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## Effects of Self-Regulation on Organization Leadership in Non-Governmental Organizations in Nairobi County, Kenya

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### **Abstract:**

*The study aimed at assessing the effects of self-regulation on organisation leadership in non-governmental organisations in Nairobi County, Kenya.  $H_{01}$ : There is no significant relationship between self-regulation and organisation leadership was the null hypothesis of the study. The study employed the use of descriptive design. The study used a target population of the study were employees within 10 NGOs in Nairobi County Kenya. The study relied on the use of the primary data collected through the use of structured questionnaires. The study employed the use of inferential statistics. The study used both correlation analysis and regression analysis. The two methods were selected to have effective testing of the hypothesis that was selected. Collected data was coded in SPSSv.25. The correlation findings indicated that there was a significant level of .002. The value is lower than .05 and thus, the null hypothesis that stated that there is no meaningful relationship between self-regulation and organisation leadership was rejected. The regression analysis had a p-value of .002 and thus indicating that self-regulation can be used to predict the organisational.*

**Keywords:** Self-regulation, emotional regulation, organizational leadership

### 1. Introduction

#### 1.1. Background Information

Today, there is an increase in the need to understand the relationship that is there between self-regulation as part of Emotional Intelligence (EI) and the links that it has with leadership. The need for the analysis is based on the fact that there are significant aspects that are there between the two at the organisational level (Wu, Yeh & Xu, 2019). The current society and how the world is changing and more so in terms of organisational culture and leadership. Hence, there is a need to ensure that there is effective management of the emotions that people have when it comes to leadership within organisations (Lee & Chelladurai, 2018).

Various studies have been done based on EI and leadership and this is because of the effect that they have in the management of the stakeholders such as the employees and customers among others. For instance, in a study conducted by Phiri, Bano and Raouf (2019). It was noted that the application of self-regulation is crucial in enhancing the competitiveness of the organisations. This was based on the use of effective emotional control and management of by leaders when it comes to handling employees and customers. The study concluded that such leaders were in a position to ensure that there is the effective management of any challenging environment that required emotional stability as also indicated by Lee (2019).

There are various mechanisms within the workplace, whereby there can be the application of self-regulation that is essential and meaningful in the management of the leadership that is being practised by those in leadership positions. An example is a leader and employee interacting in most of the cases within the workplace will require emotional stability to ensure that there is a positive relationship that is being nurtured (Luo, Guchait, Lee & Madera, 2019).

#### 1.2. Problem Statement

Studies that have been done in various areas of management and leadership in Kenya have indicated the significant value of self-regulation and leadership. In a survey conducted by Osieko, Maru, Bonuke and Otinga (2017) stated that within the private sector and more so in private schools. The aspects of emotional regulation are essential. The study noted that emotional regulation is crucial in ensuring that teachers are in a position to restrain themselves emotionally and thus understanding the need of the learners and how to handle learners who are behaving contrary to the standards required. It concluded that self-regulation is crucial to the leadership skills of the school managers and teachers. Tanui, Were and Clive (2018) did a study that assessed the relationship that existed between emotional regulation and leadership within the Kenyan county government. The study indicated that there is needed to ensure that leaders are emotionally regulated and are to discharge their duties as they face various challenges that can lead to an emotional meltdown.

The studies that have been captured in this section have shown the decisive role that self-regulation has on organisational leadership. However, the studies have not captured NGOs in Kenya and more so in Nairobi. Hence, this

study sought to assess the effects of self-regulation on organisation leadership in non-governmental organisations in Nairobi County, Kenya.

### 1.3. Study Objective

The study aimed at determining the effects of self-regulation on organisation leadership in non-governmental organisations in Nairobi County, Kenya.

### 1.4. Study Hypothesis

- $H_{01}$ : There is no significant relationship between self-regulation and organisation leadership

### 1.5. Study Assumptions

The following are some of the study assumptions:

- Participants were well informed about the issues that were being investigated.
- The study also assumed that the participants of the survey gave honest responses.

## 2. Research Methods

### 2.1. Research Design

The study employed the use of descriptive design. The descriptive design was selected based on how it fits well with the objective of the study. The study used a descriptive design to describe the findings of the study.

### 2.2. Population

The study used a target population of the study were employees within 10 NGOs in Nairobi County Kenya. The population was mainly leaders within deferent departments in their organisations. The population was selected because they have been in a leadership position and thus, they would give well-informed responses.

### 2.3. Data Source

The study relied on the use of primary data. The data was gathered through the use of structured questionnaires. There is the various reason for the questionnaires. The first reasons are that questionnaires were more comfortable to administer to respondents. Secondly, the questionnaires were useful in collecting data quickly and thus allowing for prompt execution of the study.

### 2.4. Data Analysis

The study employed the use of inferential statistics. The study used both correlation analysis and regression analysis. The two methods were selected to have effective testing of the hypothesis that was selected. Collected data was coded in SPSSv.25. Before data analysis, data collected was cleaned and edited to remove any omission or error that might have compromised the results.

## 3. Results

### 3.1. Reliability Tests

The study conducted a reliability test through the use of Cronbach's Alpha. The reliability test was done to ascertain the internal consistency of the research instrument. Mugenda and Mugenda (2003) have indicated that 0.70 is the acceptable point of any reliability. Table 1 below has captured the reliability of the study which is at .739 and thus meaning that the instrument was reliable. Therefore, the findings are valid based on the nature of the internal consistency that was being used.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.728	.739	8

Table 1: Reliability Test

### 3.2. Background Information

The study sought to find out the background information of the respondents, which has been captured in table 2.

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	7	70.0	71.4	71.4
	Female	3	30.0	28.6	100.0
	Total	10	100.0	100.0	
Total		10	100.0		
Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31-40	4	40.0	42.9	42.9
	Above 40	6	60.0	57.1	100.0
	Total	10	100.0	100.0	
Total		10	100.0		
Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	University Degree	7	70.0	100.0	100.0
Missing	Master's Degree	3	30.0		
Total		10	100.0		

Table 2: Background Information

The study's results indicate that 70% of the respondent were male, while 30% were female. The results can be interpreted to mean that the majority of those in the NGOs that took part in the study were male.

In term of age, 40% of the leaders were between 31 and 40 years, while 60% were above 40 years. The findings indicate that the more one aged the more they held senior positions which can be attributed to the number of years that they have experience within leadership positions.

The study findings indicated that 70% of the leaders had a university degree, while 30% had a Master's degree. The findings suggest that people within the NGOs in Nairobi County possess a higher education qualification.

### 3.3. Correlational Analysis Results

The study conducted a correlation analysis. The correlation analysis was done to test the null hypothesis that stated that: *There is no significant relationship between self-regulation and organisation leadership.* The findings of the study are captured in table 3.

Correlations			
		Self-regulation	Leadership
Self-regulation	Pearson Correlation	1	.934**
	Sig. (2-tailed)		.002
	N	7	7
Leadership	Pearson Correlation	.934**	1
	Sig. (2-tailed)	.002	
	N	7	7

Table 3: Correlation

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

The outcome of the survey noted that there was a significant level of .002. The value is lower than .05 and thus indicating that there is a correlation between self-regulation and organisational leadership. Hence, the null hypothesis stated that *there is no significant relationship between self-regulation and organisation leadership* was rejected.

The findings can be interpreted to mean that indeed self-regulation tends to affect organisational leadership positively. Furthermore, it shows that leaders within the NGOs who have emotional regulation tend to have positive leadership traits and thus improving the organisational leadership.

The findings of the study agree with a research that was conducted by Runhaar, Bouwmans, and Vermeulen (2019). In their conclusions, they indicated that there was a correlation between the application of self-regulation and leadership within organisations. In their study, they suggested that the correlation yielded a significant level of .001. The study revealed that leaders capable of handling their emotions and regulating them are capable of handling situations that are tense at the workplace and thus allowing them to show competent leadership.

### 3.4. Regression Analysis

The study conducted regression analysis. The analysis was done to test the null hypothesis that stated that: *There is no significant relationship between self-regulation and organisation leadership.*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.934 <sup>a</sup>	.871	.846	.17811

Table 4: Model Summary  
a. Predictors: (Constant), Self-Regulation

The findings that have been captured in the study indicate that the R square is .871, which means that 87.1% of the organisational leadership can be predicted by self-regulation. It shows the overall association between the two concepts. Hence, there is a strong association between corporate leadership and self-control.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.076	1	1.076	33.909	.002 <sup>b</sup>
	Residual	.159	5	.032		
	Total	1.234	6			

Table 5: ANOVA  
a. Dependent Variable: Leadership  
b. Predictors: (Constant), Self-regulation

The F value is associated with the *p*-value of .002. The values are used in answering the question on if the independent variable can be applied in predicting the variable that is dependent. The *p*-value is compared to .05 which is the alpha value. The significant value of the study is lower than .05 and thus indicating that self-regulation can be used to predict the organisation leadership.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.724	.596		1.215	.279
	self-regulation	.772	.133	.934	5.823	.002

Table 6: Coefficients  
a. Dependent Variable: Leadership

It is evident from table 4 that if a single standard deviation of self-regulation is improved then, there is a .772 increase in the organization leadership.

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