The Influence of Leadership Style and Organizational Culture on Retention of Volunteers in Non-Governmental Organizations in Kenya: A Case Study of Kenya Redcross Society

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*Abstract:-*Modern societies share a common value of helping each other; not only do volunteer acts assist others but they also benefit the individual on a personal level. NGO's have had an increasing role in international development, particularly in the fields of humanitarian assistance and poverty alleviation.The role of leadership style and organizational culture in managing and retaining volunteers is, therefore, essential. This study aimed at determining the influence of leadership style and organizational culture on retention of volunteers in non-governmental organizations in Kenya. The specific objectives were; to establish the effect of leadership style and organizational culture on retention of volunteers in non-governmental organizations in Kenya. A descriptive research design was used with a target population of 65 employees. Quantitative data was collected using a structured questionnaire. Data obtained was analyzed using SPSS and presented using tables, figures and charts. The results indicated that leadership style influencesretention of volunteers at a rate of 65%. Accordingly, 35% of the respondents agreed that creation of an enabling environment for proactiveness influences retention of volunteers to very great extent, 33% to a great extent, 10% to a moderate extent,5% to a low extent and15% to a very low extent. On the other hand, 79% of the respondents felt that organizational culture affect retention of volunteers in non-governmental organizations. Additionally, 42% of the respondents agreed that a culture that put emphasis on team-orientation ensures retention of volunteers to a very great extent, 19% to a great extent, 12% to a moderate extent, 5% to a low extent and 21% to a very low extent. The study recommends adoption of good leadership styles that encourage employees and volunteers to take self-initiatives while embracing an organizational culture that fosters teamwork in non-governmental institutions.

Keywords: leadership style, organizational culture, volunteer retention

I. INTRODUCTION

Employee retention is key to the success of organizations; where employee knowledge and service quality are priorities. Retaining of volunteers in any organizations is not only fundamental in realizing stipulated goals but also an indication of satisfaction (Vecina*et al.,* 2012). Research on retention focusing volunteers suggests that retention is also the result of sound volunteer management especially at the first level of volunteer interface. The sponsoring organization itself has an obligation in this regard (Coyne & Coyne, 2001). Shuck and Wollard (2010) posits that volunteers become dedicated with their work when they are satisfied with management. This will consequently encourage them to remain in volunteering for a longer time as compared to those whose are not happy with the management and leadership.

Leadership is the process of influencing the behavior and work of others in group effort towards the realization of specified goals in the given situation. Leadership can also be described as the process by which executive imaginatively directs, grids and influences the work of others in choosing and attaining specified goals by mediating between the individuals and organization in such a manner that both will obtain maximum satisfaction. Leadership enhances volunteer absorption which will later help in retention. This is because the leaders are responsible for providing physical, emotional and psychological resources (Shuck, 2011).

Organizational culture can be defined as a jointly shared description of an organization from within. From this argument, culture is a process of sense- making in an organization through which we define sense making as a collaborative process of creating shared awareness and understanding out of individual's perspectives and varied interests. Culture therefore goes beyond pattern of behavior into the realm of jointly-held beliefs and interpretations (Robbie, 2013).Rich, Lepine and Crawford (2010) pointed out the need for an organizational culture that supports vigorous and individual engagement. Volunteer proactiveness is therefore an important aspect of encouraging and retaining volunteers.

Volunteering is generally considered an altruistic activity where an individual or group provide services for no financial gain, to benefit another person, group or organization. Volunteering is also renowned for skill development and is often intended to promote goodness or to improve human quality of life. It may have positive benefits for the volunteer as well as for the person or community served. Shantz *et al.* (2014) concluded that interaction between volunteers, beneficiaries and management enhances engagement levels.

Many volunteers are specifically trained in the areas they work, such as medicine, education, or emergency rescue. Other serve on as-needed basis, such as in response to a natural disaster.
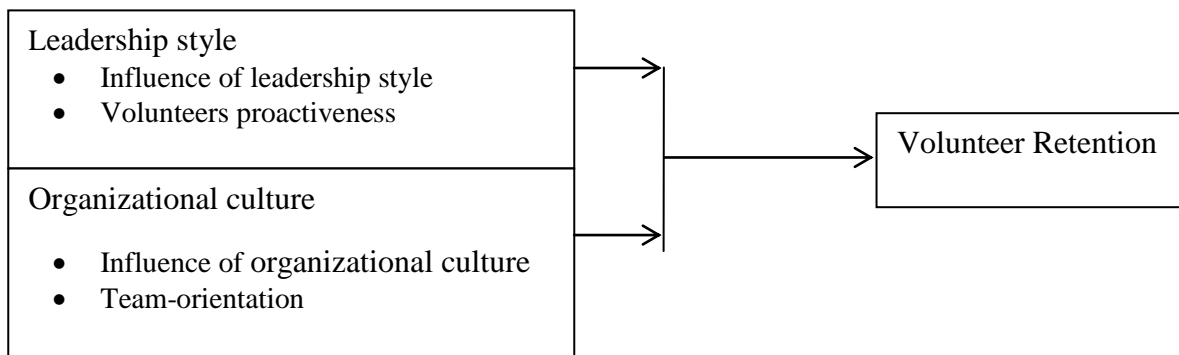
Non-governmental organizations have had an increasing role in international development, particularly in the fields of humanitarian assistance and poverty alleviation. Their non-profit status means they are not hindered by short-term financial objectives. Public surveys reveal that NGOs often enjoy a high degree of public trust, which can make them a useful- but not always sufficient proxy for the concerns of society and stakeholders (Rother, 2007).

1.1 Problem statement

Attracting and retaining high quality staff is considered key to the corporate strategy of many organizations. The turnover of key employees and volunteers can have a disproportionate impact on organizations. The people that organizations wish to retain are often the ones most likely to leave. It is thus very necessary to value the existing work force and encourage contribution from each and every one of them. Organizations in which there are volunteers should put in place strategies that ensure their retention. This is only possible if they have a good volunteering experience (Vecina*et al.,* 2012).Relations between the staff and volunteers should, therefore, be keenly monitored for they may affect teamwork. Leaders in this case play an important role in reducing complexities and encourage cohesion.

Non-profit organizations, unlike `organizations for profits', play an important role in utilization of volunteer manpower of countries (Witesman & Fernandez, 2012). For instance, they allocate resource and channel funds majorly from donors towards volunteerism. They do so, if they get necessary resources to cover their operational cost. That is to say, for sustainable intermediation function, the non-governmental organizations need to achieve their aims and objectives. Beyond the intermediation function, the operational performance of the organization has critical implications for volunteer retention (Schuler, 2011). Good performance rewards the volunteers for their initiative, both at a personal level and for the organization. Despite this, most NGOs are faced with low levels of volunteers. Moreover, few studies on volunteerism have in been conducted in Kenya. This study seeks to address these gaps by determining the influence of leadership style and organizational culture on the retention of volunteers in non- governmental organizations in Kenya particularly Kenya Red Cross Society.

1.2 General objective

The general objective of this study was to determine the influence of leadership style and organizational culture on retention of volunteers in non-governmental organizations in Kenya.

1.2.1 Specific objective

i.   To determine the influence of leadership style on retention of volunteers in non-governmental organizations in Kenya

ii. To establish the influence of organizational culture on retention of volunteers in non-governmental organizations in Kenya.

1.3 Conceptual framework

Source: Authors (2019)

II. LITERATURE REVIEW

2.1 Theoretical Review

The study adopted Self Determination Theory for its analysis.

2.1.1 Self-determination theory (SDT)

Self-determination theory (SDT), coined by Ryan and Deci in 2000 explains individuals' personality and motivation while establishing how they relate with social environment. SDT outlines many intrinsic and extrinsic motivation that influence development of a personality. SDT puts emphasis on the role of psychological needs for autonomy, competence and relatedness on self-provoked motivation, well-being and direction. SDT's major assumption is that individuals are naturally wired to strive at exponential growth, development and great achievements. This is usually made possible by understanding needs, desires or interests and interacting with other individuals outside their environment. However, this

self- driven determination can be hindered by restricting autonomy, competence and relatedness thereby demotivating and rendering one ineffective and alienated. Conversely, an environment that supports the need for self-growth will enhance connectedness, curiosity and engagement. Fernet (2013) related this theory to work and motivation. This theory is important to the study since it explains how retention of volunteers can be achieved by enhancing relatedness, competence and autonomy. Team orientation as a component of organizational culture mirrors relatedness while the need for autonomy explains freedom of volunteers to be proactive. Competence and the degree of volunteers' effectiveness similarly enhances their retention.

2.2 Empirical Review

2.2.1 Leadership Style

Ivancevich *et al.* (2007) asserts that successful organizations have leaders who set high standards and goals across the entire spectrum, such as strategies, market leadership, plans meetings and presentations, productivity, quality and reliability. Values reflect the concern the organization has for its employees, customers, investors, vendors and surrounding community. These values define manner in which businesses are conducted. The climate is the feel of the organization, the individual and shared perceptions and attitudes of the organization's members. Climate represents the belief about the feel of the organization by its members. This individual perception of the feel of the organization comes from what the people believe about the activities that occur in the organization.

Barbara (2010) argues out that, whether in fact a person is born a leader or develops skills and abilities to become a leader, there are some characteristics that are found in good leadership, that is, the ability to resolve conflicts because the skills and conflict resolutions play a very significant role in effectiveness of leadership. This brings an idea and makes it clear that leaders are supposed to be problem-solvers and peace-makers. For this to be successful, a leader should not only act during emergencies but should establish and focus on the whole system rather than a sub-system of the organization (Maltz, 2000). Through this, a leader is able to monitor, establish, analyze and come up with the best methods of resolving conflicts and even abetting them before they happen for the benefit of the organization and well-being of the employees and volunteers at large. Finally, qualities such as knowing better the organization, response to group's needs, ability to learn, negotiate, build a team, communicate and self-assessment to understand to understand the areas of weakness adds up to the value of comprehensive conflict resolution (Crimmon, 2007).Consequently, there is a need to establish the extent to which leadership style influence volunteer retention in Kenya's non-governmental organizations.

2.2.2 Organizational Culture

According to Rahim *et al*, (1997), organizational cultures are the values and behaviors that contribute to the uniqueness in social and psychological environment of an organization. Organizational culture includes an organizational expectations, experiences, philosophies and values that hold it together and is expressed in its self-image, inner workings, interactions with the outside world and future expectations. All these attributes are based on shared attitudes, roles, objectives and goals. Wang & Hsieh (2013) indicate that organizational culture that fosters employee trust encourages connection with high level of engagement and consequently retention. Rich *et al.*(2010) similarly suggested that harmonious relationship between volunteers and organizational values strengthens the engagement.

What makes activities, systems and characters assumed to be culture in an organization is the respectability, frequency or the repeatability and how they practiced in an organization. This is also derived from definition of culture as "how things are done". This elevates repeated behaviors or habit as the norm of culture and de-emphasizes what people feel, think and believe. It also focuses our attention on the forces that shape behaviors in an organization, and so highlights an important question concerning the forces as structure; processes and incentives are culture or is culture simply the behavior output. Lee (2013) contents with the fact that core values are equally fundamental in developing heritage of an organization over a period of time. This will attract volunteerism which can be maintained by volunteers pledge to longevity (Balmer, 2013).

An organization culture is transmitted in many ways, including long standing and often unwritten rules, shared standards regarding what are important, prejudices, standards for social etiquette and demeanor: established customs for relating to peers, subordinates and superiors; and other traditions that clarify to employees what is not appropriate behavior. Therefore, corporate culture communicates how people in the organization should behave by establishing a value system conveyed through rites, rituals, myths, legends, actions.Wiedmann *et al.* (2011) used the concept of brand heritage to explain the need for organizational culture that encourages effective management of volunteerism while Liu *et al.* (2015) established a positive relationship between brand and staff attachment to non-profit organizations. In this regard, the need to establish the extent to which organizational culture influence volunteer retention in Kenya's non-governmental organizations is paramount.

III. RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

According to Mugenda and Mugenda (2003) research design is the plan and structure of investigation conceived to obtain answers to research questions. The study used a case study research design since it is concerned with answering questions

such as who, what, which, how, when and how much while making sure that there is minimum bias in the collection of data and reduced errors in interpreting the data collected.

3.2.Target Population

Target population is a universal set of all members of real 'or hypothetical set of people, events or objects to which an investigator wishes to generalize the result. The target population of the study was derived from the volunteers of Kenya Red Cross Society in Nairobi branch office. The research used a target population of 65 volunteers.

Table 3.1 Target Population

Category	Frequency	Percentage
Health and Social Services Department	27	42
Disaster preparedness and response Department	20	30
Organizational Development Department	18	28
Total	**65**	**100**

Source: Author (2019)

3.3 Sample and Sampling Techniques

Kothari (2004) defined a sample as a definite plan for obtaining a sample from a given population. Sampling is a procedure by which some elements of the population are selected as representatives of the total population through the use of probability to acquire a representative degree of reliability in the selected area. The researcher used census method where the entire population formed the sample.

3.4 Data Collection Procedures

Primary data was used in this study. The quantitative data was collected using a questionnaire. The researcher chose the self-administered questionnaire method for all correspondents as it is inexpensive and allowed the respondents to complete the questionnaire at a convenient time. Close-ended questions enabled the researcher obtain more structured responses which resulted in effective analysis of the data.

3.6 Pilot study

A pilot research was conducted to ensure the research instrument was free from errors and appropriate for the research. It was conducted on 8% of the sample size.

3.7 Validity and Reliability

Validity and reliability of the data collected was vital to ensure good quality research. Reliability had to do with the quality of measurement. In its everyday sense, reliability is the consistency or repeatability of your measures. Validity concerns that whether the concept really measures the aimed concept. Pre-testing of the instrument enabled the researcher to access clarity of the instrument and its ease of use. Mugenda and Mugenda (2003) suggested that pre-testing allowed the errors to be discovered as well as acting as a tool

for training a research team before the actual collection of the data began.

3.8 Data Analysis and Presentation

This involved qualitative and quantitative analysis. The tabulated data was the analyzed by calculating various percentages where possible. Presentation of data was in form of pie-charts and bar-graphs where it provided successful interpretation of the findings. Descriptive data was provided in form of explanatory notes (Mugenda & Mugenda, 2003).

IV. DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Response Rate

A total of 65 questionnaires were administered by the researcher. The response rate is shown in the table 4.1 as follows:

Table 4.1 Response Rate

Category	Frequency	Percentages (%)
Response	57	87
Non Response	8	13
Total	**65**	**100**

Source: Author (2019)

From the table 4.1, the researcher targeted a total of 65 respondents at Kenya Red Cross Society in Nairobi branch office. A total of 57 responded by fully filling the questionnaires and returning them. This represents 87% of the response rate. The non-respondents were 8 represented by 13%. Therefore, the response rate was acceptable and sufficient for conducting data analysis.

4.2 Gender of Respondents

Table 4.2 Gender of Respondents

Category	Frequency	Percentage
Male	32	56
Female	25	44
Total	**57**	**100**

Source: Author (2019)

Both table 4.2 above shows that 56% the respondents were male while 44% were female This response clearly showed the gender was fairly balanced represented and majority of the respondents were male.

4.3 Age of the Respondents

Table 4.3 Age of the Respondents

Category	Frequency	Percentage
Below 20years	**7**	**12**
20-35 years	**31**	**54**
36-50 years	**10**	**18**
Over 50 years	**9**	**16**
Total	**57**	**100**

Source: Author (2019)

From the above table 4.3, 12% of the respondents were below the age of 20 years, 54% of the respondents were of the age of 20-35 years and 18% were between 36 and 50 years. Finally, 16% were above 50years.

4.4 Departments in the Organization

Table 4.4Departments in the Organization

Category	Frequency	Percentage (%)
Health and Social Services	17	30
Disaster preparedness and response	30	53
Organizational Development	10	17
Total	**57**	**100**

Source: Author (2019)

The above finding in table 4.4show that 30% of the respondents were in the health and social service departments, 52% in disaster preparedness department and 17% in the organizational development department. This shows majority of the respondents in Kenya Red Cross Society in Nairobi branch office were in the Disaster preparedness and response department.

4.5 Effect of leadership style on retention of volunteers in non-governmental organizations in Kenya

Descriptive analysis was done to determine the relationship between the independent variable items and the dependent variable items on each research objective. The first objective of the study was determine the influence of leadership style on retention of volunteers in non-governmental organizations in Kenya

4.5.1 Influence of leadership style on retention of volunteers in non-governmental organizations in Kenya

Table 4.5 Leadership style on retention of volunteers in non-governmental organizations in Kenya

Category	Frequency	Percentage (%)
Yes	37	65
No	20	35
Total	**57**	**100**

Source: Author (2019)

From the table 4.5 above, 65% of the respondents settled with the fact that leadership style influence retention of volunteers while 18% of the respondents indicated that it did not. The finding shows that the kind of leadership style adopted would go to greater length to influence retention of volunteers in nongovernmental organizations.

4.5.2 Extent to which proactiveness enablement influence retention of volunteers in non-governmental organizations in Kenya

Table 4.6 Extent to which proactiveness enablement influence retention of volunteers

Category	Frequency	Percentage (%)
Very great extent	20	35
Great Extent	19	33
Moderate extent	6	10
Low extent	3	5
Very Low extent	9	15
Total	**57**	**100**

Source: Author (2019)

From table 4.6 above, 35% of respondents rated to a very great extent, 33% rated great extent followed by 10% moderately, 5% rated to a low extent while 15% of the respondents said that the influence was to a very low extent. In the analysis, it was established that creating an enabling environment for proactiveness had a great effect on retention of volunteers in non-governmental organizations. The study therefore implied that good leadership styles would determine the retention of volunteers in non-governmental organizations in Kenya.

4.6 Effect of organizational culture on retention of volunteers in non-governmental organizations in Kenya

The second objective of the study was to establish the influence of organizational culture on retention of volunteers in non-governmental organizations in Kenya

4.6.1 Influence of organizational culture on retention of volunteers in non-governmental organizations

Table 4.7 Influence of organizational culture on retention of volunteers

Category	Frequency	Percentage %
Yes	45	79
No	12	21
Total	**57**	**100**

From the table 4.7 above, 79% of the respondents indicated that organizational culture has an influence on retention of volunteers while 21% of the respondents disputed this view. From the majority of respondents, it is apparent that organizational culture determines retention of volunteers in non-governmental organizations.

4.6.2 Extent to which team orientation influence retention of volunteers in non-governmental organizations in Kenya

Table 4.8 Extent to which team orientation influence retention of volunteers

Category	Frequency	Percentage (%)
Very great extent	24	42
Great extent	11	19
Moderate extent	7	12
Low extent	3	5
Very Low extent	12	21
Total	**57**	**100**

Source: Author (2019)

From Table 4.8 above, 42% of respondents said the influence was to a very great extent, 19% of respondents said to a great extent, 12% said it had a moderate influence, 5% said there was low influence while 21% indicated that the influence of organizational culture on retention of volunteers was to a very low extent. Based on the response obtained in the study, it is apparent that team orientation as a component of organizational culture helps to improve volunteer retention.

V. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Effect of leadership style on retention of volunteers in non-governmental organizations in Kenya

Many respondents contented that leadership style influence retention of volunteers in non-governmental organizations greatly. According to 15% of the respondents, proactiveness enablement which is a component of good leadership influence retention of volunteers to a very great extent, 33% to a great extent, 10% to a moderate extent, 5% to a low extent and 35% to a very low extent. According to the findings, leadership style plays an essential function in retaining volunteers in non-government institutions. The study therefore implied that the kind of leadership styles the management would advocate for go a long way in defining the ability towards the retention of volunteers in non-governmental organizations.

Leaders and management should not only interact more with the volunteers but also encourage them to be proactive in coming up with solutions to identified problems in the organization and society.

5.2 Effect of organizational culture on retention of volunteers in non-governmental organizations in Kenya

Majority of the respondents indicated that organizational culture has an influence on retention of volunteers in non-governmental organizations. On the extent to which team orientation influence retention of volunteers, 42% agreed that it is to a very great extent, 19% to a great extent, 12% to a moderate extent, 5% to a low extent while 21% to a very low extent. The study findings reveal that organization culture contributes to the retention of volunteers in non-governmental organizations. Therefore, identifying appropriate organizational culture that encourages teamwork and cohesion among employees and volunteers is essential. This is an important aspect of motivation and growth as put forward by Self Determination theory.

5.3 Conclusions

To operate successfully across cultures, it's important to be able to recognize cultural differences and be adaptable; organization culture finds expression through the thoughts, intentions, actions and interpretations of members of the organization. Academic interest in corporate culture is evidenced by the level of attention it has received over the last few decades. The relationship between corporate culture and performance has been the subject of abundant research in several fields, including strategic management, organization behavior and industrial organizations.

A leadership style that is open and encourages creativity, innovation, a free flow of ideas, and information encourages and improves overall group communication .In leadership, the study concluded that credibility is the foundation of leadership, and employees want their leaders to be honest, inspiring, competent and forward looking. The credible leader must be seen as we'll informed and worthy of belief. Credibility nurtures collaborative, cooperative relationships where employees assume responsibility for accomplishing work-related objectives voluntarily. For credibility to exist there must be trust between leader and follower.

5.4 Recommendation

5.4.1 Leadership Style

This organization should work on areas that involve finding the right leaders who have the right skills for the leadership positions. Leadership involves directing people towards doing or accomplishing various objectives, hence, in order for a leader to cultivate a culture of positively improving retention of volunteers in non-governmental organizations, then the leaders must have the right skills needed to accomplish the task of building discipline.

.5.4.2 Organizational Culture

In order to achieve an good culture, this organization need to come up with modalities that would be used that culture cannot be taken as defining individuals, but should be promoted to the extent that a new set of culture is developed and nurtured in the organization so that individuals from different settings can become as one. Diverse cultures need to be consolidated into valuable culture practices that nurture healthy coexistence which is useful in promoting retention of volunteers in non-governmental organizations.

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