



SERVANT LEADERSHIP STYLE AND ORGANIZATIONAL PERFORMANCE, AMONG SELECTED NON-GOVERNMENTAL ORGANIZATIONS (NGOS) IN NAIROBI COUNTY, KENYA.

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Abstract

The study evaluated Servant leadership style on the performance of nonprofit organizations in Nairobi County, Kenya. The study was anchored on Social Dualism and Hofstede's Cultural Dimensions Theory. The study used a convergent parallel design where the quantitative part of the research adopted a descriptive approach and the qualitative approach relied on interpretivism. The study targeted a total number of 125 employees from five NGOs in Nairobi and a total number of 95 respondents was selected randomly from the targeted population through stratification and simple random sampling, while the key informant sampling technique was adopted for identifying the selected key informants. Data collection process was undertaken through administration of questionnaires and interviews guide, while validity was assured through the use of expert judgment and reliability through Cronbach's alpha (> 0.70). Descriptive statistics (frequencies, percentages, means, and standard deviation) and inferential statistics (correlation analysis and regression analysis) were employed in data analysis using the Statistical Package for Social Sciences (SPSS) version 27, while qualitative data was subjected to thematic analysis. It was discovered that among the nonprofit organizations in Nairobi County, servant leadership and organizational success were positively correlated. Organizational performance and servant leadership were shown to be positively and significantly correlated ($R = .873$), with servant leadership accounting for 76.3% of the differences in organizational performance ($R^2 = .763$). Regression analysis revealed that servant leadership has a substantial impact on organizational performance ($\beta = .148$, $B = .182$, $p = .002$). Similarly, servant leadership and organizational performance were found to be positively correlated ($r = .724$, $p < .01$) according to

Pearson correlation coefficient values. The organizations should promote servant leadership by enhancing issues such as employees' well-being, professional growth, teamwork, and communication among other key factors. The leaders need to initiate mentorship programs, wellness programs, feedback mechanisms, and training sessions in order to enhance employee motivation.

Key words: Servant leadership style, Performance of nonprofit organizations, Organizational culture, Employee empowerment, Decision-making, and Innovation.

1. Background of the Study

The servant leadership style has gained immense popularity in organizational management due to its importance on serving employees, ethical leadership, teamwork, and empowerment of employees. For instance, Gandolfi and Stone (2022) argue that servant leadership style involves the use of leaders putting followers' welfare, needs, and development first with an aim of achieving effective organizational performance. The leadership style emphasizes on the need for values such as empathy, stewardship, listening, trust, teamwork, and inclusiveness in organizational management. Servant leadership style has been associated with positive impacts on employee commitment, employee satisfaction, teamwork, and organizational productivity (Eva et al., 2021; Gandolfi & Stone, 2022; Canavesi & Minelli, 2022). Servant leadership style is important in nonprofit organizations because such organizations emphasize on community service, stakeholders' welfare, and social development. Organizational performance in nonprofit organizations is measured in terms of quality service delivery, efficiency,

employee commitment, sustainability, donor satisfaction, and achievement of organizational goals (Franco & Antunes, 2020). It can be argued that effective leadership is vital in enabling nonprofit organizations meet increasing societal needs, limited resources, and dynamic organizational environments.

The United Kingdom is one of the countries where servant leadership practices have been recognized for their contribution to improving the effectiveness of charitable organizations and nonprofit organizations. According to Green et al. (2022), servant leadership helps improve employee trust, teamwork, and commitment, thereby increasing the quality of services provided by nonprofit organizations. In addition, servant leadership creates a conducive environment for employees' participation and engagement as well as increases organizational efficiency through effective teamwork. Nonetheless, many nonprofit organizations are still experiencing issues related to employee satisfaction and burnout, leadership inefficiencies, and poor stakeholder participation. Thus, it is important for nonprofit organizations to adopt leadership strategies that boost employees' motivation and organizational efficiency.

Servant leadership practices have been linked to better employee relations and organizational effectiveness in nonprofit organizations. According to Botha and Mokoena (2022), servant leadership fosters the improvement of employee commitment, teamwork, and organizational sustainability through creating good working environments in nonprofit organizations. Moreover, servant leadership practices in Tanzania have been linked to enhancing employee motivation, cooperation, and effectiveness in nonprofit community organizations, according to Mrema and Kessy (2023). The authors stated that servant leaders foster inclusion, participation, and shared responsibility, which aid organizational growth and service delivery. Notwithstanding the benefits highlighted above, nonprofit organizations in most African countries encounter various leadership challenges, such as poor communication, low employee morale, lack of teamwork, and resource shortages, which hinder organizational performances.

In Kenya, nonprofit organizations have played a critical part in promoting community development, reducing poverty, promoting education, providing healthcare, and offering humanitarian services. Unfortunately, numerous nonprofit organizations face various challenges associated with employee commitment, sustainability of operations, effectiveness of leadership, and service provision. Servant leadership was found by Mwangi and Wairimu (2023) to positively impact employee collaboration, commitment, and effectiveness in nonprofit organizations within Nairobi County. The authors also indicated that servant leaders who show empathy, support for employees, and participatory decisions make significant contributions to better organizational performance. Even though the concept of servant leadership is receiving more attention, very few researchers have studied the effect of servant leadership on nonprofit organizations' performance in

Nairobi County, Kenya, which the present study sought to address.

2. Statement of the Problem

Despite their contributions towards enhancing social welfare, providing education, improving health, reducing poverty levels and promoting community development, the performance of nonprofit organizations still remains a major challenge globally. Majority of nonprofit organizations continue experiencing various problems such as ineffective service delivery, poor teamwork, low employee motivation, ineffective communication, late implementation of projects and reduced donor confidence among others. Leadership is considered to be a major determinant of employee motivation, team work, organizational commitment and organization effectiveness (Kouzes & Posner, 2023). In recent years, servant leadership style has been associated with positive organizational outcomes including empowerment of employees, increased trust and cooperation within organizations and effective service delivery among others (Eva et al., 2021; Gandolfi & Stone, 2022). Servant leadership style has also been linked with improved motivation, teamwork and organizational effectiveness within nonprofit organizations (Green et al., 2022; Botha & Mokoena, 2022; Mrema & Kessy, 2023). Despite the importance of servant leadership style in improving organizational performance, nonprofit organizations still continue to experience leadership problems that hinder effective performance.

In Kenya, nonprofit organizations remain active in supporting the socio-economic development through humanitarian work, educational activities, health facilities, and poverty alleviation projects. In spite of that, there still remain many nonprofit organizations in Nairobi County facing poor organizational performance due to low employee motivation, poor teamwork, lack of proper coordination, ineffective leadership, delays in projects' implementation, and difficulties related to their sustainability. As indicated in the research carried out by Federation of Kenya Employers (2023), ineffective leadership leads to insufficient employee motivation. Though there are some empirical studies conducted in the country regarding leadership styles and organizational performance, very little research is available on the servant leadership style and its effect on the performance of nonprofit organizations in Nairobi County, on which the study focused, in addressing the gap.

3. Research Question

What is the relationship between Servant leadership style and organizational performance in nonprofit organizations in Nairobi County, Kenya?

4. Theoretical Framework

The study was supported by the Cultural Dimensions Theory, which was first developed by Geert Hofstede in the 1980s to explore how societal culture affects behavior in organizations. Hofstede carried out research among employees in multinational companies to understand how

various cultures affect leadership, communication, decision-making, and interaction in organizational settings across nations. Hofstede suggested that cultural influences organizational behavior and can be analyzed at three main levels; universal, collective and individual level. Universal level of culture consists of characteristics that all human beings share irrespective of their backgrounds. Individual level refers to differences in personality and individual characteristics, while the collective level of culture refers to common values, beliefs, norms, and practices within specific communities or societies. This level of culture plays a significant role in determining organizational behaviors, leadership effectiveness, organizational interaction and performance (Minkov & Kaasa, 2022).

Several other cultural dimensions exist, according to Hofstede, such as power distance, avoiding ambiguity, individualism against collectivism, masculinity versus femininity, long-term orientation, and indulgence versus restraint. The definition of power distance is the level at which members of society accept or reject the fact that power distribution in organizations and institutions is unequal. Uncertainty avoidance defines the extent to which societies are uncomfortable dealing with ambiguous situations, risks, and uncertainties. The individualism vs. collectivism dimension measures whether societies put more weight on personal pursuits or social harmony and responsibility. Masculinity vs. femininity focuses on the degree to which societies prefer to promote values like competition, achievement, and assertiveness as opposed to harmony, collaboration, and quality of life. Long-term orientation explains the extent to which societies are focused on future rewards, persistence, and adaptability. Indulgence vs. restraint determines how much societies allow gratification of human desires and enjoy life (Hofstede, Hofstede, & Minkov, 2010).

Social Dualism refers to the co-existence of traditional and modern structures in society, leading to social divisions within organizations and societies. W. Arthur Lewis (1954) used social dualism to explain the presence of division within societies and organizations, especially in developing nations. According to Lewis, societies consist of traditional and modern sectors, thus creating inequalities, conflicting interests, and social divisions. Similarly, within organizations, social dualism may arise due to educational, economic, professional, generational, and cultural differences between employees and stakeholders. The divisions may create conflicts, communication barriers, change resistance, and differing expectations.

One of the major strengths of the Social Dualism and Hofstede's Cultural Dimensions Theory is that it offers an in-depth understanding of the role of culture and organizational structures in shaping organizational performance and leadership styles. The theory assists leaders in understanding cultural differences, employee expectations, and social divisions that may affect teamwork, performance, and organizational cohesion. More importantly, the theory emphasizes cultural awareness, inclusivity, and adaptability, which are critical

for successful leadership in organizations operating in diverse environments. Additionally, the theory enables organizations to appreciate the importance of aligning leadership styles with organizational and societal culture.

Another strength of the theory is its applicability in explaining leadership effectiveness in multicultural and socially diverse organizations. The theory would be particularly helpful in analyzing the issue of organizational performance in nonprofit organizations because the latter interacts with employees, donors, beneficiaries, and various communities characterized by diverse cultures and social structures.

On the other hand, several weaknesses can be observed in relation to this theory. Hofstede's cultural dimensions have been subjected to severe criticism for generalizing national cultures and assuming that people in a particular country have identical cultural values. In reality, however, organizations and societies comprise multiple subcultures and even individual differences may not conform to the generalized features of national cultures. Secondly, the theories may simplify complex social and organizational dynamics through categorization into rigid dimensions. Finally, social dualism theory tends to focus on the differences between traditional and modern systems and does not address contemporary organizational dynamics like globalization and technological advancements. Contrary to the assumption that organizational cultures depend solely on national cultures, this study highlighted the dynamic nature of organizational cultures and their dependency on many other factors.

In application, the concept of servant leadership aligns closely with Social Dualism and Hofstede's Cultural Dimensions due to its strong emphasis on empathy, inclusiveness, collaboration, respect, and well-being of employees. Servant leaders recognize the presence of various cultures and try to develop inclusive environments in which every individual feels respected and appreciated. This leadership theory creates an environment of trust, communication, community development, and participatory decision making, all of which are essential in organizations characterized by social and cultural diversities (Eva et al., 2019). As for nonprofit organizations, servant leadership fosters good relations among stakeholders, collaboration, and harmonious organizational climate by helping to overcome social differences and instill values within an organization. Hence, the mentioned theories were applicable to the fourth objective, aimed at evaluating the effect of Servant leadership style on the performance of nonprofit organizations in Nairobi County, Kenya. Hence, Social Dualism and Hofstede's Cultural Dimensions Theory proved to be relevant for this study due to their applicability in explaining how organizational culture and social diversity affect the relationship link between servant leadership style and performance of the organization.

5. Conceptual Framework

The conceptual model illustrates the interrelationship among the study variables. Servant leadership style is

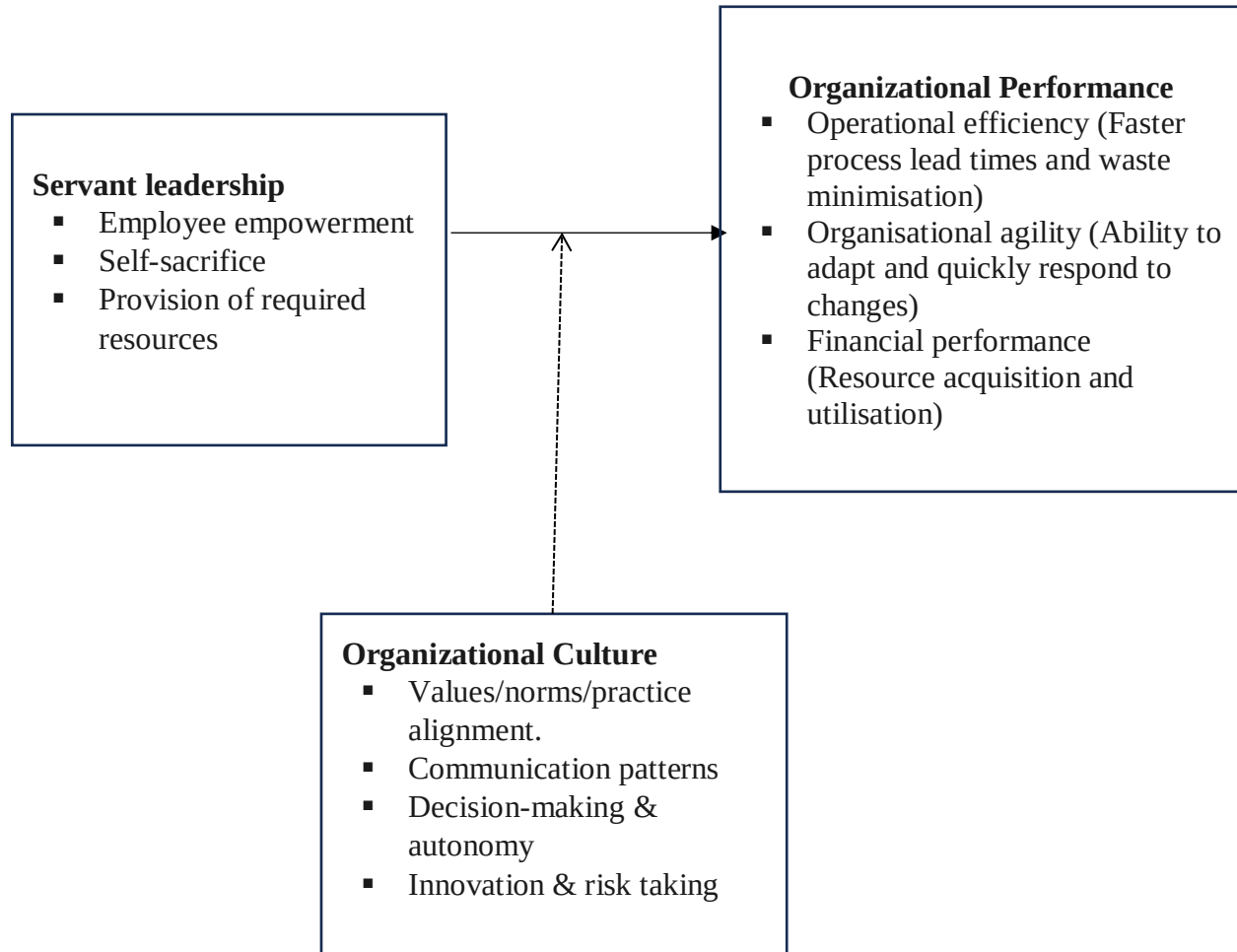
conceptualised as the independent variable, organizational culture as the intervening variable, and organizational performance as the dependent variable. Through servant leadership, organizational performance can be influenced

by the development of a positive organizational culture characterised by trust, cooperation, inclusion, and employee support.

Independent variable

Intervening Variable

Dependent



The conceptual framework represents the relationship between servant leadership and organizational performance, with organizational culture serving as the intervening variable. Servant leadership, the independent variable, is manifested through employee empowerment, self-sacrifice by leaders, and the provision of resources staff need to perform effectively; practices that build trust, cooperation, and a positive working environment. These practices, in turn, shape organizational culture, the intervening variable, characterised by alignment of values, norms, and practices, open communication, participatory decision-making and autonomy, and a climate that supports innovation and risk-taking. Because servant leadership acts through this culture rather than directly, it is the strength of that culture which ultimately drives organizational performance, the dependent variable, captured through operational efficiency (faster process

lead times and reduced waste), organizational agility (the ability to adapt and respond quickly to change), and financial performance (effective acquisition and utilisation of resources).

6. Review of Empirical Conceptual Literature

Servant leadership is one type of leadership that entails putting the needs and development of employees ahead of those of the leader. As per Eva et al. (2021), servant leadership is founded on ethics, empathy, listening, empowerment, and stewardship, whereby the main aim is to serve the followers. Additionally, research findings indicate that servant leaders foster supportive contexts that promote increased trust and collaboration, hence performance improvement (Green et al., 2022). In the context of nonprofits, the application of servant leadership is pertinent since these organizations operate with the

mission of service to stakeholders, hence the need for employees' commitment.

Globally, recent studies still show the beneficial impact of servant leadership on organizational effectiveness. In America, Hunter et al. (2022) performed an empirical investigation on servant leadership and organizational effectiveness in nonprofits and educational institutions. This quantitative research adopted a cross-sectional survey approach. They used structured questionnaires to gather information from 1,120 participants. The researchers employed SEM and regression analysis to analyze the data. Results showed that servant leadership positively affected employee engagement and organizational effectiveness ($\beta = 0.49, p < .01$). Nevertheless, the study involved nonprofit and educational institutions; therefore, context-specificity was only applied to nonprofit organizations.

In the United Kingdom, a mixed-method study by Green et al. (2022) investigated servant leadership within charitable organizations based on data from 410 participants. Data were collected using questionnaire surveys and interviews and analyzed using regression and thematic analysis. It was found that servant leadership played an important role in improving teamwork, trust, and service efficiency ($\beta = 0.46, p < .05$). However, the study found a lack of focus on organizational factors that affect leadership effectiveness.

A correlational study by Sharma and Patel (2023) conducted in India investigated the relationship between servant leadership and organizational performance among employees in nonprofit health care organizations. The study recruited 370 participants, and data collection was done using survey questionnaires with a Likert scale. The data were then analyzed using Pearson correlation and multiple regression analysis, with findings indicating a significant positive relationship between servant leadership and organizational performance ($r = 0.52, p < .01$).

Servant leadership has also become more common as a research topic in nonprofit and service organizations in Africa. In South Africa, for example, Botha and Mokoena (2022) explored servant leadership in nonprofit social service organizations through a descriptive survey design with 380 employees. The data were gathered using questionnaires, which were then analyzed using correlation and regression analysis. Results showed that servant leadership positively affected employee commitment, teamwork, and organizational performance ($\beta = 0.48, p < .01$). This study, however, primarily focused on individual employee-based outcomes rather than broader measures of organizational performance such as sustainability and stakeholder satisfaction.

In Ethiopia, Tadesse and Gebremariam (2023) investigated servant leadership in nonprofit development organizations based on a cross-sectional survey design and 320 participants. Questionnaires were used to collect the data, which were analyzed through regression analysis. The results indicated that servant leadership increased

employee empowerment, cooperation, and organizational effectiveness ($\beta = 0.44, p < .05$). No further exploration was conducted about the contextual variables, such as organizational culture or environment, in the study.

In Ghana, Mensah and Boateng (2023) conducted research on servant leadership among nonprofit organizations in education based on mixed methods with a sample of 290 people. The data collection techniques included questionnaire and interview techniques, and data analysis was carried out through regression analysis and thematic analysis. Servant leadership led to positive organizational outcomes such as increased trust, team collaboration, and organizational performance ($\beta = 0.51, p < .01$).

For servant leadership, recent literature review in Kenya has focused on servant leadership in nonprofit organizations. Mwangi and Wairimu (2023) used a descriptive survey design to conduct their research among nonprofit organizations in Nairobi. Their respondents included 340 individuals while data was gathered through questionnaires. The data were analyzed through correlation and regression analysis. From their findings, they revealed that servant leadership had a positive effect on employees' commitment, cooperation, and organization's effectiveness ($\beta = 0.47, p < .01$). In the same vein, Njeri and Mutua (2024) used mixed-methods design in which the number of respondents was 295 among charitable organizations in Kenya. They established that servant leadership positively affected trust, cooperation, and effectiveness of services provided.

The literature reviewed across the globe indicates that servant leadership has a significantly positive impact on organizational performance in nonprofit organizations. The leadership approach fosters effective service delivery, teamwork, trust, and employee empowerment. However, the majority of research has been conducted in industrialised countries or specific African environments, ignoring nonprofit organizations that operate in Nairobi County, Kenya. Additionally, there is no research on how organizational culture influences how servant leadership affects organizational performance. Because of this, the study aims to close these gaps by examining how servant leadership affects organizational performance in nonprofit organizations located in Nairobi County, Kenya, while accounting for the mediating influence of organizational culture.

7. Research Methodology

Mixed Methods Convergent Parallel Research Design was adopted for the study. While the quantitative dimension had its foundation laid on the descriptive research design, the qualitative dimension was based on interpretivism which utilized interview methods. The study was carried out in Nairobi County, Kenya in relation to five non-governmental organizations (NGOs) offering economic empowerment and sustainable livelihoods services. The population of interest consisted of 125 individuals from the organizations sampled consisting of senior executives, managers and non-management employees. In order to select a sample size of 95 respondents, Yamane's formula

was utilized. Three strata, classified according to the organizational level, were established and stratified sampling was employed. Simple random sampling technique was used at the stratum level to obtain equal numbers of individuals in all the three categories. Probability and non-probability sampling techniques were utilized with random selection of the employees and key informants such as senior executives and departmental managers respectively. Structured questionnaires and interview guides were used to collect quantitative and qualitative data, respectively. Both closed-ended questions and Likert-scale statements measuring organizational performance and leadership styles were included in the structured surveys. The interviews also yielded detailed perspectives on organizational culture and leadership techniques. Validation of the research tools was done via expert review by supervisors and conformity with the research objectives. Reliability was determined using Cronbach's alpha coefficient where an acceptably high level was $\alpha \geq 0.70$. Servant leadership had a reliability index of 0.946, indicating high reliability and dependability in measuring respondents' perceptions. SPSS version 27 was used to analyse the quantitative data. While inferential statistics like Pearson correlation and multiple regression analysis were used to determine the link and influence among variables, descriptive statistics like frequency, percentages, averages, and standard deviation were used in the data summary. Data obtained

from qualitative research was analyzed through thematic analysis and narrated together with the direct quotation.

8. Findings

This part presents the findings in regard to the response rate, descriptive analysis and inferential statistics.

Table 1: Response Rate

Category	Expected population	Turn up	Percentage
Respondents	95	86	90.5
Key Informants	5	5	100

Table 1 shows the participants' response rate during data collection. Participants were given a total of 95 questionnaires, of which 86 were filled out and submitted. The total return rate was 90.5%. In addition to this, a total of five (5) key participants were sought to undertake the qualitative study, out of which 100% responded. The 100% response rate surpasses the 70% benchmark commonly cited in quantitative research. According to Poynton, DeFouw and Morizio (2019), a response rate that surpasses 70% is adequate to allow an accurate representation of the study participants. Therefore, it should be noted that the response rate obtained in this study is very satisfactory and adequate for statistical analysis.

Table 2: Servant Leadership on Organizational Performance

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean	Std deviation
Employees are empowered and supported to carry out their work and to grow in their careers.	15 (17.4%)	53 (61.6%)	11 (12.8%)	4 (4.7%)	3 (3.5%)	86 (100%)	3.85	0.93
Staff are provided with the necessary resources and tools to effectively perform their tasks.	18 (20.9%)	51 (59.3%)	14 (16.3%)	0 (0.0%)	3 (3.5%)	86 (100%)	3.94	0.84
Leaders provide feedback to staff and are open to feedback from staff.	10 (11.6%)	49 (57.0%)	17 (19.8%)	5 (5.8%)	5 (5.8%)	86 (100%)	3.63	1.03
Leaders prioritize the well-being and development of their employees.	7 (8.1%)	42 (48.8%)	26 (30.2%)	8 (9.3%)	3 (3.5%)	86 (100%)	3.43	0.97
Leaders focus on serving the needs of employees to foster a positive work environment.	8 (9.3%)	38 (44.2%)	30 (34.9%)	7 (8.1%)	3 (3.5%)	86 (100%)	3.39	0.96
Average							3.65	0.95

The findings in Table 2: Servant Leadership on Organizational Performance indicate that a majority of employees perceive servant leadership as being practiced to a considerable extent within the organization. Regarding the statement that "employees are empowered and supported to carry out their work and to grow in their careers," 68 (79.0%) respondents agreed or strongly agreed, while 7 (8.2%) disagreed and 11 (12.8%) remained neutral. This reveals that almost all employees acknowledge empowerment/professional development as an important element of leadership practices within the

organization. Empowerment is a key attribute of a servant leader, and its presence is a clear indication that there is a favorable environment that allows employees' confidence and performances to grow.

Again, 69 (80.2%) agreed or strongly agreed that "staff are provided with the necessary resources and tools to effectively carry out their tasks, while 3 (3.5%) disagreed and 14 remained neutral at 16.3%. This means the organization invests in making sure employees have all the work tools and supporting mechanisms that may be

important for them to conduct their work as expected. This is a provision of the servant leadership concept whereby workers should be guaranteed success, hence effectiveness and satisfaction with work.

Also, 59 (68.6%) responded that they agreed or strongly agreed with the statement "Leaders provide feedback to staff and are open to feedback from staff, while 10 (11.6%) disagreed and 17 (19.8%) remained neutral. From this result, it can be observed that feedback mechanisms exist and open communications between leaders and their subordinates are facilitated. Two-way feedback helps build trust through collaboration and transparency as key components of servant leadership, to possibly bring about better results in employee engagement and continuous performance improvement.

Regarding the statement "leaders prioritise the well-being and development of their employees," 49 (56.9%) respondents agreed or strongly agreed, 11 (12.8%) disagreed, and 26 (30.2%) were neutral. That means although over half of the respondents appreciate leaders' attention to staff welfare, a significant group is undecided or cannot trace much concern for their personal and professional development. The partial perception may reflect differences in leadership behavior across departments and could suggest that the practice of servant leadership principles is not uniform.

Finally, 46 respondents (53.5%) agreed or strongly agreed that leaders focus their attention on serving the needs of employees to create a positive work environment, while 10 (11.6%) expressed a view to the contrary, and 30 were neutral (34.9%). The pattern reflects a degree of moderate confidence with respect to the leadership commitment towards the service for employees. Even as the bulk of the respondents perceive the positive work environment, the fact the neutrals are high identifies areas that necessitate greater reaffirmation for the servant leadership principles pertaining to empathy, listening, and stewardship.

Therefore, the responses indicate a moderate to high level of servant leadership practices within the institutions. The majority of the respondents agreed with all the statements, showing that organization leaders do empower staff, provide available resources, and support effective communication, as well as the well-being of the staff. Nevertheless, the fact that the degree to which the responses varied for the various statements indicates the absence of consistency in the application of servant leadership. The implication here is that even as the organizations have embraced the majority of the leadership concepts characteristic of servant leadership, such as being supportive, empowering, and caring for the employees, there still exists a need to improve the practice in this context. Increasing personalised support, participatory decision-making, and open feedback systems may be considered to further enhance employee morale, engagement, and organizational performance.

From the findings presented above, it can be concluded that the practice of servant leadership in the organizations under study in Nairobi County is at an average to high

level according to the mean score of 3.65 with SD 0.95. A majority of employees indicated that servant leadership was present in their respective organizations as the leaders were enabling employees, offering the right resources, fostering feedback, and developing employees' skills. Such findings show the positive influence of servant leadership on organizational productivity through facilitating employee empowerment, cooperation, trustworthiness, and effective service delivery in NGOs. High endorsement among employees about empowerment and provision of adequate resources show that many NGOs emphasize the role of employees in terms of efficiency and professional growth. At the same time, low endorsement of statements associated with well-being and focusing on employees' needs show that such servant leadership practices do not always take place in different departments and at the managerial level. Therefore, servant leadership plays a significant role in supporting organizational processes and involvement of employees; however, improvements are required in such leadership practices.

From this finding, it also implies that there is a need for servant leadership among NGO managers in Nairobi County through improved welfare services, decision-making processes, and communication channels within the organizations. Despite the fact that many workers view the leaders as empowering them, the inconsistency in the responses indicates that some employees do not benefit from personalized empowerment and attention. As such, the NGO leaders should foster more empathy and listening towards the employees, thus helping them feel empowered and important. This way, the employees will be motivated to work harder and better.

A qualitative analysis was conducted on the question regarding ways servant leadership drives overall performance in organizations. Results were as presented.

The respondents believed that servant leadership aligns with the values of nonprofits, but

with some reservations. SE1 insisted that *"on paper, it is very loud, but there is minimal action."* SE2 emphasized that *"it drives performance but should be combined with other styles,"* since *"the NGO's goal is to make beneficiaries, not employees, happy."* On the contrary, SE3 explained that *"it aligns closely with organizational values,"* because *"giving priority to the needs of staff builds trust and promotes collaboration, hence community results too."* SE4 pointed out that *"it aligns very much with the values of an NGO and is needed in that context,"* and SE5 identified its relevance by saying that *"it is relevant in the NGO sector since NGOs exist to support humanity, and that support should begin with the staff."*

The participants were also requested to give their views on how Servant Leadership fosters employee growth, a sense of teamwork, and purpose among the team members. As expected, the answers were varied, and their varying reactions were recorded as below.

SE1 suggested that it "should focus more on capacity building, teamwork, and talent development." SE2 said that "it supports staff well-being and growth but may not foster good collaboration." SE3 pointed out that "when leaders encourage learning and development, staff feel valued and motivated, improving retention." SE4 stated that "when staff are supported, they perform better because of improved motivation," while SE5 emphasized that "it encourages dignity and respect, leading to motivation and commitment that enhances performance." Therefore, these views indicate that servant leadership encourages personal growth and mutual respect; hence, it instils a sense of purpose that positively affects performance.

The researcher further sought to understand an example of how servant leadership has led to improvements in team morale or performance within their organization. They argued as analysed.

Most respondents reported that servant leadership increases morale and teamwork. As SE1 elaborated, "this approach empowers teams and engenders a culture of trust and respect." SE2 felt it was "not widely applied and

may decrease accountability if used too much." SE3 provided a very practical example when he reported that "my supervisor emphasizes flexibility and colleague support to assure the well-being of the staff, which increases morale and improves performance." SE4 concluded that "a culture of dignity and respect led to greater commitment and better performance of the staff," and SE5 summarized by stating "when staff are treated well, they consider it like family and act on that belonging." All respondents collectively viewed servant leadership as key to building unity, trust, and motivation in nonprofit organizations.

The analysis showed that servant leadership style is positively and strongly related to organizational performance. Most participants indicated that this style corresponds with the values of non-governmental organizations through focusing on empowerment, ethical decision-making, and service interest rather than self-interest.

9. Regression Analysis

Table 3: Model Summary on Servant Leadership Style and Organizational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.873 ^a	.763	.751	.47445	.763	65.179	1
a. Predictors: (Constant), Servant leadership							
b. Dependent Variable: Organizational Performance							

The model summary statistics regarding the impact of a servant leadership style on organizational performance are displayed in Table 3. Based on $R=.873$, the results showed a positive and statistically significant association between the independent variable and organizational performance. The servant leadership style could account for 76.3% of

the variance in organizational performance, according to the coefficient of determination ($R^2=.763$). Additionally, the Adjusted R^2 of .751 demonstrated that the regression model was a reliable indicator of organizational effectiveness.

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.688	4	14.672	65.179	.000 ^b
	Residual	18.233	81	.225		
	Total	76.921	85			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Servant Leadership						

The results of the analysis of variance used in the regression analysis to determine how servant leadership affects organizational performance are shown in Table 4. The results clearly show that the regression analysis was significant ($F(4, 81) = 65.179, p<.001$), indicating that

organizational performance was significantly impacted by servant leadership style. The null hypothesis that servant leadership had no appreciable effect on organizational performance was rejected since the level of significance was less than 0.05.

Table 5: Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.451	.202		2.231	.028
	Servant Leadership	.182	.113	.148	1.609	.002

Servant leadership followed transformational leadership as the second most important factor influencing organizational performance ($\beta = .148$, $B = .182$, $p = .002$). It is apparent from the findings that servant leadership was quite significant in the improvement of organizational performance. Thus, supporting employees, developing teamwork, and practicing employee-centered leadership practices positively impacted organizational performance.

10. Pearson Correlation

Table 6: Servant Leadership Style and Organizational Performance

Variable		Organizational Performance
Servant Leadership	Pearson Correlation	.724**
	Sig. (2-tailed)	.000
**. Correlation is significant at the 0.01 level (2-tailed).		
*. Correlation is significant at the 0.05 level (2-tailed).		

Servant leadership style and organizational performance had strong correlation, $r = .724$, $p < .01$, which implies that leaders who prioritise the needs of their subordinates and foster a service-oriented leadership style enhance organizational performance. Servant leadership style scored the highest mean (~ 3.65) with a relatively low variability ($SD = 0.95$), showing strong endorsement by respondents and relatively high usage, but its influence on organizational performance is lower compared to the transformational leadership style.

11. Conclusion

In conclusion, servant leadership was practiced to some extent by the organizations studied in Nairobi County, as the employees perceived the leaders as supportive, empowering, and committed to fostering teamwork, individual development, and effective communication. It was found that servant leadership improves employee motivation, trust, cooperation, morale, and dedication, positively impacting organizational performance and service delivery. Moreover, based on the qualitative results, it is evident that servant leadership is aligned with the values of nonprofit organizations in terms of encouraging empathy, dignity, respect, and leadership practices centered on the employee. At the same time, the findings also highlight inconsistent practice of servant leadership, especially in areas of employee welfare and empowerment.

12. Recommendation

The leaders need to initiate mentorship programs, wellness programs, structured feedback mechanisms (such as regular one-on-one check-ins and anonymous staff surveys), and training sessions to enhance employee motivation and communication across all levels of the organization.

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