

EFFECTS OF LEADERSHIP STYLES ON RESOURCE MOBILIZATION: A  
CASE OF NGOS IN THE HOHOE MUNICIPALITY OF  
VOLTA REGION, GHANA

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A thesis submitted to the School of Business and Economics in partial fulfillment for  
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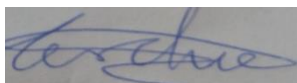
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## STUDENT'S DECLARATION

This thesis is my original work and has not been presented for a degree or any other award in any other University.

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## **DEDICATION**

I dedicate this work to the Almighty God! To my lovely wife Henrietta and children Andy, Jason and Benjamin and to all who seek to acquire knowledge to advance the course of humanity

## **ACKNOWLEDGEMENT**

God has been faithful to me. I offer my first and foremost thanks to God for his abundant

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## **ABSTRACT**

Resource mobilization is a viable component for strengthening and sustaining the vision and mission of NGO. Local NGOs in Ghana and other developing countries require dynamic personalities, leadership qualities and management aptitude and skills to effectively mobilize resource for their organizations. The study examined three leadership styles: transformational, transactional and laissez faire, of NGO staff working in the Volta region of Ghana that belonged to a network of NGOs in the region with a staff strength of more than ten, have been operating over the past five years. The target population was 490 staff of NGOs in six categories: Agriculture/food security, microfinance, education, health, religion, water and sanitation. Stratified and random sampling techniques were used to get a sample size of 264 subjects. Data was collected using structured questionnaire with Likert scale measurement. Primary data was collected using self-administered questionnaires, emails, whatsApp and Google questionnaires. SPSS version 25 was utilized to process data. Data was analyzed using descriptive statistics, Pearson's correlation, regression analysis and analysis of variance. The results from the regression analysis showed that transformational leadership, transactional leadership and laissez faire leadership had a significant association with the resource mobilization ( $R=0.785$ ) with an adjusted R square at 0.610. The study recommended that there should be effective use of more of transformational and transactional leadership styles in order to improve resource mobilization among NGOs. The study recommended further investigation into the other factors that might also contribute to effective resource mobilization.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

CBOs-	Community Based Organizations
CEOs-	Chief Executive Officers
CIGs-	Community Interest Groups
CSOs-	Civil Society Organizations
DS-	Descriptive Statistics
FADCs-	Focal Area Level Development Committees
IERB-	Institutional Ethics Review Board
IS-	Inferential Statistics
MLQ-	Multi-Factor Leadership Questionnaire
NGOs-	Non-Governmental Organizations
NPOs-	Non-Profit Organizations
SHFs-	Stakeholder Forums
TFL-	Transformational Leadership
TNL-	Transactional Leadership
LZF	Laissez Faire Leadership

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Introduction of Chapter**

This chapter provides a background to the study by highlighting the nature and work of NGOs in the Volta region of Ghana. The chapter gives statement of the problem and examines the general and specific objectives of the study. The chapter also enumerates the research questions, justification of the study, limitations and delimitation of the study and concludes with definition of terminologies.

### **1.2 Background of Study**

The work of NGOs in protecting the environment, helping the sick and needy, preserving arts and culture is by nature unprofitable. NGOs rely on the goodwill and generosity of others to cover the costs of their activities through grants and donations (Chakawarika, 2011). Today, unfortunately, NGOs find that such traditional funding sources are often insufficient to meet growing needs and rising costs. Resource mobilization refers to all activities involved in securing new and additional resources for an organization. It also involves making better use of, and maximizing, existing resources is the focal point of any organization (Seltzer, 2014). One of the biggest challenges for the sustainability of an organization however, is lack or less emphasis on local resource mobilization.

Resource mobilization is a valuable component for strengthening an NGO. It is critical in improving and scaling-up of products and services the organization

provides, ensuring continuation of service provision to clients and supporting the organization's sustainability goals.

According to International Labor Organization (2010), local resources include local labor, local materials, local knowledge, skills and culture, local enterprises (usually small- and medium-scale), local institutions (including local government, training institutions, trade unions and employers' organizations, Non-governmental Organizations (NGOs) and Community-Based Organization (CBOs), locally produced tools and equipment and local social capital (traditional structures, solidarity and trust). Resource mobilization is not just a method of generating the much needed revenue, it is one of the principal ways to position an organization as a valuable community asset. In non-profit organizations, resource mobilization operates as an interactive, dynamic process that is aimed at advancing the public good. According to Williams (2013), it is organized around values of reciprocity, cooperation, mutual respect, accountability and commitment.

In the United States of America, leadership theorists such as Haigh and Hoffman (2013), Jing and Gong (2012) and Osterwalder and Pigneur (2010) have suggested that nonprofit organization survival depends on the organization's leadership capacity to produce effective social change and funding program performance that attract donor sustainability and satisfy beneficiary interest. Survival of the nonprofit sector and its performance output are important for the critical role these entities serve in the U.S. economy and society's dependency on these organizations as a bridge to servicing the disadvantaged (Dizhang & Swanson, 2013; Sinuany-Stern & Sherman, 2014). In response to this consequential need of society, stakeholder reaction as a whole has turned to an increasing demand for improvement of organizational

leadership and funding performance by the nonprofit sector (Dizhang & Swanson, 2013; Sinuany-Stern & Sherman, 2014).

Cuthbert (2011), points out in India, some of the key elements that strengthen resource mobilization efforts include; having a clear sense and commitment to the organization's vision and mission, effective management and leadership that ensures among others that there is accountability and transparency in the organization, solid reputation, credibility and positive image, the ability to attract, create and sustain new resources while discharging services to their clients/community. In South Africa, institutions such as Non-governmental Organizations, Community Based Organizations (CBOs), Stakeholder Forums (SHFs), Focal Area Development Committees (FADC), Civil Society Organizations, Common Interest Groups (CIG), and Civil Society Organizations (CSOs) are crucial as part of the resources that require mobilization (Dollins, 2006). According to Frank and Smith (2006) one way is to involve respected individuals in the work done by NGO/CBO and establish a committee to supervise or provide advice on the implementation of a particular project or aspect of work. In addition to tapping into the knowledge and expertise of various community members, committees can help inform the community about the impact of the work done by NGOs.

According to Kiiru (2010), resource mobilization offers people the opportunity to give. It is not an end in itself but rather the process whereby resources are transferred from those who are able to give to those who have the need to receive. Resource mobilization facilitates this process. It is the enabler of the activity that not only satisfies the need, but also satisfies the giver that the resources have been wisely and effectively used. It is all about building relationships with donors whether individuals

or major corporations. Hulme (2007), added that resource mobilization plan must follow closely the vision, mission, and goals of the organization or be aligned with specific objectives for raising those resources. Argote (2010), in his study on the relationship between resource mobilization and leadership styles among CBOs in Kitui District emphasized that resource Mobilization is meaningless if the CBO leadership has not thought of making the organization sustainable. This is because resource mobilization does only mean to receive resources for running the donor's program, it is a self-respectful step to develop the organization, to provide continuous service to the community and become self-reliant.

Akpala (2008) in a study on cultural factors that have bearing on management and organizational performance in Nigeria indicated that the extent to which members of an organization contribute in harnessing the resources of the organization equally depends on how well the managers (leaders) of the organization understand and adopt appropriate leadership style in performing their roles as managers and leaders. In this way, efficiency in resource mobilization, allocation, utilization and enhancement of organizational performance depends, to a large extent, on leadership style, among other factors. Effective leaders are able to manage relationships with others and create positive outcomes.

### **1.2.1 NGOs in Hohoe Municipality.**

Hohoe Municipal is one of the 25 administrative districts of the Volta Region of Ghana with a total land area of 1,172 km<sup>2</sup>. The population of Hohoe Municipality, according to the 2010 Population and Housing Census, is 167,016 representing 7.9 percent of the total population of the Volta Region (Ghana Statistical Service, 2012). It shares borders with the Republic of Togo on the east, on the southeast by the Afadzato district and southwest by Kpando Municipality; on the north with Jasikan

district; and on the northwest with the Biakoye districts. Its capital, Hohoe, strategically located and serving as the nerve center of business in the Volta Region, is about 78 kilometers from Ho, the regional capital and 220 km from Accra, the national capital. The main economic activities are farming, fishing, animal rearing, petty commerce and tourism. The Municipality is an area of vast but largely untapped potential, not only economically, but also socially and culturally. NGOs (both local and international) operate in the municipal and district assemblies. Before 1980 very few NGOs were operating in the region. Those that were in existence were mostly church based providing services to the poor in deprived communities. However, since the 1990s there has been significant growth in the NGO sector with about 300 registered NGOs now in existence. Thirty of them are international NGOs and 270 are local NGOs (Department of Social Welfare, 2012). These NGOs in the Municipality are involved in development with a bias towards rural areas and the problem of poverty.

### **1.3 Statement of Problem**

The enormous developmental functions undertaken by local NGOs demand an availability of funds and effective and efficient mobilization of financial resources. One key factor that has the potential to largely affect an organization's performance with regards to resource mobilization is its leadership (Ng'ethe et al., 2012; Jeremy et al., 2012). Resource mobilization is a strategic process within an organization carried out at the executive level and should not be looked at as a different or minor task within the organization's management team. It is important to have someone at the top with the belief, energy and time to spearhead resource mobilization efforts. The challenge facing local NGOs in Ghana and most developing countries is for them to emerge as valuable force to effect development so as to improve the living conditions



of the people in the communities. This demands dynamic personalities, leadership qualities and management aptitude and skills. It is important for leaders of local NGOs to know the type of leadership styles that is important for their resource mobilization efforts. Many studies have been carried out on the impact of leadership style(s) on employee performance (Rizi, Azadi, Farsani, & Aroufzad, 2013); but little is known about the linkage between leadership style with resource mobilization.

This study aimed at exploring the link between leadership styles of NGO leaders and their influence on resource mobilization.

#### **1.4 General Objective of the Study**

The general objective of this study is to assess the effect of transformational, transactional and laissez-faire leadership styles on resource mobilization among NGOs in the Volta region of Ghana.

#### **1.5 Specific Objectives**

The specific objectives of the study are to:

- i. To determine the effects of transformational leadership styles on resource mobilization efforts among NGOs in Ghana,
- ii. To examine the effects of transactional leadership styles on resource mobilization efforts among NGOs in Ghana
- iii. To investigate the effects of laissez fair leadership styles on resource mobilization efforts among NGOs in Ghana

#### **1.6 Research Question**

The study seeks to answer the following research questions:

- i. What is the effect of transformational leadership styles on resource mobilization efforts among NGOs in Ghana?
- ii. What is the influence of transactional leadership styles on resource mobilization among NGOs?
- iii. What is effect of Laissez-faire leadership style on resource mobilization among NGOs?

### **1.7 Justification of the Study**

The Volta Region provides an excellent case for this study because; there is a wide diversity of local NGOs operating in the region but they face challenges with resource mobilization. Many of them are therefore scaling down their activities as a result of the challenges in financing. The findings of this study may be of practical value to persuade various stakeholders such as Board of Directors, Donors and supporters and beneficiary community, culture and social services professionals, with new ideas on leadership styles essential for resource mobilization for effective performance of NGOs. This is because efficient and effective resource mobilization offers an opportunity to sustainable and reliable performance. The findings of the study will be useful to government officials and the civil society by equipping them with facts and knowledge necessary to ensure effective partnership and collaboration, helping local communities to participate effectively in the achievement of the set NGO goals. The key results of this valuable investment will be seen in the lives of the beneficiaries of the local communities and especially the poor and disadvantaged, the entire community and the nation at large after the relevant stakeholders apply the knowledge recommended in this study.

### **1.8 Limitations of the Study**

The researcher had initially planned to undertake the study among 309 staff of NGOs in the Hohoe Municipality. Staff of some institutions that initially agreed to participate in the study and received the questionnaires later on declined participating due to fear of the Covid-19 pandemic and restrictions on movements. The data gathering also suffered delays due to disturbances in the Volta region by a secessionist group which resulted in restriction of movement in the municipality for some time. This reduced the number of respondents whose questionnaires were retrieved and analysed to 269. This prompted the researcher to change the scope of his study in conjunction with her supervisors. Notwithstanding the above limitations, the study results have not been affected and thus are credible, reliable and useful for the purposes of the study.

### **1.9 Delimitation of the Research**

Delimitations are conditions which narrowed the scope and set boundaries for a research. This is by focusing on specific variables, participants, sites or research design (Orodho, A. J. 2003). There are many NGOs in the Volta region but this study focused exclusively on local NGOs in the Hohoe Municipality of the region that are registered with the Department of Social Welfare, are part of the network of NGOs in the region, have a staff strength of 10 or more and have been operating in the region at least for the last five years (from 2015 to 2019). The emphasis of the study was on the effect of leadership styles on resource mobilization among NGOs in the Hohoe Municipality of the Volta region. The study concentrated on the three leadership styles: Transactional, Transformational and Laissez-Faire Leadership. The Hohoe

municipality was chosen because statistics from the Department of Social Welfare in the region indicated that the municipality had the highest concentration of NGOs in the region.

## **1.10 Definition of Terms**

There are some terms and vocabularies associated with the work of NGOs.

**Community-based organizations**, or CBOs, are locally formed, locally staffed non-profit groups that works to generate improvements within a community on the local level and whose actions are specific to the location they operate in (Rafiague & Khoo, 2018).

**Fundraising:** Fundraising is a method of securing additional funding to run programs, initiatives and facilities within a for-profit or non-profit organization. (Chikati, 2009).

**Fundraising performance:** Fundraising performance is a process of employing organizational effectiveness and measures that identify groups, contributions of time, money, and material for classification as means of evaluation and reference that can inform regarding organizational characteristics (Erwin, 2013).

**Leadership styles:** Is the relatively consistent pattern of behavior that characterizes a leader (Onosode, 1993). Leadership style is the method of culture and social power that one can use to carry out or impose the assistance of others in the achievement of a mutual objective such as transformational leadership (Ali et al., 2015).

**Local NGOs:** The term "Local Non-Governmental Organization (NGO)" refers to local indigenous organizations that include national NGOs, Faith-Based organizations (FBOs), and Community-Based Organizations (CBOs) whose activities fall within the functional categories of advocacy and service delivery. Such organizations are owned and run by nationals. They are formed on their owned initiative, rather than donors in response to the plethora of development problems confronting their country (Helen et al, 2005).

**Mobilization** refers to the art of bringing different components of a given item or community to function in harmony and make positive contributions (Gyamfi, 2010).

**Non-government organization.** An NGO is a not-for-profit, voluntary citizens' group, which is organized on a local, national or international level to address issues in support of the public good. Task-oriented and made up of people with common interests, NGOs perform a variety of services and humanitarian functions, bring citizens' concerns to governments, monitor policy and programme implementation, and encourage participation of civil society stakeholders at the community level (UN Department of Public Information 2009).

**Nonprofit organization (NPO):** Nonprofit organizations represent entities that appeal to givers of public and private program money and donor charitable contributions, which are typical, tax-deductible (David C. 2008).

**Organizational effectiveness:** Organizational effectiveness demonstrates the degree to which an entity's resource amount put in and the resource amount that go out are balanced using a process of combining internal and external procedures for solving a problem to attain pre-established goals (Willems, Jegers, & Faulk, 2016).

**Partnership** refers to a relationship where two or more parties, having compatible goals form an agreement to work together in a mutually beneficial relationship (Norton, 2006).

**Performance** as the actual results or output of an organization as measured against that organization's intended outputs (Tomal & Jones, 2015).

**Philanthropy** is the giving of resources in an engaged and strategic way for maximum impact and in a tax efficient manner". It can include the giving of money,

assets, time, talent, voice and one's social capital

<https://www.theguardian.com/voluntary-sector-network/2014>).

**Resource mobilization.** Refers to all activities involved in securing new and additional resources for an organization; and also involves making better use of, and maximizing, existing resources (Seltzer, 2014). Local Resource Mobilization describes the activity of finding new ways of engaging resources in the local environment (i.e., funds, people, goods and services) to support an organization and make it self-sustaining. It encompasses a wide range of strategies going from income generation schemes to locally based fundraising or building volunteer constituencies for example. It finds expression in a variety of fresh approaches which integrate cultural, social and economic contexts.

**Resources:** Refer to the financial and non-financial supplies that help to fulfill organizational needs. They include money, the skills, time contributions and services of humans, and equipment and materials (Chikati, 2009).

**Sustainability:** "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Brundland, 1987). Continuation of a project's goals, principals and efforts to achieve the desired outcomes and durability of program results after termination of the technical cooperation channel through the program (IFAD, 2002).

**The third sector:** The third sector describes the entities such as non-government organizations (NGOs), nonprofit organizations (NPOs), and community-based organizations (CBOs). These organizations came into existence to respond to social, environmental, and economic challenges as equal partners with the public/government and the private sector (Filip, 2015).

## **CHAPTER TWO**

### **2.0 LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter gives an overview of theoretical literature, theoretical framework, empirical literature, conceptual framework and summary of the literature review and the research gap.

#### **2.2 Theoretical Review**

Several leadership theories have been used by many scholars but for the purpose of this study, the researcher will like to use the four theories below because of their relevance to the study

##### **2.2.1 Resource-Based-View Theory**

Historically, the Resource-Based-View (RBV) theory of organizations has been one of the key theories in entrepreneurship because access to resources is central to the success of a new venture (Bhide, 2000). Sameera (2018), suggested that organizations resources are the sole purpose for sustained competitive advantage when firm resources are heterogeneous and immobile. Although the role of leaders is to create value for their organizations, the process of creating value and sustaining competitive advantage is gnawingly elusive, even for organizations rich in a history of success (Peter & Waterman, 2009). Increasingly, experts in strategic management have acknowledged the importance of the proper use of organizational resources and the need for proper leadership in effectively and efficiently utilizing those resources to create value for customers.



The resource-based perspective has an intra-organizational focus and argues that performance is a result of firm-specific resources and capabilities (Barney, 2004). If all the firms were equal in terms of resources there will be no profitability differences among them because any strategy could be implemented by any firm in the same industry. Flexibility of work, staff management, responsibility, budgeting, and equipment are appropriate with tasks for creating great morale. Indeed, executives of NGOs should be aware of internal social capital to build trust and respect from good leadership along with external social capital to generate strength from activities and good relation with alliances (Hitt, Keats, & Yucel, 2015). It is important to understand how leadership styles influence resource mobilization which is critical to the sustainability of NGOs. With regard to the RBV and the ability to effectively utilize organizational resources, Caldwell *et al.* (2017), identified five important leadership principles that enable organizations to outperform their competition by effectively creating significant differences in the way that they manage those resources. These are: establishing a worthy purpose, aligning the organization, developing a culture of learning, creating partnerships of trust, living with integrity. Each of these five leadership principles creates increased organizational capability, but the ability to practice and apply all five principles exponentially increases leadership effectiveness and positively impacts the competitive advantage of organizations (Kouzes & Posner 2012). The nature of resources and the reality of the organizational environment are that they are both rapidly changing, constantly in flux, and dependent upon a multitude of complex and interrelated variables that are elusive to measure and rarely fully understood (Barney, 2004). The challenge of leaders and organizations is to balance the difficult task of tracking that constantly evolving

external environment while empowering and integrating the internal operations of the organization

Managing the modern organization and leading its people in the right direction has sometimes been described as equating to the challenges of changing an automobile tire while driving down the freeway at 70 miles per hour. The combination of knowledge, skills, abilities, and character required by leaders is intimidating. The resources demanded to compete in such an environment are vitally important. The abilities required to decipher and correctly interpret complex data, to develop and implement a flexible action plan, and to be prepared to make required changes on a constant basis are daunting and mind-numbing. Yet, this context and this challenge face every firm and every leader seeking to not only survive but to thrive financially in the 21<sup>st</sup> century (Caldwell *et al.* 2017). Resource-based theory is related to the study in that possession of strategic resources provides an organization with a golden opportunity to develop competitive advantages over its rivals. These competitive advantages in turn can help the organization enjoy strong profits. For the efficiency of an organization, different types of resources are required and involvement of contribution from stakeholders is key to the growth of NGOs.

### **2.2.2 Institutional Theory**

The application of institutional theory has proven to be especially helpful to organizational research. Unlike the resource-based view theory, the institutional theory is playing a major role in helping to explain the forces that shape organizational success, apart from organizational resources (Peng, 2009). Institutions, broadly speaking, are those beliefs, rules, roles, and symbolic elements capable of affecting organizational forms independent of resource flows and technical

requirements. Scott (2014), identified such beliefs, rules, roles, and symbolic elements to be of different natures: regulative (i.e., required/enforced by law, as it is the case with specific accounting standards), normative (i.e., enforced by a shared sense of what is appropriate, e.g., the expectation that elected leadership represents the interest of its constituents), or cognitive (i.e., taken-for-granted, mental models of how work should be done, as it is the case with most routinized behavior in organizations).

Resource dependence argues that organizations need to appear “legitimate” in the eyes of the most important resource holders (customers, blue-collar workers, investors, etc.): an NGO will receive more funds from charities if its headquarters are in the right building or city and appear powerful; as an organization changes over time, strategies of leadership will also change organizations performing the same tasks-but based on different substantive principles-will exhibit different strategies of leadership (Scott, 2014).

The term institution broadly refers to the formal rule sets (North, 2010), less formal shared interaction sequences (Jepperson, 2009), and ignored assumptions that organizations and individuals are expected to follow. These are derived from rules such as regulatory structures, governmental agencies, laws, courts, professions, and scripts and other societal and cultural practices that exert conformance pressures (DiMaggio & Powell, 1991). These institutions create expectations that determine appropriate actions for organizations and also form the logic by which laws, rules, and taken-for-granted behavioral expectations appear natural and abiding (Zucker, 1988). Institutions define therefore what is appropriate in an objective sense, and thus render other actions unacceptable or even beyond consideration (DiMaggio & Powell, 1991). This theory is based on three major theoretical arguments, the historical

institutionalism, the sociological institutionalism, and the political institutionalism. The importance of this theory to the study is that developed organizational structures are viewed by policy makers, donors, and other states as signals of progress towards modern institutional development and hence worthy of financial support. Furthermore, organizations/institutions need the interaction and relations between NGOs, CBOs, businesses and the private sector and well-wishers in their resource mobilization efforts.

### **2.2.3 Upper Echelon Theory**

The theory states that top managers' perception of their corporate environment influences the strategic choices they make which eventually affects the performance of the organization (Hambrick & Mason, 1984). In other words, personal characteristics of top managers determine the aspects of the environment that they can see and what they see inform the decisions they make regarding strategic choices which ultimately affects the bottom-line of the organization (Opong, 2014). Previous research on strategic management indicates that the role of top management teams is crucial for the successful adoption, implementation and use of Management Control Systems innovations (Lee *et al*, 2014). Chief Executive Officers (CEOs) must also be aware of their influence on evaluation systems as a key for an organization success. Board members and owners, responsible for hiring the CEO and other high-level managers should also know which managerial practices reflect the CEO characteristics and determine if they fit in the desired context (Reheul & Jorissen, 2014).

#### **2.2.4 The Contingency Theory or Situational School**

Fiedler's theory provides a framework for examining the current context of today's leadership in governance, and implications for practitioners of public administration to considering management of organizational performance which is increasingly dependent upon successful collaboration by groups. The contingency theories of leadership express the need for the leader to adjust the behavior based on a rational understanding of the situation and assume a leadership style that is appropriate for the occasion. This way of conceive leadership expels the dogma that there are better and worse leadership styles (Bates, 2016), and there is no "one size fits all" approach to leadership, depending on the situation that varies the way of leaders' behavior (Blanchard, 2008).

According to Fiedler's Contingency theory (Fiedler, 1967), there is no single best way for managers to lead. Situations will create different leadership style requirements for a manager. The solution to managerial situation is contingent on the factors that impinge on the situation.

## 2.2.5 Theoretical Framework

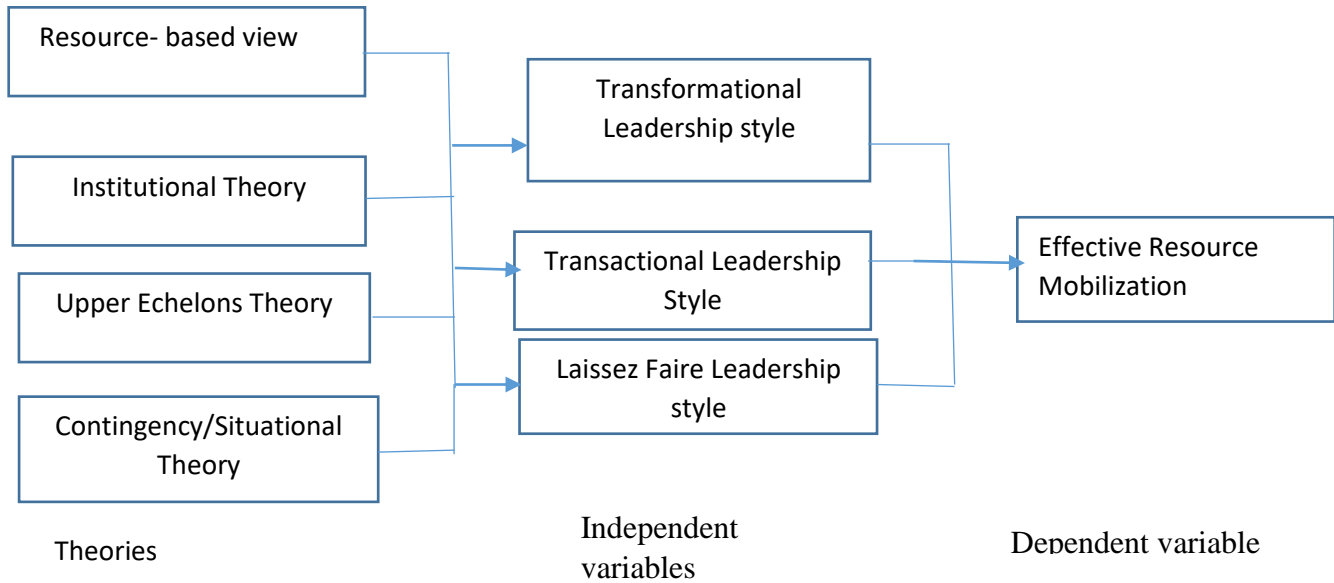


Figure 2.1: Theoretical Framework (Source: Researcher, 2020)

## 2.3 Empirical Review

### 2.3.1 Leadership and Resource Mobilization

The current business environment requires innovative leadership style that empowers employees and raises employee performance in an effort to improve organizational performance and continued existence (Kotter, 2008). Evidence has been gathered in service, retail and manufacturing sectors, as well in the armed forces of the United States, Canada and Germany that points towards the marginal impact transactional leaders have on the effectiveness of their subordinates in contrast to the strong, positive effects of transformational leaders (Brand, Heyl & Maritz, 2000). Furthermore, in the Canadian financial industry it was found that transformational leadership is more strongly correlated with higher employee satisfaction and individual/organizational performance than transactional leadership (Seblewongel,

2016). On the basis of the literature, it could be proposed that transformational leadership as opposed to transactional leadership will be more effective in achieving higher levels of employee performance with regards to resource mobilization and fund raising. Under transformational leaders, employees may receive individualized attention from the leader. As a result, they tend to reciprocate by supporting the leader's agenda and performing beyond expectations. Effective leadership style is seen as a potent source of managing development and sustained competitive advantage (Al Khajeh, 2018). In today's globalized world, with organizations coping with rapidly changing environments, leaders face a new reality. Working in flexible contexts and connected by real-time electronic communication, increasingly mobile employees have themselves become the critical resource of their organizations (Wang et al., 2010). What is now needed are leaders who simultaneously can be agents of change and centers of gravity, keep internal focus and enable people and organization to adapt and be successful (Jyoti & Bhau, 2015; Sofi & Devanadhen, 2015). A strong empirical support for the relationship between leaders' contingent reward and employee performance has been found (Podsakoff, et al. 2009). However, transformational leadership inspires followers with attractive vision, expresses optimism and high expectations for excellence and performance on the part of followers. Transformational leaders move followers beyond their normal level of performance. Thus, both transformational and transactional leadership are expected to have positive direct effect on employee performance. Raja and Palanichamy, (2012) examined the effect of leadership styles on employee performance in public versus private sector enterprises in India. From 43 middle-level managers and 156 subordinates, the study results indicate sufficient evidence, at the 5% level of significance, that there is a linear positive relationship between transformational

leadership and employee performance, there is a significant positive relationship between transactional leadership and employee performances. However, the study found that laissez-faire leadership had a negative relationship with the employee performance/outcomes". Chemers (2014) pointed out that transformational leadership is always aimed at managing the company daily operations and taking it to the next performance and success level. The leadership achieves this by setting goals and incentives that push their assistants to higher levels of performance and thus, the leaders provide an opportunity for individual and professional growth for every employee.

Culturally endorsed implicit leadership theory is an extension of the implicit leadership theory as leadership styles considered effective by individuals in organizations may differ on the basis of the set of beliefs that people hold in terms of the attributes, skills, behaviors, and other stereotypes that are accepted as contributing to or impeding outstanding leadership (Raja and Palanichamy, (2012)

It is contended that organizations do not only exist for survival, but also to sustain their existence by improving performance. In order to meet the needs of the highly competitive markets, organizations must continually increase performance by adopting the appropriate leadership style. To increase the organizational performance a leader must have the ability to promote creativity and innovation, stimulate the subordinates to challenge their own value systems and improve their individual performance. In the opinion of Kouzes and Posner (2017), effective leadership also involves motivation, management, inspiration, remuneration and analytical skills. Absence of quality leadership in an organizational setting has been found to negatively affect performance. This leads to stagnation in organizational operations



leading to missed organizational objectives. According to Michael (2010), leadership has a direct cause-effect relationship upon organizations and their success. Leaders determine values, culture, change tolerance and employee motivation. They shape institutional strategies including their execution and effectiveness.

Chan, (2010) points out that the many researchers who have done studies on leadership style have not come up with a specific style suitable for specific issue, however Chan advises that it is important to note that different styles are needed for different situations and leaders just need to know when to use a particular approach and by using appropriate leadership styles, leaders can affect employee job satisfaction, commitment, productivity and ultimately the organization's performance through its employees. The amount of direction and social support a leader gives to subordinates/ followers depend greatly on their styles to fit the situation.

### **2.3.2 Transformational Leadership**

A transformational leader's behavior originates in the personal values and beliefs of the leader and motivates subordinates to do more than expected (Bass, 1985). Burns (1978), identified transformational leadership as a process where, "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".

Transformational leaders are suggested to promote intellectual development, confidence, team spirit and enthusiasm among the followers, thereby encouraging followers to be more focused on collective wellbeing and achieving organizational goals (Aydin, Sarier, & Uysal, 2013; Chu and Lai (2011) revealed that transformational leaders are those who brought change and innovation and cultivate

staff in the organization. The transformational leader motivates by making follower more aware of the importance of task outcomes, inducing them to transcend their own self-interest for the sake of the organization or team and activating their higher order needs. Charisma, or idealized influence or attributes, is characterized by vision and a sense of mission, instilling pride in and among the group, and gaining respect and trust (Humphreys & Einstein, 2003). Charismatic behavior also induces followers to go beyond self-interest for the good of the group, providing reassurance that obstacles will be overcome, and promoting confidence in the achievement and execution influence (Conger & Kanungo, 1998).

Inspirational motivation is usually a companion of charisma and is concerned with a leader setting higher standards, thus becoming a sign of reference. Bass (1985), points out followers look up to their inspirational leader as one providing emotional appeal to increase awareness and understanding of mutually desirable goals. This is characterized by the communication of high expectations, using symbols to focus efforts, and expressing important purpose in simple ways. The motivation occurs by providing meaning and challenge to the followers' work; individual and team spirit are aroused and enthusiasm and optimism are displayed.

The leader is characterized as one promoting intelligence, rationality, logical thinking, and careful problem solving. The leader encourages the followers to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways.

Finally, the fourth dimension of transformational leadership (TFL) is "individual consideration" which is concerned with developing followers by coaching and

mentoring (Bass, 1985; Bass & Avolio, 1990). The leader pays close attention to the inter-individual differences among the followers and act as mentor to the follower. He teaches and helps others develop their strengths, and listens attentively to others' concerns (Bass & Avolio, 1994). Followers are treated individually in order to raise their levels of maturity and to enhance effective ways of addressing their goals and challenges (Bass, 1985).

### **2.3.3 Transactional Leadership**

Transactional leadership (TNL) involves an exchange process that results in follower compliance with leader request but not likely to generate enthusiasm and commitment to task objective. The leader focuses on having internal actors perform the tasks required for the organization to reach its desired goals (Boehnke et al, 2003). The objective of the transactional leader is to ensure that the path to goal attainment is clearly understood by the internal actors, to remove potential barrier within the system, and to motivate the actors to achieve the predetermined goals (House and Aditya, 1997). Transactional leaders display both constructive and corrective behaviors. Constructive behavior entails contingent reward, and corrective dimension imbibes management by exception. Contingent reward involves the clarification of the work required to obtain rewards and the use of incentives and contingent reward to exert influence. It considers follower expectations and offers recognition when goals are achieved. The clarification of goals and objectives and providing of recognition once goals are achieved should result in individuals and groups achieving expected levels of performance (Bass, 1985). Active management by exception refers to the leader setting the standards for compliance as well as for what constitutes ineffective performance, and may include punishing followers for non-compliance with those standards. This style of leadership implies close monitoring for deviances,

mistakes, and errors and then taking corrective action as quickly as possible when they occur. Transactional leadership in its extreme form may be considered as an autocratic leadership style when a leader has a lot of power over their followers with regards to making staff inputting to management decisions (Lyons & Schneider 2009). This style of leadership focuses on close monitoring in detecting mistakes and errors and putting in place corrective actions to solve those (Timothy et al, 2011). The transactional leadership strictly follows the free line, prefer to remains in a stipulated framework for the maximum employees' performance (Shah & Kamal, 2015).

#### **2.3.4 Laissez-Faire Leadership**

According to Biggerstaff (2012), quoted by Al-Khasaneh & Futa (2013), this is a style of leadership where leaders refuse to make decisions, are not available when needed, and choose to take no responsibility for their lack of leadership ability. These leaders do not often use their authority and avoid taking actions. The leadership style is considered a passive and ineffective form of leadership (Bolda & Nawaz, 2010). In leadership literature, laissez-faire refers to a “hands-off, let things-ride” approach (Northouse, 2010) to influencing individuals in the workplace. Bass and Avolio (1990) describe laissez-faire leadership as “the absence of leadership” and “the avoidance of intervention”. Laissez-faire leaders tend to behave as if they are abdicated from the responsibilities and duties assigned to him /her (Lewin, Lippit & White, 1939). Bass and Avolio (1990) describe laissez-faire leadership as “the absence of leadership” and “the avoidance of intervention”. Laissez-faire (LZF) leaders tend to behave as if they are abdicated from the responsibilities and duties assigned to him /her (Lewin, Lippit & White, 1939). According to Lewin et al (1939), although laissez faire leaders have been nominated to leadership positions and physically occupy these positions, they ignore the responsibilities and duties assigned

to them. Based on this, laissez-faire leadership should be regarded not only as “lack of presence”, also as “zero leadership”.

The main emphasis of this leadership style is neither on performance nor people. The philosophical assumption is that naturally human beings are unpredictable and uncontrollable and trying to understand people is a waste of time and energy. On this hypothesis, the leader tries to maintain a low profile, respects all constituencies within the organization, tries not to create waves of disturbance, and relies on the few available loyalists to get the job done (Puni et al, 2014). Laissez-faire leader lives and work with whatever structure put in place without any suggestions or criticisms. Goals and objectives are established only when necessary and required. The leader is not control-frisk and abdicates controlling to employees. He or she shuns decision-making as much as possible and would like to avoid communication but communicates only when needed. Thus, the business of employee development is not a concern to the laissez faire leader who believes that employees can take care of themselves (Puni et al, 2014). Abiola (2012) confirmed that laissez-faire leadership Styles is uncommon.

From the analysis of the various approaches to leadership styles, there is no one single best style of leadership. The effectiveness of particular style is dependent on the organization situation (Oyedijo, 2011). Ogundele (2012) adds that each of these leadership style has its place in management practice and a good leader knows how and when to use them.

### **2.3.5 Leadership Styles and Resource Mobilization**

Leadership theorists such as Haigh and Hoffman (2013), Jing and Gong (2012) and Osterwalder and Pigneur (2010) have suggested that NGOs and nonprofit organizations survival depends on the organization's leadership capacity to produce effective social change and funding program performance that attract donor sustainability and satisfy beneficiary interest. Mitchell (2013) conducted a mix study examining the characteristics of transnational NGOs in the United States along with the values of leadership of those perceived with greater notoriety for their organizational effectiveness. The participants consisted of 152 NGO leaders. The survey revealed from the qualitative analysis that leaders chose strategy, fundamental petition, the scale of the organization, partnership, singularity of purpose, crusade competencies, generating revenue, global reach and highly skilled resources are attributes of organizational effectiveness.

Leaders of Nonprofit Organizations generally tend to face a greater need to adapt to changing economic means, and need to encourage team spirit, sense of belonging, inspiration, motivation, and integration of staff (mostly volunteers). Leadership style plays an important role in employee's creativity, feelings and satisfaction, also in organizations strategy formulation and implementation (Robbins, 2009). Leadership style is the pattern of behavior engaged in by the leader when dealing with employees (Dosunmu & Olusanya, 2011). Leadership style of administrative supervisors play a crucial role in improving the resource mobilization efforts and overall operational performance of an organization. There are a number of different styles of leadership and management that are based on theories (Yaser, 2012).

A studies on leadership styles by Bass and Riggio (2006) suggested that the practices of transformational leadership have a positive impact on the organizational performance. Understanding the connection between transformational leadership and the organizational performance is an important factor for the development of effective organizations. Finding the methods to increase the performance of the employees is an important task for today's leaders. There is a huge importance of leadership in nonprofits, and there are some unique elements associated with leadership in the nonprofit sector. A primary difference in nonprofit leadership is that it takes both paid and unpaid people to fulfill the mission (Anheier 2014). Most for-profit organizations and most governmental organizations engage their people initially through employment while most nonprofits engage their people initially through voluntarism. A nonprofit leader must operate from a different definition of equity than a business owner. The most successful nonprofits have defined themselves as "learning organizations." This means leaders are willing to take the time to help everyone understand the complexities of social issues, how to work effectively with diverse people, the best practices of nonprofit and community leadership, and the business know-how to make prudent financial decisions that are extremely to make in the face of human need. The health of an organization and the success of its resource mobilization effort begins and ends with leadership. Leaders are aligned with the mission and prepared to devote resources (human, social, political and financial capital) to secure funds and drive the organization forward (Rowe, 2014).

Effective resource mobilizing leadership comes from multiple places: the executive suite, the board room, the development office. According to Ramthum (2013), all three must work together to promote a healthy culture and build an organization worthy of donors' investment. In the process, they engulf the entire organization with

a culture of resource mobilization that exudes gratitude for donors and the funds they provide, and conviction in the good works of the organization. Leaders can measure effectiveness in resource mobilization by looking at standard financial measures such as dollars raised, donor retention, and return on investment (ROI), and program outcomes from their existing sources. Secondly, they can measure by success in generating new wealth and by success in capitalizing on non-financial resources. Resource mobilizing leaders must have learning agility, able to engage all levels of the organization, value and promote diversity, inculcate the culture of resource mobilization at every level and must understand the importance and willingness to invest in sound management practices (Ramthum, 2013).

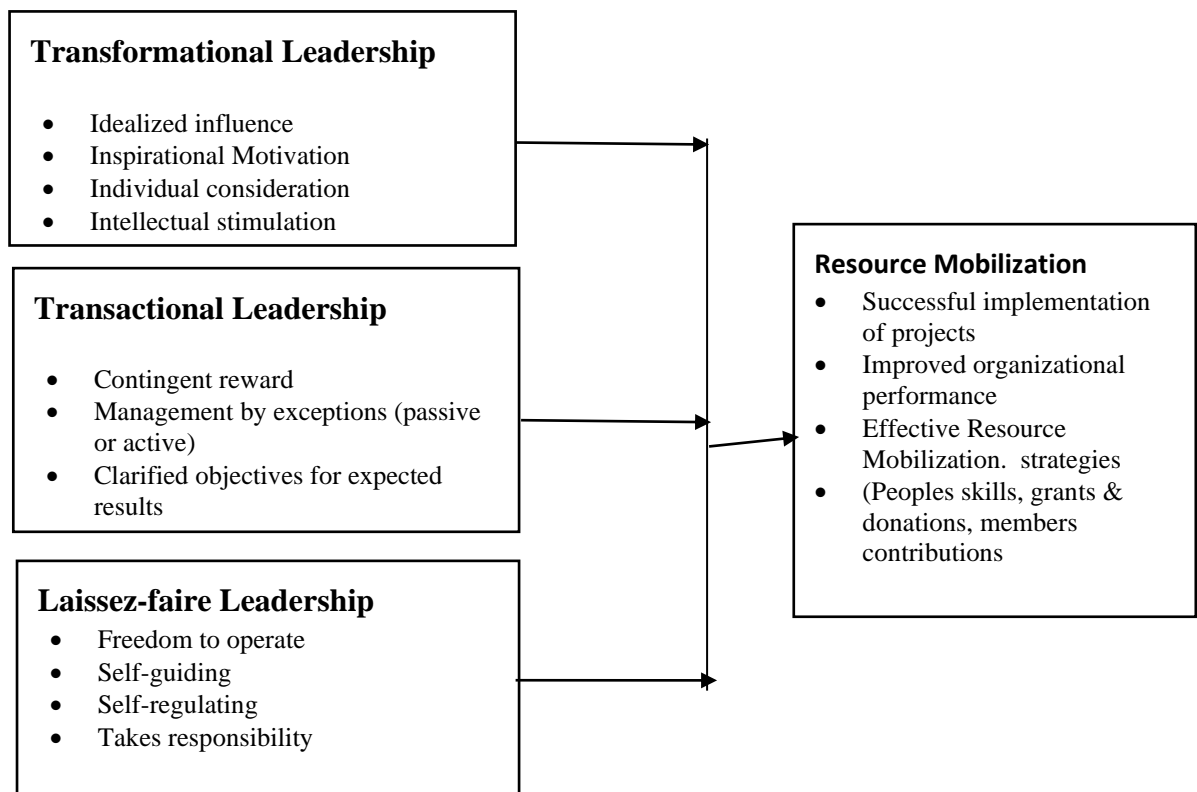
#### **2.4 Conceptual Framework**

The independent variable will be leadership styles which will be measured by transformational, transactional and laissez-faire leadership styles and the dependent variable will be resource mobilization.



## Independent variables

## Dependent variables



**Figure 2.2: Conceptual Framework**

The conceptual framework in Fig. 2.2 diagrammatically describes the relationship and interconnection between the independent variables and the dependent variables. The conceptual framework was based on objectives of the study showing the influence of leadership styles on resource mobilization. It diagrammatically illustrates how transactional, transformational and laissez faire leadership styles influence resource mobilization. Leadership styles, the independent variables with the three main attributes under consideration namely; Transformational leadership involving idealized influence, inspirational motivation, intellectual stimulation and individual consideration; Transactional leadership involving contingent reward, management by exception and clarifying objectives for expected result and lastly: Laissez faire leadership style involving the freedom to operate, self-guiding, self-regulating and

taking responsibility. The elements and attributes of these leadership styles results in effective resource mobilization with attributes such as successful implementation of projects, improved organizational performance, increase in grants and donations, volunteering of skills and members contributions.

## **2.5. Summary of Literature Review and Research Gap**

The main thrust of this study is the proposition that there must be a set of leadership styles that promote success in resource mobilization and success in achieving goals of an organization. If executive directors of NGOs can utilize specific leadership styles to advance their resource mobilization efforts, which leadership styles will be most important? Although much has been written about the effect of leadership styles on organizational effectiveness and the role of NGOs in resource mobilization, the link between leadership styles and its impact on resource mobilization has not well been well established. Very little empirical studies on this subject exist, especially regarding NGOs in the Volta region of Ghana where the level of resource mobilization is low. Previous investigations into resource mobilization and performance of non-governmental organizations have provided insights into the range of influences on the success of such organizations. However, few studies have been carried out focusing on leadership styles in the context of NGOs in mobilizing resources to carry out their operations. It will be anticipated that further insight into resource mobilization strategies, processes and associated contributory factors will be revealed.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.0 Introduction**

This chapter covered the methodology and procedures that were used for collecting and analysing data for the study. It also dealt with the type of research design, the population and sampling design, data collection methods as well as data analysis methods.

### **3.1 Research Design**

Research design according to Kombo and Trom (2006) is a basic plan that indicates an overview of the activities that are necessary to execute a research project. Creswell (2009), states that research designs are plans and procedures that span the decision from broad assumptions to specific methods of data collection and analysis. The study adopted descriptive research design. It helped the researcher to understand specific predictions with narration of facts and characteristics concerning the variables under study. It also assisted the researcher to describe systematically and accurately the facts and characteristics (Kothari & Garg, 2014).

### **3.2 Target Population**

A research population is a collection of individuals or objects with similar characteristics. All individuals or objects within a certain population usually have a common, binding characteristic or trait, (Kombo & Trom, 2014). The study targeted staff of NGOs in the Hohoe municipality of the Volta region. The population size was 490 staff of NGOs that are registered with the department of Social Welfare, are a part of the network of NGOs

in the Volta region and have a staff strength of 10 or more and have been operating in the region at least for the past five years. It is considerably easier to trace staff and offices of NGOs that were operational in the area for the past five years in obtaining information for the research. Additionally, operating for at least five years in the municipality enables the NGOs establish sufficiently strong leadership styles with which the organization operates which can be evaluated.

### 3.3 Sampling Design

A total number of 80 local NGOs were found to have registered with the Department of Social Welfare in the Hohoe Municipality and were active for the past five years. Two hundred and sixty-four (264) staff were selected through stratified random sampling technique from a total of 490 staff of the NGOs in the study. The NGOs staff were stratified according to their areas of operations such as agriculture/food security, micro-finance, education, health, religious, water & sanitation programs. As of January 2020, approximately 102 local NGOs were registered with the Department of Social Welfare in the Municipality (Hohoe Municipal Assembly, 2020). With a confidence interval of 90 percent, the sample size of each category of NGO interviewed was determined using the formula given by Miller and Brewer (2003) below.

$$n = \frac{N}{1 + N(a)^2}$$

Where n= sample size

N= the Sample frame

A= margin of error (10%)

$$n = \frac{120}{1 + 120(0.1)^2}$$

$$1 + 120(0.1)^2$$

n= 55 for non-leadership position for Agric/food security

**Table 3.1: Sample size of NGO workers in the Municipality**

<b>Program category</b>	<b>Population</b>	<b>Sample size</b>	<b>of NGO workers</b>
Agric/food security	120	55	
Micro-finance	76	43	
Education	89	47	
Health	65	39	
Religious	95	49	
Water and Sanitation	45	31	
<b>Total population</b>	<b>490</b>		<b>Sample 264</b>

A total of 264 samples were drawn randomly from the NGO categories using simple random technique from the NGO workers for the study. Primary data were collected during field research with the 264 NGO workers. Questionnaire were administered to the 264 staff of the NGOs. Since most of the respondents are educated, the researcher will submit printed copies to respondents for filling, others will be administered by Google questionnaire through emails. Follow ups were done through telephone calls and face to face meeting with respondents when necessary to clarify issues.

### **3.4. Pilot Testing**

Test copies of questionnaire were administered to each of the 6 program category of NGOs in the Hohoe municipality during the pre-test. The NGO categories are:

Agriculture/food security, microfinance, education, health, religious, water and sanitation. The relevance of the pilot test was to ensure that the questions raised from the instrument was relevant to the NGOs and conformed to the objectives of the study. After receiving the questionnaires back, it was realized that the questionnaires did not need any significant changes.

### **3.5 Validity Test**

Validation is the extent to which the scores from a measure represent the variable they are intended to measure (Jhangian & Chiang, 2010). To ensure the reliability and the consistency of the data for the study, reliability test was carried out on the data received from the 194 responses. Measuring the reliability of the scale, the reliability coefficients (Cronbach's) of the transformational and the transactional leadership and laissez faire leadership styles were 0.711, 0.804, 0.826 respectively. The Cronbach's alphas for the scales of resource mobilization are at an acceptable level of reliability, averaging 0.841. The scales used are therefore considered reliable and valid for this research study. The scales used in this research have been tested and used in other research studies.

### **3.6 Data Collection Instrument**

The questionnaires were administered among NGOs in the Hohoe Municipality. Primary data was generated through a structured questionnaire administered on the 264 respondents. The survey instrument used in the data generation were modified version of the Multifactor Leadership Questionnaire (MLQ) developed by Bass (1985). The instrument is by far the most widely used for measuring leadership styles and outcomes. Interviews were used as a means to clarify any information or observation made along the way. Mugenda & Mugenda, (2003), said questionnaires

are appropriate for studies since they collect information that is not directly observable as they inquire about feelings, motivations, attitudes, accomplishments as well as experience of individuals. Questionnaire have the added advantage of being less costly and using less time as instrument of data collection. Each item in questionnaire is developed to address a specific objective.

### **3.7 Data Collection Procedures**

In administration of the instrument, a copy of letter of introduction was obtained from the graduate school. Copies of the letters were given to the leaders of the various categories of the NGOs selected for the study. After execution, the instruments were retrieved back for data analysis. Where the data collection was in the form of interviews, the identified respondents relied to the questions asked by the researcher and the answers recorded were treated the same way as the responses obtained from the questionnaire.

### **3.8 Data Analysis and Presentation**

Data analysis refers to examining what has been collected in a survey or experiment and making deductions or inferences (Kombo & Tromp, 2001). After field work the questionnaire were cleaned and then coded. Statistical Package for Social Sciences (SPSS) software version 25 was used to process the data which was presented in tables and charts. Regression analysis was carried out to establish the extent of influence of each leadership style on resource mobilization. Because there are more than two independent variables in the study, multiple regression was used to understand relationships among the variables. Analysis of Variance (ANOVA) was used to show the extent to which two or more of the variables in the study differ. Inferential statistics (IS) was used to create conclusions that reach beyond the data

observed to specific questions raised prior to the study. Correlation analysis was used to understand the relationships among the dependent and the independent variables used in the study.

### **3.9 Ethical Considerations**

Ethics are the norms or standards of behavior that guide moral choices about our behavior and our relationship with others (Cooper and Schindler, 2003). Respect was guaranteed to all respondents and confidentiality of the data collection and sharing was observed. The questionnaire did not require the respondents to append their names for maximum confidentiality. A research permit letter was obtained from the Institutional Ethics Review Committee (IERB) through the Graduate school. Permission was also sought from the National Council for Higher Education (NCHE) in Ghana in carrying out the research. Letters of authority from the NGOs was obtained and researcher obtained consent from the respondents, informed them of the objectives of the study and created an environment in which the respondents voluntarily gave information.



## **CHAPTER FOUR:**

### **DATA ANALYSIS AND PRESENTATION**

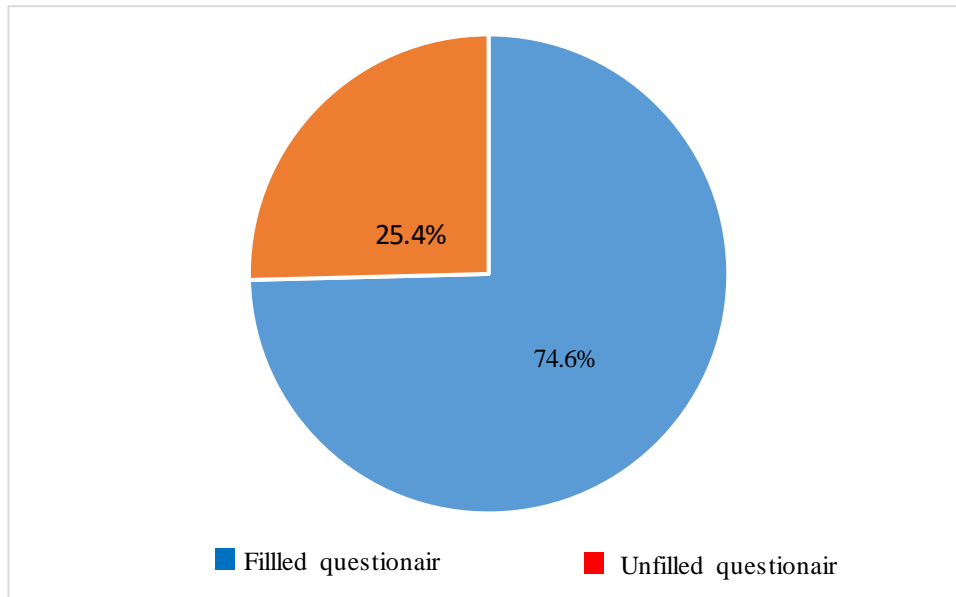
#### **4.0 Introduction**

This chapter comprises of data analysis, findings and interpretation. Results were presented in tables and diagrams. The analyzed data was arranged under themes that reflect the research objectives. The study findings were compared with the findings of previous studies and the implications were also established.

#### **4.1 Descriptive Statistics**

##### **4.1.1 Response Rate**

Figure 4.1.1 shows the response rate where 264 questionnaires were administered through hand delivery, emails, whatsapp and google link. A total of 197 of the questionnaires were filled correctly and returned. This gave a response rate of 74.6%. According to Kothari & Garg (2018) a response rate of 50% or more is adequate for a descriptive study. Babbie (2004) also asserted that return rates of 50% are acceptable to analyze and publish, 62% is good and 71% is very good. Based on these assertions therefore, the response rate is adequate for the study.



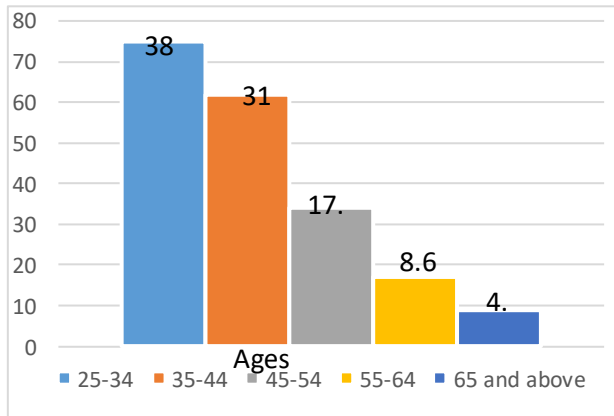
**Figure 4.1.1: Response rate**

Of the 264 questionnaire administered, 95 was filled and returned by hand delivery representing 70% return rate, 52 was filled and returned by email representing 97%, 32 was filled and returned by Google questionnaire representing 100% and 27 filled and returned by WhatsApp representing 100%. The Online questionnaires had 100% completion and return rate compared to the hand delivered questionnaires. It was observed that the ease of access to the online questionnaires provided convenience to respondents leading to better rates of return and increase in data fidelity. The online questionnaire was also completed and returned much quicker than the hand delivered questionnaire. Besides, it was quite an expensive and time-consuming venture in delivering and retrieving the hand delivered questionnaires.

#### **4.1.2 Age Distribution of Respondents**

This question section sought to find out the different age brackets of the respondents so as to know which age bracket was in the majority working with the NGOs. The total number of respondents whose ages were between 25-34years was 75 ( 38.1%). Ages between 35-44 years was 62 (31.5%). Ages between 45-54 years was 34

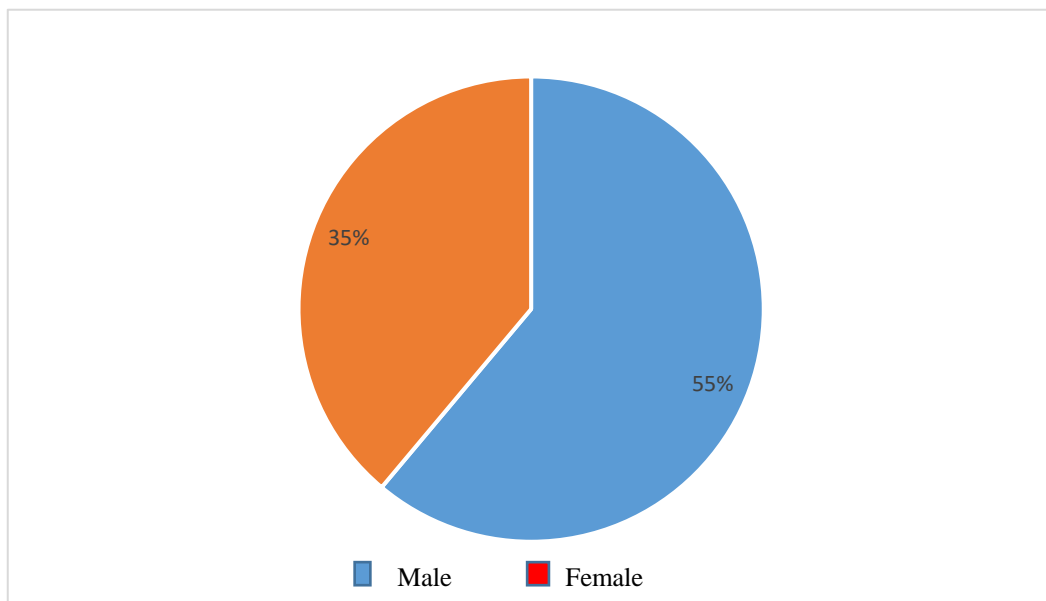
(17.3%). Ages between 55-64 was 17 (8.4%) and above 65 years old, 9 (4.6%). From the results, majority of the respondents ( 69%) working in the NGOs was less than 45 years old. This indicates that more of the youthful population was engaged in NGO work in the municipality.



**Figure 4.1.2 Age Distribution of Respondents**

#### 4.1.3 Gender of Respondents

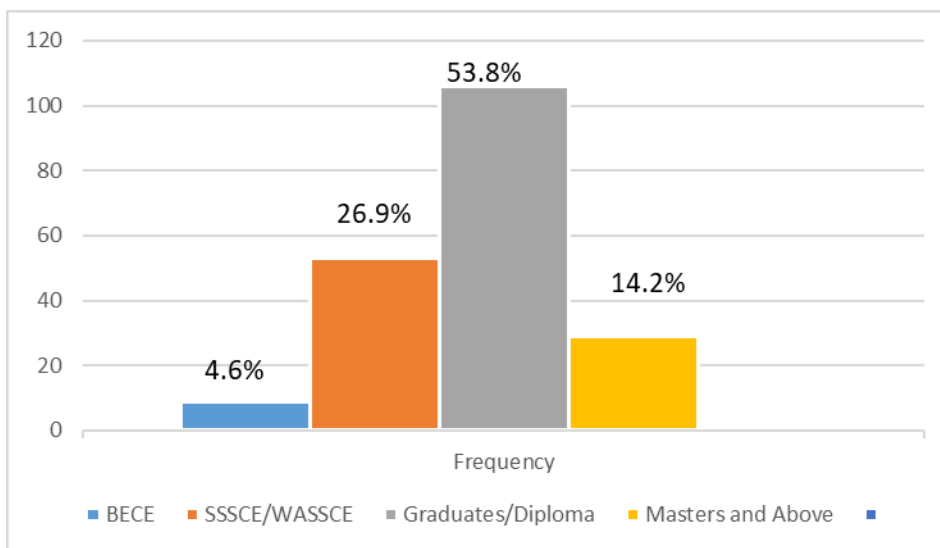
This question section sought to find out the distribution of the respondents by gender to establish the gender of the majority among the NGOs in the municipality. It was evident from the study that majority of the respondents (55%) who participated in the study were male and 35% were female.



**Figure 4.1.3 Gender of Respondents**

#### 4.1.4 Educational Levels of Respondent

This question section sought to find out the education level of the respondents with regards to knowledge on leadership styles and resource mobilization. Those with Basic Education Certificate Examination (BECE) were 9 (4.6%), those with Senior Secondary Certificate Examination/West African Secondary Certificate Examination, SSCE/WASCE were 53 (26.9%), and those with Graduate/Diploma Certificates were 106 (53.8%) while those with Masters and above were 29 (14.7%). This showed that most of the respondents were graduates and had knowledge about leadership styles hence were able to read and understand the questionnaire to provide relevant information for the questions.

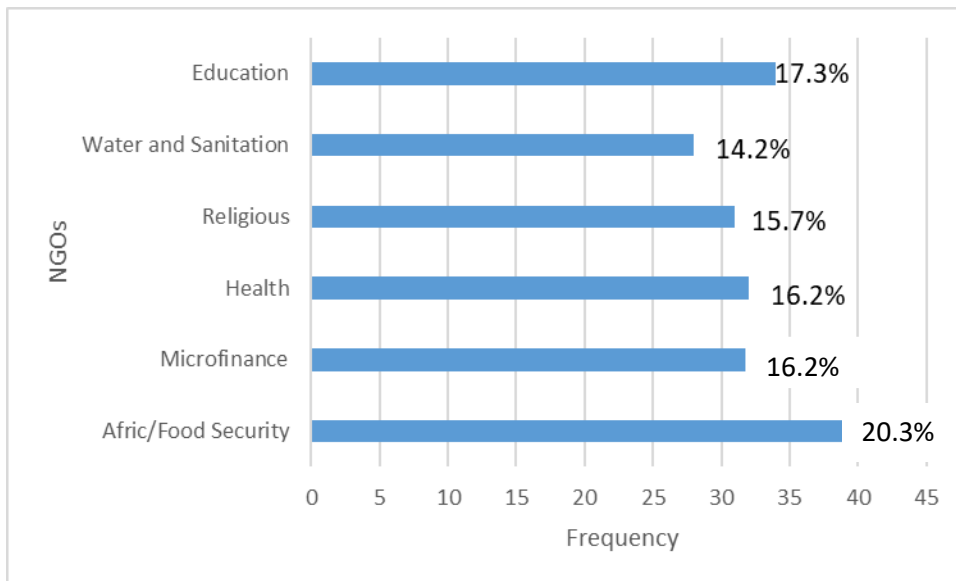


**Figure 4.1.4 Educational Levels of Respondent**

#### 4.1.5 Category of NGOs of Respondents

There were different categories of NGOs that the respondents were working in. The results showed that 40 (20.3%) worked in Agric/Food security sector, 32 (16.2%) worked in the Microfinance and Health sectors respectively, 31 (15.7%) worked in the religious sector, 28 (14.2%) worked in the Water and Sanitation sectors while 34 (17.3%) worked in the education sector. These findings showed that the categories of

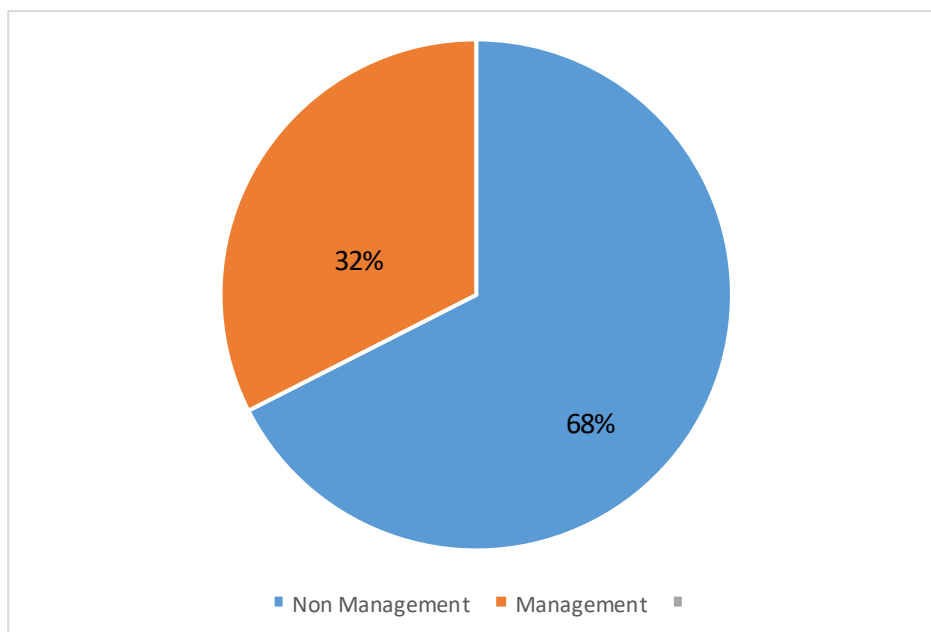
NGOs were fairly distributed across the different sectors hence the findings were more representative.



**Figure 4.1.5 Categories of NGOs of respondents**

#### 4.1.6 Current Positions in the Organization

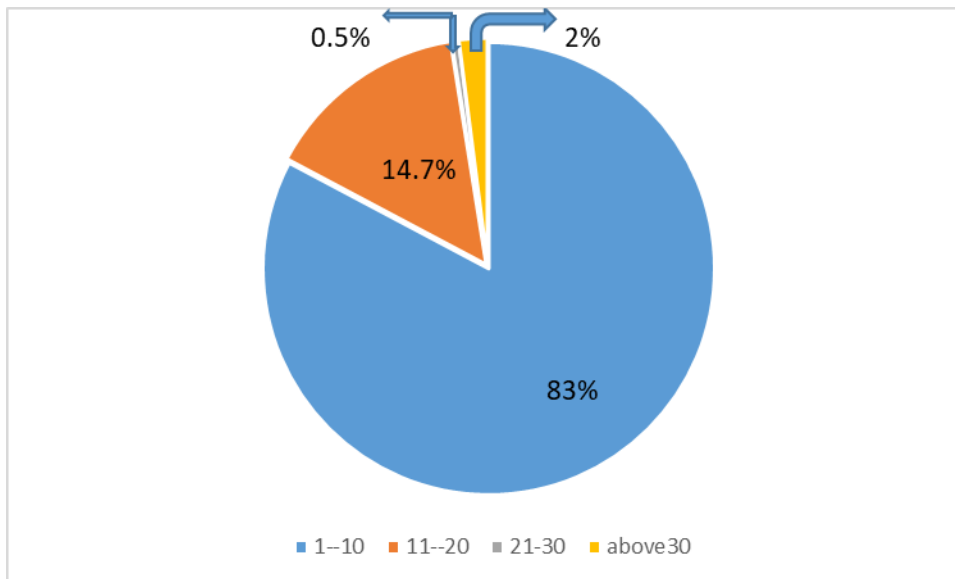
Figure 4.1.6 shows the current position of respondents in the organization. 32% (64) were in management position while 68% (133) were in non-management positions.



#### 4.1.6 Current Positions in the Organization

#### 4.1.7 Length of Years in Current Position

Figure 4.1.7 shows the number of years that respondents had been in their current positions, majority (83%) of the respondents had been in their current position between 1-10 years. 14.7% (29) had been in their position between 11-20 years while. 0.5% (1) had been in current position between 21-30 years. Also 2% (4) had been in their current positions for more than 30 years. This indicates that less than 20% of the respondents had worked for more than 10 years in the organization. This indicates the high rate of turnover of staff of NGOs and the relatively short lifespan of most NGO work.



#### 4.1.7 Length of Years in Current Position

#### 4.1.8 Descriptive Results on Transformational Leadership

The findings of the descriptive results on transformational leadership are indicated in table 4.1. The results indicated that 43.1% of the respondents agreed that their leaders inspire subordinates to mobilize resources for their organization. This indicates that majority of the respondents believed that their leaders provided inspirational motivation in mobilizing resources for their organization. 44.7% of the respondents agreed that their leaders empowered subordinates through training on resource

mobilization. This suggests that majority of the respondents believed that their leaders provided intellectual stimulation for resource mobilization for their organization. 48.2% of the respondents agreed that their leaders create organizational changes that facilitates resource mobilization. This indicates that the respondents believed their leaders used idealized influence in mobilizing resources for the organization. 51.8% of the respondents believed that their leaders supported organizational changes that facilitate resource mobilization while 45.7% of the respondents agreed that their leaders encouraged subordinates to accept the organizational mission as their own. 32.5% of respondents were neutral in their belief that their leaders went beyond their self-interest for the good of the organization. 35% of the respondents disagreed that their leaders considered the ethical consequences of resource mobilization efforts while 42.1% believe that their leaders emphasised the importance of having a strong sense of purpose in resource mobilization.

**Table 4.1: Descriptive results on Transformational Leadership**

	Str. Disagr.	Disagr.	Neutral	Agree	Str. Agree	Mean	StDev
1 Our leaders inspire subordinates to mobilize resources for the organization	8.1%	7.1%	25.4%	43.1%	16.4%	3.52	1.10
2 Our leaders elevate the interest of subordinates to mobilize resources for the organization	5.6%	16.2%	30.5%	36.5%	11.2%	3.31	1.05
3 Our leaders empower subordinates through training on resource mobilization	2.5%	5.6%	28.4%	44.7%	18.8%	3.72	0.92
4 Our leaders are creative and visionary in their resource mobilization plans	6.6%	5.1%	23.9%	32.0%	32.0%	3.79	1.15
5 Our leaders create organizational changes that facilitate resource mobilization.	1.5%	11.7%	21.3%	48.2%	17.3%	3.70	0.91
6 Our leaders support organizational changes that facilitates resource mobilization	5.1%	5.1%	25.9%	51.8%	12.2%	3.61	0.95
7 Our leaders encourage subordinates to accept the organizations mission as their own	0%	9.1%	18.3%	45.7%	26.9%	3.90	0.90
8 Our leaders go beyond their self-interest for the good of the organization	13.7%	11.7%	32.5%	27.4%	14.7%	3.18	1.23
9 Our leader appeal to others to support the organization in resource mobilization	3%	4.1%	23.4%	42.1%	27.4%	3.80	0.87
10 Our leaders consider the ethical consequences of resource mobilization efforts	24.9%	35%	5.6%	20.8%	13.7%	3.87	0.88
11 Our leaders emphasis the importance of having a strong sense of purpose in resource mobilization	3.0%	4.1%	23.4%	42.1%	27.4%	3.87	0.96

#### 4.1.9 Descriptive Results on Transactional Leadership

Table 4.12 shows the descriptive results on transactional leadership. The results show that 43.1% of the respondents agreed that their leaders provided rewards/benefits to subordinates in exchange for efforts in resource mobilization. This suggests that majority of the respondents were of the view that contingent rewards leads to increase in resource mobilization.



41.6 % of the respondents agreed that their leaders discussed in specific terms who was responsible for achieving targets in resource mobilization. This indicates that majority of the respondents were of the view that clarification of objectives leads to increase in resource mobilization among NGOs. 33% of the respondents agreed that their leaders focused attention on dealing with mistakes with regards to resource mobilization indicating that these respondents believed that management by exception leads to increase in resource mobilization.

43.1% of the respondents were neutral to the statement that their leaders focused attention on complaints with regards to resource mobilization while 26.9% of the respondents agreed to that statement. 39.1% of the respondents agreed that their leaders emphasised on short term goals, rules, standards and procedures in resource mobilization for the organization while 34.1% of the respondents were neutral to that statement. 46.7% of the respondents agreed that their leaders were effective in guiding efficient decisions which were aimed at cutting costs and improving efficiency in resource mobilization while 18.3% of the respondents strongly agreed to that statement. 32.5% of the respondents were neutral to the statement that their leaders and subordinates see resource mobilization as a transaction and a means of advancing towards their personal goals while 28.9% of the respondents agreed to that statement.

**Table 4.2: Descriptive Results of Transactional Leadership**

Statements	Str. Disagr.	Disagr.	Neutral	Agree	Str. Agree	Mean	StDev
1 Our leaders provide rewards/benefits to subordinates in exchange for efforts in resource mobilization						2.92	1.18
	14.7%	26.4%	13.2%	43.1%	2.5%		
2 Our leaders discuss in specific terms who is responsible for achieving targets in resource mobilization						3.47	0.91
	1.0%	14.7%	31.5%	41.6%	11.2%		
3 Our leaders focus attention on dealing with failures with regards to resource mobilization						2.79	1.12
	16.2%	21.8%	34.0%	22.8%	5.1%		
4 Our leaders focus attention on dealing with mistakes with regards to resource mobilization						2.90	1.19
	17.3%	18.8%	25.9%	33.0%	5.1%		
5 Our leaders focus attention on complaints with regards to resource mobilization						3.26	1.08
	9.1%	8.1%	43.1%	26.9%	12.7%		
6 Our leaders emphasize short term goals, rules, standards and procedures in resource mobilization for the organization						3.29	0.99
	6.1%	12.7%	34.5%	39.1%	7.6%		
7 Our leaders are effective in guiding efficient decisions which are aimed at cutting costs and improving efficiency in resource mobilization						3.55	1.15
	6.6%	15.2%	13.2%	46.7%	18.3%		
8 Our leaders and subordinates see resource mobilization as a transaction and a means of advancing towards their personal goals						3.13	1.16
	9.1%	18.3%	32.5%	28.9%	10.7%		
9 Our leaders takes action before problems become chronic						3.64	1.05
	6.6%	7.1%	18.3%	51.8%	16.2%		
10 Our leaders do not make efforts at enhancing creativity and generating new ideas in resource mobilization						2.63	1.41
	24.9%	35.0%	5.6%	20.8%	13.7%		
11 Our leaders give awards and reward hard work in resource mobilization						3.40	1.45
	17.3%	11.7%	13.2%	29.4%	28.4%		

#### **4.1.10 Descriptive Results on Laissez Faire/Free Reign Leadership**

The descriptive results in table 4.3 showed that 27.9% of the respondents were neutral to the statement that in complex situations, their leaders allowed them to work their problems out their own way with regards to resource mobilization while 27.4% of the respondents agreed to that statement. 37.1% of the respondents agreed to the statement that their leaders stay out of the way as they did their work in resource mobilization while 31% of the respondents disagreed to that statement. 38.6% of the respondents agreed to the statement that their leaders give them complete freedom to solve resource mobilization problems on their own way while 22.8% of the respondents disagreed to that statement. With regards to the statement that in general, their leaders feel it is best to leave subordinates alone, 34.5% of the respondents disagreed to that statement. This suggests that the respondents did not believe that giving staff of NGOs freedom to operate will result in increase in resource mobilization. 41.6% of the respondents were neutral to the statement that their leaders allowed them to take responsibility in resource mobilization indicating that they neither agreed or disagree that self-regulation and self-guidance of staff leads to increase in resource mobilization.

**Table 4.3: Descriptive Results of Laissez Faire/Free Reign Leadership**

Statements	Str. Disagr.	Disagr.	Neutral	Agree	Str. Agree	Mean	StDev
1 In complex situations our leader allow me to work my problems out my own way with regards to resource mobilization	7.1%	20.8%	27.9%	27.4%	16.8%	3.26	1.17
2 Our leader stays out of the way as I do my work in resource mobilization	7.6%	31%	23.4%	37.1%	1%	2.93	1.01
3 Our leader gives me complete freedom to solve resource mobilization problems on my own	20.8%	22.8%	13.7%	38.6%	4.1	2.82	1.26
4 In general our leader feels it's best to leave subordinates to decide in regards to resource mobilization.	19.3%	34.5%	22.8%	19.3%	4.1%	2.54	1.13
5 Our leader makes me take responsibility in resource mobilization efforts	11.7%	17.8%	41.6%	23.4%	5.6%	2.93	1.05
6 As a rule, our leader allows me to appraise my own work	17.3%	21.8%	21.3%	32.5%	7.1%	2.90	1.23
7 In general our leader feels it's best to leave subordinates alone to work.	26.4%	13.7%	37.6%	18.3%	4.1%	2.60	1.18

#### 4.1.11 Descriptive Results on Resource Mobilization

The descriptive result on resource mobilization in table 4.4 shows that 40.1% of the respondents agree that their organization has successfully implemented its projects. This indicates that majority of the respondents were of the view that the use of the transformational, transactional and laissez-faire leadership styles resulted in successful implementation of projects. 38.1% of the respondents agreed that their organization had improved in its performance as a result of use of the three leadership styles. Also, 36% of the respondents agreed to the statement that their organization had effective resource mobilization strategies indicating that use of the three leadership styles resulted in effective resource mobilization strategies. 34.5% of the respondents disagreed that their organization received contributions from members indicating that the use of the leadership styles did not necessarily lead to increase in

contribution from members. 48.2% of the respondents agreed that their organization received new and additional resources while 21.8% of the respondents disagreed to that statement. Additionally, 36.5% of the respondents agreed that their respondents receives grants and donations from other organizations while 29.4% of the respondents disagreed to that statement. 39.6% of the respondents agreed that their organization was supported by volunteers who assisted with their skills and talents while 27.9% of the respondents disagreed to that statement.

**Table 4.4: Descriptive Results of Resource Mobilization**

Statements	Str. Disagr.	Disagr.	Neutral	Agree	Str. Agree	Mean	StDev
1 Our organization has successfully implemented its projects	7.1%	4.6%	28.9%	40.1%	19.3%	3.6	1.07
2 Our organization has improved in its performance	4.1%	4.6%	24.4%	38.1%	28.9%	3.6	1.03
3 Our organization has effective resource mobilization strategies	15.7%	7.1%	20.8%	36.0%	20.3%	3.4	1.32
4 Our organization receives contributions from members	4.1%	34.5%	18.8%	28.9%	13.7%	3.1	1.16
5 Our organization receives new and additional resources	6.1%	2.5%	31.0%	48.2%	12.2%	3.6	0.95
6 Our organization makes the best use of available resources	12.7%	21.8%	48.7%	16.8%	16.8%	3.7	0.89
7 Our organization receives grants and donations from other organizations	7.1%	11.2%	29.4%	36.5%	15.7%	3.4	1.10
8 Our organization is supported by volunteers who assist with their skills and talents	3.0%	12.7%	27.9%	39.6%	16.8%	3.5	1.01

## 4.2 Inferential Statistics

### 4.2.1 Correlation Matrix and Analysis

A Pearson correlation was used to establish the association among the variables used in the study. It indicated the direction in one variable if another variable changes. A negative Pearson correlation value indicates negative correlation while a positive Pearson correlation value indicates a positive correlation. The strength of the association increases as the value approaches either negative 1 or positive 1.

**Table 4.5: Correlation Matrix**

Variables		Resource Mob	Transformational	Transactional	Laissez Faire
Resource Mob	Pearson Correlation	1			
	Sig. (2-tailed)				
Transformational	N	197			
	Pearson Correlation	.737**	1		
Transactional	Sig. (2-tailed)	0.000			
	N	197	197		
Laissez Faire	Pearson Correlation	.642**	.636**	1	
	Sig. (2-tailed)	0.000	0.000		
	N	197	197	197	
	Pearson Correlation	.208**	-0.006	.243**	1
	Sig. (2-tailed)	0.003	0.936	0.001	
	N	197	197	197	197

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

The study used correlation to establish the relationship that exists between the dependent variable (Resource Mobilization) and the independent variables (Transactional Leadership, Transformational Leadership) among the NGOs in the Volta region.

According to the correlation matrix results, transformational leadership had a strong and positive relationship with resource mobilization. The value of Pearson correlation

was  $r = 0.737$  with a  $p = 0.000$  which was significant at 0.01 significance level. This means that use of transformational leadership led to improvement in resource mobilization among NGOs.

Similarly, transactional leadership also had a positive relationship with resource mobilization. The value of Pearson correlation was  $r = 0.642$  with a  $p = 0.000$  which was significant at 0.01 significance level. This means that use of transactional leadership resulted in improvement in resource mobilization.

Finally, from the correlation matrix results, it was clear that laissez faire leadership had a weak positive correlation with resource mobilization. The value of Pearson correlation was  $r = 0.208$  with a  $p = 0.002$  which was significant at 0.01 significance level. It means that use of Laissez faire leadership led to marginal improvement in resource mobilization.

#### **4.2.2 Regression Analysis**

According to Kothari & Garg (2018), regression is the determination of a statistical relationship between two or more variables. Regression was adapted to further test the nature of relationship between independent variables and dependent. When there are two or more than two independent variables, the analysis concerning relationship is known as multiple regressions and the equation describing such relationship is the multiple regression equation. Table 4.6 shows the model summary.

**Table 4.6: Coefficient of Determination**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785 <sup>a</sup>	.616	.610	3.65669

a. Predictors: (Constant), Overall Laissez Faire, Overall Transformational, Overall Transactional

The results showed that transformational leadership, transactional leadership and laissez faire leadership had a significant association with the resource mobilization (R=0.785). The summary also showed the value of adjusted R square at 0.610. Moreover, the results revealed that transformational leadership, transactional leadership and laissez faire leadership, jointly accounted for 61.6% of the variation in resource mobilization. This means that transformational leadership, transactional leadership and laissez faire leadership jointly accounted for 61.6% of factors influencing resource mobilization. It also means that there were other factors that contributed to resource mobilization and those factors added up to 38.4%.

#### **4.2.3 Analysis of Variance (ANOVA)**

In accordance to Kothari (2014), ANOVA is a procedure for testing the difference among different groups of data for homogeneity. The essence of ANOVA is that the total amount of variation in a set of data is broken down into two types; the amount which can be attributed to chance and the amount which can be attributed to specified causes while F- test was also used in the context of the analysis of variance (ANOVA) for judging the significance of multiple correlation coefficients.



**Table 4.7: ANOVA Results**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	4137.992	3	1379.331	103.155	.000
Residual	2580.678	193	13.371		
Total	6718.67	196			

a Dependent Variable: Overall Resource Mobilization

b Predictors: (Constant), Overall Laissez Fair, Overall Transformational, Overall Transactional

The results of ANOVA in table 4.7 indicate that Transformational, Transactional and Laissez Faire, leadership were significant predictor variables of resource mobilization among the NGOs. This was indicated by the F-statistics results (F=103.155, p=0.000) indicating that the model used to link the dependent variable and independent variables was statistically significant.

**Table 4.8: Regression Coefficient**

Variables	B	Std. Error	Beta	t	Sig.
Constant	-.043	1.700		-.026	0.980
Overall Transformational	0.451	0.045	0.594	10.047	0.00
Overall Transactional	0.197	0.053	0.226	3.707	0.00
Overall LaissezFair	0.158	0.048	0.157	3.325	0.001

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y = Resource Mobilization (dependent variable)

X<sub>1</sub> = Transformational leadership

X<sub>2</sub> = Transactional leadership

X<sub>3</sub> = Laissez-faire Leadership

E = Error term and  $\alpha$  = constant  $\beta$  = coefficient of independent variable

$$\text{Resource Mobilization} = 0.43 + 0.451 X_1 + 0.197 X_2 + 0.158 X_3 + e$$

Transformational leadership ( $\beta = 0.451$ , p=0.00) was found to have a positive significant relationship with resource mobilization based on the multivariate regression model, this is because the p-value was less than 0.05 as indicated in table

4.9 above. This means transformational leadership contributed positively and significantly to resource mobilization.

Transactional leadership ( $\beta = 0.197$ ,  $p=0.000$ ) had a positive and significant relationship with resource mobilization, this is because the p-value calculated was less than 0.05. It means that transactional leadership had significant relationship with resource mobilization and therefore, it contributed positively to resource mobilization among NGOs.

Also, Laissez Faire leadership ( $\beta = 0.158$ ,  $p = 0.001$ ) had positive and significant relationship with resource mobilization. The p-value calculated was less than 0.05 and it means that Laissez leadership contributes positively and significantly to resource mobilization.

### **4.3. Discussion of Results**

The findings of the study have been discussed based on the objectives of the study:

#### **4.3.1 Effect of Transformational leadership on Resource Mobilization**

The descriptive statistics indicated that a bigger percentage of people agreed that transformational leadership played an important role in resource mobilization among NGOs. The correlations showed a positive and strong relationship with the resource mobilization and therefore, this means that effective use of transformational leadership will lead to better resource mobilization outcomes. The value of Pearson correlation was  $r= 0.737$  with a  $p= 0.000$  and was significant at 0.01 significance level. The regression analysis results also showed a statistically significant relationship between transformational leadership and resource mobilization. The

findings of the regression analysis showed that leadership styles were positively related to resource mobilization. This findings confirms proposition by Muchiri et al., (2013) that Transformational Leadership's (TFL) influence through human capital such as individual motivation and attitude or team identity, efficacy, and potency is essential for resource mobilization. The findings of this study provide concrete evidence that social capital can help us better decipher TFL as a mechanism for impacting resource mobilization outcomes.

#### **4.3.2 Effect of Transactional Leadership on Resource Mobilization**

The results indicated that transactional leadership played a significant role in boosting resource mobilization. The correlations result also showed a positive relationship between transactional leadership and resource mobilization. The value of Pearson correlation was  $r= 0.642$  with a  $p= 0.000$  which was significant at 0.01 significance level. Also, the regression analysis showed a statistically significant relationship between transformational and transactional leadership styles and resource mobilization. These findings are in agreement with Hartog (2015) who confirmed that transactional leadership represents a viable way of strengthening subordinates' goal commitment by providing the required clarifications for subordinates on how to attain work goals and on which intrinsic and extrinsic rewards subordinates will receive upon goal attainment thereby motivating them to contribute immensely towards improving resources availability in an organization.

#### **4.3.3 Effect of Laissez Faire Leadership and Resource Mobilization**

Many respondents were neutral to the statement that laissez faire leadership style played an important role in resource mobilization. Laissez faire leadership has a weak positive correlation with resource mobilization. The value of Pearson correlation was

$r = 0.208$  with a  $p = 0.002$  which was significant at 0.01 significance level. It means that use of Laissez faire leadership will lead to marginal improvement in resource mobilization. The regression analysis however showed a statistically insignificant relationship between laissez faire leadership and resource mobilization.

Olulobe (2014) confirmed this study by stating that laissez faire leadership may be the best or the worst of leadership styles in situations where managers do not have sufficient control over their staff and where subordinate have the power to make decisions about their work.

## **CHAPTER FIVE:**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter contained a summary of the findings, recommendations, conclusions and areas for further studies that the study identified. The summary of the findings was done in line with the study objectives. The study made recommendation based on the conclusion of the study.

#### **5.1 Summary of Findings**

The target population for this study was NGOs working the Hohoe Municipality of the Volta region of Ghana. The study adopted a sample survey technique with respect to the analysis unit which is categories of NGOs working in the Hohoe Municipality. Primary data was gathered by use of structured questionnaires. The study collected data using personal delivery of hard copies emails, Wassap and Google questionnaire. Data gathered from the questionnaires was processed using statistical package for social sciences computer software which generated both the descriptive and inferential statistics.

##### **5.1.1 Transformational Leadership Style and Resource Mobilization**

Transformational leadership plays a significant role in resource mobilization among NGOs. The descriptive analysis shows a strong agreement from the respondents that transformational leadership results in resource mobilization among NGOs. The regression analysis also showed a statistically significant relationship between

transformational leadership and resource mobilization. Similarly, the correlation results also indicate that there is a very strong and positive relationship between transformational leadership and resource mobilization among NGOs.

### **5.1.2 Transactional Leadership Style and Resource Mobilization**

Transactional leadership style is an impact on resource mobilization. Based on descriptive results, it is clear that effective use of transactional leadership style results in improvement in resource mobilization among NGOs. Also, there was strong and positive relationship between the Transactional leadership and resource mobilization further, the regression analysis showed a statistically significant relationship between transactional leadership and resource mobilization among the NGOs in the Hohoe municipality. Based on the regression result, there is great influence of transactional leadership on resource mobilization and therefore the need to use effective transactional leadership skills to boost resource mobilization.

### **5.1.3 Laissez Faire Leadership Styles and Resource Mobilization**

Many respondents agreed laissez faire leadership styles has an influence on resource mobilization. Also, correlation results indicated that there is a weak positive relationship between laissez faire leadership styles and resource mobilization. On the other hand, the regression analysis showed a significant but weak relationship between laissez faire leadership style and resource mobilization among the NGOs.

## **5.2 Conclusions**

This study has focused on the influence of leadership styles on resource mobilization. The focus was on three types of leadership styles- transformational, transactional and laissez faire.

Transformational leadership style or behaviors components such as charisma or idealized influence, inspirational motivation, intellectual stimulation, and individual consideration has a positive and significant influence in resource mobilization. This implies that the more effectively transformational leadership styles are used the higher the impact on resource mobilization. Therefore, the effect of transformational leadership on resource mobilization is that it leads to improvement in resource mobilization among NGOs.

Transactional leadership also contributes effectively towards resource mobilization and this is based on the descriptive statistics and the correlation results. Therefore, the effect of transactional leadership on resource mobilization is that it leads to improvement in resource mobilization among NGOs.

Laissez faire leadership style also contributing positively towards effective resource mobilization and this is based on the descriptive statistics and correlation result. Therefore, the effect of laissez faire leadership on resource mobilization is that it leads to only marginal increase in resource mobilization among NGOs. This means that laissez faire leadership style if appropriately used in suitable situations can also enhance resource mobilization. The study concluded that transformational and transactional leadership are the best for resource mobilization in the municipality to be adopted in by NGOs in the global NGO competitive environment. Quantitatively, each of the leadership styles has an effect on resource mobilization.

Transformational, transactional and laissez faire leadership styles were found to have positive impact on resource mobilization in the organizations taken for this study. This study reveals that resource mobilization is associated with leadership style and they have a positive impact on resource mobilization. It is important for a leadership

style to offer opportunities to employees, offer a sense of belonging along with allowing them to participate in the decision -making.

This study has provided deep insights of the impact of leadership styles on resource mobilization. This study used only quantitative data that has significantly reduced the scope and applicability of the research. Therefore, the future researches should focus on using relevant research methods, along with qualitative methods, for determining the relationship between leadership style and resource mobilization.

Leadership is a process of interaction between leaders and followers where the leader attempts to influence followers to achieve a common goal. To implement good leadership style in an organization, the leaders should understand position of authority, task structure and expertise and leader member relation generally; having appropriate leadership is importance to be success in employee management and organization because the success or failure of organizations is often attributed to it. It is a widely held belief that leaders do make a difference and a significant impact on the work performance of individuals, group and the overall accomplishment of set goals and objectives. Managers must know that leadership requires a number of judgments each day that requires sensitivity and understanding of various leadership strategies.

### **5.3 Recommendation**

The style of leadership among NGOs play an important role in resource mobilization hence managers need to develop desired styles of leadership that facilitates resource mobilization. The study affirms the fact that transformational and transactional styles of leadership are more important than laissez faire styles of leadership in NGOs,



hence managers need to adopt more of transformational and transactional style in resource mobilization efforts.

In this context, the study recommends that organizations should focus on using the transformational and transactional leadership styles in the organizations so as to improve resource mobilization.

#### **5.4 Suggestions for Further Study**

Based on the results of study, the factors which affect resource mobilization accounted for 62% and it is therefore recommended that a further study should be done to find out the 38% of the other factors that might be affect resource mobilization among NGOs. Apart from leadership style adopted by an organization, there are other factors one must take into consideration that can affect positively or negatively the resource mobilization efforts in mission and philanthropic organizations such as organizational conflict, organizational politics, organizational climate and motivation. Future studies should focus on the aforementioned variables and empirically establish their relationship with resource mobilization. It is also to be noted that the study was carried out within a smaller geographic area (Hohoe Municipality) and this may have affected the validity of generalization. Further research may therefore be needed in a wider scope, such as at the national level.

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## APPENDIX A: QUESTIONNAIRE

**Research Topic: Influence of Leadership Styles on Resource Mobilization, a case of NGOs in the Hohoe Municipality of the Volta region.**

Dear Respondent,

I am a student at Africa International University in Kenya and I am carrying out a research study as requirement for the award of Master of Arts Degree in Organizational Leadership. I am conducting a survey with the sole purpose of gathering information on the topic: “Influence of leadership styles on resource mobilization among NGOs in the Hohoe Municipality of the Volta region of Ghana”. You have been selected to assist in providing the required information as your views and ideas are considered important to this study. I am therefore kindly requesting you to fill this questionnaire. The information and data required is solely for academic purposes and will be treated with a very high degree of confidentiality.

Your cooperation will be highly appreciated

Thank you.

Yours faithfully

**APPENDIX B: DEMOGRAPHIC INFORMATION AND RESPONDENT PROFILE**

Please tick/mark the appropriate answer

**Section A: Demographic Information and respondent profile**

1. Age:      a. 25-34      b. 35-44      c. 45-54      d. 55-64      e.  
above 65

2. Gender                              Male [ ]                              Female [ ]

3. Current Academic Qualification?

a. BECE [ ]      b. SSCE/WASSCE [ ]

d. Graduate (Diploma, Bachelor) [ ]      b. Masters and above [ ]

4. Indicate the category of organization you work in:

a. Agric/food security    b. Microfinance      c. Health      d. Religious    f. Water  
and Sanitation    g. Others.

5. What is your current position in the  
organization.....?

6. How long have you been in your current position?

a. 1-10 years [ ]      b. 11-20 years [ ]      c. 21-30 years [ ]

d. 31-40 years [ ]      e. 41-50 years [ ]

**Section B (i)**

The following statements are descriptions of leadership styles that may or may not reflect leadership practices in your organization. Indicate the extent to which these statements describes the leadership style in your organization.

(Resources mobilization in this context refers to seeking new and additional financial and non-financial supplies that help to fulfill organizational needs. It also involves making maximum use of available resources which include money, the skills, time contributions and services of humans, equipment and materials)

. Please tick (√) that which is applicable

1= strongly disagree   2= Disagree   3= Neutral   4= Agree   5 = strongly agree

**Transformational Leadership**

1   2   3   4   5

1. Our leaders inspire subordinates to mobilize resources for the organization
2. Our leaders elevate the interest of subordinates to mobilize resources for the organization
3. Our leaders empower subordinates through training on resource mobilization  
Our leaders subordinates through coaching on resource mobilization
4. Our leaders are creative and visionary in their resource mobilization plans  
Our leaders are visionary in their resource mobilization plans
5. Our leaders create and organizational changes that facilitate resource mobilization.  
Our leaders support organizational changes that facilitates resource mobilization
6. Our leaders encourage subordinates to accept the organizations mission as their own
7. Our leaders go beyond their self-interest for the good of the organization
8. Our leader appeal to others to support the organization in resource mobilization
9. Our leaders consider the ethical consequences of resource

mobilization efforts

10. Our leaders emphasis the importance of having a strong sense of purpose in resource mobilization

**Transactional Leadership**

1 2 3 4 5

1. Our leaders provide rewards/benefits to subordinates in exchange for efforts in resource mobilization
2. Our leaders discuss in specific terms who is responsible for achieving targets in resource mobilization
3. Our leaders focus attention on dealing with failures with regards to resource mobilization
4. Our leaders focus attention on dealing with mistakes with regards to resource mobilization
5. Our leaders focus attention on complaints with regards to resource mobilization
6. Our leaders emphasize short term goals, rules, standards and procedures in resource mobilization for the organization
7. Our leaders are effective in guiding efficient decisions which are aimed at cutting costs and improving efficiency in resource mobilization
8. Our leaders and subordinates see resource mobilization as a transaction and a means of advancing towards their personal goals
9. Our leaders takes action before problems become chronic
10. Our leader does not make efforts at enhancing creativity and generating new ideas in resource mobilization
11. Our leaders give awards and reward hard work in resource mobilization

**Laissez Fair/Free-Rein Leadership**

1 2 3 4 5

1. In complex situations our leaders allow me to work my problems out on my own way with regards to resource mobilization
2. Our leader stays out of the way as I do my work in resource

mobilization

3. Our leader gives me complete freedom to solve resource mobilization problems on my own
4. In general our leader feels it's best to leave subordinates to decide on what to do with regards to resource mobilization.
5. Our leader makes me take responsibility in resource mobilization efforts
6. As a rule, our leader allows me to appraise my own work
7. In general our leader feels it's best to leave subordinates alone in their work.

**Resource Mobilization impact**

1 2 3 4 5

1. Our organization has successfully implemented its projects
2. Our organization has improved in its performance
3. Our organization has effective resource mobilization strategies
4. Our organization receives contributions from members
5. Our organization receives new and additional resources
6. Our organization makes the best use of available resources
7. Our organization receives grants and donations from other organizations
8. Our organization is supported by volunteers who assist with their skills and talents

**Thank you for your time, God bless you.**