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Leadership in Community Based Organizations:

The Case of Tala Community Organization in Machakos County, Kenya



Abstract

Leadership in Community Based Organizations (CBOs) remains a grey area. Welleford (1998) decried the neglect and confusion that has marred research on non-profit sector. Part of the confusion stems from lack of a common ground as to whether there are differences in leadership styles amongst private corporations and public sector. This research intended to contribute to existing knowledge on strategic leadership in CBOs. The objective of the research was to investigate how leadership influences effectiveness of CBOs. The effectiveness of CBO was studied by looking at how the leader and leadership influence participation, change management and succession. The Tala CBO was selected as a case for this study. The research therefore, made use of qualitative research. There were three themes and seven sub-themes that emerged from the data analysis. The themes which are related to the research question and the research sub-questions were: transformational leadership, communal participation and succession. The transformational leadership theme reflected the role of leaders in driving change in the organization as perceived by the participants in the research who were drawn from Tala CBO membership. The sub-themes under transformational leadership include active participation by leadership and the visionary leadership. The second theme was the communal participation theme which reflects the participation experiences of the respondents documenting the how and what of participation in their organization. There were three sub-themes under participation namely: participatory leadership, sense of belonging and the reward oriented participation. The third theme identified was that of succession. This was filtered from the responses that spoke to how the organization is dealing with succession issues. The sub-themes under succession include: role succession and organizational continuity.