (2)$$

$$P = \beta_2 + \beta_1' X_1 + \beta_2' X_2 + \beta_3' X_3 + \beta_4' X_4 + \beta_5' M \quad (3)$$

$$P = \beta_3 + \beta_1'' X_1 + \beta_2'' X_2 + \beta_3'' X_3 + \beta_4'' X_4 + \beta_5'' (X_1 * X_2 * X_3 * X_4) + \epsilon \quad (4)$$

Where;

P= Policy Implementation

X₁= Holistic Approach to Work Component of Servant Leadership

X₂= Sense of Community Component of Servant Leadership

X₃= Service to Others Component of Servant Leadership

X₄= Uprightness Component of Servant Leadership

M= Nonprofit institutional context

β_0 = Intercept

β_{1-4} , β'_{1-4} & β''_{1-4} = Coefficients of the interaction term between components of servant leadership and NPO nonprofit institutional context

ϵ = Error term

Step One: Direct Effect of Servant Leadership on Policy Implementation

In the first step of the moderating effect analysis, the independent variable was regressed against the dependent variable and the results presented in Table 23.

Table 23 – Direct Effect of Servant Leadership on Policy Implementation

ANOVA ^a							
Model		Sum of Squares		Df	Mean Square	F	Sig.
1	Regression	34.092		4	8.523	28.519	.000 ^b
	Residual	33.770		113	.299		
	Total	67.862		117			
Model Summary ^b							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.709 ^a	.650	.615	.54667	.502	28.519	4
Coefficients ^a							
Model			Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
1	(Constant)		.203	.627		.325	.746
	Holistic Approach to Work		-.493	.114	-.322	-4.343	.000
	Sense of Community		1.096	.138	.635	7.919	.000
	Service to Others		-.513	.107	-.415	-4.809	.000
	Uprightness		.454	.123	.293	3.689	.000

Source: Research Data (2022)

The regression analysis results in Table 23 show that the ANOVA statistic, $F = 28.519$, $P < 0.05$. This meant that the regression model was statistically significant. This indicates that servant leadership explains about 61.5 per cent variations (adjusted $R^2 = 0.615$) on Policy Implementation. The beta coefficients for each of the variable are; Holistic Approach to Work, $\beta_1 = -0.531$ ($t = -4.557$, $P < 0.05$), Sense of Community, $\beta_2 = 0.152$ ($t = 1.379$, $P < 0.05$), Service to Others, $\beta_3 = -0.342$ ($t = -3.773$, $P < 0.05$), and Uprightness, $\beta_4 = 0.250$ ($t = 0.883$, $P < 0.05$). All the coefficients are statistically significant at $P = 0.000$. The regression model expressing the relationships is summarized as;

$$P = 0.203 + -0.322X_1 + 0.637X_2 + -0.415X_3 + 0.293X_4$$

Where;

P = Policy Implementation Component of Servant Leadership

X_1 = Holistic Approach to Work Component of Servant Leadership

X_2 = Sense of Community Component of Servant Leadership

X_3 = Service to Others Component of Servant Leadership

X_4 = Uprightness Component of Servant Leadership

Step Two: Effect of Nonprofit institutional context on Policy Implementation

The second step of the moderating process involved regressing the moderating variable against the dependent variable. The summary of the analysis is presented in Table

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Table 24 – Effect of Nonprofit institutional context on Policy Implementation

ANOVA ^a							
Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	17.921	1	17.921	41.820	.000 ^b	
	Residual	47.995	112	.429			
	Total	65.916	113				
Model Summary ^b							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.521 ^a	.272	.288	.65462	.272	41.820	1
Coefficients ^a							
Model			Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
1	(Constant)		.074	.405		.183	.855
	Nonprofit institutional context Composite		.641	.099	.521	6.467	.000

Source: Research Data (2022)

Table 24 shows that ANOVA statistic, $F = 41.820$, $P < 0.05$. This meant that the regression model was statistically significant. The model summary table indicates that the nonprofit institutional context explains about 28.8 per cent variations (adjusted $R^2 = 0.288$) in policy implementation. The beta coefficients are as follows; constant, $\beta_0 = 0.074$ ($t = 0.183$, $P < 0.05$), nonprofit institutional context, $\beta_1 = 0.521$ ($t = 6.467$, $P = < 0.05$) with the P values < 0.05 being statistically significant. Hence the equation predicting the influence of the nonprofit institutional context on policy implementation takes the following form; $M = 2.713 + 0.641P$

Where;

P = Policy Implementation

M = Nonprofit institutional context

Step Three: Moderated Effect of Servant Leadership on Nonprofit Institutional Context

In the third step, the independent variable is regressed against the dependent variable when the moderating variable is included in the test. The output is presented in Table 25.

Table 25 – Moderated Effect of Servant Leadership on Nonprofit Institutional Context

ANOVA ^a							
Model		Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	36.427	5	7.285	26.300	.000 ^b	
	Residual	29.363	106	.277			
	Total	65.790	111				
Model Summary ^b							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.744 ^a	.554	.533	.52632	.554	26.300	5
Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error				
1	(Constant)	-.679	.662		-1.026	.307	
	Holistic Approach to Work	-.378	.115	-.241	-3.284	.001	
	Sense of Community	.991	.154	.564	6.449	.000	
	Service to Others	-.427	.107	-.346	-3.996	.000	
	Uprightness	.315	.125	.203	2.514	.013	
	Nonprofit institutional context	.272	.094	.220	2.903	.004	

Source: Research Data (2022)

The regression results for step 3 in Table 25 indicate that the ANOVA statistics; $F = 26.300$, $P < 0.05$ implying that the regression model is significant. The regression model with the 3 types of variables explain about 53.3 per cent variations (adjusted $R^2 = 0.533$) on policy implementation. The beta coefficients: constant, $\beta_0 = -0.679$ ($t = -1.026$, $P > 0.05$), holistic approach to work, $\beta_1 = -0.241$ ($t = -3.284$, $p < 0.05$), sense of community, $\beta_1 = 0.564$ ($t = 6.449$, $p < 0.05$), service to others, $\beta_1 = -0.346$ ($t = -3.996$, $P < 0.05$), uprightness, $\beta_1 = 0.203$ ($t = 2.514$, $P < 0.05$), nonprofit institutional context, $\beta_2 = 0.220$ ($t = 2.903$, $P < 0.05$). Hence the equation predicting the effect of the independent and moderating variables on the dependent take the form of;

$$P = -0.679 + -0.241X_1 + 0.564X_2 + -0.346X_3 + 0.203X_4 + 0.220M$$

Where;

P = Policy Implementation

X₁ = Holistic Approach to Work Component of Servant Leadership

X₂ = Sense of Community Component of Servant Leadership

X₃ = Service to Others Component of Servant Leadership

X₄ = Uprightness Component of Servant Leadership

M = Nonprofit institutional context

Step Four: Moderated Effect of Servant Leadership on Policy Implementation

The last step of the moderating effect test involved regressing the independent, moderating against the dependent while including the interaction term for each of the independent variables with the moderating variable. The regression results are summarized in Table 26.

Table 26 – Moderated Effect of Servant Leadership on Policy Implementation

ANOVA ^a							
Model		Sum of Squares		Df	Mean Square	F	Sig.
1	Regression	36.483		6	6.081	21.598	.000 ^b
	Residual	29.280		104	.282		
	Total	65.763		110			
Model Summary ^b							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.745 ^a	.730	.667	.53060	.555	21.598	6
Coefficients ^a							
Model			Unstandardized Coefficients		Standardized Coefficients	T	Sig.
			B	Std. Error	Beta		
(Constant)			-.486	.879		-.553	.581
Holistic Approach to Work			-.402	.131	-.254	-3.078	.003
Nonprofit institutional context*Holistic Approach to Work			.010	.035	.044	.277	.783
Sense of Community			.996	.163	.563	6.099	.000
Nonprofit institutional context*Sense of Community			.128	.183	.518	.698	.487
Service to Others			-.420	.108	-.339	-3.871	.000
Nonprofit institutional context*Service to Others			-.006	.016	-.035	-.397	.693
Uprightness			.295	.132	.187	2.236	.027
Nonprofit institutional context*Uprightness			-.483	.225	-2.223	-2.144	.034
Nonprofit institutional context			.219	.189	.176	1.158	.249

Source: Research Data (2022)

The regression results for step 4 in Table 26 indicate that the ANOVA statistic, $F = 22.577$, $P < 0.05$, and this means that the regression model is statistically significant. The regression model with all the 3 types of variables and the interactions terms explains about 66.7 per cent variations ($\text{adjusted } R^2 = 0.667$) in policy implementation among religious nonprofit organizations. The beta coefficients: constant, $\beta_0 = -0.486$ ($t = -0.553$, $p > 0.05$), Holistic Approach to Work, $\beta_1 = -0.254$ ($t = -3.078$, $p < 0.05$), Sense of Community, $\beta_2 = 0.563$ ($t = 6.099$, $p < 0.05$), Service to Others, $\beta_3 = -0.339$ ($t = -3.871$, $P < 0.05$), Uprightness, $\beta_4 = 0.187$ ($t = 1.158$, $P < 0.05$), Nonprofit institutional context, $\beta_5 = 0.176$ ($t = 1.158$, $P > 0.05$), with all the P values < 0.05 . The coefficients for the interaction terms between the

moderating variable and each of the independent variable are; 0.044, $t = 0.277$ $P = 0.783$, 0.518 $t = 0.698$ $P = 0.487$, -0.035, $t = -0.397$ $P = 0.693$, -2.223, $t = -2.144$, $P = 0.034$ for Holistic Approach to Work, Sense of Community, Service to Others and Uprightness respectively. It is observed that while the independent variables are significant, their interaction terms are not significant except for Uprightness ($P = 0.34$ $P < 0.05$).

The resulting multiple regression equation expressing this relationship between servant leadership and policy implementation when the moderation is present is expressed as follows;

$$P = \beta_3 + X_1 + X_2 + X_3 + X_4 + M(X_1 * X_2 * X_3 * X_4) - IE$$

$$P = -0.339 + -.254 + .563 + -.339 + .187 + .176 (-.254*.563*-.339*.187) - (.044 + .518 + -.035 + 2.223)$$

Where:

P = Policy Implementation

X_1 = Holistic Approach to Work Component of Servant Leadership

X_2 = Sense of Community Component of Servant Leadership

X_3 = Service to Others Component of Servant Leadership

X_4 = Uprightness Component of Servant Leadership

M = Nonprofit institutional context

IE = Interaction Effects

The regression model explains a relatively high percentage of the variation of policy implementation ($\text{Adj } R^2 = 0.667$)

The summary statistics in Table 27 highlights the steps taken in the generation of the moderating effects. The first model equation indicates that servant leadership explains about 61.5 per cent of the variation in policy implementation. The moderated regression model with the interaction terms explain about 66.7 per cent variation on policy

implementation. The effect of each of the independent variables decline in the two steps when the moderation and interaction terms respectively are introduced. Each of the variables has the effect declining by 0.068, 0.072, 0.076 and 0.106 for Holistic Approach to Work, Sense of Community, Service to Others and Uprightness respectively. The overall explanatory power of the model however increases by 5.2 per cent implying that servant leadership has a higher explanatory power on the variation in policy implementation when nonprofit institutional context is introduced.

Table 27 – Summary of Models 1-4

Parameters	Model 1	Model 2	Model 3	Model 4	Change (Model 4 – Model 1)
Constant	0.203*	2.713**	-0.679*	-0.486*	-0.689
β Holistic Approach to Work	-0.322***		-0.241***	-0.254***	0.068
β Holistic Approach to Work*Nonprofit institutional context				0.044*	
β Sense of Community	0.635***		0.564***	0.563***	-0.072
β Sense of Community*Nonprofit institutional context				0.518*	
β Service to Others	-0.415***		-0.346***	-0.339***	0.076
β Service to Others*Nonprofit institutional context				-0.397*	
β Uprightness	0.293***		0.203***	0.187***	-0.106
β Uprightness*Nonprofit institutional context				-2.144**	
β Nonprofit institutional context			0.220***	0.176*	
R ²	0.650		0.554	0.730	0.080
Adjusted R ²	0.615		0.533	0.667	0.052
F	28.519		26.300	22.577	
Sig.	0.000		0.000	0.000	

***P<0.000 **P<0.05 *P>0.05

Source: Research Data (2022)

In order to make the decision on hypothesis three, the study relied on the criteria provided by Mackinnon et al. (2009) and Keppel and Zedeck (1989) to make the decision on whether nonprofit institutional context moderates the relationship between servant leadership and policy implementation in religious nonprofit organization in Nairobi County. This criteria states that: if the coefficient of the interaction term is not significant and the coefficient of the independent variable is significant, both in the two models when

the interaction term is both absent and present, then there is no overall effect of the moderation and the effect of the moderation and the moderating variable is an independent variable. If the coefficients of the independent, the moderating and the interaction term are significant in the model regressing the independent, moderating and interaction term on the dependent, there is evidence of moderation.

Using this criterion, it is observed that in Model 3 and 4 all the independent variables are significant in both models while for the interaction terms, only that on Uprightness is significant. The study therefore does not entirely fail to accept the H_{03} and points that while 3 components of servant leadership do not moderate the relationship between servant leadership and policy implementation, the component of nonprofit institutional context has a statistically significant moderating effect on the relationship between servant leadership and policy implementation. The study therefore concludes that the effect of components of servant leadership on policy implementation is partially conditioned by the nonprofit institutional context and developments touching on uprightness.

In considering this conclusion made on hypothesis three (H_{03}), the study offers an explanation drawing inferences from the characteristics of the moderating variable, theoretical underpinnings and previous researches. In terms of the characteristics of the moderating variable, the study considered the descriptive characteristic of moderating variable presented in Table 12 and the views of the key informants on their perceived behavior of the variable on the context of investigation focusing on uprightness component which was significant.

The descriptive characteristics of uprightness have two sub-indicators of (upholding responsible uprightness and developing responsible uprightness in staff) show that this is a leadership initiative and they have scored very highly 4.14 and 4.15 respectively. This is a

clear indication that the leaders of the religious nonprofit organizations seek to be upright in their operations and equally develop the same in their employees. This is due to the governance requirements from the government and the NGO council, and are mandatory for every nonprofit organization.

The descriptive characteristics of the nonprofit institutional context showed four components extracted through factor analysis comprising of this variable (mimetic conformance, coercive conformance, coercive pressure and normative pressure). Coercive conformance was the most highly scored followed by mimetic conformance, then coercive pressure and lastly normative pressure with sub-aggregates of 4.56, 4.01, 3.65 and 3.56 respectively. The coercive conformance are the operational requirements for nonprofit sector. For any organization that pursues nonprofit agenda, they must abide by these operational guidelines. It is impossible for a nonprofit organization to run successfully without observing the rules that set the base of operation. Respondent “May” had this comment on how impossible it is for a nonprofit organization to run without values and guidelines;

The nonprofit organizations pursue interests that will impact communities through implementing projects (both products and services) that positively impact communities. Due to this key agenda, these organizations must operate and embrace core values that identify them as a community development agency hence, must operate within the outlined agency regulations. The organizations also have power to formulate and implement strategies that are consistent with those of a community agency. Anything that is meant to seek any other agenda other than community development is not allowed. It is also mandatory to operate within the required and laid down regulations by the NGO council and the government in order to acquire the government support since as the nonprofit sector, we run on behalf of the government to propagate the government agenda of reaching out to the community.

Secondly, the NGO sector has a council that checks compliance in the governance of the nonprofit organizations. This is evidenced by the high nature of adherence from its high scores of practice and observance with the dimensions of mimetic conformance.

Responding to the question on regular checks on conformance, “Tay” one of the key informants in the in-depth interviews gave these comments;

The nonprofit organizations work closely with the NGO council to ensure that we are compliant with all the laid down statutes. This requires that we uphold acceptable norms as a nonprofit organization hence, all the operations and any strategies adopted, must agree with the NGO council requirements. As the nonprofit organizations, we work towards maintaining the organization’s positive reputation. This is a mandatory requirement because if the community know the organization negatively, they will not have chance to minister to the communities they intend to serve and positively impact. Therefore, the nonprofit organizations must ensure compliance with the government and the NGO council’s mandatory regulations. These two bodies give us a go ahead to operate because we must register with them as official running nonprofit organization pursuing community development agenda.

Another aspect is that the nonprofit organizations are dependent on donors for funds and resources to sustain them and run the required projects in the communities to impact them positively. This means that organization should create and maintain good relationships if they have to remain relevant and operational. This is highly cherished in most organizations in this sector. Another vital point also is that of philanthropy. Philanthropy is the genesis of the establishment of basically all nonprofit organizations and hence is the drive to reach out to humanity through projects that benefit certain communities and impact the society at large.

Further, from the descriptive data, the mimetic and coercive conformance have scored highly due to their nature. They form part of the government and the NGO council’s mandatory regulations for governance. The high scores on these two components indicate that every nonprofit organization must operate within the laid down parameters in order to efficiently discharge their mandate. These two components (mimetic conformance and coercive pressure) have indicators that affect the community without which the nonprofit sector will lose its existence value because of the operational guidelines. The next set of two components (pressure of conformance and normative pressure) did not score as high as the first set though. These last two direct their attention to the followers who are the main

implementers of the organization's projects. Hence, the requirements that guide employees on their operations in order to realize the bigger goal of impacting the community. Respondent "Vay" had this comment on how followers should behave when implementing projects at the community;

Employees need to be considerate as they discharge their duties especially at the community level. A need for volunteering should be exercised by every employee. Everyone should be constantly aware that as a sector of the nonprofit, we offer charity products and services. No one pays for them other than the funds from the donors. Hence, everyone is called upon to support the donors by giving their best not based on the salaries earned but by a call to serve humanity with maximum accountability. It is our duty to constantly remember that we are charity based and every employee should learn to accept that, more is required from them though sometimes with little pay. Bottom line, there is need to give themselves to be used to impact the both organization and the community. For every operation and expenditure of money and project execution processes, reports should be given to the stakeholders and especially the donors who are the main supporters of these projects.

This to a large extent affects the operations of the organizations. Depending on how the issue of free will is approached it can be a source of demoralization. Picking it from the demographic characteristics, the study can conclude that there is a very high turnover rate because the statistics show that the longest period is between 0-9 years. This indicates that, most employees who join the nonprofit sector do not stay in there for too long. In less than ten years, they will have left. This is a worrying indication especially for a sector that pursues to minister to humanity at the community level. This can be attributed to governance issues that push every employee to be accountable to the community and the stakeholders but no one seems to care much about them. The pressure to deliver effectively and efficiently with little motivation, can attribute to the high turnover rate.

The second basis is provided by the theoretical arguments that include the institutional theory which indicates that environmental pressures can push an organization to adopt similar practices (Speece, 2017). These theory endorses three types of

organizational pressure that promote isomorphism: Coercive pressures, which are both informal and formal pressures that other institutions and organizations exert on others like the NGO council. Mimetic pressures that include the tendency for institutions to copy what their peer entities are doing and normative pressures, which is pressure from members of a particular profession within the organization of their desire to define the conditions and methods of their work (Keya, 2019). All these pressures are evidenced in this study and their roles clearly define how far they can affect the community which is their core reason of existence. Uprightness is a condition for achieving efficient and effective governance with accountability for results. Hence, it is a vital need for executing the governance system of the religious nonprofit organizations by adhering to ethical and moral values that bring to existence procedural uprightness with high standards of ethical behavior in handling all organizational matters to the government, NGO council, donors and all the stakeholders.

Further, the ambiguity and conflict model for policy implementation supports the uprightness component by stating that, there are different ways for implementing projects. This is mostly dependent on the community, the organization, and the donor. There are occasions where the donor gives money with a plan of what and how of the project. This has to be followed without any alteration hence the up-down aspect of implementation. Sometimes, the implementers are given chance to come with a proposal on how best a particular project should be implemented, bringing to use the down-up aspect (Mthethwa, 2012). Therefore, dependent on what is available, the leaders will determine the dimension of implementation that well suits the project.

From this study, the statistics gathered show a high observance of these pressures especially the ones that govern their operations to enable them operate within the government and NGO council's mandate. These organizations also are accountable to the donors and other stakeholders on their operations and implementation of projects at the

community level. They are equally required to learn from reputable recommended nonprofit organizations for growth. “Nay” one of the key informants in the in-depth interviews had this comment on the requirements of the nonprofit organizations;

Philanthropy is the origin of our establishment as the nonprofit sector and hence is and should remain the number one drive to reach out to humanity through offering them products and services that fit their needs and impact the community positively. Nonprofit organizations should not run unprofessionally. They must be officially registered and should comply with the government and NGO council’s requirements. They should not be run in ad-hoc way. Bench marking is also constant and should be done from time to time. Learning takes place when one studies another peer organization. It is a requirement from our stakeholders that learning should take place from reputable nonprofit organizations within our operational sphere. Therefore, accountability of all resources is required from us to all our stakeholders and donors. This is the reason as to why we must file our returns every year and give progress reports of the projects to our donors.

Further, Meyer Höllerer (2014) contends that, at any given time, there exists multifaceted interdependencies and overlying spheres of jurisdiction among organizations operating in various fields due to community and societal contexts. This eminently brings out the need to closely study the differences between organizations and compare across entities what common attributes exist in order to bring out the particular difference(s) in an archetypal institution form. It is this theory that enables the organization to identify what is commonly shared amongst organizations and separate the intra- and inter-organizational pressures for better operation.

The third basis is indicated by the previous empirical studies. The nonprofit type of organizations are those that are set up by the founders for promoting the welfare of the society or for promotion of art and culture in society (Donoghue *et al.*, 1999). They need to uphold high levels of honesty, trustworthiness, openness, and accountability to every individual who has invested faith, time, and money in that particular organization (Altabbaa *et al.*, 2013) for a specific agenda. These organizations are accountable to the

founders, public, community, donors, volunteers, and the recipients of their services. Nonprofit entities have an obligation to their funders, founders, and stakeholders to manage all categories of resources in a responsible manner (Felix *et al.*, 2017).

Augustine and Muslimah (2016) postulate that servant leadership exerts influence on policy implementation which is meant to boost an organization's and individual's performance in nonprofit organizations. When such policies are well implemented, the nonprofit organizations stand a better chance of being accountable in their operations including how they use the finances that come in through donations, to supporting the community as they render service to its inhabitants. It is equally evident that the way such policies are implemented is slightly different from how other organizations implement theirs (Santosa *et al.*, 2018) and hence, accountability is mandatory.

In a study carried out by Dobrai and Farkas (2016), the nonprofit organizations need to be accountable to their donors because they depend on donations and grants from donors and well-wishers. The funds they get should be put to good use in order to bring positive change in a community. This is in agreement with the findings of this study of ensuring that accountability to donors and stakeholders is mandatory. Also Ceptureanu *et al.* (2018) conducted a study that sought to find out how nonprofit organizations can come up with sustainable and achievable community-based programs that will support service to all. The study found out that, there is need to have quality programs, strategies and projects, which are realized through effective program champions, involvement and integration of staff, proper funding of the program, its effectiveness, competent coordinators, and understanding the community, among others. The current study observed that there is need for adherence to the mimetic conformance, coercive conformance, pressure of conformance and normative pressure for any program run by nonprofit organization to be successfully implemented in order to achieve the required impact at the community level.

Based on the outcome of the hypothesis test, the effect of servant leadership on policy implementation with the introduction of nonprofit institutional context as the moderating variable shows an increase of 5.2 percent of servant leadership performance in policy implementation. The most significant component of servant leadership in the moderation effect is uprightness. Therefore, the moderating effect of nonprofit institutional context is very important if the effects of policy implementation have to be fully realized.

Table 28 – Summary on Hypotheses

Hypothesis	Findings	Conclusion
H01 _a : There is negative significant effect of holistic approach to work component of servant leadership in religious nonprofit organizations in Nairobi County	$\beta = -0.531$ $P = 0.000$ H _{01a} accepted	Holistic approach to work component of servant leadership has significant negative effect on policy implementation among religious nonprofit organizations in Nairobi County
H01 _b : There is significant effect of sense of community component of servant leadership in religious nonprofit organizations in Nairobi County	$\beta = 0.416$ $P = 0.002$ H _{01b} accepted	Sense of community component of servant leadership has significant positive effect on policy implementation among religious nonprofit organizations in Nairobi County
H01 _c : There is negative significant effect of service to others component of servant leadership in Nairobi County	$\beta = -0.342$ $P = 0.000$ H _{01c} accepted	Service to others component of servant leadership has significant negative effect on policy implementation among religious nonprofit organizations in Nairobi County
H01 _d : There is significant effect of uprightness component of servant leadership in Nairobi County	$\beta = 0.250$ $P = 0.000$ H _{01d} accepted	Uprightness component of servant leadership has significant positive effect on policy implementation among religious nonprofit organizations in Nairobi County
H02: There is significant partial mediating effect of follower behavior on the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County	$\beta = 0.027$ $P = 0.705$ H ₀₂ accepted	Follower behavior has a significant partial mediating effect on the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County
H03: There is significant partial moderating effect of Nonprofit institutional context on the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County	$\beta = -2.223$ $P = 0.034$ H ₀₃ accepted	Nonprofit institutional context has a significant partial moderating effect on the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County

Source: Research Data (2022)

Chapter Summary

This chapter has presented the analysis of the quantitative and qualitative data collected and discussions of the findings done. From the results of the research findings, the study model was retained with a change of the study's variable's components due to the outcome of the exploratory factor analysis which extracted new sets of tenets. The study's variables were accepted and they confirmed the objectives of the study which examined the effect of servant leadership tenets on policy implementation, the effect of follower behavior and nonprofit institutional context on the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County.

Through exploratory factor analysis, ten leadership dimensions were extracted, 2 for follower behavior, 4 for nonprofit institutional context and 5 for policy implementation. Out of the ten servant leadership tenets, only 4 were significant and hence were used to test the study's hypothesis. Out of these 4, two had a positive statistical significance (sense of community and uprightness) while the other two had a negative statistical significance (holistic approach to work and service to others) on policy implementation. The mediating and moderating variables (follower behavior and nonprofit institutional context) had a partial effect on the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County. Most gaps from the extant literature were addressed however, the current study did not cover everything on issues that emerged like humility as a core factor for leaders in order to serve better at all levels, the component of corporate and leadership culture which seem to be pertinent for future consideration.

Finally, the study found out that the 10 servant leadership dimensions extracted were relevant for application in NPOs, the follower behavior components that are influenced by the leadership in place contribute to the level of policy implementation and

lastly, the nonprofit nonprofit institutional context extracted dimensions have to be adhered to by the leaders for the required outcomes to be realized.

CHAPTER FIVE

SUMMARY OF FINDINGS, IMPLICATIONS, CONCLUSION AND RECOMMENDATIONS, AND AREAS FOR FURTHER RESEARCH

Introduction

This chapter provides a summary, conclusion and recommendations for this study. The study's purpose was to determine the mediating and moderating effects of follower behavior and nonprofit institutional context respectively on the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County. The objectives of the study were to determine the effects of servant leadership tenets on policy implementation, explore the mediating effect of follower behavior and the moderating effect of nonprofit nonprofit institutional context on the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County.

This study examined the effect of servant leadership on policy implementation in religious nonprofit making organizations in Nairobi County. In specific, the study looked at the influence of servant leadership's holistic approach to work, servant leadership's sense of community, servant leadership's service to others, servant leadership's uprightness, follower behavior and nonprofit nonprofit institutional context. Chapter 4 was categorized into; response rate, demographic characteristics, descriptive statistics, factor analysis, diagnostic tests and inferential statistics. The study data were analyzed and results interpreted on the basis of the overall objectives of the study and this chapter will give a summary of the study.

The study used a mixed methods approach which included both quantitative and qualitative data from the field by the use of 5 Likert Scale questionnaires and interview guide as the main data collection tools. The analyzed data output involved the

characteristics of the respondents, factor analysis results, descriptive characteristics, diagnostic tests, inferential analysis through the use of various multiple regression models and themes arising from the qualitative data.

The background information showed that all the organizations that took part in the study were drawn from the religious nonprofit sector. The demographic characteristics showed that most leadership positions are dominated by female staff and most respondents falling in the age bracket of 30 to 39 years. Further, most respondents had bachelor's degree with a majority having worked in the current leadership between 1-9 years. Factor analysis extracted new components of the study variables as follows; 10 factors from the independent variable, 2 for the mediating variable, 4 for the moderating variable and 5 for the dependent variable. The clusters of these factors formed the study's variables' components. The descriptive data of all the 4 study variables showed that their components are practiced between above average to a high extent. Under servant leadership the service to others component had an aggregate mean of 4.17 being the most highly practiced while service to others was practiced to a moderately high extent with an aggregate mean of 3.63. Follower behavior had two components with aggregate means of 3.74 and 3.61 being practiced to a moderately high extent. The nonprofit institutional context had the highest mean of 4.56 on coercive conformance and the lowest of 3.65 on normative pressure.

Summary of Findings on Research Objectives

The general objective of the study was to determine the mediating and moderating effects of follower behavior and nonprofit institutional context respectively on the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County. The specific objectives were as follows; to determine the effect of servant leadership tenets on policy implementation, to explore the mediating effect of follower behavior on the relationship between servant leadership and policy

implementation and to examine the moderating effect of the nonprofit nonprofit institutional context on the relationship between servant leadership and policy implementation in nonprofit religious organizations in Nairobi County. The summary of the findings on the three study objectives are discussed in the next sections.

Summary on Research Objective One

The objective sought to determine the effects of servant leadership tenets (components) on policy implementation among religious nonprofit organizations in Nairobi County, Kenya. Through factor analysis, the study extracted 10 leadership components namely; empowerment, holistic approach to work, building relations, sense of community, drive towards development, morality, accountability to the community, service to others, uprightness and accountability to the stakeholders. However, only 4 servant leadership components were significant at <0.05 as namely; holistic approach to work, sense of community, service to others and uprightness. The study hypotheses on the direct effect were based on these 4 servant leadership components and the findings are presented.

Effect of Holistic Approach to Work

This was the first component of servant leadership whose effect on policy implementation among religious nonprofit organizations in Nairobi County was tested. The study found out that there was a significant negative statistical effect of holistic approach to work component of servant leadership on policy implementation among religious nonprofit organizations in Nairobi County, Kenya. Four perspective were used to explain the conclusions on the findings on the variables; descriptive characteristics of the variables, perspectives in which it behaved in the context of the study, the characteristics of the context, and previous researches.

The descriptive statistics showed that leaders of the religious nonprofit organizations practice holistic approach to work component of servant leadership to a high

extent. However, in the inferential statistics, holistic approach to work component of servant leadership showed a negative significant effect on policy implementation. This raised questions as to why it scored so highly in descriptive characteristics but ended up having a negative effect on policy implementation. The study offered an explanation on these findings based on the fact that the study focused on the leaders as the main respondents of the questionnaire hence, what was reported was from the leaders' point of emphasis and secondly, the dependent variable by its nature requires the participation of the whole organization's system, which implies that the leaders may not have involved everybody actively. The qualitative data provided evidence that the study relied on to confirm that the leaders may not have involved the employees.

Effect of Sense of Community

The second component of servant leadership tested on its effect on policy implementation among religious nonprofit organizations in Nairobi County, Kenya. The study found out that there was a significant positive statistical effect of sense of community component of servant leadership on policy implementation among religious nonprofit organizations in Nairobi County. Four perspectives were used to explain the conclusions on the findings on the variables; descriptive characteristics of the variables, perspectives in which it behaved in the context studies, the characteristics of the context, and previous researches.

The descriptive statistics showed that leaders of the religious nonprofit organizations practice sense of community component of servant leadership to a high extent. The study used two aspects of the nature of the construct; on one side, it dealt with the aspects to the community and on the other to the followers. The study found out that the aspect to the community scored highly (aggregate mean of 4.42) meaning that it is practiced to a very high extent while the aspect affecting the followers scored lower

(aggregate mean of 3.63) which means that it is not highly practiced as the other. The study found out from the institutional characteristics of this study that the sense of community role towards the external community was higher due to the mimetic conformance, coercive conformance and coercive pressure that are related to the governance matters of the organizations. This was evidenced with the data obtained from the key informants which indicated that, it is a mandatory requirement for the nonprofit organizations to operate within the government and NGO council regulations if they have to remain in the sector. These regulations require them to be accountable to the stakeholders and majorly the donors who support their community development projects.

Effect of Service to Others

The third component of servant leadership tested was service to others. The study found out that there was a significant negative statistical effect of service to others component of servant leadership on policy implementation among religious nonprofit organizations in Nairobi County, Kenya. Four perspective were used to explain the conclusions on the findings on the variables; descriptive characteristics of the variables, perspectives in which it behaved in the context studied, the characteristics of the context, and previous researches.

The descriptive statistics showed that leaders of the religious nonprofit organizations practice service to others component of servant leadership to a moderately high extent. However, in the inferential statistics, service to others component of servant leadership showed a negative significant effect on policy implementation. The study explained the finding based on the practical effect of the nature of the construct suggesting a scenario of having a probability that service to others component of servant leadership is only in the minds of leaders but it is not practiced.

Through the qualitative data, the study observed that, it is difficult for workers at the lower levels to serve others if they do not see their leaders doing the same. Secondly, leaders do not relate well with their followers in that, they demean them causing the workers to feel that they have nothing good to offer the organization. Yet, these followers are brilliant people who have great minds that can be tapped for great use in the implementation process of projects. The study further found out that if leaders encourage employees to participate in sharing their ideas, creativity, innovations and suggestions on how best they think implementation should be done, the effect of service to others component of servant leadership will bring out a positive outcome of project implementation.

Effect of Uprightness

This was the last component of servant leadership tested. The study found out that there was a significant positive statistical effect of uprightness component of servant leadership on the level of policy implementation. Four perspective were used to explain the conclusions on the findings on the variables; descriptive characteristics of the variables, perspectives in which it behaved in the context studies, the characteristics of the context, and previous researches.

The descriptive statistics showed that leaders of the religious nonprofit organizations practice service to others component of servant leadership to a very high extent. The study observed through the observations made by the key informant that this component of servant leadership was given attention due to the governance requirements from the mandatory bodies. Hence, the leaders choose to comply with all of them in order to continue receiving the needed support to continue with projects. Further, the findings were in agreement with the theoretical aspect of the study which reveal that uprightness in servant leadership raises the level of human ethical aspirations and conduct to higher levels.

Summary on Research Objective Two

The second objective sought to explore the mediating effect of follower behavior on the relationship between servant leadership and policy implementation in nonprofit religious organizations in Nairobi County. The results from hypothesis testing showed that follower behavior has a partial mediating effect on the relationship between servant leadership and policy implementation based on the criteria by (MacKinnon *et al.*, 1995; Hayes, 2009; Baron & Kenny, 1986) . Four perspectives were used to explain the conclusions on the findings on the variables; descriptive characteristics of the variables, perspectives in which it behaved in the context studies, the characteristics of the context, and previous researches.

The descriptive statistics show that the reciprocal service and teamwork are practiced to a moderately high extent by the religious nonprofit organizations' leaders. Out of the two indicators of this component of servant leadership, seeking to be accountable to the stakeholders and donors scored exceptionally well. This brought out that, both leaders and followers must remain accountable due to the governance systems in place as indicated in the descriptive statistics that show high scores on requirements of accountability. Hence, follower behavior is very vital in the implementation of policies. The study observed that the key informants' views were in agreement with the descriptive characteristics that, it is a mandatory requirement by the NGO council and the agency operations guidelines that reports on resources and funds of the ongoing and completed projects should be submitted regularly and audits should of the books of accounts and others should be done annually. The study concluded that the strength of the relationship between servant leadership and policy implementation is dependent on the level of follower behavior generated from the application of servant leadership.

Summary on Research Objective Three

The third objective sought to determine the moderating effect of the nonprofit institutional context on the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County, Kenya. The moderated regression model with the interaction terms explained about 66.7 per cent variation on policy implementation. The effect of each of the independent variables declined in the two steps when the moderation and interaction terms were introduced respectively. The overall explanatory power of the model however increased by 5.2 per cent implying that servant leadership has a higher explanatory power on the variation in policy implementation when nonprofit institutional context is introduced.

The study concluded that the effect of the components of servant leadership on policy implementation is partially conditioned by the nonprofit institutional context and developments touching on uprightness. Four perspective were used to explain the conclusions on the findings on the variables; descriptive characteristics of the variables, perspectives in which it behaved in the context studies, the characteristics of the context, and previous researches.

The descriptive characteristics of uprightness had two sub-indicators of the leaders, upholding responsible uprightness on the one hand and developing responsible uprightness among the staff on the other which give evidence that this is a leadership initiative and it is practiced to a high extent. This is a clear indication that the leaders of the religious nonprofit organizations seek to be upright in their operations and equally develop the same in their employees. The study attributed this to the governance requirements from the government and the NGO council that are mandatory for every nonprofit organization.

The study observed that the key informants' views were in agreement that uprightness is a condition for achieving efficient and effective governance with

accountability for results. Hence, it is a vital need for executing the governance system of the religious nonprofit organizations by adhering to ethical and moral values that bring to existence procedural uprightness with high standards of ethical behavior in handling all organizational matters to the government, NGO council, donors and all the stakeholders. The study therefore concluded that the effect of components of servant leadership on policy implementation is partially conditioned by the nonprofit institutional context and developments touching on uprightness.

Implications of the Study Findings

The findings reported, discussed and summarized in this thesis raise several implications for both theory and practice. The study discusses these implications on the lines of the main hypotheses that were tested.

With regard to the first hypothesis that sought to understand the contribution of servant leadership to policy implementation, the researcher raises four implications. First, the study raises an implication revolving around the negative contribution arising from two components of servant leadership namely; holistic approach to work and service to others. From the findings and interpretations given, the study observes that in order for servant leadership to deliver its full potential, it needs to be integrated into the core of business strategy (Munjal, 2017) through the organization's core values and shared dreams pervading the organization that need to be spelt out in the mission of an organization.

Secondly, the study raises an implication revolving around the leaders' perception on leadership practices. Despite the confession that the sample respondents practiced aspects of servant leadership from the interpretation of the findings, it was observed that, it was not demonstrated beyond the confession that they had inculcated the essence of the core of servant leadership in themselves. Thus, the confessed practices may have been borne out of compliance to duty and making it difficult to lead by example. This may imply

that servant leadership attributes need to be innate, intrinsically borne and nurtured if they are to manifest through the leadership process of influence. In addition to this, since the organizations employ the managers having gained experiences from elsewhere, there is need for leadership development programs tailored towards sensitization and induction into the calling of a servant leader suitable to serve in the best interest of the nonprofit sector.

The third implication points to the manner in which servant leadership brings about influence among followers. The interpretations of the findings underscored the role of the virtue of humility being at the core of the process of influence emanating from servant leadership practice. Thus, in order for servant leadership to have impact among followers, humility needs to form a key component for the leaders' personality as the drive for servant leadership practices. The last implication arising from H₀₁ arises from the need to exert influence among followers through the aspect of culture. The study points that culture needs to be engaged at two levels; at individual leadership and corporate culture level. Considering the results reported indicating that the influence of the leaders on the followers were relatively low, two concerns are raised. First, have the nonprofit organizations cultivated and nurtured a strong corporate culture suitable to support aspirations of servant leadership? Secondly, have the leaders engaged at the various levels of the nonprofit organizations been able to cultivate suitable individual based leadership culture that would endear them to the followers? The study points out that the possible lack of a supportive corporate culture and the failure of the leaders to cultivate leadership cultures may become an impediment to realizing the aspirations of servant leadership.

The second hypothesis sought to understand the contribution of follower behavior explaining the relationship between servant leadership and policy implementation. The researcher raises an implication touching on the process of followership resulting into corresponding follower behaviors through the leadership practice of delegation. Though

delegation has been extensively discussed in management as an important principle, what came out from the findings and discussions points to the manner in which it needs to be undertaken. The findings support the logic that delegation needs to be initiated and executed with the necessary supportive “helping behaviors” being naturally exhibited by the leaders.

The third hypothesis sought to understand the contribution of religious nonprofit organizations’ nonprofit institutional context on the relationship between servant leadership and policy implementation. The researcher raises an implication arising from the role of the impact the nonprofit organizations’ nonprofit institutional context exerts on leadership practices in the sector. The study underscored the effect of mimetic pressure for conformance which has been mostly responded to in the NGOs through practices supporting uprightness. Uprightness was interpreted as an aspect of governance requirements as stipulated by legal requirements, stakeholders’ and donor expectations. This may explain dilemmas among the leaders in the sector on whether to naturally cultivate a sense of servanthood or practice leadership with a focus on conformance to the isomorphic forces.

Conclusion

The purpose of the study was to determine the mediating and moderating effects of follower behavior and nonprofit institutional context respectively on the effect of servant leadership on policy implementation among religious nonprofit organizations operating in Kenya. The study found that 10 clustered dimensions of servant leadership are applicable and relevant in the NGO sector in the Kenyan context and that they have yielded a corresponding follower behavior that is experienced by the nonprofit organizations at a tending forward high level. The nonprofit nonprofit institutional context exerts isomorphic

pressure on the NGOs to a high extent while the level of policy implementation is at a range of below average to moderate extent.

Based on the study findings, the research makes three conclusions. First, the study concludes that servant leadership dimensions extracted and found relevant for application in the nonprofit organization in Kenya have both positive and negative effects in policy implementation. The dimensions with a positive effect are those touching on sense of community and uprightness while those exerting a negative effect are those touching on holistic approach to work and service to others. The study observed that the virtue of humility is core to the kind of influence the dimensions of servant leadership will realize in the organizations while mobilizing followers to work in achieving the aspirations of servant leadership.

Secondly, the study concludes that the follower behavior dimensions extracted namely; reciprocal approach to work and team orientation as derived from the servant leadership in place affect the contribution of servant leadership dimensions towards the level of policy implementation achieved by the nonprofit organizations. Based on the study findings, follower behavior partially mediates the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County. The study observed that the strength of the relationship between servant leadership and policy implementation depends on the level of follower behavior generated from servant leadership practices, thus leaders of the nonprofit organizations need to focus on generating higher levels of follower behaviors among employees.

Lastly, the study concludes that the nonprofit institutional context dimensions extracted namely; mimetic conformance, coercive conformance, coercive pressure and normative pressure have to be adhered to by the servant leadership in place for the required outcomes to be realized. Based on the findings of the study, nonprofit institutional context

partially moderates the relationship between servant leadership and policy implementation in religious nonprofit organizations in Nairobi County. The study observed that the servant leadership dimensions of uprightness is practiced by leaders and management in the sampled nonprofit organizations in compliance with the contextual pressures from regulatory authorities, donors and stakeholder expectations. Thus, the prevailing conditions of the nonprofit institutional context of nonprofit organizations in Kenya conditions servant leadership practices and the effect of these practices on policy implementation.

Contribution to Knowledge

The study was conceived due to identified knowledge gaps in the extant literature touching on the context, conceptualization and empirical work. The findings of this study contribute towards advancement of knowledge in leadership and generally in management in several ways.

Contextual Contribution

The study had noted that the previous attempts on servant leadership had been done in other contexts outside the developing world and the nonprofit organizations sector to the extent that hitherto little knowledge has been documented on how servant leadership would operate in nonprofit sector of a developing country. The current study was done in Kenya and sampled 73 religious nonprofit organizations and studied 4 dimensions of servant leadership with regard to how they have been practiced as well as on how they have been conditioned by the NGO nonprofit institutional context. The findings provide understanding on the dimensions of servant leadership that are relevant to a nonprofit sector and how the characteristics of this sector of a developing country context shape the behavior and operation of servant leaders. Through this findings, the study extends the work of (Greenleaf, 1970; Chishimba, 2018; Hoch *et al.*, 2018; Eva *et al.*, 2019) and offers plausible

explanations on the dimensions of servant leadership applicable to the nonprofit organizations in a developing country context.

Empirical Contribution

The study noted that, there was only one study that had been undertaken showing servant leadership plays an important role in policy implementation within the public sector setting by (Ambali *et al.*, 2011). Secondly, most of the previous researches had been undertaken using quantitative research designs and very few using qualitative and mixed methods. Those done on quantitative methodology lacked sound theoretical grounding (Eva *et al.*, 2019). The current study used the mixed methods research design with the quantitative method using factor analysis for the extraction of components for each study variable that were considered for further analysis and applied inferential analysis to test effect of the extracted components of servant leadership on policy implementation. In addition, the study also obtained qualitative data that was used to corroborate the quantitative findings so as to offer in-depth explanations on the why of the behavior exhibited by the variables extracted and regressed on each other. The study therefore offers robust findings and in-depth explanations on the set of servant leadership dimensions applicable in the religious NGO sector, their effect on policy implementation and how the servant leadership practices explain influence on followers as well as how the servant leadership practices are conditioned by the unique characteristics of the religious NGO sector in developing community context. The study therefore fills the earlier identified gaps on the dimensions of servant leadership that are applicable to nonprofit organizations and the developing country setting that has not been well represented in previous researches. The study therefore extends the work of (Chishimba, 2018; Hoch *et al.*, 2018; Eva *et al.*, 2019).

Conceptual Contribution

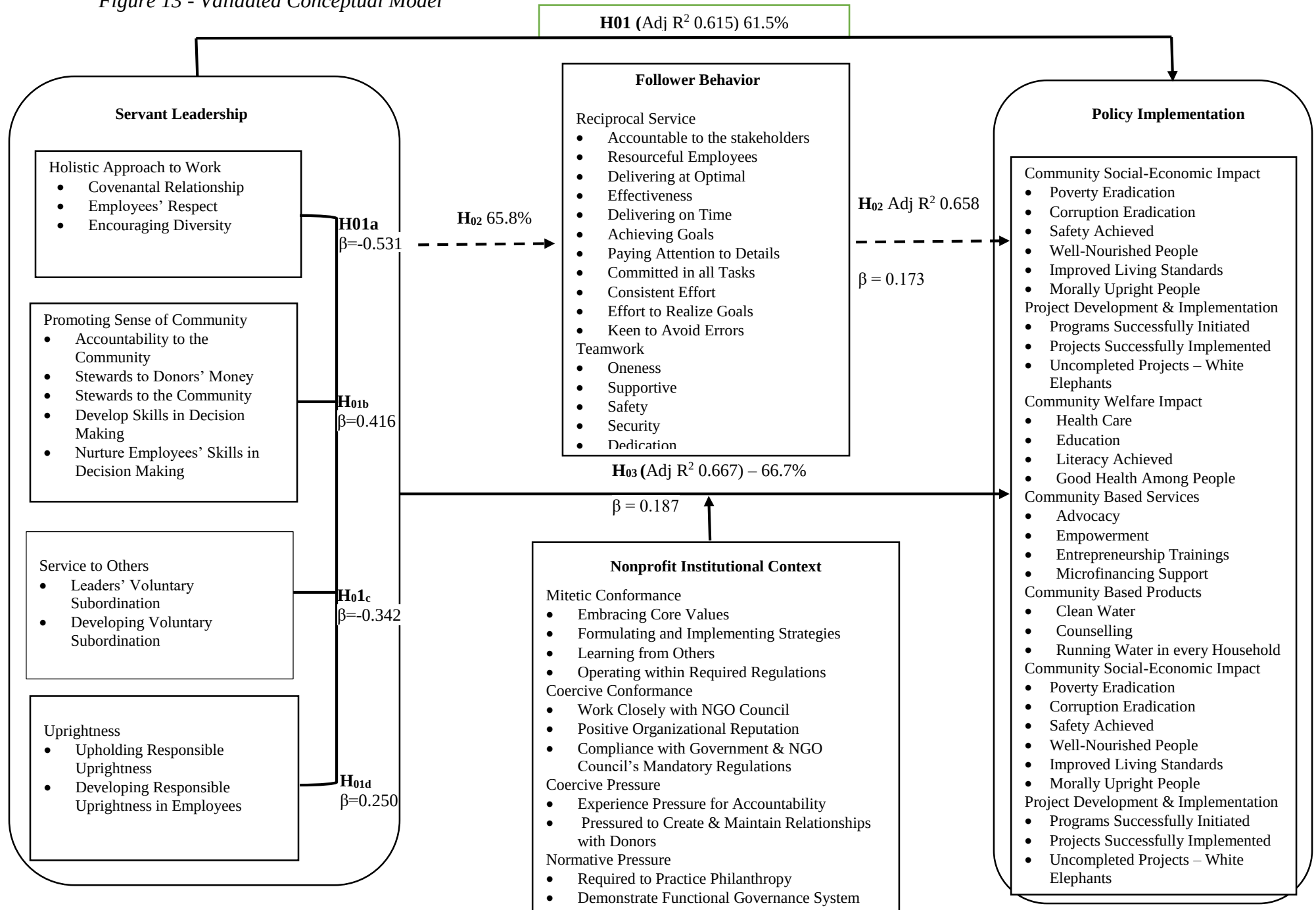
The conceptual contribution is based on two considerations. First, the study noted that the extant literature on servant leadership had not addressed servant leadership and scientifically measured it via conceptual and theoretical literature to gain authority for application not only in empirical studies but also in practice (Sendjaya & Sarros, 2002). Secondly, the previous studies had not addressed the outcomes of servant leadership at multiple levels of analysis so as to give explanations in the outcomes of servant leadership (Bastardo & Van, 2019). Towards this, the researcher noted that the extant literature had not given the required attention on the concept of followership. The current study undertook to measure servant leadership components scientifically to gain both conceptual and theoretical authority for application. The study integrated diverse perspectives to suggest 36 different practices out of which ten components were extracted and through factor loadings, their contribution to servant leadership in nonprofit organizations demonstrated. Secondly, the extracted factors were demonstrated to bring about corresponding follower behaviors whose role on the relationship between servant leadership and policy implementation was demonstrated through the partial mediating effect of follower behavior. How servant leadership affects policy implementation has thus been better explained by introducing follower behavior that arises from the operation of servant leadership. Over and above this, the research studied the role of the nonprofit institutional context of nonprofit organizations in shaping servant leadership practices and their contribution to policy implementation.

Theoretical Contribution

The study approached servant leadership from the exploratory perspective of the work so far done. In order to build on this work, the study proposed several theories drawn from leadership and combined with those applied in explaining phenomenon in

organizational studies including the institutional theory and ambiguity and conflict theory of policy implementation. The theories were applied in offering explanations to the direction of the causal effects investigated in the study. Some theories also contributed to the identification and operationalization of the study constructs as well as analyzing phenomenon arising from the application of servant leadership dimensions in an NGO sector setting of a developing country. Towards this end, the study had proposed a conceptual framework that was drawn from the theories. The proposed framework has been validated through empirical work and the resultant version of the conceptual framework is submitted in this dissertation for adoption in guiding future scholarships in leadership. The adopted final version of the framework is shown in figure 9 under the title of “A Validated Conceptual Model of the Operation of Servant Leadership for Community Development in the Nonprofit Sector”

Figure 13 - Validated Conceptual Model



A Validated Conceptual Model of the Operation of Servant Leadership for Community Development in the Nonprofit Sector

Recommendations with Policy Implications

From the findings of the study, the researcher makes the following recommendations for consideration by policy makers in the nonprofit organizations.

The first recommendation is to the various members of the Boards of Directors of the Nonprofit Organizations in Kenya. The Boards of Nonprofit organizations should cultivate and uphold an appropriate corporate culture for their organizations. The Boards should ensure that the mission of the nonprofit organizations are well framed capturing the core values and the shared dreams that are suitable to anchor servant leadership. It is the mandate of the nonprofit organizations' Boards to integrate servanthood on the strategic plan of the organizations through the values they espouse through the missions of the organizations.

The second recommendation is to the Management of the Nonprofit Organizations. The Management of Nonprofit Organizations should come up with leadership development programs for organizations. It is their duty to sensitize and train all the employees on the right leadership traits and characteristics. They also need to inculcate a leadership culture among all leaders through mentorship programs. They should equally ensure more delegation of authority to other leaders and employees. They also need to foster teamwork among all employees and other leaders in the organization. the dependent variable by its nature requires the participation of the whole organization's system, which implies that the leaders may not have involved everybody actively.

Recommendations for Future Research

The study recognizes several limitations that form the basis for future research. The current study investigated the effects of four leadership components of servant leadership namely; holistic approach to work, sense of community, service to others and uprightness. Secondly, other dimensions explaining how servant leadership affects policy

implementation touching on leadership culture and corporate culture were not considered in this current study. Also, the personality attributes of the leaders such as virtues of humility were not equally studied in this research. Finally, the scope of respondents at which servant leadership was studied covered only the upper level leaders.

In terms of the context, the current study was done on religious nonprofit organizations based in Nairobi County only while at the empirical front, this study used multiple regression analysis and managed to explain only 65 per cent of the variation in policy implementation. The qualitative data pointed to some of the other factors that could be contributing but were not included in the study.

The study therefore suggests that future research focuses on several areas. First, there is need to study the remaining six components of servant leadership namely; empowerment, building relations, drive towards development, morality, accountability to the community and accountability to stakeholders so as to better offer explanations on how they contribute to policy implementation. Secondly, future studies should investigate on the aspects of leadership culture and effects of corporate culture in nonprofit organizations in explaining how servant leadership contributes to policy implementation.

Thirdly, future researches should investigate individual leaders' personality attributes on both the leaders and followers in view points. Alongside this focus, the studies can include all leadership levels as well as the followers in investigating the effects of servant leadership tenets. Lastly, future studies can focus on servant leadership in other non-religious nonprofit organizations beyond the context considered in the current study so as to consider servant leadership practices among nonprofit organizations in other parts of the country.

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Appendix i – The Research Questionnaire

The Research Questionnaire

Thank you for accepting to participate in this research. The research is about Servant leadership and how it is practiced in the nonprofit organizations to account for employee behaviors and program implementation. The questionnaire is structured into 5 sections. Each section has specific instructions guiding you on what is expected and the kind of responses required from you. The data obtained through your responses will be used for academic purposes in helping to complete requirements for research for a PhD program in leadership at Pan African Christian University. The responses you will give will be treated with confidentiality. You are therefore kindly requested to respond to all the questions in all the sections and express your opinion as guided truthfully. Your participation in answering the questionnaire will be highly appreciated.

SECTION I – DEMOGRAPHIC INFORMATION

Question	Options	Tick box (✓)
Gender	Female	
	Male	
Question	Options	Tick box (✓)
Age group	Less than 20 years	
	20 – 29	
	30 – 39	
	40 – 49	
	50 – 59	
	60 and above years	
Question	Options	Tick box (✓)
Education	Diploma	
	Bachelor's Degree	
	Master's Degree	
	Doctorate Degree	
	Others: (specify)	
Question	Options	Tick box (✓)
Years worked in Nonprofit Sector	0 – 9	
	10 – 19	
	20 – 29	
	30 and above	
Question	Options	Tick box (✓)
Your current designation	Chief Executive Officer	
	Human Resource Manager	
	Finance Officer	
	Programs Development & Implementation Manager	
	Monitoring & Evaluation Manager	
	Other (Please specify)	
Question	Options	Tick box (✓)

Years worked in current position	0 – 9	
	10 – 19	
	20 and above	
Question	Options	Tick box (✓)
Your Program areas as an Organization	Health Care	
	Education	
	Clean Water	
	Food Distribution	
	Counselling Services	
	Advocacy	
	Empowerment	
	Entrepreneurship Training	
	Microfinance Support	
	Other (Please Specify)	

SECTION II

This part presents statements related to your leadership style while leading your work team or the whole organization. Indicate in a scale of 1-5 the importance to which you apply the various aspects of leadership.

Where; 1=Not at All 2=Slight Importance 3=Moderate Importance 4=High Importance 5=Very High Importance

The importance to you of the various aspects of Servant Leadership:-		1	2	3	4	5
1.	Helping subordinates to grow and succeed in their personal life					
2.	Helping subordinates to grow and succeed in their professional line					
3.	Aligning employees' tasks according to their capabilities					
4.	Recognizing employees' input to work					
5.	Seeking to empower others to be better workers					
6.	Endeavoring to empower others to take up leadership roles in future					
7.	Purposing to support my personnel to be emotionally healthy					
8.	Supporting my personnel to feel holistically well					
9.	Always embracing ethical behaviors					
10.	Always ensuring that the personnel behave ethically					
11.	Every time embracing spirituality in the organization					
12.	Constantly cultivating spirituality among the organization's personnel					
13.	Continually cultivating covenantal relationship with fellow leaders					
14.	Continuously fostering covenantal relationships with the personnel					
15.	Always seeking to be genuine in all operations (administration, finance, monitoring and evaluation.....)					
16.	Constantly fostering genuineness in my workforce					
17.	Encouraging employees to show each other respect					
18.	Encouraging employees to accept each other's diversities					

19.	Always seeking to uphold interpersonal acceptance tendencies within my workforce					
20.	Ensuring that all the workforce create value for the community					
21.	Ensuring that the workforce has a strong sense of mission					
22.	Ensuring that the workforce has strong conviction of doing right					
23.	Always seeking to be accountable to the stakeholders (donors...)					
24.	Always seeking to be accountable to the community					
25.	Constantly seeking to be a steward of the donors' funds					
26.	Always encouraging the personnel to be stewards to the community					
27.	Constantly encouraging the workforce to develop concrete skills in decision making					
28.	Availing platforms that nurture personnel skills in decision making					
29.	Regularly encouraging voluntary subordination in all levels of operation					
30.	Determinedly seeking to practice voluntary subordination					
31.	Constantly seeking to uphold responsible uprightness					
32.	Always developing responsible uprightness in my personnel					
33.	Always leading by example					
34.	Always encouraging my team members to live by example					
35.	Always motivating employees					
36.	Encouraging creativity and innovation					

Briefly, how would you describe the leadership style presented by majority of the managers in this organization..... (tick as many as applicable)

	The leadership exhibited is mostly characterized by;	Tick Box (✓)
1.	Emphasis on helping others	
2.	Creating strong team spirit	
3.	Supporting ethical behaviors	
4.	Authenticity in all operations	
5.	Empowering others	
6.	Encouraging interpersonal acceptance	
7.	Practicing accountability	
8.	Creating value in others	
9.	Developing skills	
10.	Allowing participation in decision making	
11.	Encouraging voluntary subordination	
12.	Upholding morality	
13.	Upholding transforming influence	
14.	Financially accountable	
15.	Openness with finances	
16.	Sustaining donors	

SECTION III

This part presents statements related to how you view the employees' behavior while leading your work team or the whole organization. Indicate in a scale of 1-5 the extent to which the employees in your team exhibit these behaviors.

Where; 1=Not at All 2=Slight Extent 3=Moderate Extent 4=High Extent 5=Very High Extent

The employees in this organization may be described as those:-		1	2	3	4	5
1.	Constantly being resourceful employees					
2.	Constantly delivering at optimal					
3.	Continually being effective					
4.	Continually delivering on time					
5.	Always seeking to achieve their goals					
6.	Paying attention to every detail to realize the intended outcome					
7.	Constantly upholding oneness					
8.	Employees supporting one another					
9.	Continuously ensuring they cherish safety for one another					
10.	Ensuring that safety is priority					
11.	Always ensuring security is prioritized					
12.	Upholding security for one another					
13.	Who are deeply dedicated to their work					
14.	Who are always committed in all they are tasked to do					
15.	Consistent in contributing their efforts					
16.	Continually put in a lot of effort to ensure they have realized the ideal outcomes					
17.	Who are keen to avoid errors in work output					
18.	Who ensure minimal interruptions at work stations					

Briefly, how would you describe the behaviors of employees practiced by the majority in this organization..... (tick as many as applicable)

		Tick Box (✓)
1.	Employees are effective	
2.	Employees are efficient	
3.	Employees achieve set goals	
4.	Employees uphold teamwork	
5.	Employees are always dedicated to their work	
6.	Employees push to ensure tasks end successfully	
7.	Employees are hardworking	
8.	Employees value each other	
9.	Employees respect each other	
10.	Employees embrace diversity	
11.	Employees selflessly engage in their work	

SECTION IV

This section is about the forces of the institutional environment this organization operates in. How would you describe the state of the institutional environment in a scale of 1-5 where;

Where; 1=Not at All 2=Slight Extent 3=Moderate Extent 4=High Extent 5=Very High Extent

The Nonprofit organization operating environment we face is such that:-		1	2	3	4	5
1.	We experience pressure from stakeholders to be accountable over resources and funded projects					
2.	We are under pressure to create and maintain strong relationships with donors					
3.	We are required by the nature of the sector to embrace management practices that promote philanthropy					
4.	We are required to demonstrate that we have a functional governance system in our organization					
5.	Operating in this sector demands that we embrace core values that identify us as a community development agency					
6.	We formulate and implement strategies that are consistent with those of a community development agency					
7.	We always commit to learn from the most reputed nonprofit organizations by the stakeholders					
8.	We work closely with the NGO council to ensure we are compliant					
9.	We uphold acceptable norms as an organization					
10.	We work towards maintaining the organization's positive reputation					
11.	We ensure compliance with the government and NGO council's mandatory regulations					
12.	We operate within the required regulations in order to benefit from the government support					

Briefly, how would you describe the pressures and characteristics that describe this organization...
(tick as many as applicable)

		Tick Box (✓)
1.	This organization learns from reputable nonprofit organizations	
2.	This organization is forced to comply with the mandatory regulations	
3.	The government exerts pressure on this organization	
4.	The organization's identity is clearly seen	
5.	The organization impacts the community	
6.	The organization works selflessly to build the community	
7.	The organization is honest in its operations	
8.	The organization shows no favoritism	
9.	The organization professionally handles its operations	
10.	The organization has whistle blowing mechanisms in place	

SECTION V

How has this Nonprofit organization performed in terms of projects initiated, successfully completed, are in course and those that stalled in the categories below: -

Where; 1 = (None) 2= (1-10) 3= (11-20) 4= (21-40) 5= (above 40)

	Project Development and Implemented	1	2	3	4	6
1.	Number of programs successfully initiated					
2.	Number of initiated programs successfully completed					
3.	Number of projects initiated but on course to successful completion					
4.	The decline in the number of uncompleted projects that turn into white elephants					

How has this Nonprofit organization performed in terms of delivering products/services in the categories below;

Where; 1=None at All 2=Very Small Extent (below 50%) 3=Moderate Extent (between 50%-80%) 4=High Extent (80%) 5=Very High Extent (been able to reach every member of the beneficiary community)

	This organization has delivered these products/services	1	2	3	4	5
5.	Health Care					
6.	Education					
7.	Clean Water					
8.	Food Distribution					
9.	Counselling					
10.	Advocacy					
11.	Empowerment					
12.	Entrepreneurship trainings					
13.	Microfinancing support					

How has this Nonprofit organization been able to impact the beneficiary community in regard to each of the dimensions of development listed below;

Where; 1=No Impact at All 2=Slight Impact 3=Moderate Impact 4=High Impact 5=Very High Impact

	The community we serve has been impacted by:-	1	2	3	4	5
14.	Poverty eradicated					
15.	Literacy achieved					
16.	Corruption eradicated					
17.	Safety achieved					
18.	Well-nourished people					
19.	Good health among people					
20.	Improved living standards					
21.	Running water in every household					
22.	People are morally upright					

Briefly, how would you describe the ability of this organization in implementing programs and projects (Tick as many as possible)

		Tick Box (✓)
1.	Projects are commenced on time	
2.	Projects are successfully completed	
3.	Project outcomes are visible	
4.	Constant monitoring and evaluation of projects is done	
5.	Growth in communities is experienced	
6.	There is a positive impact in the community	

Thank You.

Appendix ii – Interview Guide

Servant Leadership

Q 1. What is your understanding of servant leadership?

1. How do you as a leader interact with your followers?
 - a) Is it holistic?
 - b) Is it task driven?
2. What do you do to ensure that employees are assigned tasks according to their capabilities?
3. As a religious nonprofit organization, what are your approaches towards cultivating the organization's spirituality?
 - a) Your fellow leaders
 - b) Your followers
4. What role are you playing as a leader to foster covenantal relationships with your followers and fellow leaders?
5. How do you support the growth of your followers' emotional health since we understand how emotional stability or instability can affect the employees' performance?
6. How do you encourage voluntary subordination?
 - a) Self
 - b) Fellow leaders
 - c) Followers
7. What is the process of decision making in your organization?
 - a) Who are involved in the decision making process?
 - b) In what ways do you nurture the followers' skills in decision making?
 - c) Are there ways in which you encourage your followers to harness their decision making skills?
 - d) Are your followers involved in any form of decision making?
 - e) Are the followers exposed in any way on matters decision making?
 - f) Are all the decision in your organization made by the leadership?

Follower Behavior

Q 2. As a leader, what do you think influences/informs the followers' behavior?

1. Why do you think employees are not always resourceful?
 - a) What things do you think make the employees not resourceful as expected?
 - b)
2. What do you think as a leader that causes employees not to perform at optimal?
3. As a leader, what could be the possible reasons for employees not being always effective?
4. Why do you think your employees don't constantly deliver on time?
 - a) Do they sometimes deliver on time?
 - b) For the few times that they deliver on time, what is usually the drive?

- c) When they don't deliver on time, what could be the possible causes?
- 5. In your opinion as a leader, what are the possible reasons that cause your employees not to pay attention to every detail of their work process?
 - a) To what level do your employees follow task details?
 - b) What can be done to ensure that all the details are followed in order to realize the intended outcome?
- 6. Are there occasions where your followers achieve their goals? And are there times when they don't?
 - a) What motivates them to achieve the goals?
 - b) What hinders them from achieving the goals?
 - c) What are the possible solutions to this dilemma – what can be done to ensure that all employees always seek to achieve their goals?
- 7. As an organization, do you have security measures and guidelines in place for all employees?
 - a) Is security for one another prioritized in your organization?
 - b) What are you doing as a leader to ensure that the employees uphold security for one another?
 - c) Why do you think your employees don't uphold security for one another?
 - d) Do your employees cherish security for one another?
 - e) Why is it that employees don't cherish security for one another?
- 8. Is safety regarded as a priority in your organization?
- 9. Unity is a vital component in any working environment. As an organization, do you uphold oneness?
 - a) Do your employees support one another?
 - b) If yes, how and to what extent?
 - c) If not, what could be the possible reasons?
 - d) How best can you ensure that your employees support one another?
- 10. What can you do as a leader to ensure that there are minimal interruptions at work stations?
- 11. How can you empower your employees to ensure that they avoid errors in their work outputs?
- 12. As a leader, how can you ensure that your employees are deeply engaged at their work?
- 13. How can employees be consistent in putting in their efforts to work to ensure that they have realized the needed outcomes?
- 14. How can you ensure that your employees are always committed in all that they are tasked to do?

Institutional Characteristics

- 1. As a religious nonprofit organization, philanthropy should be the base of your operation. What causes your organization not to embrace practices that promote philanthropy (charity)?

2. What causes your organization not to create and maintain strong relationships with donors yet they play a great role in your sustenance?
3. Do your stakeholders require you to be accountable over resources and funded projects?
4. Are you required to have a functional governance system in your organization?
5. Do you seek to learn from the most reputed nonprofit organization in your area of operation?

Project Execution

1. What are the possible causes of uncompleted projects that have since turned to white elephants?
2. Do you have any measures put in place to ensure that the ongoing projects are carried out to their successful completion?
3. What percentage of initiated projects are successfully completed on time?
4. What percentage of written projects are successfully initiated?
5. Have you realized any impact in the community of the projects that you have implemented?

In general, has servant leadership contributed to project implementation in your organization? What are the effects of this leadership style in your organization? Can you recommend this leadership style to other nonprofit organizations?

Appendix iii – Religious Nonprofit Organizations in Nairobi County

No.	Organization	Programs
1.	Testimony Faith Homes	Care of orphaned and destitute children through education and training
2.	African Muslims Agency – Kenya	Promote love and understanding between Muslims and people from other faiths
3.	Bible Translation Literacy	Scripture translation, literacy work among small language groups in Kenya
4.	Lutheran World Relief East and Southern Africa Regional Office	Community development for marginalized people
5.	Christin Mission Aid	Technical assistance, advice, material and financial aid to rural community groups and missions
6.	Mavuno Christian Community Development Centre	Promote Christian faith and religion to carry certain activities schemes and programs
7.	Munadhat Al-Dawaal-Islamic (M.D.I Mission of Kenya)	Developing communities through economic and health services irrespective of color, ethnic or religion
8.	Young Women’s Christian Association (YWCA)	Build fellowship of women and girls to promote community service
9.	Young Muslim Association	Promote religious, social welfare, educational and charitable work
10.	African Alliance of YMCAS	Accomplish Christian mission through community development, leadership training, refugee and displaced people assistance and encourage peace
11.	International Bible Society East Africa	Serve church evangelism and discipleship by providing God’s Word
12.	Christian Missionary Fellowship	Evangelize non-Christian population by establishing churches and cooperation to assist community-based development projects and mobilize funds for such projects
13.	Christian Hostels Fellowship	Put up hostels for the youths
14.	Compassion International Inc.	Specializing Christian spiritual development, education, health and social development through sponsorship
15.	Kenya Mission of World Presbyterian Missions Inc.	Provide medical, health, education and other community work in partnership with the African Evangelical Presbyterian Church
16.	Christian Partners Development Agency	Assist people in Kenya to blend effectively in social-economic activities in their respective communities and development programs
17.	Full Gospel Churches of Kenya Development Projects	Charity work for the welfare Christian and help the disadvantaged members of society
18.	Islamic African Relief Agency	Provide charity and voluntary services in the fields
19.	Muslim Education and Welfare Association	Provide educational, social economic, religious, domestic, moral and cultural uplift and advancement of Muslim women in Kenya
20.	New Mission Kenya	Train and rehabilitate ex-prisoners and helpless people in trades and adult literacy in Christian basis

No.	Organization	Programs
21.	Christian Health Centre	Promote and protect through medical care the health of the community in identified areas of context
22.	The Arms of Jesus Christian Mission Inc.	Provide shelter, food, clothing and education for orphans
23.	Christoffel Blinden Mission e.V	Establish Christian mission deaconries for needy persons with sensorial and bodily handicaps for widows, orphans, sick and starving people
24.	Adventist Development and Relief Agency – Kenya	Community development and response to community disaster of all kinds
25.	Evangelical Lutheran Church in Kenya	Community based health care, general education and vocational training, clean water to the people
26.	Dorcas Aid International – Africa	Community development, food, clothing and shelter
27.	Kenya Muslim Charitable Society	Improve the welfare of Kenya societies in specified areas
28.	Christian Unlimited Bible Training Centre Inc.	Establish local churches within Kenya to assist local communities development, provide ministerial training, pastoral leadership conferences
29.	World Evangelism Outreach	Build and run educational institutions of all kind
30.	Kenya Young Men’s Christian Association	Design program activities in accordance to the people’s needs
31.	Light House Outreaches	Bear Christian witness through provision of religious, educational and humanitarian services towards spiritual and physical development of the country
32.	Cross Style Peace Proclamation Ministries	Preach, teach, support missionaries, religious counselling, charitable and educational purposes
33.	Integrated Rural and Urban Community Rebuilders	Community based development projects and Christian outreach missions within Kenya
34.	The Grace Ministries	Establish youth counselling centers
35.	Mission Outreach Development Centres	Raise, mobilize and distribute funds for the promotion primary health care, relief assistance, rehabilitation of street children, <i>jua kali</i> training
36.	World Reach Kenya	Provide Christian literature, physical relief, assistance to orphans, needy and medical care
37.	Christian Development Services	Reach out and serve the poor, educate and train people for Christian work, social and economic development, provide health and welfare
38.	Victory Vision International	Establish and provide theologically trained personnel for Gospel, counselling and other helps
39.	Adventist Development and Relief Agency International (Somalia Projects)	Community development and relief
40.	Community and Evangelism Development Program	Organize community-based income generating projects among youth, women groups, increase self-employment
41.	Muslim World League	Establish schools, hospitals, clinics, vocational centers, childrens’ homes, mosques distribution

No.	Organization	Programs
42.	Better Hope Institute	Charitable work and render material and spiritual assistance to churches and other religious institutions
43.	Christian Concern Ministries	Spiritual, social and economic well-being of less fortunate members of the Kenyan society
44.	Faith Family Missions	Promote programs of community development to help the orphaned, widows and street children
45.	The Christian Concern Ministries	Offer spiritual, social and economic well-being of less fortunate members in society
46.	Hope Restoration Team	Ministry of healing and provision of basic life needs like food, medicine and clean water
47.	Manna International Kenya	Ministering to hurting and loss of the world through relief and development
48.	Alms Deeds Provider International	Assist poor people in Kenya like orphans, widows, disabled groups
49.	Peace Officers for Christ	Promote and encourage Christianity amongst the law enforcement and their families
50.	Christian Women Aids Awareness Program	Promote, create and mobilize HIV/AIDs amongst Christians to help control and reduce HIV infection in the country
51.	Kenya Orthodox Development Mission	Advocating for women to have equal opportunities of education and employment
52.	Alms of Hope International	Promote welfare of the poor communities especially women and their siblings
53.	Seventh-day Adventist Rehabilitation Program	Provide rehabilitation and basic education to disadvantaged and destitute children
54.	Faith in Action	Uplift living standards of the community to take care of the poorest people of the community
55.	St Joseph Destitute and Orphans Care Centre	Cater for the basic needs of identified orphans and destitute children within the community
56.	St Luke's Rehabilitation Home	Promotes health rehabilitation and welfare of the unfortunate children in Kenya by offering formal education
57.	St Paul Children Care Centre	Rehabilitation and taking care of the orphaned children holistically
58.	The Golden Heart for the Needy	Reaching out to the needy and provide for them
59.	The Sword of the Lord Kenya	Establish organization home, orphanage, medical clinics, sponsor feeding program, youth sports program, motivational speaker and training programs for the distressed and under privileged in Kenya
60.	Mission Network Organization	Care for the affected and infected orphaned children out of HIV/AIDs, general health care and spiritual nourishment
61.	Agape in Action	Multifaceted community-based development strategy that deals with a man holistically, emotionally, socially and economically to the underprivileged people
62.	Holy Family Collegian Sisters	Assist the poor, needy children, establish and run nursery school, dispensary and a kitchen for 500

No.	Organization	Programs
63.	Precious Blood Children's Family	Provide formal and informal education for the marginalized children in rural and urban areas
64.	Kenya Anglican Charities Inc. USA Kenya	develop, establish, maintain and sustain orphanages in Kenya
65.	Manna Programs Community Centre	Relief food for orphans, train leaders of various self-groups
66.	The League of Muslim Women of Kenya	To enhance economic and social status of the Muslim women in Kenya
67.	Ecumenical Disability Advocated Network	Advocates the taking part of the disabled people in social, development and spiritual aspects of life.
68.	St Lazarus Community Focus Development Foundation (SAITLAZ)	Improve living standards in the slums
69.	Islamic Call Welfare	Help alleviate poverty and improve the living standards of poor families through assistance to orphans and destitute children
70.	Vessels of Hope International	Improve health, eradicate poverty and illiteracy within the African continent both rural and urban slum areas through community development projects
71.	Nehemiah International Organization	Train and educate young adults especially in difficulty circumstances in skill and character formation
72.	Well of Hope International	To bring broken hearted widows together in order to fight loneliness by encouraging them life is still meaningful even in their widowhood
73.	Mission of Hope International	Has programs and strategies that are geared to lessen the conditions of misrepresentation, disease, hunger, poverty and many more in the community
74.	Samaritan Ark Initiative	Reduce human suffering among the less fortunate members of society
75.	St Vincent De Paul Community Development Organizations	Works closely with rural communities to fight poverty
76.	Kenya Interreligious Aids Consortium (KIRAC)	Enhance the effectiveness of religious organizations in controlling and combating HIV/AIDs vision and attainment of HIV/AIDs free society
77.	Islamic Relief – Kenya	Dedicated to alleviate poverty and suffering of the world's poorest people
78.	National Pillars Centre	To employ Christian advisors, counselors and experts
79.	Latter Day Saints Charities	Strengthen families, help people to help themselves
80.	Christian Aids Foundation	Help the suffering especially orphans on education and daily living
81.	Amazing Grace International Inc.	Builds orphanages, schools and delivers health care to orphans with special attention on the HIV/AIDs orphans
82.	Hope of Grace International	Develop programs or strategies, empowerment of communities to alleviate poverty, hunger, ignorance, illiteracy, disease and promote spiritual development
83.	Jacob's Well International	Poverty eradication and uplifting of living standards of humanity both locally and internationally

No.	Organization	Programs
84.	Association for Protecting of Family and Marriage Institutions	Deals with God's prescribed marriage and family institutions with fully economically empowered family inputs
85.	Christian Engineers for Africa Infrastructural Development	Improve lives of the less privileged in the society through development of basic infrastructures
86.	St Bhakita Hope Services	Prepare and empower people leaving prisons to renew, reconstruct their lives and be accepted back to the society
87.	St Michael Community Development International	Promotes the welfare of the less privileged in the society and the sick to improve their health
88.	The Muslim Education and Development Agenda Network	Improve education standards and poverty alleviation
89.	St Maria Goreti Learning Centre	Gives comfort and love to the needy especially the AIDS orphans
90.	Christ Mission Continuous Ministries	Seek a community of hope, tolerance and social justice, where poverty has been overcome to uplift the standard of the poor
91.	Christian Aid Ministries Kenya	Alleviate poverty, promote access to quality education, healthcare, improve welfare, sanitization and conserve water among the needy
92.	Muslim Women Rights, Peace and Development	Promote and protect the fundamental and constitutional rights and opportunities
93.	Catholic Relief Services	Plan, promote, organize, supervises, conduct and coordinate directly and indirectly or in collaboration with others whether such others be individuals or organizations of any sort
94.	Baptist Community Organization Partners	Promote and support integrated and sustainable community-based programs that foster wellbeing of children, youth, vulnerable people to enhance a community of justice, hope and self-reliance
95.	Baptist Relief Agency Africa	Assist in promotion of self-discipline and holistic support to the paining and vulnerable communities
96.	Dorcas Community Services	Uplift the living standards of those affected and infected by HIV/AIDs through socio-economic empowerment
97.	Elijah's Hope Kenya	Contribute towards the creation of an enabling environment that foster impoverished children in Kenya in education access to health care, shelter and transport
98.	Youth Alive Kenya	Empower young people, promote equality of humanity, honesty, trustworthiness and truthfulness, address challenges and needs in the communities
99.	SIL International	Advocates and builds capacity in societies through education and religious activities.
100.	Oxfam Kenya	Promote health, education, gender equality, security from conflict and disaster

No.	Organization	Programs
101.	World Vision	Continuously building relationships through planning and working with local leaders to find solutions to change the future for children and the next generation
102.	HIAS Refugee Trust of Kenya	Help the refugees rebuild their lives in dignity and safety
103.	African Council of Religious Leaders	Work to advance peace, sustainable development and shared well-being of the country members and their populations
104.	Habitat for Humanity in Kenya	Removal of poverty housing in Kenya
105.	ICRC	Relates with both religious and political entities, ethnic communities to reach out to the communities without engaging in controversies on religious and political matters to promote peace amongst communities
106.	Buddhist Relief Mission	Supports Buddhist charities, education and welfare projects
107.	Arigatou International	Brings people together from all walks of life to build a better world for the children
108.	Soka Gakkai International	Action for peace
109.	Catholic Relief Services Kenya	It runs programs that respond to emergencies, attends to orphaned children by promoting family health and support through enhanced agricultural activities
110.	Faith to Action Network	Teaches people who to leave peaceful, quality and healthy lives holistically
111.	All African Council of Churches	Promotes peace and unity
112.	Back to Basics (BTB)	Support youth and women to be successful in life
113.	Catholic Youth Network for Environmental Sustainability in Africa (CYNESA)	It is a unity that promote essential human needs
114.	Light and Power Centre World Outreach	Reaching out to the youths and children with education and sponsorship
115.	Action for Hunger	Saves lives for severely malnourished children
116.	Help the Helpless	Improve the lives of the vulnerable people, abandoned, handicapped, deaf and the poor children in vulnerable countries
117.	Mission Aviation Fellowship	Reach the hardest to reach locations for basic needs
118.	World Concern	Relief and development agency that extends hope and opportunity to extremely poor people
119.	Food for the Poor	Feeding the poor in urban poor places
120.	Cross International	Provides shelter, food, medical care, education, water and programs that are geared to empowering the less fortunate in communities
121.	Feed the Children	End child hunger
122.	Christian Health Association of Kenya	Provide health care to vulnerable people in communities
123.	Africa Christian Health Association	Provide health care to vulnerable people in needy communities across Africa

No.	Organization	Programs
124.	SRHR Alliance Kenya	Reach out to the vulnerable children and adults with basic needs
125.	Global Heart Association of Kenya	Wellbeing of communities with medical and health amenities
126.	Heart for Africa	Promote physical, spiritual and emotional health through self-groups – developing good governance
127.	Anglian Alliance	Takes care of the needy in the community with basic needs
128.	All Africa Conference of Churches	Promote peace within difference churches
129.	Association of Sisterhood of Kenya Justice and Peace Commission	Promotes peace and justice in Kenya
130.	Care of Creation Kenya	Takes care of nature and the environment
131.	Caritas Kenya	Takes care of nature and the environment
132.	Caretakers of God's Creation	Conserves the environments – trees and animals
133.	Anglican Consultative Council (ACC)	Facilitate cooperative work in the Anglican churches
134.	Bartimaeus Cooperative Ministries	Promote in communities discipleship and justice
135.	Blessed Earth	Conserves the environment
136.	Catholic Climate Covenant	Teach people how to handle climate changes
137.	Christian Aid Mission	Support missionaries in various parts of the globe
138.	Center of Sustainable Climate Solutions (CSCS)	Coming up and promoting ways of solving the climate changes challenges
139.	Center for the Celebration Creation	Promotes stewardship of God's creation
140.	Climate Stewards	Voluntary carbon offsetting to promote a clean earth
141.	Cool Congregations	Run stewardship programs that educate members how to care for creation
142.	Creation Care for Pastors	Empower Pastors to advocate for conserving creation
143.	Creation Justice ministries	Promotes right relationships with God's creation
144.	Eden's Stewards Ministry	Empowers, transforms and help communities to adapt to climate changes while working towards sustainable livelihoods while building peace, social justice, gender equality and ethical practice
145.	Environmental Ministry of Nairobi Chapel Rongai	Fights plastic pollution
146.	Global Catholic Climate Movement (GCCM)	Mobilizes Catholics globally to be advocates for clean energy
147.	Global Health Ministries	Disseminating the healing ministry of Jesus Christ by providing and enhancing care programs to various communities across the globe
148.	AIC Health Ministries	Provides spiritual and health care to the remote rural areas with need
149.	Green Anglicans	Promote enhanced environment care
150.	Habitat for Humanity Kenya	Elimination of poverty housing in Kenya
151.	Jesuit Justice and Ecology Network Africa (JENA)	Promotes peace in Africa
152.	Justice Peace Integrity of Creation (JPIC-FA)	Promotes justice, peace and integrity for creation

No.	Organization	Programs
153.	Kenya Interfaith Network of Action on Environment (KINAE)	Promotes, facilitates and inspires participation of faith groups in environmental care through training, networking, advocacy and sharing best practices
154.	Lifewater International	Work to end water and sanitation crisis
155.	Lutheran World Federation	Humanitarian, development assistance
156.	Medical Mission Sisters (MMS)	Medical support to vulnerable people
157.	Mission Aviation Fellowship	Fly aircrafts and use other technology to bring hope and help to people in the world's poorest communities
158.	Organization of African Instituted Churches	Forum for sharing hope and administering to the needy people in communities through churches and ministers
159.	Islamic Development Bank	Boost the living standards of vulnerable and poor Muslims in Kenya
160.	Islamic Relief Worldwide	Reaching out to the poor and vulnerable people
161.	Muslim Aid Kenya	Works to develop communities and offer essential amenities to needy people in the communities
162.	Muslim Hands	Addresses those who have been affected by calamity, poverty and natural disasters
163.	United Religions of Nairobi CC	Promotes peace and prosperity
164.	African Council of Religious Leaders (ACRL-RfP)	Propagates peace
165.	Care of Creation Kenya	Promotes protection of creation and the environment
166.	Fast for the Climate	Advocates for climate change through prayer and fasting
167.	Kenya Interfaith Network on Environment Action	Voices the role of religion in protecting the environment
168.	Faith for Earth	Does advocacy on environmental matters
169.	Interfaith Rainforest Initiative	Encourages all religious organizations to work together for the wellbeing of the less fortunate in various communities
170.	African Church Assets Program (ACAP)	Works to ensure that churches in Africa have adopted practices that enhance church governance and growth
171.	Fountain Youth Initiative	Youth reaching out to the underprivileged people in the slum areas
172.	Faith for Earth Initiative	Bringing together various religions to come up with sustainable development goals
173.	Ismaili Tariqah & Religious Education Board	Develop and teach religious education curriculum, support research and book publications centered around Islam
174.	Global Peace Initiative of Women	Peace building
175.	The Temple of Understanding	Offers Interfaith education and advocacy of human rights
176.	Young Women's Christian Association	Collective power in girls and women
177.	Eastern Africa Regional Youth Network	Train youths on drug abuse and HIV and AIDS prevention

No.	Organization	Programs
178.	African Youth Network	They engage in youth policies in areas like environment, trade and poverty through workshops, seminars and regular publications
179.	Africa Interfaith Youth Network	Empowers youth and women from various religions in Africa
180.	Youth Network for Interreligious Brotherhood	Through the senior religious leaders, the organization builds and promotes peace across diverse religious
181.	Kenya Interfaith Network	Promotes peace and unity amongst different religions
182.	Africa Jesuit AIDS Network	Empowers individuals, families and communities and works towards having a HIV/AIDS free society and fullness of life
183.	Yali East Africa Regional Leadership Center	Encourage transformational learning and leadership skills across the region
184.	All Africa Conference of Churches	Encourage service to humanity without segregation
185.	International Christian Youth-Works Africa	It trains, networks and resource youth workers who in turn resource youth evangelism
186.	Africa-Global Network of Religious for Children	Work towards improving children's lives in Africa and globally too
187.	Hindu Council of Kenya	Brings together Hindu sects domiciled in Kenya and promotes Hindu culture
188.	Flying Doctors Society of Africa	Offers medical outreach to remote areas
189.	Shree Vallabhdham Haveli	Takes care of the Hindus welfare and support the needy Hindus
190.	Shree Swaminerayan Gadi	Nurtures the Hindus spiritually and provides for the needy ones around them
191.	ICCO Cooperation	It empowers people economically to foster food security
192.	Islamic Relief Kenya Somalia Program	Provides Ramadan food parcels and qurbani meat to the poor families, provide education, water, sanitation, livelihoods and child welfare with a focus on orphans
193.	Islamic Relief Kenya	Provides food and water and drills and boreholes in seriously drought hit areas in Kenya
194.	International Islamic Relief Organization	Assists victims of war and natural disaster across the world
195.	The Islamic Foundation – Kenya	Provides education and welfare activities in Kenya
196.	Helping Hand for Relief & Development	Addresses humanitarian agencies and attends to people affected with natural calamities
197.	Islamic Relief Worldwide	Provides vital emergency aid when calamities and natural disasters occur
198.	Kenya Muslim Charitable Society	Provides educational services, Da'wa programs, health services, water and sanitation activities, humanitarian activities and environmental activities
199.	Tawfiq Muslim Youth	Provides essential services to the needy Muslims
200.	Muslim Education & Welfare Association	Provides healthcare and empowerment to women and fight against drugs and drug abuse

No.	Organization	Programs
201.	Hifadhi Africa Organization	Promotes development, advocacy and youth empowerment in slums and pastoral regions
202.	Kenya Muslim Youth Alliance	It facilitates and promotes knowledge creation and its distribution to nurture value in sidelined communities across social, cultural and religious platforms
203.	Jaffery Islam Centre	Hosts religious, educational, cultural, athletic, recreational and communal activities
204.	Program for Christ	Provides humanitarian aid
205.	Undugu Society of Kenya	Provides education for street families
206.	Program for Christian-Muslim Relations	Advocates collaboration across the diverse ethnic, linguistic, cultural and religious frontiers to rid Africa colonialism
207.	Al Mustafa Islam Centre	Provides services to Muslim communities
208.	Humanitarian Africa Relief Organization	Drills boreholes and provides clean water to the neediest
209.	CIVS Kenya	Runs work camps for developmental activities with cultural exchange recreational activities in Kenya
210.	Action Work for the Disabled (ANDY)	Works with the disabled individuals to promote equality and other status such as race, color, sex, sexual orientation, language and religion
211.	Care International in Kenya – Nairobi	Provides essential amenities to people in arid and semi-arid areas and slum areas in Nairobi
212.	SOS Children’s Village Kenya	Provides vocational training, day-care, education and medical services in various communities
213.	VSO Kenya	Improves access to and delivery of inclusive family planning, sexual and productive health services
214.	Computer Aid International	It alleviates poverty and works to overcome discrimination and disadvantage of the disadvantaged people groups
215.	The Cradle Children’s Foundation	Offers protection and promotes the children rights
216.	Children of God Relief Institute (COGRI)	Offers OVC support and HIV care and treatment services for children
217.	United Nations Children’s Fund Somalia	It partners with faith-based organizations to save children’s lives especially in infancy and adolescence
218.	Centre for Democracy Research & Development	Teaches the effects of democracy and human rights to uninformed people
219.	Save Somali Women & Children	It supports women and children to overcome marginalization, violence and poverty in their communities especially Somalia
220.	Imani Children’s Home	It works with the community to re-integrate and rehabilitate orphans and vulnerable children
221.	Imani Rehabilitation Agency	It works with children in need for special care and protection
222.	Kenya Muslim Academy	It is a Muslim primary and secondary school that provides quality education for self-empowerment sustenance in the dynamic society

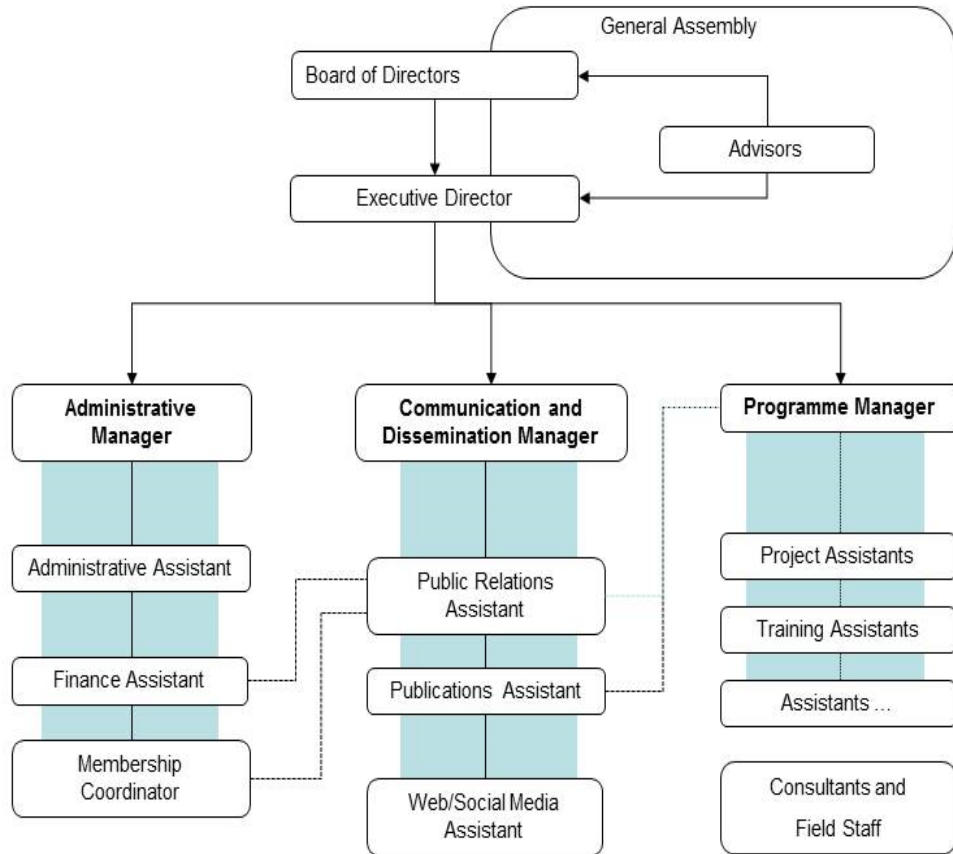
No.	Organization	Programs
223.	Food for the hungry (FH) Nairobi	To facilitate sustainable development and provide emergency relief to those in need
224.	Life in Abundance Center, Kenya	Provides health care to the needy and less unfortunate people and communities
225.	Nairobi Muslim Academy	Provides quality education based on Islamic principles and works with donors and encourage them to sponsor pupils and students who are less privileged to enable them access quality education
226.	World Assembly of Muslim Youth	Works to preserve the Muslim youths' identity
227.	Umoja Muslim Academy	Promote and advocate for Muslim education
228.	Catholic Relief Services Kenya	It provides education, health, food and economic security for vulnerable children and families
229.	Kenya Conference of Catholic Bishops – General Secretariat	Develops and implements pastoral programs country wide in order to well equip the ministers of the gospel
230.	Consortium for National Health Research	Conducts health researches to foster better health among communities within the country
231.	Caritas Nairobi	To coordinate and implement aid and social-economic development programs
232.	Peace & Development Network	Enhances peace between diverse communities and religions
233.	Elizabeth Glaser Pediatric Aids Foundation	Support people and children affected and orphaned by HIV and AIDS
234.	CISP Office	Works to avail solutions to diseases and disorders while serving humanities in communities
235.	Diakonia Sweden Africa Regional Office	It works with democracy and human rights, social and economic aspects
236.	Coalition for Peace in Africa (COPA)	Promotes peace in Africa by providing trainings in conflict management through various stakeholders
237.	Children of God Relief Institute (COGRI)	Takes care of the vulnerable and orphaned children especially the HIV orphans
238.	Corat Africa	Works with children to empower them
239.	KLEIN	Development of play therapy in children
240.	Good News Productions International – Africa	Committed to telling people across Africa the good news about Jesus Christ
241.	Compassionate Hands for the Disabled Foundation	Teaching disabled children useful skills and education
242.	Family Health International	Deals with family affairs that will build strong families in the society
243.	Catholic University of Eastern Africa	Affiliated to the Catholic church and their aim is to produce authentic leaders and upright members of the society that will be dependable
244.	Comitato Collaborazione Medical	It is specialized in the implementation of health-related projects in the development and humanitarian contexts
245.	Catholic Dispensary Kariobangi	Offer health care to low-earners in the community
246.	Thika Youth Pastoral Centre	Empowers pastors to become better servants to influence humanity to their God

No.	Organization	Programs
247.	Dandora Rehabilitation Group	Promotes drug abuse free society by rehabilitating the drug addicts and help them overcome the addictions
248.	St. Mary's Mission Hospital	It is a Christian community hospital that offers medical care to those earning low in the society. They equally do outreach programs in response to the surrounding communities' needs and offer medical and clinical-pastoral education
249.	Macheo	It helps vulnerable children and their families in the urban slums and rural areas
250.	Dream Centre VCT	They offer free medical consultation to all CCC and VCT clients within their vicinity
251.	Jamaa Mission Hospital	Provides health care to the community as subsidized and affordable costs
252.	Med's Centre	Provides medical care and supplies to needy communities
253.	Seventh-day Adventist (Better Living Hospital)	Offers affordable health care and promotes healthful living to have holistically health people especially in this generation
254.	Christian Mission Aid	To make Christ known and alleviating poverty and suffering in Kenya, Uganda and South Sudan
255.	Inter-Christian Fellowship Evangelic Mission (ICFEM – Mission)	Empowers people in remote areas holistically through involving various communities and organizations
256.	Association of Evangelicals in Africa	To unite and empower all evangelical churches and religious entities to evangelize Africa
257.	Evangelical Alliance of Kenya	Works to introduce God to people in various set up in Kenya
258.	Netherlands Development Organization	Help people living in poverty to raise incomes and access services in various communities and countries
259.	Program for Christ	Equip missionaries and engage with communities for support and growth
260.	New Life Home	Give shelter, love and care to abandoned babies in Nairobi
261.	Across Sudan	Transform lives and communities in Sudan
262.	Life Ministry Kenya	Builds spiritual movements of evangelism and Christ-centered discipleship
263.	Kids Alive Kenya	Provides care for children in communities in crisis
264.	ICY Africa	It trains and develops African young adults to become leaders of integrity
265.	Pamoja Charity Foundation	It motivates, mobilizes people especially those in leadership positions to share God's love with needy children in order to realize transformation
266.	Tearfund Kenya	Responds to disasters and injustices
267.	World Relief International	Endeavors to break the chain of poverty through programs in savings, agriculture, health, nutrition and many more

No.	Organization	Programs
268.	Farm Africa	It main aim is to transform agriculture and manage natural resources in a sustainable manner
269.	Ecumenical Pharmaceutical Network (EPN)	It works with the church systems to ensure that their pharmaceutical services are efficient and effective and equipped to ensure the availability of affordable quality medicine
270.	Aim Air	Church planting organization with an aim of reaching needy people
271.	SIL International	It studies, develops and documents various languages in order to have the Bible translated to all dialects
272.	Africa International University	Offers high Christian education and community service
273.	Pan Africa Christian University	Under the umbrella of CITAM they provide higher learning facilities and community services
274.	Teen Challenge of Kenya	A faith-based rehabilitation center for drug addicts
275.	Concern Worldwide	Provides emergency relief and work to help those living in the poorest countries
276.	Heifer Project International	Works with societies to bring hunger to an end and alleviate poverty
277.	Garden of Hope Foundation	Keen in providing youth mentorship, leadership and empowerment in communities
278.	HIAS Refugee Trust of Kenya	Partners with religious organizations to offer solutions to urban refugees and asylum seekers in Kenya since 2002
279.	LVCT Health	Provides health awareness and medical care
280.	Kivuli Centre	Educational and recreational activities
281.	Self Help Africa	It covers nine countries across the sub-Sahara Africa tackling poverty and improving the lives of local communities
282.	Life in Abundance Center, Kenya	Empower churches to break the cycle of poverty
283.	SINAPIS	Works with aspiring entrepreneurs to develop the most innovative business ideas that are Christ-centered.
284.	Special Education Professionals	Supports teachers dealing with disabled students
285.	ICROSS International Headquarters	Offers service to areas affected by violence
286.	Aidspan	Promotes increased support to people with ailments
287.	Ruben Centre	Works to promote quality living in Mukuru slum – Nairobi
288.	World Provision Centre	Provides care and essential amenities to need people
289.	Gender Based Violence Centre	Support girls and women to end gender-based violence in Kenya
290.	International Rescue Committee (Somalia)	Works to help people whose been affected by disaster and conflict in Somalia
291.	Heritage of Faith & Hope Resource Centre	A children's rehabilitation center that provides care to the orphaned and abandoned children

The National Bureau of NGOs, (2020)

Appendix iv – The Nongovernment Organizations Structure



Appendix v – Factor Analysis Output (Table 29-32)

Table 29 – Demographic Characteristics

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Female	171	53.4	53.6	53.6
Male	148	46.3	46.4	100.0
Total	319	99.7	100.0	
System	1	.3		
Total	320	100.0		
Age Group				
	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 20 years	2	.6	.6	.6
20-29	53	16.6	16.6	17.2
30-39	134	41.9	42.0	59.2
40-49	96	30.0	30.1	89.3
50-59	22	6.9	6.9	96.2
60 and above	12	3.8	3.8	100.0
Total	319	99.7	100.0	
System	1	.3		
Total	320	100.0		
Level of Education				
	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	10	3.2	3.2	3.2
Bachelor's Degree	174	54.4	54.4	57.6
Master's Degree	109	34.4	34.4	92.0
Doctorate Degree	27	8.0	8.0	100.0
Total	320	100.0	100.0	
Years Worked in Nonprofit Sector				
	Frequency	Percent	Valid Percent	Cumulative Percent
0-9	174	54.4	54.4	54.4
10-19	109	34.1	34.1	88.4
20-29	23	7.2	7.2	95.6
30 and above	14	4.4	4.4	100.0
Total	320	100.0	100.0	
Your Current Designation				
	Frequency	Percent	Valid Percent	Cumulative Percent
Chief Executive Officer	20	6.3	6.3	6.3
Human Resource Manager	54	16.9	16.9	23.2
Finance Officer	59	18.4	18.5	41.7
Programs Development Manager	49	15.3	15.4	57.1
Programs Implementation Manager	38	11.9	11.9	69.0
Other (Specify)	99	30.9	31.0	100.0
Total	319	99.7	100.0	
System	1	.3		
Total	320	100.0		
Years Worked in Current Position				

	Frequency	Percent	Valid Percent	Cumulative Percent
0-9	263	82.2	83.2	83.2
10-19	48	15.0	15.2	98.4
20 and above	5	1.6	1.6	100.0
Total	316	98.8	100.0	
System	4	1.3		
Total	320	100.0		

Table 30 – Component Matrix

Component Matrix ^a										
Independent Variable	Component									
	1	2	3	4	5	6	7	8	9	10
Helping subordinates to grow and succeed in their personal life	.441	.049	-.496	-.124	-.247	.180	.200	-.067	.039	.302
Helping subordinates to grow and succeed in their professional line	.472	.020	-.570	-.203	.016	.219	.079	.092	-.065	.126
Aligning employees' tasks according to their capabilities	.602	.160	-.244	-.357	-.220	.127	-.162	.169	.105	-.136
Recognizing employees' input to work	.630	.050	-.229	-.421	-.256	.160	-.061	-.227	.053	.071
Seeking to empower others to be better workers	.692	.054	-.198	-.388	-.181	-.115	-.089	-.177	-.088	.123
Endeavoring to empower others to take up leadership roles in future	.564	.194	-.275	-.354	.009	-.076	.100	.335	-.241	-.026
Purposing to support my personnel to be emotionally healthy	.613	.128	-.078	-.441	.001	-.263	.034	.012	-.124	.014
Supporting my personnel to feel holistically well	.569	.177	-.018	-.410	.251	-.307	.016	.017	-.133	.060
Always embracing ethical behaviors	.390	-.128	.293	-.374	.455	-.148	.065	-.167	.270	.265
Always ensuring that the personnel behave ethically	.329	.057	.301	-.213	.586	-.175	-.023	.151	.245	.147
Every time embracing spirituality in the organization	.215	.752	.100	-.022	.088	.167	.194	.006	.098	-.339
Constantly cultivating spirituality among the organization's personnel	.213	.793	.182	.022	.024	.284	.223	-.021	.030	-.241
Continually cultivating covenantal relationship with fellow leaders	.322	.749	.241	.164	.076	.144	.203	-.056	.059	.220
Continuously fostering covenantal	.296	.719	.212	.265	.093	.088	.119	.031	.042	.233

relationships with the personnel										
Always seeking to be genuine in all operations (administration, finance, monitoring and evaluation.....)	.302	-.301	.561	-.107	.126	.107	.064	-.041	.260	.023
Constantly fostering genuineness in my workforce	.637	-.247	.348	-.224	-.298	-.006	-.013	.013	.095	-.143
Encouraging employees to show each other respect	.659	-.167	.357	-.101	-.375	.000	.130	-.120	.128	-.201
Encouraging employees to accept each other's diversities	.620	-.202	.353	.023	-.439	-.133	.005	-.058	.128	-.215
Always seeking to uphold interpersonal acceptance tendencies within my workforce	.495	.144	.318	.319	-.360	-.170	.051	-.031	-.025	.114
Ensuring that all the workforce create value for the community	.496	.076	.264	.363	-.060	-.325	.208	.121	-.362	.051
Ensuring that the workforce has a strong sense of mission	.637	-.222	.329	.232	-.045	-.300	.034	.060	-.088	.062
Ensuring that the workforce has strong conviction of doing right	.500	-.198	.218	.309	.048	-.060	.166	.166	-.382	.144
Always seeking to be accountable to the stakeholders (donors...)	.320	-.270	-.010	.110	-.225	.281	.319	.488	.197	.053
Always seeking to be accountable to the community	.359	-.174	-.490	.280	.241	-.008	.302	-.120	-.131	-.234
Constantly seeking to be a steward of the donors' funds	.266	-.292	-.321	.281	.126	.002	.204	.298	.501	-.046
Always encouraging the personnel to be stewards to the community	.457	-.183	-.422	.357	.068	-.187	.247	-.260	.055	-.189
Constantly encouraging the workforce to develop concrete	.501	.132	-.343	.248	.203	-.396	-.109	.055	.296	-.141

skills in decision making										
Availing platforms that nurture personnel skills in decision making	.548	.169	-.459	.232	.144	-.252	-.238	.064	.052	-.142
Regularly encouraging voluntary subordination in all levels of operation	.532	.248	-.067	.335	-.006	-.009	-.458	-.287	.112	.004
Determinedly seeking to practice voluntary subordination	.469	.206	.005	.437	-.154	.148	-.480	-.110	.078	.150
Constantly seeking to uphold responsible uprightness	.573	-.140	.155	.077	.198	.300	-.372	.351	-.116	-.140
Always developing responsible uprightness in my personnel	.570	-.119	.215	-.016	.341	.268	-.302	.241	-.210	-.191
Always leading by example	.502	-.357	.201	-.121	.334	.318	.078	-.303	-.124	-.157
Always encouraging my team members to live by example	.495	-.302	-.028	.159	.302	.303	.197	-.434	-.150	-.041
Always motivating employees	.492	-.218	-.205	.264	-.003	.276	-.099	.056	-.135	.274
Encouraging creativity and innovation	.439	-.272	-.049	.188	.005	.153	.041	-.015	.222	.264
Mediating Variable										
						Component				
						1	2			
Constantly being resourceful employees						.676	.394			
Constantly delivering at optimal						.756	.441			
Continually being effective						.800	.302			
Continually delivering on time						.786	.316			
Always seeking to achieve their goals						.703	.300			
Paying attention to every detail to realize the intended outcome						.709	.231			
Constantly upholding oneness						.774	-.182			
Employees supporting one another						.797	-.246			
Continuously ensuring they cherish safety for one another						.744	-.489			
Ensuring that safety is priority						.743	-.482			
Always ensuring security is prioritized						.797	-.385			
Upholding security for one another						.788	-.445			
Who are deeply dedicated to their work						.724	-.148			
Who are always committed in all they are tasked to do						.788	.054			
Consistent in contributing their efforts						.834	.136			
Continually put in a lot of effort to ensure they have realized the ideal outcomes						.744	.173			
Who are keen to avoid errors in work output						.741	.084			

Who ensure minimal interruptions at work stations	.586			.022	
Moderating Variable					
	Component				
	1	2	3	4	
We experience pressure from stakeholders to be accountable over resources and funded projects	.517	.130	-.709	-.266	
We are under pressure to create and maintain strong relationships with donors	.597	.133	-.609	-.314	
We are required by the nature of the sector to embrace management practices that promote philanthropy	.541	-.183	-.298	.618	
We are required to demonstrate that we have a functional governance system in our organization	.600	-.112	-.378	.360	
Operating in this sector demands that we embrace core values that identify us as a community development agency	.705	-.448	.223	-.239	
We formulate and implement strategies that are consistent with those of a community development agency	.691	-.471	.312	-.191	
We always commit to learn from the most reputed nonprofit organizations by the stakeholders	.588	-.443	.287	.322	
We work closely with the NGO council to ensure we are compliant	.269	.701	.266	.290	
We uphold acceptable norms as an organization	.405	.634	.377	.075	
We work towards maintaining the organization’s positive reputation	.570	.584	.047	.021	
We ensure compliance with the government and NGO council’s mandatory regulations	.411	.732	.161	-.213	
We operate within the required regulations in order to benefit from the government support	.585	-.270	.445	-.251	
Independent Variable					
	Component				
	1	2	3	4	5
Number of programs successfully initiated	.482	.707	.259	-.018	.164
Number of initiated programs successfully completed	.572	.654	.254	-.004	.267
Number of projects initiated but on course to successful completion	.472	.725	.207	-.057	-.126
The decline in the number of uncompleted projects that turn into white elephants	.291	.287	.454	.434	.030
Health Care	.219	-.578	.534	.079	-.255
Education	.745	-.163	.251	.083	-.358
Clean Water	.770	-.084	.168	-.352	.100
Food Distribution	.812	-.142	.114	-.040	-.070
Counselling	.635	-.423	.106	-.340	-.073
Advocacy	.860	.192	.087	-.166	-.155
Empowerment	.696	.207	-.246	.235	-.248
Entrepreneurship trainings	.622	.116	-.490	.067	-.419
Microfinancing support	.741	.121	-.077	-.415	-.372
Poverty eradicated	.773	.209	-.404	.153	.092
Literacy achieved	.789	-.230	.066	.363	-.116
Corruption eradicated	.572	-.384	-.523	.043	.282
Safety achieved	.657	-.538	.037	-.010	.242
Well-nourished people	.775	-.083	.232	.252	.305
Good health among people	.515	-.489	.466	.145	.099
Improved living standards	.768	.131	-.363	.219	.098
Running water in every household	.696	.049	.057	-.438	.359
People are morally upright	.608	-.232	-.460	.067	.157

Table 31 – Rotated Matrices

Rotated Component Matrix ^a										
Independent Variable										
	Component									
	1	2	3	4	5	6	7	8	9	10
Helping subordinates to grow and succeed in their personal life	.646	-.024	.048	.063	.009	-.124	.180	.179	-.231	.362
Helping subordinates to grow and succeed in their professional line	.683	-.162	.015	.174	-.046	-.070	.207	.061	.096	.292
Aligning employees' tasks according to their capabilities	.678	.294	.145	.144	-.158	-.031	-.096	.112	.270	.125
Recognizing employees' input to work	.748	.329	.053	-.013	-.143	.038	.198	.220	-.017	.040
Seeking to empower others to be better workers	.775	.287	-.017	.089	.099	.134	.109	.201	-.014	-.098
Endeavoring to empower others to take up leadership roles in future	.729	.002	.155	.166	.218	.042	-.075	-.182	.262	.066
Purposing to support my personnel to be emotionally healthy	.678	.227	.075	.148	.188	.267	-.009	-.070	.072	-.154
Supporting my personnel to feel holistically well	.578	.076	.122	.178	.220	.445	.015	-.079	.125	-.218
Always embracing ethical behaviors	.179	.157	-.015	-.025	.005	.839	.196	.002	-.017	-.007
Always ensuring that the personnel behave ethically	.045	-.002	.143	.109	.072	.795	-.027	-.039	.230	.022
Every time embracing spirituality in the organization	.103	.075	.860	.143	-.116	-.022	-.024	-.086	.101	-.114
Constantly cultivating spirituality among the organization's personnel	.086	.072	.929	-.013	-.051	-.070	.023	-.019	.082	-.079
Continually cultivating covenantal relationship with fellow leaders	.096	-.035	.840	-.073	.218	.174	-.004	.250	-.099	.036
Continuously fostering covenantal relationships with the personnel	.037	-.093	.773	-.010	.275	.148	-.081	.301	-.042	.053
Always seeking to be genuine in all operations (administration, finance, monitoring and evaluation.....)	-.157	.477	-.016	-.187	.036	.482	.195	.001	.154	.166
Constantly fostering genuineness in my workforce	.286	.754	-.051	-.052	.139	.159	.075	.042	.198	.099

Encouraging employees to show each other respect	.227	.832	.087	.009	.168	.069	.168	.053	.053	.104
Encouraging employees to accept each other's diversities	.141	.845	-.011	.096	.236	.010	.031	.133	.071	.071
Always seeking to uphold interpersonal acceptance tendencies within my workforce	.046	.458	.235	.044	.502	-.030	-.066	.325	-.088	.067
Ensuring that all the workforce create value for the community	.041	.215	.179	.171	.798	.011	.040	.044	.063	-.025
Ensuring that the workforce has a strong sense of mission	.059	.453	-.069	.186	.602	.238	.087	.166	.134	.077
Ensuring that the workforce has strong conviction of doing right	.055	.134	-.017	.024	.708	.051	.232	.057	.223	.164
Always seeking to be accountable to the stakeholders (donors...)	.102	.245	.003	-.014	.144	-.083	-.009	-.126	.158	.748
Always seeking to be accountable to the community	.167	-.118	-.026	.572	.154	-.155	.513	-.101	.024	.152
Constantly seeking to be a steward of the donors' funds	-.036	.047	-.106	.523	-.067	.112	.038	-.014	.027	.655
Always encouraging the personnel to be stewards to the community	.141	.110	-.059	.665	.175	-.104	.429	.080	-.166	.132
Constantly encouraging the workforce to develop concrete skills in decision making	.187	.047	.086	.785	.083	.189	-.081	.229	.044	.063
Availing platforms that nurture personnel skills in decision making	.341	-.052	.070	.699	.117	-.006	-.021	.311	.193	-.008
Regularly encouraging voluntary subordination in all levels of operation	.129	.163	.198	.336	.048	.024	.101	.720	.134	-.144
Determinedly seeking to practice voluntary subordination	.061	.140	.177	.137	.130	-.091	.006	.795	.190	.054
Constantly seeking to uphold responsible uprightness	.140	.169	.015	.052	.148	.114	.107	.236	.787	.174
Always developing responsible uprightness in my personnel	.147	.143	.057	.036	.163	.208	.232	.125	.785	.022
Always leading by example	.114	.276	-.042	-.039	.028	.275	.715	-.011	.322	-.009
Always encouraging my team members to live by example	.090	.110	-.002	.114	.133	.116	.837	.129	.099	.078

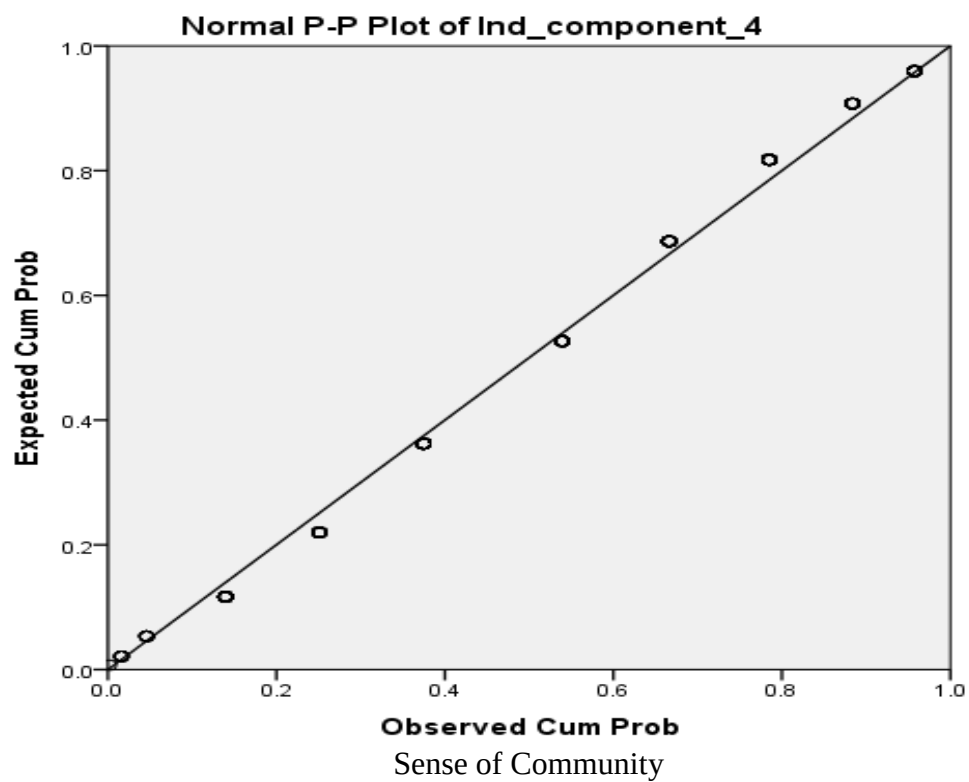
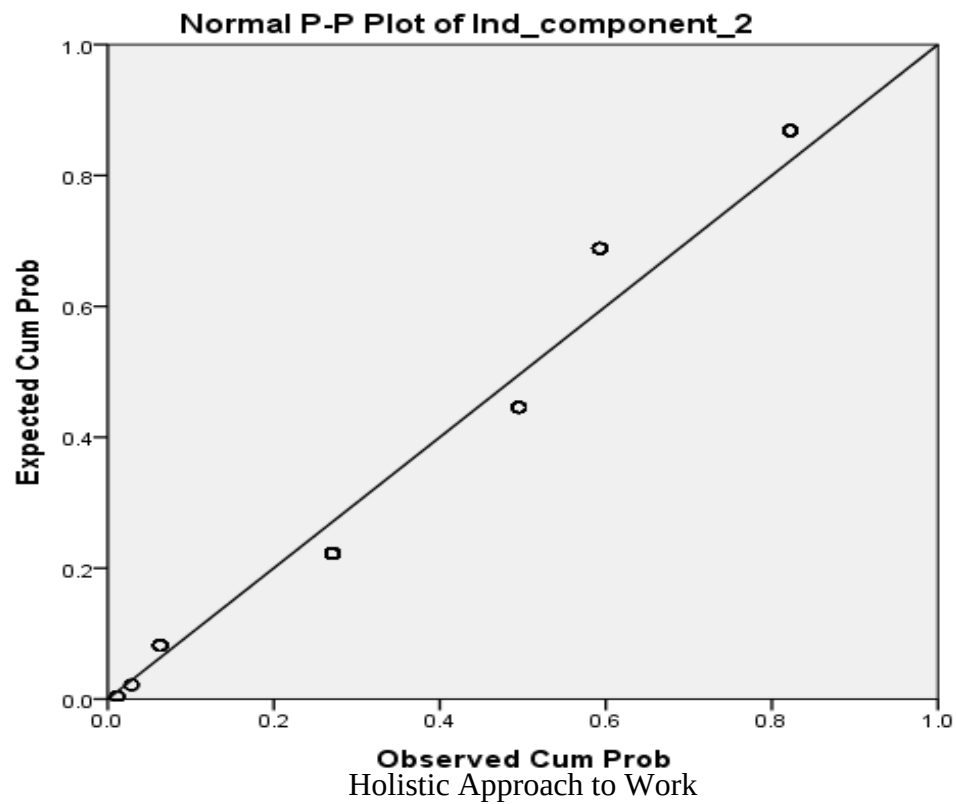
Always motivating employees	.252	-.045	-.120	.046	.261	-.066	.303	.399	.213	.364	
Encouraging creativity and innovation	.111	.153	-.103	.090	.116	.176	.240	.309	.004	.444	
Mediating Variable											
	Component										
	1					2					
Constantly being resourceful employees						.764					.169
Constantly delivering at optimal						.855					.190
Continually being effective						.792					.321
Continually delivering on time						.792					.301
Always seeking to achieve their goals						.720					.257
Paying attention to every detail to realize the intended outcome						.677					.311
Constantly upholding oneness						.445					.660
Employees supporting one another						.418					.721
Continuously ensuring they cherish safety for one another						.215					.864
Ensuring that safety is priority						.218					.858
Always ensuring security is prioritized						.324					.824
Upholding security for one another						.277					.862
Who are deeply dedicated to their work						.431					.601
Who are always committed in all they are tasked to do						.615					.495
Consistent in contributing their efforts						.705					.466
Continually put in a lot of effort to ensure they have realized the ideal outcomes						.664					.378
Who are keen to avoid errors in work output						.601					.442
Who ensure minimal interruptions at work stations						.445					.381
Moderating Variable											
	Component										
	1		2		3		4				
We experience pressure from stakeholders to be accountable over resources and funded projects	.014		.061		.905		.187				
We are under pressure to create and maintain strong relationships with donors	.128		.127		.887		.154				
We are required by the nature of the sector to embrace management practices that promote philanthropy	.115		.032		.150		.872				
We are required to demonstrate that we have a functional governance system in our organization	.158		.065		.367		.694				
Operating in this sector demands that we embrace core values that identify us as a community development agency	.864		-.024		.194		.140				
We formulate and implement strategies that are consistent with those of a community development agency	.895		-.015		.095		.152				
We always commit to learn from the most reputed nonprofit organizations by the stakeholders	.646		.005		-.167		.532				
We work closely with the NGO council to ensure we are compliant	-.129		.817		-.122		.143				
We uphold acceptable norms as an organization	.112		.835		-.054		.006				
We work towards maintaining the organization's positive reputation	.102		.746		.287		.140				
We ensure compliance with the government and NGO council's mandatory regulations	.051		.820		.259		-.186				
We operate within the required regulations in order to benefit from the government support	.808		.149		.003		-.023				
Dependent Variable											
	Component										
	1		2		3		4		5		
Number of programs successfully initiated	.038		.876		-.063		.130		.187		
Number of initiated programs successfully completed	.150		.897		-.006		.076		.239		
Number of projects initiated but on course to successful completion	-.084		.790		-.086		.385		.157		
The decline in the number of uncompleted projects that turn into white elephants	-.020		.601		.375		.016		-.246		
Health Care	-.195		-.197		.807		.041		.092		
Education	.135		.199		.636		.519		.220		
Clean Water	.253		.271		.354		.196		.679		

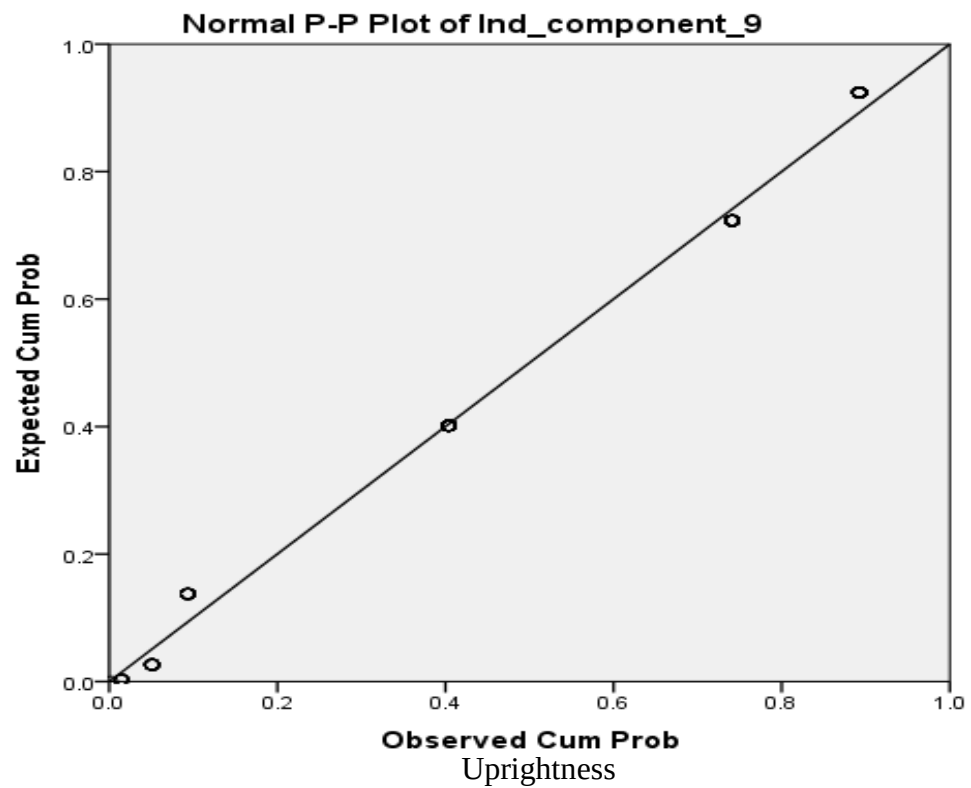
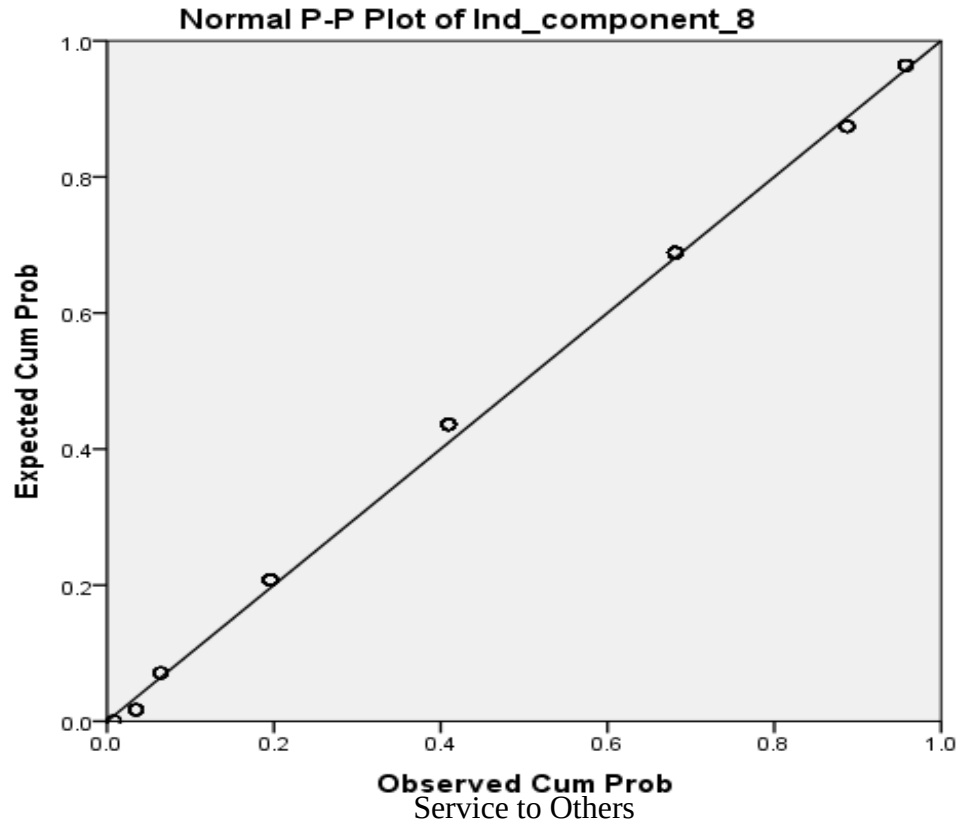
Food Distribution	.342	.236	.493	.356	.396
Counselling	.205	-.108	.476	.234	.615
Advocacy	.244	.460	.278	.518	.468
Empowerment	.445	.323	.133	.619	.002
Entrepreneurship trainings	.439	.057	-.029	.786	.076
Microfinancing support	.114	.197	.114	.684	.590
Poverty eradicated	.710	.362	-.001	.420	.156
Literacy achieved	.485	.200	.637	.377	.032
Corruption eradicated	.835	-.196	.118	.103	.263
Safety achieved	.531	-.081	.574	-.021	.403
Well-nourished people	.505	.456	.562	.002	.197
Good health among people	.170	.061	.818	-.085	.210
Improved living standards	.721	.329	.087	.386	.110
Running water in every household	.348	.349	.119	.007	.745
People are morally upright	.739	-.066	.109	.231	.221

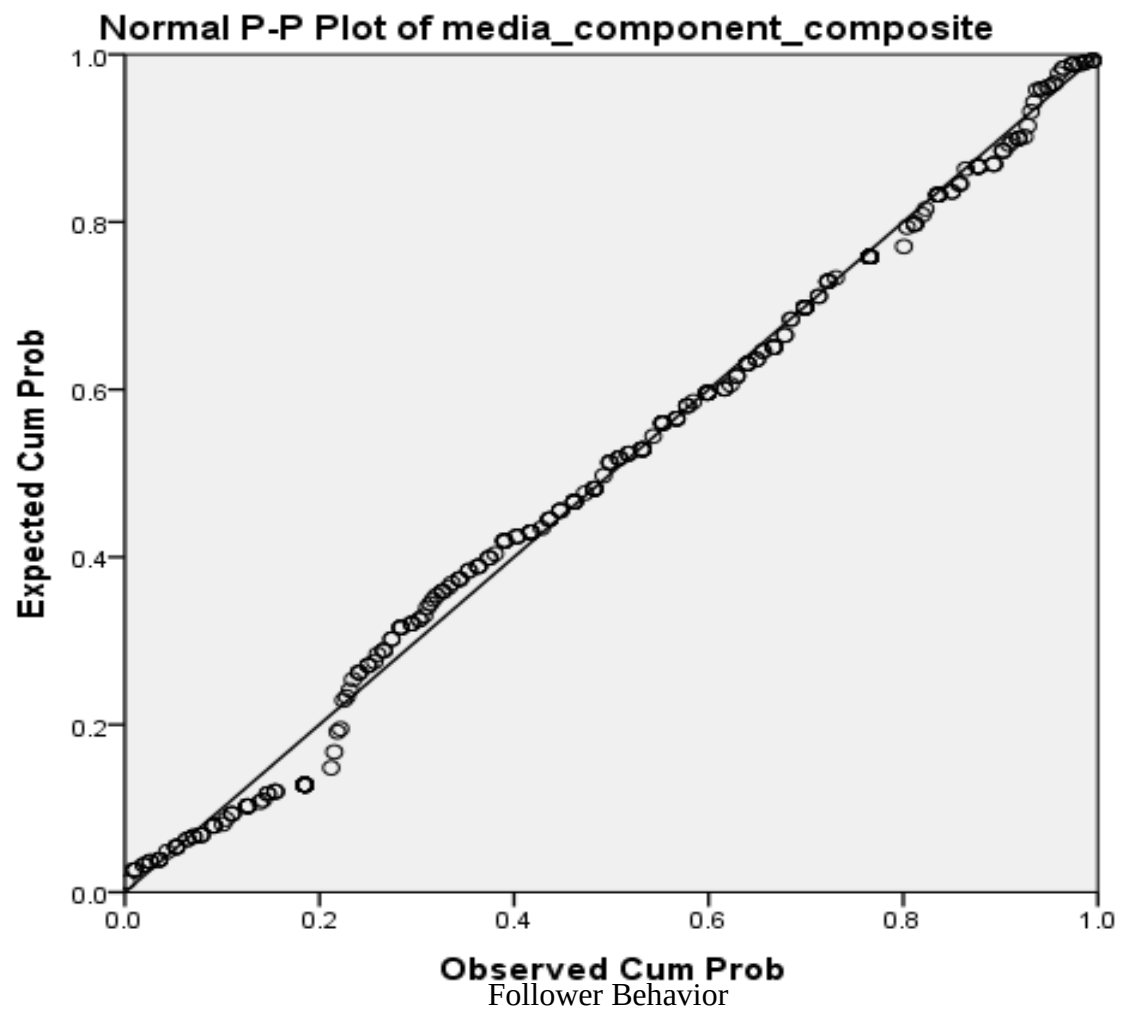
Table 32 – Component Transformation Matrix

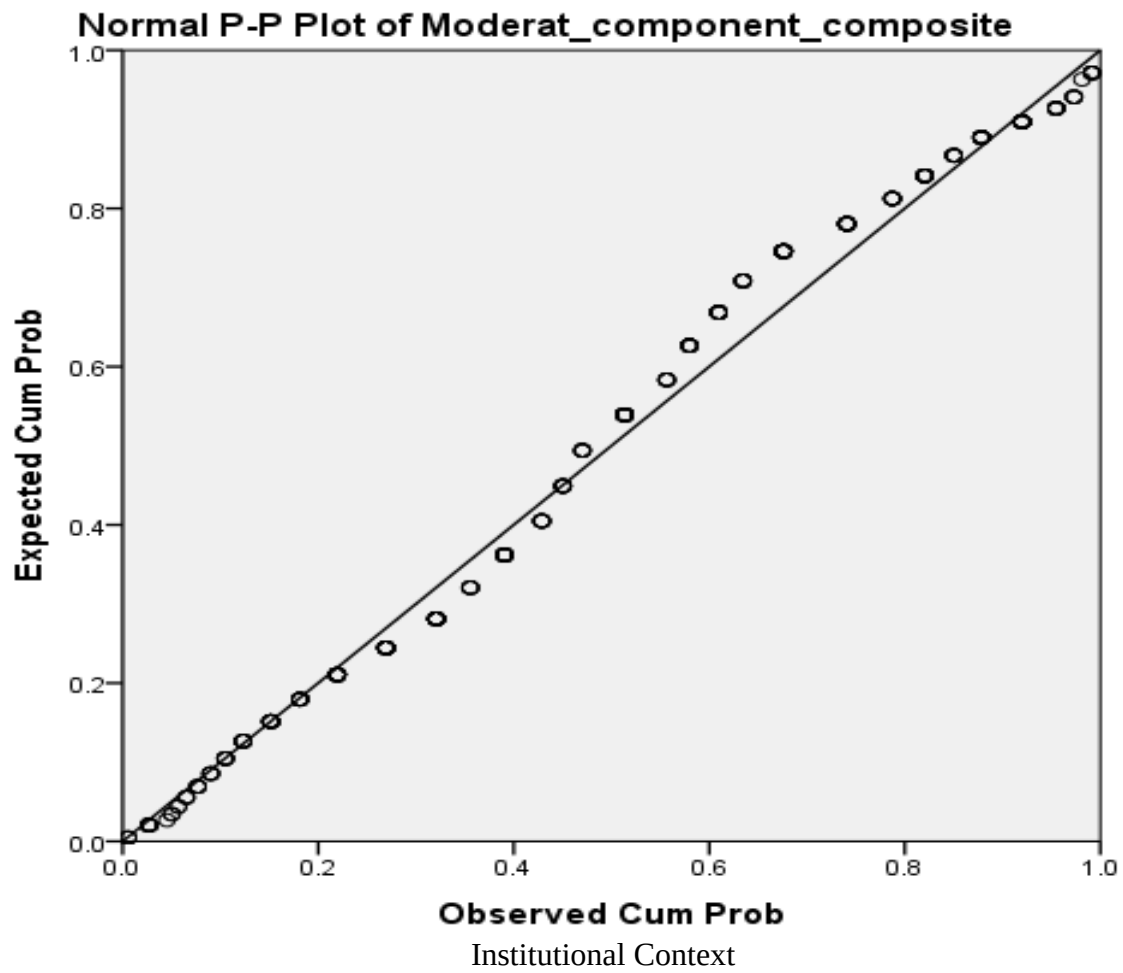
Independent Variable										
Item	Component									
	1	2	3	4	5	6	7	8	9	10
1	.542	.428	.176	.293	.329	.223	.264	.278	.265	.125
2	.158	-.224	.846	.023	-.038	-.058	-.320	.138	-.098	-.270
3	-.471	.485	.210	-.486	.263	.366	-.070	-.033	.160	-.168
4	-.591	-.107	.117	.359	.396	-.317	.117	.414	-.021	.233
5	-.188	-.518	.082	.248	-.043	.618	.332	-.142	.320	-.112
6	-.002	-.092	.262	-.473	-.381	-.257	.435	.145	.346	.398
7	.004	.036	.301	.014	.248	-.003	.310	.310	-.466	.360
8	.035	-.148	.001	.014	.208	-.026	-.593	-.593	.499	.490
9	-.198	.276	.099	.275	-.569	.378	-.229	-.229	-.253	.435
10	.186	-.379	-.141	-.433	.298	.348	-.101	-.101	-.377	.292
Mediating Variable										
Item	Component									
	1					2				
1	.734					.679				
2	.678					-.734				
Moderating Variable										
Item	Component									
	1		2		3		4			
1	.657		.421		.442		.443			
2	-.493		.836		.136		-.200			
3	.483		.340		-.754		-.288			
4	-.303		.094		-.467		.825			
Dependent Variable										
Item	Component									
	1		2		3		4		5	
1	.530		.400		.426		.440		.428	
2	-.182		.772		-.568		.184		-.121	
3	-.610		.393		.615		-.297		.082	
4	.325		.177		.319		-.012		-.873	
5	.456		.242		-.125		-.827		.184	

Normality Tests for the Study Variables









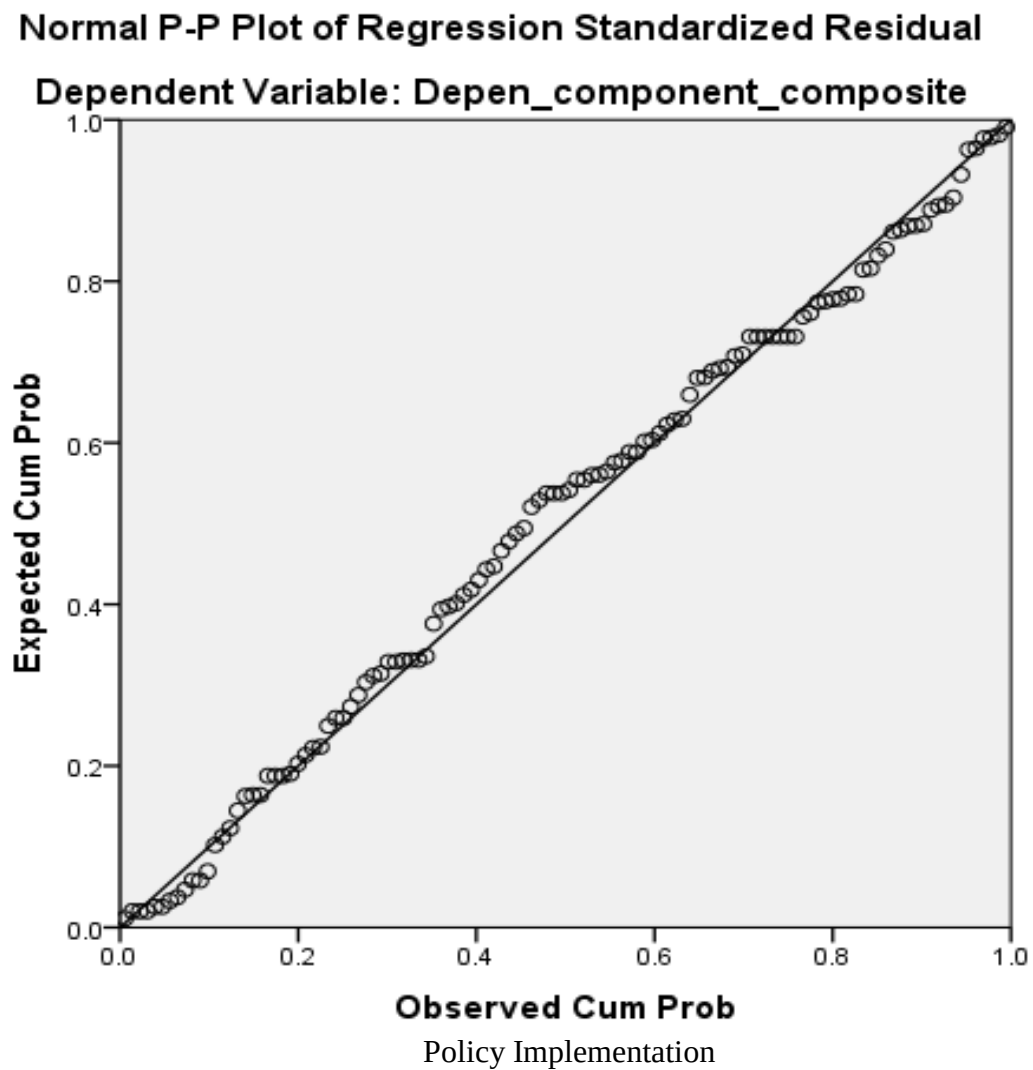
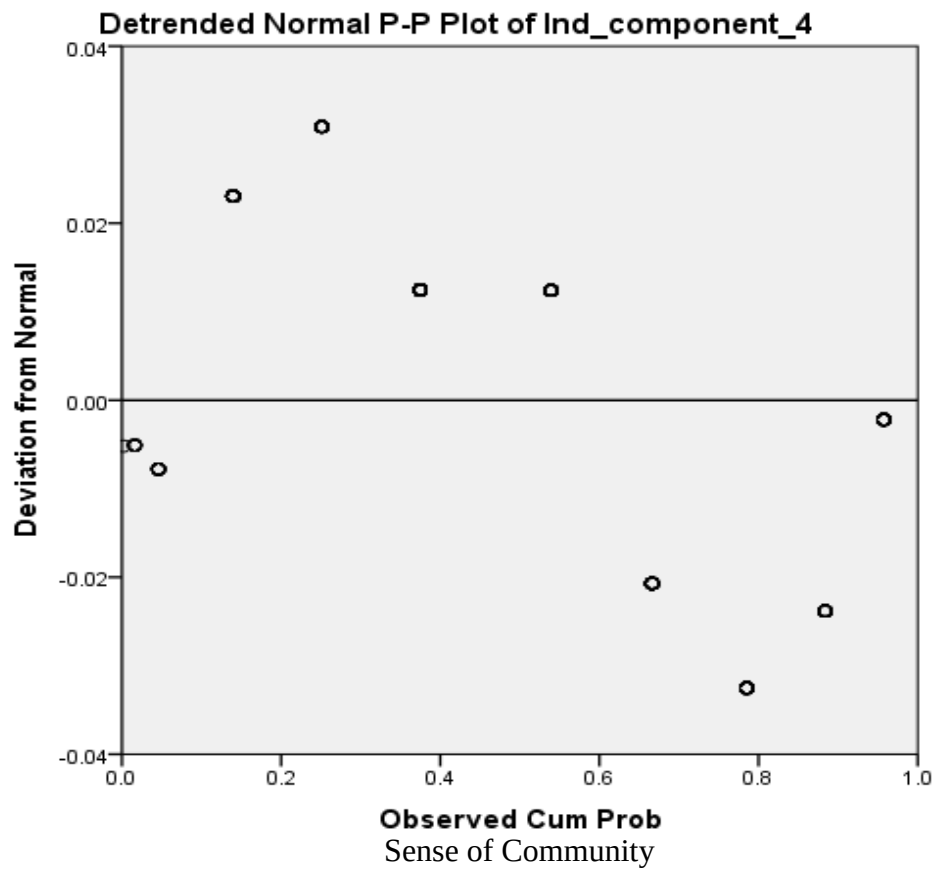
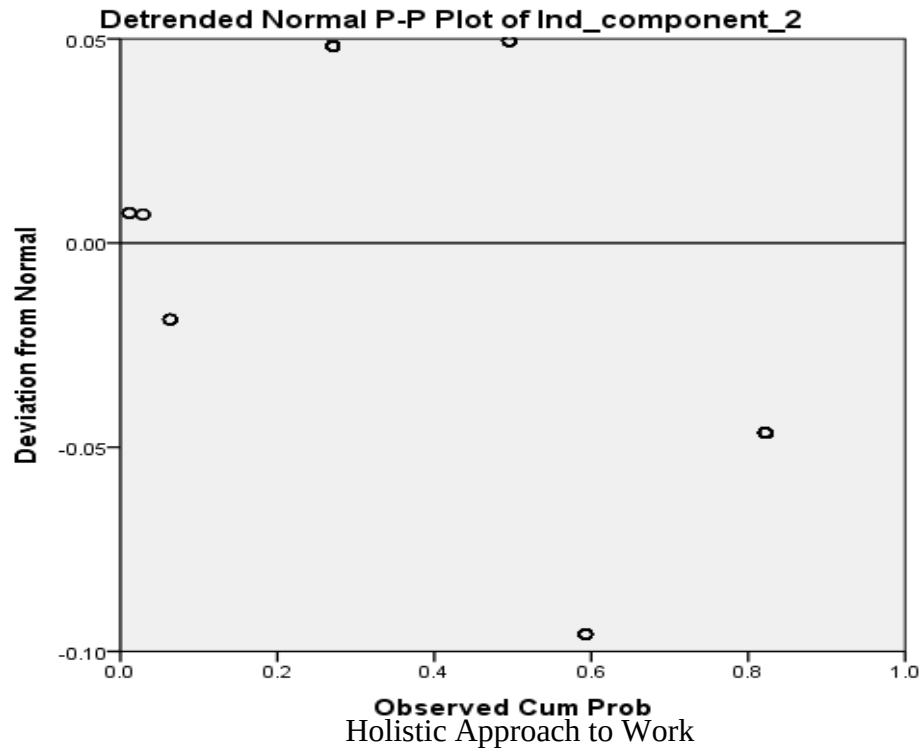
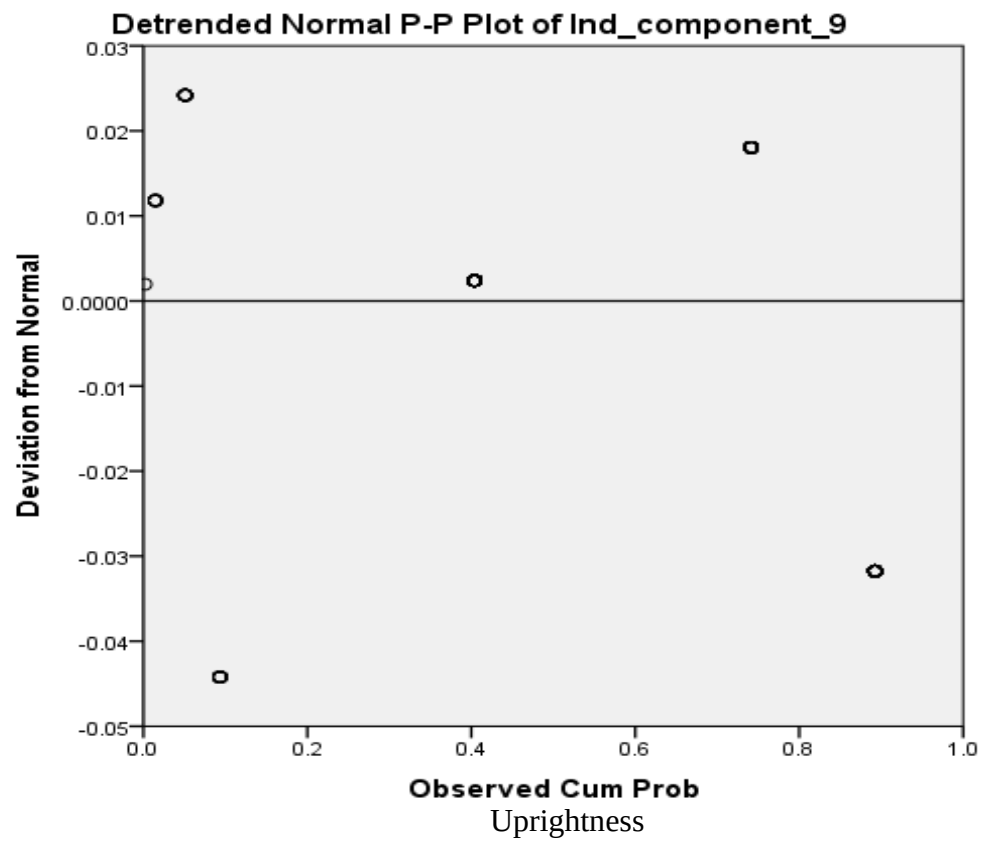
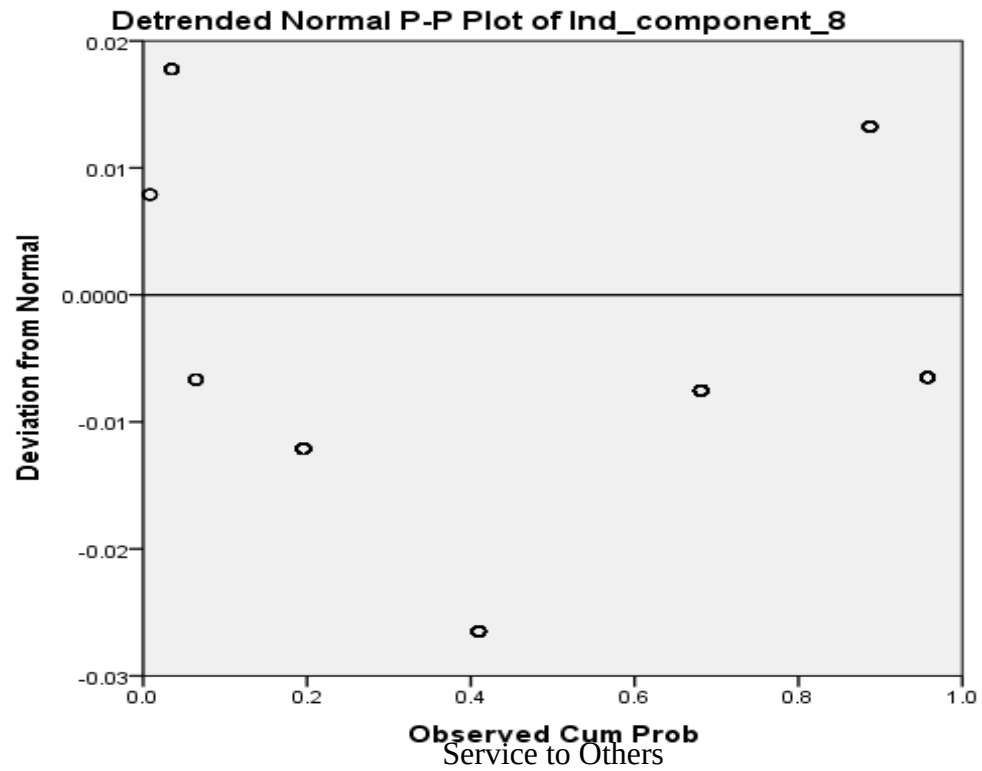
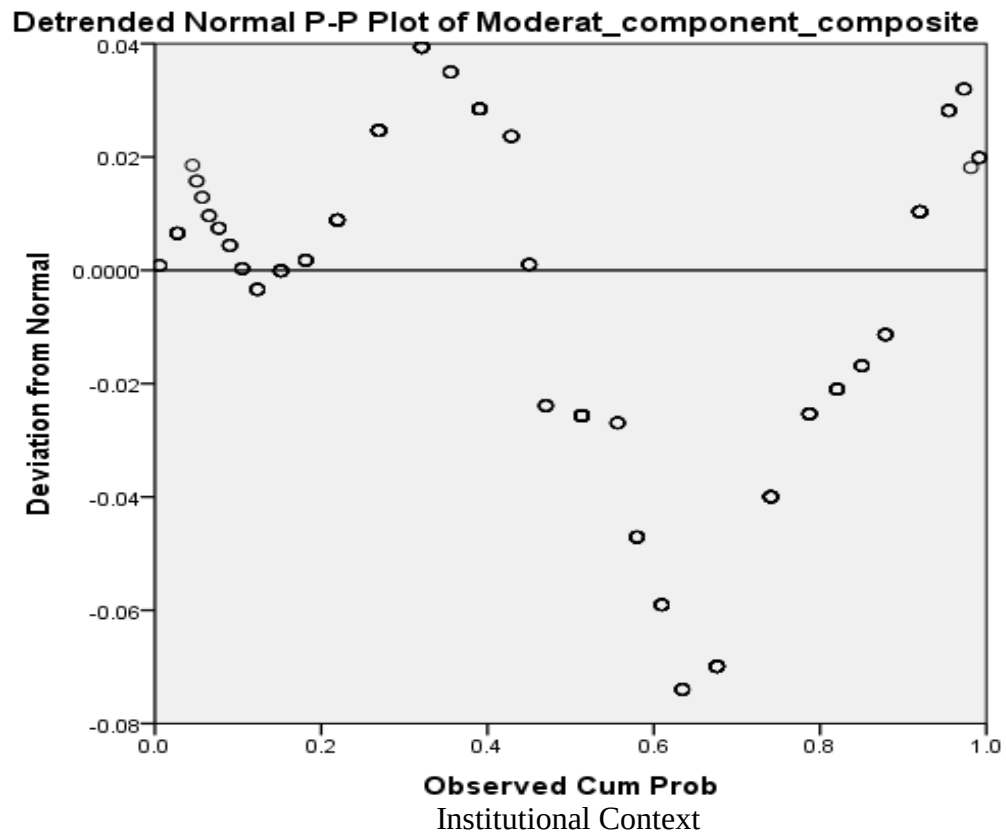
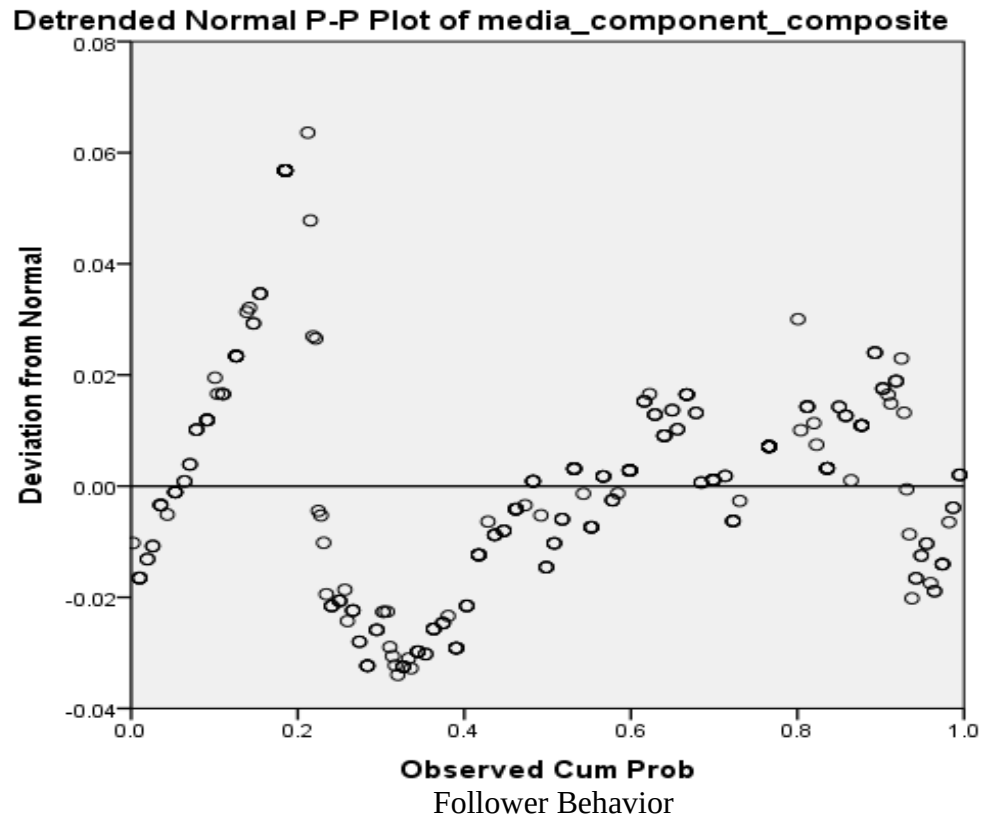


Figure 8 – Normality Plots for the Study Variables
Source: Research Data (2022)

Linearity Tests for the Study Variables







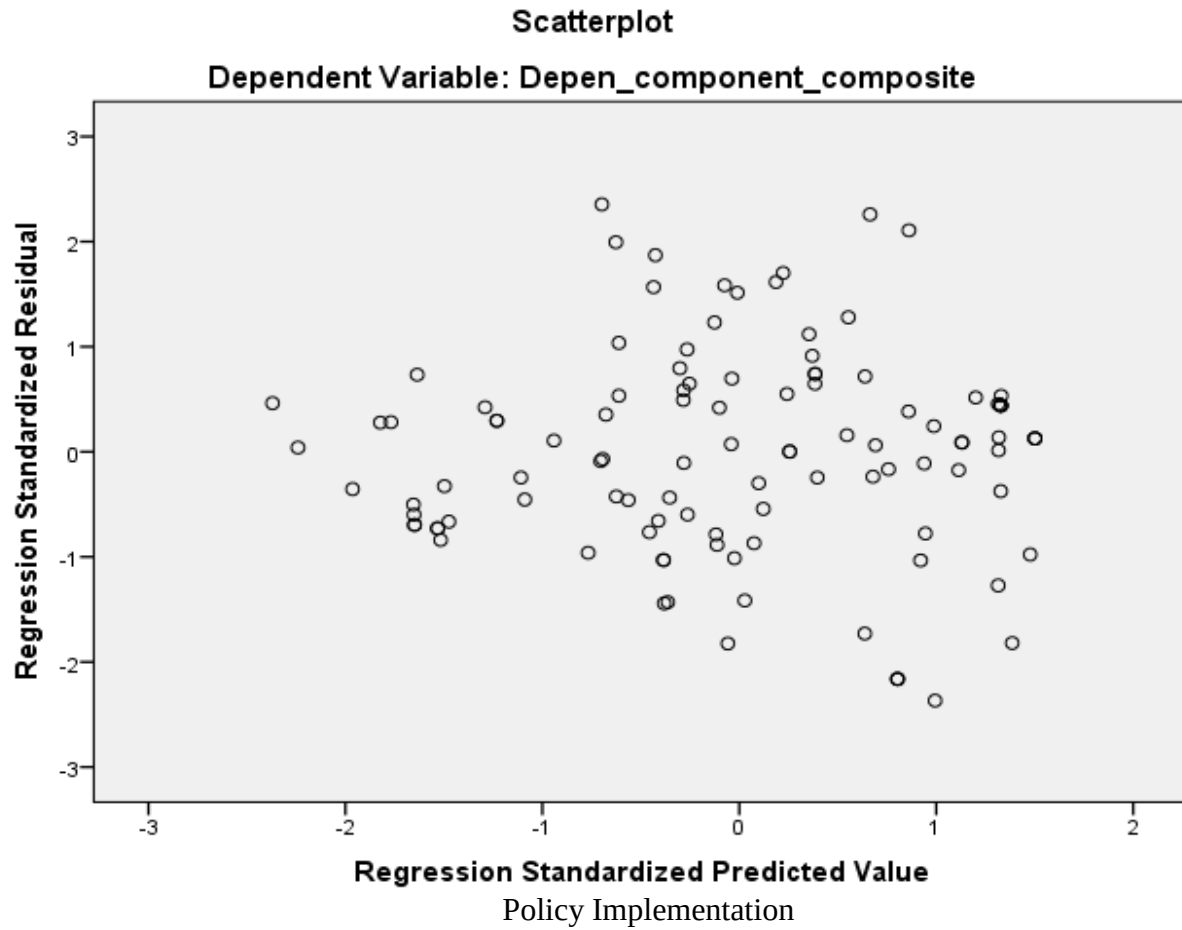


Figure 9 – Scatter Plots for the Study Variables
Source: Research Data (2022)

Appendix vii – Certificate of Ethical Clearance

	Certificate of Ethical Clearance	 RESEARCH ETHICS REVIEW COMMITTEE (R E R C)	
This Certificate is awarded to Ogochi K. Deborah (POLD/10319/0/17) For the research titled Determining The Effect of Follower Behaviour and Nonprofit institutional context on the Relationship Between Servant Leadership and Policy Implementation in Religious Non-profit Organizations in Nairobi County			
having complied with PAC University Research Ethics Review Committee's guidelines and Standard Operating Procedures for ethical clearance.			
This Certificate is issued subject to compliance with the following requirements: i. Before commencing the study, you are required to obtain a Research Permit from the National Commission for Science, Technology and Innovation (NACOSTI) as well as other institutional clearances as and where needed. ii. Only approved documents including research instruments and informed consent forms will be used. iii. All changes including amendments and/or deviations are to be submitted for review and clearance by PAC University Research Ethics Review Committee before use. iv. Any expected or unexpected changes that may increase the risks to study participants or affect the integrity of the study must be reported to PAC University Research Ethics Review Committee within three days. v. Any request for renewal or approval must be submitted to PAC University Research Ethics Review Committee at least four weeks prior to the expiry of this Certificate and must be accompanied by a comprehensive progress report to support renewal.			
Date of issue	Date of issue	Date of issue	Date of issue
Signed:  _____ Jane Kinuthia, PhD Secretary, PAC University Research Ethics Review Committee			



1st November, 2021

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

P.O. Box 56875 - 00200
Nairobi, Kenya
Lumumba Drive, Roysambu
off Kamiti Rd, off Thika Rd
Tel: 0734 400694/0721 932050
Email: enquiries@pacuniversity.ac.ke
website: www.pacuniversity.ac.ke

RE: RESEARCH AUTHORIZATION & ETHICS CLEARANCE LETTER FOR
OGOCHI DEBORAH KEMUNTO REG. NO: POLD/10319/0/17

Greetings! This is an introduction letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing a Doctor of Philosophy in Organizational Leadership (Phd).

She is at the final stage of the programme and she is preparing to collect data to enable her finalize on the dissertation. The dissertation title is ***"Determining the Effect of Follower Behaviour and Institutional Context on the Relationship between Servant Leadership and Policy Implementation in Religious Non-profit Organizations In Nairobi County"***

We kindly request that you allow her obtain a research permit so as to proceed and collect data to inform her research within Nairobi County, Kenya.

Warm Regards,

Linganga

PAN AFRICA CHRISTIAN UNIVERSITY
REGISTRAR
P.O. Box 56875 - 00200,
TEL: 0721 932050, 0734 400694
NAIROBI, KENYA

Dr. Lilian Vidiu

Registrar Academic Affairs

Pan Africa Christian University

Lumumba Drive, Roysambu, off Kamiti Rd, off Thika Rd

P.O Box 56875-00200, Nairobi, Kenya

Tel: +254 721-932050/726-595863/734-400694

Email: registrar.aa@pacuniversity.ac.ke

Website: www.pacuniversity.ac.ke

Appendix ix – NACOSTI Certificate

 REPUBLIC OF KENYA	
Ref No: 652344	Date of Issue: 15/November/2021
RESEARCH LICENSE	
	
This is to Certify that Ms. Deborah Kemunto Ogochi of Pan Africa Christian University, has been licensed to conduct research in Nairobi on the topic: Determining the Effect of Follower Behavior and Institutional Contest on the Relationship Between Servant Leadership and Policy Implementation in Religious Nonprofit Organizations in Nairobi County for the period ending : 15/November/2022.	
License No: NACOSTI/P/21/14120	
652344	
Applicant Identification Number	Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code	
	
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