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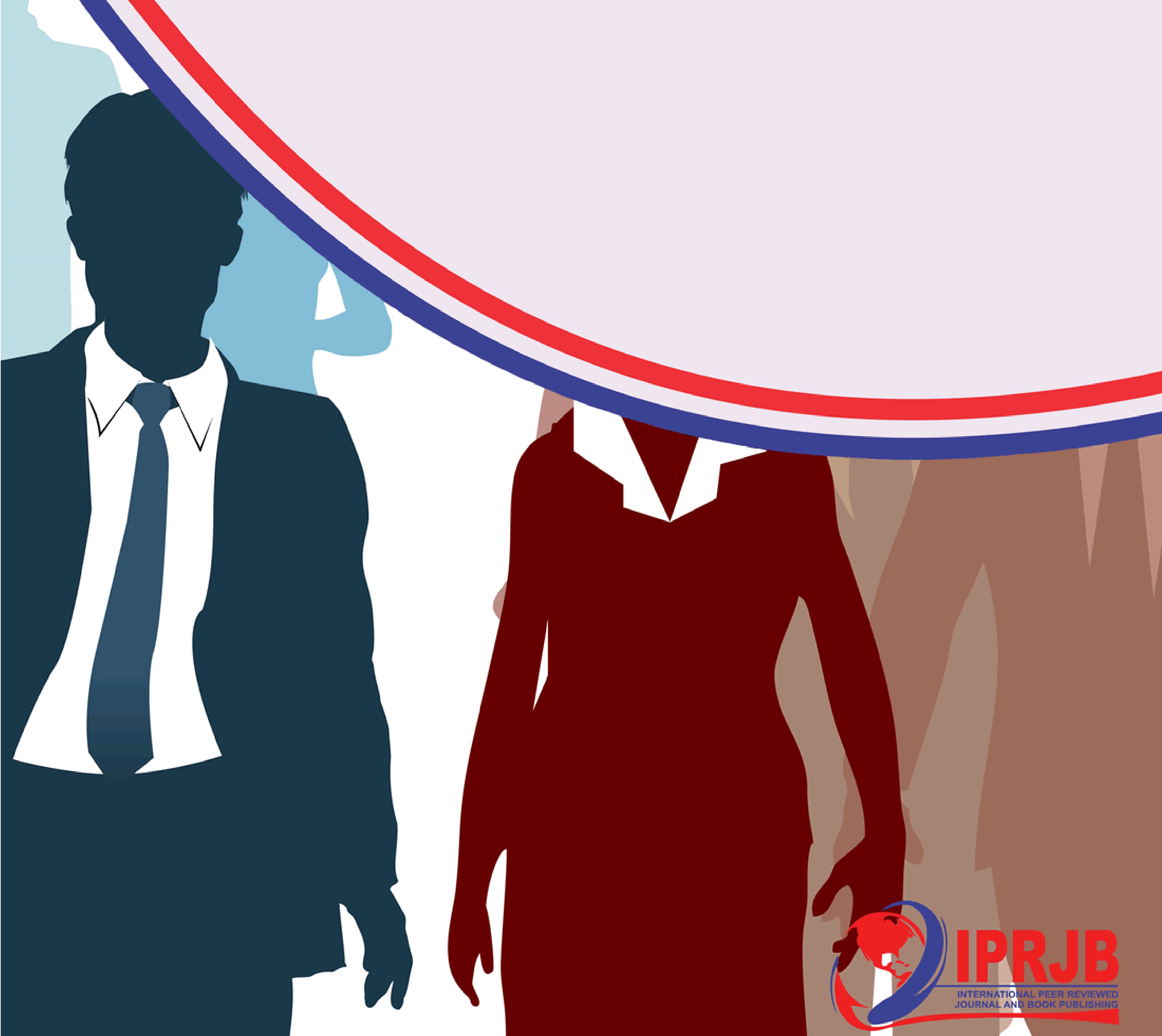

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EFFECT OF INSTITUTIONAL LEADERSHIP ON PERFORMANCE OF NATIONAL GOVERNMENT AFFIRMATIVE ACTION FUNDS IN KENYA

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Abstract

Purpose: The purpose of this study was to examine the effect of institutional leadership on performance of National Government Affirmative Action Funds in Kenya.

Methodology: This study adopted a descriptive research design. The study adopted epistemology philosophy. The population of this study comprised of National Affirmative Funds. The target respondents comprised of all the management staff of these institutions whose total number was 195. The study adopted a census design and selected all the 195 managers in all the 6 National Government Affirmative Action Funds in Kenya. Primary data for this study was collected using a questionnaire while secondary data was collected from published reference materials such as reports and journals. Descriptive statistics using the mean and standard deviation and, inferential statistics involving correlation and regression analysis were used to analyze quantitative data. Qualitative data was analyzed through content analysis.

Results: The ANOVA results found that institutional leadership has a significant relationship with performance of affirmative funds. The results also showed that institutional leadership is a good predictor of performance of affirmative funds. Regression of coefficients results showed that institutional leadership has a positive and significant relationship with performance of affirmative funds.

Unique Contribution to Theory, Practice and Policy: Based on the study findings, the study recommends institutional leaders to adopt a culture that allows them to influence other staff into achieving organizational goals and objectives and that necessity to transfer leadership capabilities into the strategic assets of institutions. Senior managers are also recommended to set up goals that are clearly defined as well as SMART objectives and ensure that all decisions made during board meetings are aligned to the set goals and the mandate of the institution.

Keywords: *Institutional leadership, performance, National Government Affirmative Action Funds.*

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1.0 INTRODUCTION

1.1 Background of the Study

Institutions can be steered towards meeting their goals through proper leadership. Leadership, as defined by Dunn (2016), is the process of influencing people to direct their efforts towards achievement of some particular goal or goals. He adds that corporate governance can mean leadership, institutional structures and processes, all which help an institution to sustain and extend its objectives. Wheatley (2011) adds that leadership has a direct cause and effect relationship upon institutions. The objectives, in this sense, include the culture, policies, procedures and controls that help ensure a company will meet its business goals.

As posited by Ganescu and Gangone (2013), one aspect of corporate governance is the development of responsibility in Institution Leadership. This refers to utilising the resources of corporations to bring about social change. A leader in responsible corporate governance sees the whole policy approach as an opportunity rather than a challenge. This is agreed upon by Wagenberg and Gutiérrez (2016), who reiterate on the importance of creation of a demand for sustainable action.

The contemporary concept of responsibility and leadership in corporate governance is not without its dynamics. Bachman (2016) postulates that the responsibility of a leader in public sector has since changed from solving problems in a specific environment to solving problem of adaptation, and closing the gap between the real and the ideal. Without proper tools and styles of leadership, institutions may fail to adapt to change demand. Obiwuru, Okwu, Akpa and Nwankwere (2011) rightly point out that inappropriate leadership style could be one of the reasons for high failure of most institutions. In their literature, they have identified leadership as an important subject in the field of institutional behaviour. Leadership is one with the most dynamic effects during individual and institutional interaction.

Leadership styles affect the way all employees perform in an institution. This could be in many ways. Chuang (2013) explain that proper leadership inspires subordinates' potential to enhance efficiency, as well as meeting their objectives. Ngaithe (2016) posits that understanding the effects of leadership on performance is important because it is seen as a potential source of management development. Obiwuru et al (2011) also had a similar opinion, and insisted that effective leadership helps improve the competitive advantage of an institution. Open communication helps the leadership of an institution to pass across their objectives and expectations in clear manner.

According to Mullen and Kelloway (2009) a leadership style requires managers to clarify performance expectations and set high performance standards as well as recognise and reward positive behaviours and practices. Training interventions may be an effective way of helping managers to develop these leadership skills. For instance, specific transformational leadership training has been shown to be an effective approach to improving performance (Mullen & Kelloway, 2009).

1.2 Statement of the Problem

Although several studies undertaken by various researchers on corporate governance indicated the existence of Corporate Governance Practices in public institutions; there were continued reported cases bordering on corporate failure, unethical behaviour, and financial reporting irregularities in those institutions (Khalil, 2018). These cases, appeared to involve senior management staff including CEOs and CFOs (Agrawal & Cooper, 2017). Similar scandals in developing nations such as Kenya had necessitated an increased demand for improved leadership practices in National Government Affirmative Action Funds.

The studies indicated a positive relationship between the institutional leadership and institutional performance. However, context of the studies focused on developed nations and thus a shortcoming in developing nations like Kenya (Aguilera, Desender, Bednar & Lee, 2015). Robust Corporate Governance Management System appeared to be becoming necessary for improving these institutions' performance and reduction of scandals. This necessity had increasingly led to a remarkable attraction for the researcher to undertake this study. This meant that there was a need to develop local leadership model that would consider the conditions in developing countries and that were not directly borrowed from developed countries (Yermack, 2017).

Control procedures that enhanced trust and good leadership contributes to efficient management and to considering stakeholder interests, boosting the reputation of the institution in regard to integrity (Primavera & Loveluck, 2016). Institutions rely on the levels of performance to obtain resources and support needed to achieve their strategic objectives.

The studies reviewed appeared to be focused more on private institutions and hence need to assess the Kenya's National Government Affirmative Funds to provide a public context. In Kenya, one of the proposed pillars of institutional performance is reforms, mostly for public institutions. The reforms are geared toward making sure that these institutions achieve a balance between operating as a financially viable and sustainable business on one hand while pursuing a mission of general in interest (Primavera & Loveluck, 2016). The underlying assumption was that institutional leadership was related to an institution's internal operating and control procedures (Yermack, 2017).

Therefore, understanding the role of institutional leadership on performance was critical in finding a solution for preventing the reported corporate scandals. Using a framework built around stakeholder theory, this dissertation examined whether the institutional leadership Practices had an effect on performance of National Government Affirmative Action Funds in Kenya. It is in this regard that this study was designed to examine the Effect of institutional leadrship on Performance of National Government Affirmative Action Funds in Kenya.

1.3 Research Objective

The objective of this study was to examine the effect of institutional leadership on performance of National Government Affirmative Action Funds in Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Literature

2.1.1 Stewardship Theory

Stewardship theory assumes managers are good stewards who will act in the best interest of the owners. Donaldson and Davis (1991) and Davis, Schoorman and Donaldson (1997) present a different model of governance. The fundamentals of stewardship theory are based on social psychology, which focuses on the behaviour of executives who believe their duty is to safeguard the interest of the principal (Davis, Schoorman & Donaldson, 1997). In a similar vein to the agency approach, stewardship theory posits that the leadership of an organisation is necessary to ensure the interests of stakeholders and the long-term survival of the institution (Davis, Schoorman & Donaldson, 1997; Donaldsona & Davis, 1991). The steward's behaviour is pro-institutional and collectivistic, and has higher utility than individualistic self-serving behaviour.

According to Davis, Schoorman and Donaldson (1997) the steward's behaviour will not deviate from the interest of the institution because the steward seeks to optimise the objectives of the institution where steward's utilities are also maximised as organisational success is very important to achieve the mission of the stewards (Smallman, 2004). According to this theory, good institutional leadership is necessary to ensuring that the organisation is headed in the right direction, with this direction referring to the interests of stakeholders (Prasad, 2017). As Gordon (2017) argued, stewardship theory revolves around the notion that leaders can instil a common set of values and understanding within an institution and that stewardship has the capacity to subsume and incorporate concerns about efficiency into a more socially responsible, normative framework.

Stewardship theory finds a strong relationship between stewards and the success or the performance of the firm and therefore the stewards protect the institution and maximise the performance (Gordon, 2017) and try to satisfy most of the stakeholder groups in an institution. Stewardship theory makes three key assumptions in regard to institutional leadership and organisational survival. According to Davis, Schoorman and Donaldson (1997), institutional leadership should revolve around the capacity of leading individuals within the organisation to manage the organisation in a manner that secures its long-term viability. This leadership role necessitates acceptance of management by members of an organisation (Davis, Schoorman & Donaldson, 1997).

Stewardship Theory holds that there is no inherent problem of executive control, meaning that institutional managers tend to be benign in their actions (Donaldson & Davis, 1991). The essential assumption underlying the prescriptions of Stewardship Theory is that the behaviours of the manager are aligned with the interests of the principals. Stewardship Theory places greater value on goal convergence among the parties involved in corporate governance than on the agent's self-interest (Kolbjornsrud, 2017). Further, they argued that the leadership of an organisation should be a function of the interests of principals, with principals defined more loosely to include (internal and external) stakeholders.

The implication of this contention is that principals, who may not possess direct ownership rights over a firm are those who have a direct interest in the organisation (Crane & Matten, 2016).

Finally, the long-term viability of the organisation requires its leaders to implement strategies and practices that provide value-added benefits to the organisation. These three assumptions have been duly noted in regard to National Government Affirmative Funds' governance. The governing structure of an institution of public institution, entrusts the conduct of running the institution to management staff while maintaining a general overview. In order to fulfil these duties, the boards should be aided by, and even may insist upon, the development of long term planning by the Management (Donaldson & Davis, 1991). When ignorance or ill will threatens the whole institution or any part of the institution, it is the responsibility of the governing board to provide the support. According to stewardship theory, the position of the CEO and Chairman is held by a single person and the power to determine strategy and the future of the institution is the responsibility of a single person.

2.2 Empirical Review

According to the study undertaken by Shirbagi (2007) on the effect of leadership style on institutional commitment, there is positive relationship between leadership and overall institutional commitment. The study also showed that there exists a positive relationship of leadership style with three components of institutional commitment. Awino & Bwire (2018) undertook a study that conceptualized the collective effect of Top Management Team demographics, corporate strategy and organizational structure on performance of Kenyan Public Enterprises. They said that Top Management Team demographics have been posited to influence performance; however, this position has been largely tautological and hence need more empirical testing. The study adopted a cross-sectional descriptive survey in which a semi-structured questionnaire was used to obtain data. The questionnaire was administered through a drop and pick method to a sample of 117 Chief Executive Officers. The study used both descriptive and inferential statistics for purposes of data analysis. Descriptive statistics used included mean, standard deviation, coefficients of variation (CVs) and t-tests. Inferential analysis involved the use of multivariate and hierarchical regression analyses.

Accordingly, Mert (2010) study indicates that leadership style has a positive effect on institutional commitment of followers. Similar findings were realized by Tseng & Kang (2008) when they found out that there is a positive and significant relationship between leadership style and institutional commitment. Lee (2005) conducted research to find out effects of leadership style on institutional commitment; there results revealed that transformational style of leaders has a direct bearing on commitment level of employees.

Lu & Yang (2009) examined the impact of workers' perceptions of senior managers' safety leadership on safety performance. Their cross-sectional study included 336 employees from five major container terminal companies. Employees were asked to rate senior managers on two aspects of transformational leadership: their safety concern (the extent to which senior managers reward safety behaviour and encourage worker participation in safety decisions) and safety motivation (the extent to which senior managers act as role models and stress the importance of safety). Safety policy was also assessed as an aspect of transactional leadership, which concerned the extent to which senior managers set clear goals and standards for safety behaviors.

Lu & Yang (2009) found that when senior managers were perceived as being motivated and concerned for safety, employees were more likely to comply with safety rules and procedures (safety compliance) and participate in safety activities (safety participation). On the other hand, perceptions of senior managers' transactional leadership style were associated with safety participation only.

3.0 RESEARCH METHODOLOGY

This study adopted a descriptive research design. The study adopted epistemology philosophy. The population of this study comprised of National Affirmative Funds. The target respondents comprised of all the management staff of these institutions whose total number was 195. The study adopted a census design and selected all the 195 managers in all the 6 National Government Affirmative Action Funds in Kenya. Primary data for this study was collected using a questionnaire while secondary data was collected from published reference materials such as reports and journals. Descriptive statistics using the mean, median and standard deviation and, inferential statistics involving correlation and regression analysis was used to analyze quantitative data. Qualitative data was analyzed through content analysis.

4.0 RESULTS AND DISCUSSION

4.1 General Information

Table 1 presented the results on the general information of respondents.

Table 1: General Information

Response rate	**Frequency**	**Percent**
Returned	140	72
Unreturned/Rejected	55	28
Total	**195**	**100**
Number of years the Institution has been in Existence	**Frequency**	**Percent**
Less than 2 years	16	8
2-4 years	51	26
5-7 years	16	8
8-10 years	52	27
More than 10 years	60	31
Total	**195**	**100**
Position of Respondent in Institution	**Frequency**	**Percent**
Middle level manager	90	46
Senior level manger	99	51
CEO	6	3
Total	**195**	**100**
Education Level of Respondents	**Frequency**	**Percent**
Diploma	16	8
First degree	60	31
Masters degree	115	59
PhD	4	2
Total	**195**	**100**

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4.2 Institutional Leadership

4.2.1 Descriptive Statistics

The respondents were asked to indicate their level of agreement to the statements on institutional leadership. Table 2 presents the descriptive statistics results for institutional leadership.

Table 2: Descriptive Analysis Results for Institutional Leadership

Statements	strongly disagree	disagree	uncertain	agree	Strongly agree	Mean	Std. Deviation
My Board is provided with adequate information on the agenda items of the Board meeting to assist in decision making	5.0%	4.3%	7.1%	47.9%	35.7%	4.05	1.03
My Board is responsible for decisions made during the meetings and always choose the right course of action	3.6%	5.7%	6.4%	51.4%	32.9%	4.04	0.97
My Board does not delay in coming up with right decisions regarding the appointment/reappointment of directors / CEO	7.1%	11.4%	11.4%	34.3%	35.7%	3.80	1.24
My Board has a system of measuring the effectiveness of the decisions made	7.9%	8.6%	13.6%	39.30%	30.7%	3.76	1.20
My Institution has a well-defined training needs assessment approach for all staff.	10.7%	6.4%	10.7%	45.7%	26.4%	3.71	1.23
My Supervisor provides leadership to staff on guidance and support on mentorship, coaching and training	4.3%	4.3%	10.0%	45.0%	36.4%	4.05	1.01
Significant Programme and projects are clearly aligned to the institution's mandate	4.3%	5.7%	5.7%	43.6%	40.7%	4.11	1.04
Average						**3.93**	**1.10**

The results in Table 2 revealed that majority of the respondents who were 83.6% (47.90%+35.70%) agreed that board is provided with adequate information on the agenda items of the board meeting to assist in decision making. The statement response had a mean score of 4.05 and a standard deviation of 1.03. This implied that most of the respondents were agreeing to the statement and that the responses were varying but with a low variation. Further, the results indicated that majority of the respondents (84.3%) agreed to the statement that board is responsible for decisions made during the meetings and always choose the right course of action. The statement response had a mean score of 4.04 and a standard deviation of 0.97. This implied that majority of the respondents were agreeing to the statement and that the responses were varying with a low variation. Furthermore, the results revealed that majority of the respondents who were 70% agreed that board does not delay in coming up with right decisions regarding the appointment/reappointment of directors / CEO. The responses on this statement had a mean of 3.80 and a standard deviation of 1.24. This implied that the responses on the statement were varying but with a low variation. In addition, the results established that majority of the respondents (70%) agreed that board has a system of measuring the effectiveness of the decisions made. The responses on this statement attracted a mean score of 3.76 and a standard deviation of 1.20. This showed that though most of the respondents were agreeing to the statement, the responses were varying and that the variation was low.

Moreover, the results revealed that majority of the respondents (72.1%) agreed that their institution has a well-defined training needs assessment approach for all staff. The mean of the responses on this statement was 3.71 and the standard deviation was 1.23. This indicated that although majority of the respondents were agreeing to the statement, the responses were varied but with a low variation. The results also revealed that majority of the respondents who were 81.4% agreed that their supervisor provides leadership to staff on guidance and support on mentorship, coaching and training. The responses had a mean of 4.05 and a standard deviation of 1.01. This implied that majority of the respondents were agreeing to the statement but the responses were varying with a low variation. Finally, the results established that majority of the respondents (84.3%) agreed that significant programme and projects are clearly aligned to the institution's mandate. This attracted a mean of 4.11 and a standard deviation of 1.04. This revealed that the majority of the respondents were agreeing to the statement but variation was observed which was low.

4.2.2 Content Analysis

The respondents were asked to put forward their opinion on whether board makes independent decisions without external influence. The responses given were as presented in Figure 1.

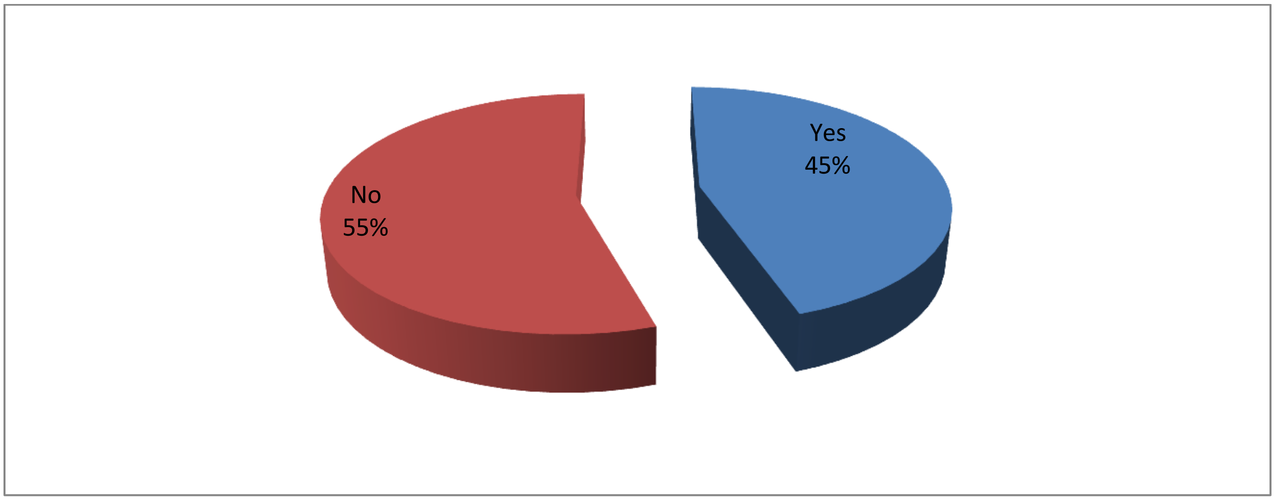

Figure 1: Independence in Decision Making by Board

The results as shown in Figure 1 revealed that majority of the respondents who were 55% indicated that board does not make independent decisions while 45% said that board makes independent decisions. This implies that in majority of the institutions, board was independent in making decisions.

The respondents were also asked to explain briefly how decisions are made in the organization. The responses given were as shown in Table 3.

Table 3: Decision Making by Board

Themes	Frequency (%)
Influence by external parties such as cabinet secretary and politicians	78
External sources chip in at certain stages of implementation	11
Created by act of parliament	3
Follow guidelines and agenda	6
Organizational interest given priority	3
Total	**100**

The majority of the respondents indicated that decision making in their organization is influenced by external parties such as politicians and cabinet secretary in their respective ministries. Others felt that some external sources chip in at certain stages of decision making while others said that decisions are created by act of parliament. Some other respondents said that decisions made in their organization are made based on provided guidelines and agendas and those organizational interests are given priority in decision making.

4.3 Performance of Affirmative Funds

4.3.1 Descriptive Statistics

The respondents were asked to indicate their level of agreement to the statements on performance of affirmative funds. Table 4 presents the descriptive statistics results for performance of affirmative funds.

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Table 4: Descriptive Analysis Results for Performance of Affirmative Funds

Statements	strongly disagree	Disagree	uncertain	agree	Strongly agree	Mean	Std. Dev.
Institution decreases service cost in service delivery by striving to do things differently	3.6%	10.0%	14.3%	44.3%	27.9%	3.83	1.06
Institution develops newness for current services leading to improved ease of doing business and hence improved customer satisfaction	4.3%	7.9%	10.0%	52.1%	25.7%	3.87	1.02
There is a deliberate move by my institution to increase quality in service delivery to the public	5.0%	6.4%	3.6%	44.3%	40.7%	4.09	1.07
My institution continues to renew the current and/or new services without changing their basic technical and functional features	7.1%	7.9%	8.6%	47.1%	29.3%	3.84	1.15
My institution renews the routines, procedures and processes employed to execute institution activities in innovative manner	7.1%	7.1%	10.0%	52.9%	22.9%	3.77	1.10
My institution always renew the institutional structure to facilitate strategic partnerships and long-term business collaborations	5.0%	10.7%	10.0%	45.7%	28.6%	3.82	1.11
There exists a complaint register and a complaint handling mechanism in my institution	2.9%	5.0%	5.7%	42.9%	43.6%	4.19	0.96
The management has a convenient operating hour to the public and offers services timely as stipulated in the charter	2.1%	4.3%	5.7%	42.9%	45.0%	4.24	0.91
My institution encourages public participation and allows the public to critique on service delivery	5.7%	4.3%	5.0%	42.9%	42.1%	4.11	1.07
My Institution conducts	2.9%	3.6%	10.0%	50.7%	32.9%	4.07	0.91

periodic customer satisfaction surveys and the report therein shared and discussed with specific measures undertaken							
We are never too busy to respond to our customers' request	3.6%	6.4%	5.0%	47.1%	37.9%	4.09	1.00
We show sincere interest on solving our customers' problems	4.3%	7.1%	5.0%	45.0%	38.6%	4.06	1.05
We have the required knowledge to answer our customers' questions	3.6%	6.4%	2.9%	52.1%	35.0%	4.09	0.98
We provide services at the time required/ promised	3.6%	4.3%	11.4%	45.7%	35.0%	4.04	0.98
My institution has put in place a communication process that reaches all key stakeholders and clearly covers the why, what, when, and how	5.0%	6.4%	7.9%	44.3%	36.4%	4.01	1.08
Average						**4.01**	**1.03**

The results in Table 4 revealed that majority of the respondents who were 72.2% (44.30%+27.9%) agreed that their institution decreases service cost in service delivery by striving to do things differently. The statement response had a mean score of 3.83 and a standard deviation of 1.06. This implies that most of the respondents were agreeing to the statement and that the responses were varying but with a low variation. Further, the results indicated that majority of the respondents (77.8%) agreed to the statement that their institution develops newness for current services leading to improved ease of doing business and hence improved customer satisfaction. The statement response had a mean score of 3.87 and a standard deviation of 1.02. This implied that majority of the respondents were agreeing to the statement and that the responses were varying with a low variation.

Furthermore, the results revealed that majority of the respondents who were 85% agreed that there is a deliberate move by their institution to increase quality in service delivery to the public. The responses on this statement had a mean of 4.09 and a standard deviation of 1.07. This implied that the responses on the statement were varying but with a low variation. In addition, the results established that majority of the respondents (76.4%) agreed that their institution continues to renew the current and/or new services without changing their basic technical and functional features. The responses on this statement attracted a mean score of 3.84 and a standard deviation of 1.15. This showed that though most of the respondents were agreeing to the statement, the responses were varying and that the variation was low. Moreover, the results revealed that majority of the respondents (75.8%) agreed that their institution renews the routines, procedures and processes employed to execute institution activities in innovative

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manner. The mean of the responses on this statement was 3.77 and the standard deviation was 1.10. This indicated that although majority of the respondents were agreeing to the statement, the responses were varied but with a low variation. The results also revealed that majority of the respondents who were 74.3% agreed that their institution always renew the institutional structure to facilitate strategic partnerships and long-term business collaborations. The responses had a mean of 3.82 and a standard deviation of 1.11. This implied that majority of the respondents were agreeing to the statement but the responses were varying with a low variation.

Besides, the results revealed that majority of the respondents who were 86.5% agreed that there exists a complaints register and a complaints handling mechanism in my institution. This attracted a mean of 4.19 and a standard deviation of 0.96. This revealed that the majority of the respondents were agreeing to the statement but variation was observed which was low. The results further revealed that majority of the respondents who were 87.9% agreed that the management has convenient operating hours to the public and offers services timely as stipulated in the charter. The responses had a mean of 4.24 and a standard deviation of 0.91. This implied that majority of the respondents were agreeing to the statement but the responses were varying with a low variation. Additionally, the results established that majority of the respondents (85%) agreed that their institution encourages public participation and allows the public to critique on service delivery. The responses on this statement attracted a mean score of 4.11 and a standard deviation of 1.07. This showed that though most of the respondents were agreeing to the statement, the responses were varying and that the variation was low. The results also revealed that majority of the respondents who were 83.6% agreed that their institution conducts periodic customer satisfaction surveys and the report therein shared and discussed with specific measures undertaken. The responses had a mean of 4.07 and a standard deviation of 0.91. This implied that majority of the respondents were agreeing to the statement but the responses were varying with a low variation.

In addition, the results established that majority of the respondents (85%) agreed that they are never too busy to respond to our customers' request. The responses on this statement attracted a mean score of 4.09 and a standard deviation of 1.00. This showed that though most of the respondents were agreeing to the statement, the responses were varying and that the variation was low. Moreover, the results revealed that majority of the respondents (83.6%) agreed that they show sincere interest on solving our customers' problems. The mean of the responses on this statement was 4.06 and the standard deviation was 1.05. This indicated that although majority of the respondents were agreeing to the statement, the responses were varied but with a low variation. Further, the results indicated that majority of the respondents (87.1%) agreed to the statement that they have the required knowledge to answer their customers' questions. The statement response had a mean score of 4.09 and a standard deviation of 0.98. This implies that majority of the respondents were agreeing to the statement and that the responses were varying with a low variation. Furthermore, the results revealed that 80.7% of the respondents agreed that they provide services at the time required/ promised. The statement response had a mean score of 4.04 and a standard deviation of 0.98. This implies that majority of the respondents were agreeing to the statement and that the responses were varying with a low variation.

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Finally, the results established that majority of the respondents (80.7%) agreed that their institution has put in place a communication process that reaches all key stakeholders and clearly covers the why, what, when, and how. This attracted a mean of 4.01 and a standard deviation of 1.08. This revealed that the majority of the respondents were agreeing to the statement but variation was observed which was low. Overall, the responses on the statement on performance of affirmative funds had a mean score of 4.01 and a standard deviation of 1.03.

4.3.2 Content Analysis

On whether their institutions have innovation committees, the respondents gave the responses given in Figure 2.

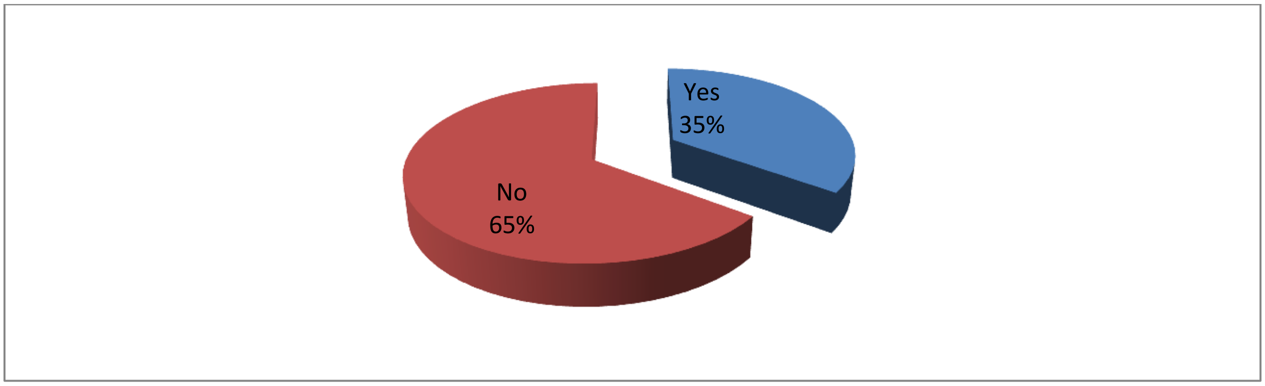

Figure 2: Innovation Committee

The responses given in Figure 2 indicated that 65% of the respondents who were the majority said that their institution has no innovation committee that has been established while 35% said that they have an innovation committee.

Further on innovation committee, the respondents were asked to state how their institution handles innovativeness. The responses given were shown in Table 5.

Table 5: Innovation Committee

Themes	Frequency
No room given for innovativeness	53
Innovativeness viewed as eventual	5
No training and no funding for innovation	5
Outsourcing	10
Discussed on need basis by management	5
Handled by ICT department	5
Departmental based	5
Handled through seminars and workshops	14
Total	**100**

The responses given as indicated in Table 5 revealed that majority said that innovativeness in not given room in their institutions and those suggestions on innovativeness are ignored. Some other respondents said that innovativeness in their institutions receives no training and no funding while others felt that innovativeness is considered eventual and still others said that it is discussed on need basis by management. Some other respondents said that innovation in their institution is outsourced, others that it is departmental based and others that it is handled by the ICT department. Other respondents said that innovativeness is handled through seminars, conferences and workshops. Additionally, the researcher asked that respondents to give their opinion on the services rendered by their institution to the public. The responses were given in table 6.

Table 6: Service Delivery

Themes	**Frequency**
Institution is inaccessible to the public	11
Satisfactory services	89
Total	**100**

The results in Table 6 showed that majority of the respondents (89%) said that the services they render to the public are satisfactory while 11% said that their services are inaccessible to the public.

Finally, the researcher asked the respondents to explain how well they think technology would affect the quality of services being delivered by their institution. The responses are given in Table 7.

Table 7: Technology and Service Delivery

Themes	**Frequency**
Technology would better service delivery in terms of efficiency, quality, effectiveness	82
Technology could address the bottlenecks in service delivery	18
Total	**100**

As per the results given in Table 7, the majority of the respondents who were 82% said that technology would help better the service delivery in their institution in terms of efficiency, quality and effectiveness. In addition, some respondents said that technology would address the challenges of service delivery in their institution.

4.4 Inferential Statistics

4.4.1 Correlation Analysis

Correlation analysis was conducted to quantify the relationship between the independent variable institutional leadership and the dependent variable performance of affirmative funds. Pearson Product Moment correlation coefficient (r) was used. The results were presented in Table 8.

Table 8: Correlation Analysis

		Performance of Affirmative Funds	**Institutional leadership**
Performance of Affirmative Funds	Pearson Correlation	1	
Institutional leadership	Pearson Correlation	.611**	1

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According to the results shown in Table 8, a positive relationship between institutional leadership and performance of affirmative funds was obtained (r= 0.611).

4.4.2 Regression Analysis

Regression analysis was done to determine the relationship between institutional leadership and performance of affirmative funds.

Table 9 presents the model fitness results for institutional leadership and performance of affirmative funds.

Table 4.34: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.611a	0.374	0.369	0.46516

As per the results presented in Table 9, institutional leadership was found to be satisfactory in explaining performance of affirmative funds. This was supported by coefficient of determination (R square) of 37.4%. This means that institutional leadership explains 37.4% of the dependent variable performance of affirmative funds.

ANOVA was also conducted to determine the relationship between institutional leadership and performance of affirmative funds. The results are presented in Table 10.

Table 10: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	17.804	1	17.804	82.281	**0.000**
Residual	29.86	138	0.216		
Total	47.664	139			

The results in Table 10 revealed that institutional leadership has a significant relationship with performance of affirmative funds (p=0.000). The results also showed that institutional leadership is a good predictor of performance of affirmative funds as supported by an F statistic of 82.281.

Further, the regression of coefficients results for institutional leadership and performance of affirmative funds were given in Table 11.

Table 11: Regression of Coefficients Results for Institutional Leadership

	B	Std. Error	Beta	t	Sig.
(Constant)	1.932	0.232		8.313	0.000
Institutional leadership	0.528	0.058	0.611	9.071	**0.000**

The results in Table 11 established that institutional leadership has a positive and significant relationship with performance of affirmative funds (p=0.000, β =0.528). This was further supported by a t statistic of 9.071 which was greater than the calculated t value of 1.96.

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5.0 SUMMARY OF FINDINS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The ANOVA results found that institutional leadership has a significant relationship with performance of affirmative funds. The results also showed that institutional leadership is a good predictor of performance of affirmative funds. Regression of coefficients results showed that institutional leadership has a positive and significant relationship with performance of affirmative funds.

5.2 Conclusion

The study concluded that institutional leadership has a positive and significant relationship with performance of National Government Affirmative Action Funds in Kenya. Where board takes the responsibility of making the right decisions takes the right course of action and is provided with adequate information on the agenda items of board meeting which assist in decision making, then the performance increases. Additionally, an institution which has well-defined training needs assessment approach for staff and which provides leadership mentorship, coaching and training is seen to have a better performance. Goal setting by leaders is also a prerequisite for better performance.

5.3 Recommendations

Based on the study findings, the study recommended institutional leaders to adopt a culture that allows them to influence other staff into achieving organizational goals and objectives and that necessity to transfer leadership capabilities into the strategic assets of institutions. Senior managers were also recommended to set up goals that are clearly defined as well as SMART objectives and ensure that all decisions made during board meetings are aligned to the set goals and the mandate of the institution. The government was also recommended to allow the board to make independent decisions which could be reviewed later.

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