

A Qualitative Study of Effective Leadership in the Non-Governmental Organization (N.G.O) Health Sector

Gershom Mawele

Graduate School of Business, The University of Zambia, Lusaka, Zambia
Email: geshkom@live.com

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Abstract

No leadership style can address the difficulties or obstacles that the organization faces daily to achieve its goals. However, a combination of different leadership styles can assist in addressing the different decision-making challenges that are faced. The majority of people in Africa do not respect leadership as highly as they ought to, even though it is the primary factor that determines whether an organization succeeds or fails if it is not well implemented. It is a qualitative study that assesses the effectiveness of two non-profit organizations' leadership styles, and an organization needs strong leadership to do the tasks it has set out to do. In the case of the Society for Family Health, early leadership performance was very good and contributed a lot to the organization's success when it was successful. However, this same factor also led to the organization's downfall in later years.

Keywords

Non-Governmental Organization, Leadership Impact, Organizational Performance

1. Introduction

1.1. Background

An NGO is regarded as neither a for-profit business nor a government agency. According to some estimates (Union of International Associations, 2007), there are more than 50,000 NGOs that are categorized as international, in addition to the numerous NGOs with local bases. While some NGOs, such as Oxfam, Save the Children, and UNICEF, are quite large, many smaller one-person NGOs only function at the local level (Unerman & O'Dwyer, 2010). As such, it is a diffi-

cult aspect to imagine the health sector without non-governmental organizations. But in the same vein, it is also difficult to keep non-governmental organizations running or operating based on the donor's funds that have been used to implement the many projects and interventions that have taken place in the healthcare industry and communities at large.

1.2. Non-Profits in the World

Organizations, including NPOs, have been compelled to adjust as a result of rapidly shifting environments, complexity, and internationalization. Due to the importance of leadership in companies and its effects on service quality, employee retention, and overall business success, HR experts have started to stress this (Parry & Sinha, 2005).

Given the growing importance of NPOs, it is obvious that their leaders must carry out a variety of managerial responsibilities that are noticeably more difficult (Fowler, 2013) such as handling limited resources and ambiguous work settings. This suggests that NPO executives need to possess the abilities and characteristics of managers. To successfully handle volunteers and hired employees, these organizations' leaders need to have strong management abilities, moral character, a big-picture perspective, and drive.

Leadership is seen as a direct effect that occurs through a communication method to accomplish the company's goals. Furthermore, previous research has demonstrated that leadership can impact both groups of individuals and companies (Hentrich et al., 2017). This effect can be observed in a powerful leader who can influence their followers to take actions that are advantageous to the company. Furthermore, these leaders offer the workplace more benefits than any other employee in the business. To impact workers' performance, satisfaction, and effectiveness, effective leadership that can promote positive employee perspectives is crucial in the workplace (Bhal & Ansari, 2007).

1.3. Non-Profits in Southern Africa

Effective leadership is essential to non-governmental organizations (NGOs) in southern Africa. To handle the complex issues it faces, such as poverty, inequality, and political instability, leaders in this region need to have a specific set of characteristics. Successful leadership in southern African Organizations requires a thorough understanding of the local context. This suggests that those who make decisions need to have a thorough understanding of the socioeconomic, societal, and governmental factors that affect the people they are responsible for. They must be able to communicate effectively with collaborators and stakeholders in these fields to build trust and enduring relationships.

One essential quality of effective leadership in southern African Nonprofits is the ability to function well in demanding political environments. In many of the countries in the area, Charities face significant legal and regulatory challenges as well as political pressure and scrutiny. Authorities ought to be able to effectively

negotiate these challenges while advocating on behalf of their organizations and causes (Southern Africa Trust, 2023).

Effective communication abilities are a requirement for leaders in southern African organizations. They should be able to articulate their organization's vision, purpose, and goals to partners and constituents clearly and concisely while actively listening to their concerns. Initiatives and projects may consequently become more effective and durable and aid in fostering trust and collaboration. Successful southern African organizational executives must also be able to build and maintain strong networks of collaboration and assistance. Building connections with other nonprofits, governmental agencies, and business partners is necessary for utilizing resources, expertise, and connections that can help their organizations and the areas they service.

For instance, (Sarriot et al., 2004) state that non-governmental organizations (NGOs) are the primary implementers of affordable and successful child health initiatives, but it is difficult to assess their progress toward long-term improvements in child health. Leadership is the capacity to influence individuals' attitudes, beliefs, and talents to achieve organizational goals. It determines whether an organization's performance succeeds or fails. To manage healthcare reforms efficiently and successfully, healthcare institutions require strong leadership (Teame, Debie, & Tullu, 2022). Leadership has been one of the most important aspects of every successful organization or company. It remains to be part of the main area of importance for any given organization. The lack of strong leadership means that the organization or company will likely not be successful. In the past decades of the world of leadership, it has been believed that great leaders are born and cannot be made or taught, as leadership has been seen to be a natural part of the leader's natural-born skillset.

1.4. Non-Profits in Zambia

Nongovernmental organizations, especially in the health sector, do face a challenge when it comes to resources. When you look at donor funds that come to countries in southern Africa, to be specific, Zambia, they come with the conditions that need to be fulfilled and met for the donor to be able to continue to fund the projects that are attached to these funds that come in. As such, it is very important to understand that leadership touches key critical aspects for the success of the organization in the long term. Our health sector-based organization has been in operation since 2001 and as a local non-profit making organization, it has had several challenges with donor funds that had come to almost a halt in the early years of 2016 onwards where there was a challenge with the donors giving donor funds to the country's Ministry of Health had issues with how they used to manage funds and such donors' funds were not being utilized accordingly with the projects that were planned and budgeted for. As a country, we have suffered a lot from the HIV/AIDS pandemic since the early 1980s, and as stated by (Simooya & Sanjobo, 2001), the Kamfinsa Prison in Zambia, unpro-

tected male-to-male sex, sharing razor blades, tattooing, and injecting drug users have all been identified as risk factors for HIV transmission.

Since July 1995, the institution has been undertaking an intervention called “In But Free,” which is conducted by offenders trained as Peer Educators (PEs). Among the initiatives are face-to-face information dissemination, distribution of HIV/AIDS educational materials, distribution of scissors, volunteer HIV counseling and testing, and promotion of greater hygiene standards. Condoms have not been distributed. Inmates and staff alike have applauded the idea, and as a consequence, 119 PEs have been trained to routinely engage with other criminals. Sixty pairs of scissors are offered. According to prisoner and staff accounts, tattooing and injecting drug use have declined, but male-to-male sex and razor blade sharing have persisted. Adult HIV testing revealed a prevalence rate of 75%, compared to a national average of 19%. These findings indicate that the risk of HIV transmission in jail remains high and that immediate action is required to address the problem of condom distribution in prisons, as well as measures to improve the deplorable living conditions in most Zambian prison service institutions.

Due to some of these difficulties with the donor funding money not coming to the organization as it was in previous years, the non-profit organization has had to make some changes to ensure that funds are fully utilized in line with the intended goals or objectives of a given project. For example, there has been a greater emphasis on monitoring and evaluation indoctrination for the whole period of the years or so that the project is running, which tries to see how best the funds are being utilized against their laid down objectives or goals of the organization. There has also been the creation of departments that have been given the task of looking at compliance in terms of how funds are being utilized, grants, and contracts that report to the board of the organization, which helps to look at how the grant is being utilized and to check if the utilization is one to one in terms of what is budgeted for and what is used in the program intervention implementation in the different health facilities in the country as a whole.

The work that non-governmental organizations (NGOs) do to address various social and environmental problems is crucial to society. NGOs must have strong guidance to succeed. Despite the significance of leadership, there is a lack of knowledge regarding what characteristics a successful leader in the context of NGOs should possess. The purpose of this literature review is to shed light on the study of successful leadership in NGOs.

1.5. Research Questions

The research questions for this study are:

- 1) To understand and sketch out important leadership ideas that could help decision-makers at the two private health institutions in Zambia.
- 2) To find out, through qualitative research, what kinds of leadership styles allow an NGO in Zambia to be as efficient as it needs to be in positions of me-

dium to senior leadership.

3) To investigate the impact of leadership on organizational performance.

1.6. Significance of the Study

The importance of this research rests in its ability to better our knowledge of and practices in leadership in Zambian NGOs and private health facilities. The study may be important in the following respects, in particular.

Research contribution: The study may add to the body of knowledge on leadership in Zambian NGOs and commercial health facilities. This might fill in any holes in the body of current knowledge and guide the further investigation in the field.

Better organizational performance: The research could pinpoint leadership techniques linked to better organizational performance in for-profit hospitals and Nonprofits. These procedures could assist companies in achieving their objectives more quickly and effectively.

Employee happiness: The research may help create a better working atmosphere for staff members of private health organizations and Nonprofits by finding leadership practices that support employee satisfaction. Increased work happiness, motivation, and staff retention may result from this.

Leadership knowledge and comprehension: The research may advance knowledge and comprehension of leadership in the setting of Zambian Nonprofits and commercial health institutions. The training and development initiatives for present and future leaders in these groups could be influenced by this information.

Policy and practice implications: The study's suggestions may be used to guide leadership policies and practices in Zambian NGOs and commercial health facilities. The efficacy and caliber of the healthcare services offered by these groups might rise as a result.

1.7. Paper Outline

The format of the paper consists of the parts listed below:

The subject of the paper is **introduced** in this part, which also gives the study's context and a summary of the research issues being addressed and the significance of the study.

Review of the literature: This part offers a thorough analysis of the body of knowledge on the subject matter of effective leadership in NGOs and discusses the various leadership philosophies, theories, and difficulties unique to leadership in the non-profit sphere.

Methodology: The research strategy and methods used in the study are described in this part. Details on the sample selection, data gathering strategies, and data analysis methodologies are discussed in the section of the paper.

Findings: The study's main themes and emerging trends are presented in this part along with the study's conclusions.

Discussion: In this part, the implications of the research are discussed, along with how they pertain to the body of knowledge on effective NGO leadership styles.

Recommendations and Conclusions: In this part, the study's major conclusions are summarized along with suggestions for further study and application.

References: A complete list of all the materials used in the article is provided in this part.

Summary for the introduction.

The ability to navigate complex political contexts, effective communication skills, the ability to create and maintain strong networks of support and cooperation, and a commitment to promoting diversity, equality and inclusion are all necessary for successful leadership in southern African Nonprofits. By emulating these qualities, nonprofit leaders in southern Africa can contribute to the creation of more effective and long-lasting projects and initiatives that can greatly better the lives of the populations they serve.

Effective nonprofit stewardship is crucial to achieving the organization's objectives and improving social and environmental outcomes. Managing workers, striking a compromise between goals and profitability, managing.

2. Literature Review

2.1. Nonprofit Management

According to (Abdullah & Varatharajoo, 2017), effective Nonprofit leaders should be able to inspire, motivate, and clarify their purpose to stakeholders. They should also be skilled at building relationships, resolving conflict, and managing resources.

NGO leadership differs from leadership in other types of groups because NGOs frequently have a social or environmental purpose. Therefore, effective leadership in NGOs should consider the goals, principles, and ideals of the organization.

2.2. Leadership Approaches

Leadership philosophies have a big impact on how effective Nonprofit executives are. Organizations have acknowledged transformational leadership as a powerful leadership approach that encourages followers to go above and beyond standards (Alkahtani, 2018). It has been shown that transformational leadership improves volunteers' and employees' devotion and conviction, which can enhance organizational success.

But it has also been found that participative leadership, which involves employee consultation and participation in decision-making, is effective in Nonprofits (Carroll, 2017).

This strategy empowers and motivates workers, who are more likely to be dedicated to the business and its objectives.

2.3. Leadership Obstacles

Leaders of Nonprofits face unique challenges that may compromise their efficacy. Managing helpers is the most challenging challenge. Because volunteers do not have the same legal obligations as paid employees, managing their commitment and success can be difficult (Cravens & Healy, 2017).

Senior executives of Nonprofits frequently experience financial difficulties, which can make it difficult for them to attract and retain talent. Finding a balance between the organization's purpose and its ability to support itself monetarily is another challenge (Gómez & Martnez, 2019). Leaders of NGOs must handle the tension between achieving the group's social or environmental goals and generating enough revenue to fund operations. For NGOs that function globally and employ employees and volunteers from a range of linguistic and cultural backgrounds, managing diversity can be challenging (Weber & Lüdeke-Freund, 2019). Leaders need to be attentive to societal differences and aware of any potential communicational, language, or cultural barriers.

Another challenge for NGO leaders is managing relationships with external partners, such as funders, government officials, and the populations they serve (Ebrahim & Rangan, 2010). Leaders need to instill trust in these partners and maintain open lines of communication to ensure the company's success.

2.4. Leadership in Africa

Adewale (2020) describe a model for communitarian leadership founded on four central African virtues: honesty, bravery, humility, and humanity. The innovative institution chose a unique approach: Each fellow planned and implemented a challenging 10-month policy project in their home country, bookended by six weeks of demanding practical leadership and policy training in London and Geneva (Kimball et al., 2019).

The Nigerian government's local, state and federal levels are all affected by this democracy gap or shortcoming, which is gradually leading to a severe decline in citizen involvement. Utilize expository and analytical research techniques to determine that Nigerians and other Africans may have been abandoning this type of government due to some of its flaws (Uzundu, 2019).

Policymakers have to halt the decline in societal development and fairness (Chukwu & Anachunam, 2019) examines the basic issues with leadership and security in Africa in light of this context. Wills and van der Berg (2021) describe a process for developing and analyzing novel metrics in South Africa to assess leadership and management practices in schools that are thought to be related to literacy performance.

(Taylor-Robinson, Spearman, & Suliman, 2021) assert that the absence of structured research ethics committees and the lack of the required training prevent clinical trial organizers in the developed countries of the Global North from working with medical leadership in Africa.

2.5. Empirical Review of Leadership

Reviewing theory and empirical research that demonstrates the use of critical reflection in leadership growth is the focus of (Wu, Garvey, & Chou, 2019). An integrated viewpoint on the impact of leadership and management variables on employee involvement and discretionary effort is the focus of Empirical studies and case studies about employee involvement and voluntary effort are included in (Sharafizad & Redmond, 2020). The purpose is to explain the development process for these tools. A thorough overview and analysis of the theories, definitions, metrics, and actual research on regard in leadership are provided by (Rudolph, Murphy, & Zacher, 2020).

A scoping analysis of 39 empirical works on distributed leadership in post-primary institutions is presented in the (Hickey, Flaherty, & Mannix McNamara, 2022) study. To give a general summary of leadership approaches in the hospitality sector, see (Elkhwesky, Salem, Ramkissoon, & Castañeda-García, 2022).

Millennial transformational leadership (MTL) has no direct positive relationship with organizational performance, although it does with organizational agility, IT capability, organizational agility, and organizational performance in Indonesian fishery start-ups during the pandemic (Wanasida, Bernarto, Sudibjo, & Pramono, 2021). Future studies should evaluate the research model utilizing covariance-based structural equation modeling. In addition to the basic components, organizational agility may mediate the relationship between MTL and organizational success. Despite its shortcomings, the concept is worth examining and may contribute to the transformational leadership literature.

According to (Al Khajeh's, 2018) findings, the charismatic, bureaucratic, and transactional leadership styles all have a detrimental impact on organizational performance; on the other hand, transformational, authoritarian, and democratic leadership styles all have a favorable impact on organizational performance. Hence, organizations should utilize a leadership style that promotes people's strengths and competencies, according to experts in the field of leadership and management. This is also further followed up as well by (Anthony, 2017), who has discovered that while transformational leadership is the most effective, transactional leadership may be more effective in new and growing organizations, and laissez-faire leadership may be required in certain circumstances that demand it, though limited and for a short period. As a result, the leader may need to adopt a hybrid leadership style. The leadership style of an organization has a substantial influence on its success and, as stated (Khan & Adnan, 2014), there are significant positive time-lagged impacts on performance expectations. These favorable benefits are visible eight weeks following the change in leadership, showing that new leaders will need some time to see major performance increases.

In two public district hospitals in Ghana (Aberese-Ako, Agyepong, & van Dijk, 2018), investigate the impact of contextual variables on hospital administrators' leadership styles and the drive of frontline staff who provide care for pregnant women and newborns.

2.6. Theories on Leadership

Many ideas and methods have developed over time in the dynamic and complex area of leadership. We will examine some of the most well-known leadership theories and their central ideas in this literature survey. These theories have helped to make a better understanding of how leadership can be perceived in the organization or the community as well as it is important to note that leadership is not attached to a position in the organization but can be any person whose not even in an organization.

2.6.1. Trait Theory of Leadership

According to (Stogdill, 1948) trait theory of leadership, certain inherent qualities or traits, like intellect, self-assurance, and assertiveness, are linked to successful leadership. Although it has been critiqued for oversimplifying the complicated nature of leadership, this theory was well-liked in the early 20th century.

2.6.2. Behavioral Theory of Leadership

The behavioral theory of leadership stresses that leadership is a collection of behaviors that can be taught and improved over time rather than just based on personality traits. According to this theory, successful leaders display specific behaviors to accomplish their objectives, such as task- or people-oriented behaviors (Fleishman, 1953).

2.6.3. Situational Theory of Leadership

The situational theory of leadership suggests that the most effective leadership style depends on the situation at hand (Hersey & Blanchard, 1969). This theory proposes that leaders need to be flexible and adapt their leadership style to the situation and the needs of their followers.

2.6.4. Leader-Member Exchange (LMX) Theory of Leadership

According to the Leader-Member Exchange (LMX) hypothesis, leaders develop particular bonds with each of their followers, and these bonds have an impact on the followers' productivity and sense of fulfillment at work (Graen & Uhl-Bien, 1995). According to this idea, leaders who want to see good results should concentrate on building trusting relationships with their followers.

2.6.5. Path-Goal Theory of Leadership

According to (House & Mitchell, 1975) path-goal theory of leadership, successful leaders make clear the way to reach objectives, eliminate barriers, and assist their followers. This theory places a strong emphasis on the value of tailoring leadership approaches to the requirements of the adherents and the circumstance.

2.6.6. Contingency Theory of Leadership

According to the contingency theory of leadership, no one leadership style works for all situations. Instead, the best leadership approach relies on the unique circumstances of each scenario. According to this theory, successful leaders must

be able to assess the circumstance and modify their leadership approach as necessary.

2.7. Forms of Leadership Styles

Several leadership styles are available on leadership as such this research has considered the most effective of them from the literature on the subject matter of leadership.

2.7.1. Charismatic Leadership

According to (Javidan & Waldman, 2003), charismatic leadership differs from other leadership theories by the leader's motivational statement of a perfected vision as well as their effective dedicated actions on the path to the vision. Charismatic leadership is defined as leadership that seeks to achieve organizational goals by influencing people through a strategic vision, attempting to make their vision felt by all, feeling the needs and needs of brand followers, and engaging in unconventional and extraordinary behavior to accomplish organizational goals (Conger, Kanungo, & Menon, 2000). Charismatic leadership is said to inspire confidence in their mission's extraordinary character (Luu, Rowley, Dinh, Qian, & Le, 2019).

One of these habits is an eye-directed gaze, which has been linked to charm in leaders (Maran et al., 2019). The goal of this study is to see how charismatic/value-based, team-oriented, participative, compassionate, autonomous, and self-protective cultural leadership characteristics influence chance and requirement rates.

Felix et al. (2019) conducted a commercial research. Design/methodology/approach In order to progress comparative entrepreneurship research, the study integrates key ideas from institutional and social leadership theories. Yunarsih et al. (2020) sought to evaluate the impact of nurses' leadership styles on hospital performance in order to create models of the effects of transactional, transformational, democratic, autocratic, bureaucratic, and appealing leadership styles on hospital performance. See this article to learn more about the impacts of creative leadership methods (Kadiyono et al., 2020). The purpose of this research is to look into how charismatic leadership impacts psychological protection and unconscious information sharing (Fikri et al., 2021).

Leadership experts have been attempting to describe dynamic leadership more exactly in recent years. (Antonakis, Bastardo, Jacquart, & Shamir, 2016) recognized three important ways that charismatic leaders can convey their leadership qualifications and standards to prospective followers after closely studying a variety of ideas about charismatic leadership:

- 1) showing zeal and emotional involvement in the goal.
- 2) appealing to adherents' beliefs.
- 3) When speaking, use obvious and vibrant icons. Although dynamic leaders may use these communication tactics frequently, they do not ensure that a leader

will be regarded favorably.

2.7.2. Bureaucratic Leadership

The leader in this leadership style receives orders from top management and then gives instructions to a group of subordinates who are expected to obey the instructions without fail. A high emphasis on rules, regulations, and policies is a characteristic of bureaucratic leadership. Organizations with a hierarchical structure and a centralized decision-making process frequently exhibit this sort of leadership.

In bureaucratic organizations, executives are required to adhere to stringent rules and regulations and are frequently held accountable for doing so. This style of leadership is frequently viewed as being more bureaucratic, with an emphasis on abiding by rules and reducing risk.

The capacity of bureaucratic leadership to offer followers precise direction and structure is one of its main advantages. Leaders may guarantee that choices are made consistently and predictably and that results are more likely to be favorable by adhering to well-established rules and processes.

However, there are a few drawbacks to bureaucratic leadership as well. For instance, it could be stiff and sluggish, making it difficult to handle complicated circumstances or ones that are changing quickly. Additionally, it may be challenging for bureaucratic leaders to be inventive and creative, and they may be judged for their rigidity and lack of vision. Overall, businesses that demand stability, consistency, and the requirement for transparent and predictable decision-making procedures are best served by bureaucratic leadership. However, a more adaptable and flexible leadership style could be more successful in businesses where change and uncertainty are commonplace.

(Donkor & Zhou, 2019) investigate the bureaucratic leadership that has plagued state-owned businesses for many years and how effective it can be in the unpredictable and chaotic business climate of the twenty-first century. To examine the impact of innovative leadership approaches, see (Kadiyono et al., 2020). To create models of the effects of transactional, transformational, democratic, autocratic, bureaucratic, and charismatic leadership styles on hospital performance.

Yunarsih et al. (2020) set out to evaluate the impact of nurses' leadership styles on hospital performance. The goal is to "do things better" rather than "do more with less." The nursing setting is used by (Uhl-Bien et al., 2020) to demonstrate how to accomplish this using complex leadership. This paper aims to examine the "bureaucratic leadership" in practice used by BDOs to carry out their responsibilities effectively in both emergencies and everyday situations (Nag et al., 2021).

The purpose of this study is to evaluate how the client's personality, the auditors' self-confidence, and various leadership styles affect the auditors' objectivity. This section is discussing the paper by (Nag & Farhat, 2021) which talks about the design, methodology that was used in that paper. This report is a descriptive poll, and the information was gathered using a questionnaire that was circulated

in January 2020 (Salehi et al., 2022).

Bureaucratic leaders persuade those who report to them to adhere to the policies and procedures they have created. However, they are not as devoted to their employees as they are to their routines and protocols. They come off as distant because of this. Since it hinders employee growth and incentive, this approach is not very successful. These executives only pay attention to the systematic completion of their duties (Germano, 2010).

According to Ojukuku et al. (2012), inefficient leadership has a detrimental effect on the effectiveness of organizations. They contend that to increase corporate performance, bureaucratic leaders must motivate their staff to work in the desired fashion (Ojukuku, et al., 2012). Similar findings were given by Sougui et al. (2015), who concluded that the bureaucratic leadership style has little to no effect on company success or employee performance.

2.7.3. Transactional Leadership

This is based on valid authority within the organization's bureaucratic structure. Goals and objectives are clarified, as are job tasks and outputs, as well as organizational rewards and penalties. Transactional leadership appeals to followers' self-interest. It's predicated on a mutually reliant relationship and an exchange mechanism that goes like this: "I'll give you this if you do that." Transactional leadership aims to maintain the status quo while ensuring that followers meet predetermined goals and objectives. The relationship between the leader and the follower under transactional leadership is reciprocal, with the leader delivering praise or criticism based on how well the follower performs.

In transactional leadership, the leader outlines clear objectives and expectations and provides comprehensive instructions to followers on how to attain these goals. To get incentives like as recognition, praise, or bonuses, followers must follow the leader's instructions and maintain the standards that have been established. On the other hand, if followers fall short of the standards, they may face consequences such as criticism, a reduction in incentives, or punishment.

One of the key benefits of transactional leadership is that it is straightforward and concise. This personality type might be particularly beneficial for firms that need to make choices swiftly and efficiently. Furthermore, transactional leaders are often seen as adept at risk management and ensuring that the organization's goals and objectives are met.

However, transactional leadership is not without its pitfalls. For example, it may establish an environment in which followers are largely motivated by the leader's rewards and punishments rather than by a shared purpose or intrinsic motivation. Furthermore, transactional leadership may be criticized for being too focused on achieving specific goals rather than promoting and supporting followers' personal growth and development. Transactional leadership is best suited for firms that need quick and efficient decision-making processes, as well as clear and consistent management and control. However, in organizations that

need greater creativity and invention, a more transformational or visionary leadership style may be more advantageous.

By using a constructive/developmental theory to explain how crucial personality differences in leaders result in either transactional or transformational leadership styles, the transactional and transformational theories of leadership developed by Burns (1978) and Bass (1985) are clarified and expanded (Kuhnert & Lewis, 1987). (Bass, 2000) wants to demonstrate how the development and upkeep of the learning organization are related to revolutionary leadership. The effects of transactional and transformational leader behaviors on salespeople's corporate civic behaviors and performance are examined by (MacKenzie et al., 2001), as well as the mediating roles that confidence and role ambiguity play in the process. To investigate the impact of various leadership styles and ideation environments on group members' diverse thinking, (Jung, 2001) used a 2 (transformational vs. transactional leadership) 2 (real vs. fictional group) experiment. The writers gathered 384 correlations from 26 separate researches using the 5-factor model of psychology as an organizing structure (Bono & Judge, 2004). A thorough analysis of the complete spectrum of revolutionary, transactional, and laissez-faire leadership is provided by (Judge & Piccolo, 2004). To address the problem, Pieterse et al. (2010) suggest that the connection between transformational and transactional leadership and follower innovative behavior is moderated by the psychological empowerment of followers. In a field study involving 230 employees of a Dutch government agency, multisource ratings combined (Pieterse et al., 2010) show that transformational leadership is only positively related to innovative behavior when psychological empowerment is high, whereas transactional leadership only has a negative relationship with innovative behavior in these circumstances.

2.7.4. Transformational Leadership

This is a method for instilling greater drive and dedication in followers. The emphasis is on developing an organizational vision and the leader's capacity to appeal to followers' higher principles and values, as well as instilling a sense of fairness, loyalty, and trust. In the context of an organization, transformational leadership entails changing a company's performance or fortunes (Mullins, 2005).

Through follower views of value congruence, (Wang et al., 2018) investigate the degree to which the effect of green transformational leadership on employee green behavior. The fundamental processes and boundary conditions that underlie the association between transformational leadership and direct employee performance are examined by (Buil et al., 2019). The goal of (Zuraik & Kelly, 2018) is to explore and utilize the connection between organizational innovation, the innovation environment, and CEO transformational leadership. Individuals working in teams in US-based companies were given a questionnaire, intended as a self-reported study, with a total sample size of 215 organizations. The findings demonstrate that a CEO's transformational leadership positively impacts

corporate innovation both directly and indirectly through the environment for innovation. Yue et al. (2019)'s theoretical and management topics were addressed. Participants are employees of Pakistani Small and Medium Businesses (SMEs) (Manzoor et al., 2019). (Al-Husseini et al., 2021) investigate how creativity, information exchange, and transformational leadership are related in higher education. (Siangchokyoo et al., 2020) discuss a notable omission in the literature on revolutionary leadership. (Hsi, 2017) look at situational variables like transformational leadership as well as individual factors like disposition to forecast CWBs aimed at both people and groups.

The fact that it is relevant to organizational productivity and work success has made TF leadership, probably the most researched leadership subject in recent years, a hot topic. Because of his numerous additions to the subject and improvement of Burns' initial 1978 work, Bernard Bass has come to be regarded as the de facto authority on the understanding of TF leadership (Ng, 2017). Numerous empirical studies on TF leadership have been conducted in a variety of businesses and groups due to its appeal.

2.7.5. Laissez-Faire Leadership

According to (Deluga, 1990), the laissez-faire leadership style is often seen as a passive management approach. Managers that follow this leadership style will put forth less effort or take insufficient responsibility for their job. When compared to employees under other leadership styles, employees under the laissez-faire leadership style have the most independence. Kurt Lewin pioneered research on the laissez-faire leadership style in 1939. According to most leadership style studies, it is an inept and unproductive leadership style since it is linked to work-role conflict and ambiguity. Scholars such as (Goodnight, 2004) see the laissez-faire leadership style as a potential future leadership style, and he views it as the next phase of the empowerment leadership style.

The goal of (Musinguzi et al., 2018) was to investigate the connections between the motivation, job happiness, and collaboration of Ugandan health workers and transformational, transactional, and laissez-faire leadership styles. Investigation of the psychological and behavioral mechanisms underlying the interaction between two damaging leadership styles (tyrannical and laissez-faire) and worker health is the goal of (Trépanier et al., 2019) (burnout, affective commitment and job performance). (Jony et al., 2019) aims to demonstrate how the three kinds of leadership styles autocratic, democratic, and laissez-faire affect the success of a company. The research was carried out using a field survey with 60 participants from various well-known restaurants in Mymensingh, Bangladesh. The advantages and disadvantages of a boss feeling trusted were investigated in one qualitative research (Study 1) and two quantitative studies (Studies 2 and 3), according to Chen et al. (2021). (Feijó et al., 2019) made a valuable addition by thoroughly reviewing the risk factors for abuse at work. Investigate the part leadership styles play in shaping dedication to service quality with the moderation

of role clarification, based on cognitive dissonance theory and path-goal theory (Pahi et al., 2020).

In a developing country's public sector businesses, (Donkor & Zhou, 2020) investigate how organizational commitment affects the connection between leadership style and employee success. 201 individuals finished the journal questionnaires, contributing data to the original poll ($M = 4.79$ days \times 201 participants = 963 data points) (Diebig & Bormann, 2020).

(Gemeda & Lee, 2020) investigate the connections between leadership philosophies, workplace involvement, work results measured by task performance, and creative work practices among information and communication technology workers in South Korea and Ethiopia. (Magbity et al., 2020) look into how nurse supervisors' leadership philosophies affect hospital nurses' intentions to leave.

2.7.6. Ethical Leadership

This has focused on professional procedures and behaviors, notably at the micro-level of the provider-patient interaction. Administrators are becoming increasingly ethically responsible not only for how individual care encounters are conducted (micro-level) but also for how the system is organized to deliver and ensure quality care for patients receiving care (Meso level) and service populations who turn to them for help when they need it (macro-level) (Ho & Pinney, 2016).

To better understand how ethical leadership affects employee sentiments (such as emotional dedication and work happiness), (Qing et al., 2020) set out to study the role of psychological empowerment as a possible mediator of these relationships. With group moral identity serving as a boundary condition, this study aims to provide a richer perspective on the ethical corporate environment by investigating the connection between moral leadership and unethical conduct at the unit level (Kuenzi et al., 2020).

The identity pathway of ethical leadership and its potential to support new thinking about moral transference is discussed in (Gerpott et al., 2019). By concentrating on the mediating role of employee-perceived organizational politics and the moderating role of moral fortitude, (Cheng et al., 2019) examine the link between ethical leadership and internal whistle blowing.

Purpose: To investigate how ethical leadership affects employee performance, Sugianingrat et al. (2019) used organizational citizenship behavior (OCB) and employee involvement as mediating factors. This section discusses the study by Sugianingrat et al. (2019), which discusses the design and methodology utilized in that paper. The goal of this study's methodology was to evaluate the validity of the theory's predictive assumptions. As a moral boss, team ethical leadership will promote an ethical environment within the team, creating a moral context that influences workers' behaviors, according to a team-level social learning viewpoint put forth by Bai et al. (2019). The integration of business ethics and the meaning of work has received urgent calls for more study, but there have been few matching initiatives to date, and (Wang & Xu, 2019) know remarkably little

about the connection.

To resolve this problem, (Wang & Xu, 2019) investigate the circumstances and groups of people for whom ethical leadership is more (or less) successful in fostering a sense of work purpose among workers and their subsequent work attitudes. The multigroup study, which is significant, showed that gender modifies the indirect link (green psychological climate) between supervisors' ethical leadership and corporate environmental citizenship behavior (Khan et al., 2019).

(Rabie & Malek, 2020) seek to explain the connection between ethical leaders and their followers' ethical behavior by outlining the underlying processes in light of the continuing immoral controversy in organizations. (Anser et al., 2021) investigate the mediating function of purposeful work in the problematic relationship between ethical leadership and knowledge-hiding behavior in service workers.

The majority of theories of ethical leadership emphasize the impact that leaders have over their followers as well as the ethical climate and culture of a company, though the theories vary slightly in terms of the metrics used to gauge the effectiveness of ethical leadership. A positive correlation between ethical climate, ethical behavior, job satisfaction, job engagement, organizational commitment, organizational citizenship behaviors, organizational identification, work motivation, job performance, psychological well-being, trust in the leader, satisfaction with the leader, and perceived leader effectiveness was found in meta-analyses of results from studies on the effects of ethical leadership (Bedi, Alpaslan, & Green, 2016; Hoch et al., 2018).

The studies discovered fewer unfavorable effects like plans for turnover, employee deviance, unproductive work behaviors, interpersonal disputes, and work stress. Recent research on ethical leadership has revealed additional positive outcomes, such as a more positive exchange relationship (Hassan et al., 2013; Mahsud, Yukl, & Prussia, 2010), follower perception of the work's significance (Demirtas, Hannah, Gok, Arslan, & Capar, 2017), work unit commitment (Hassan et al., 2013), psychological empowerment (Dust, Resick, Margolis, & Ma, 2018; Chen & Hou, 2016). Less follower misconduct and mental fatigue were also advantages (Demirtas et al., 2017; Chughtai, Byrne, & Flood, 2015; Dust et al., 2018; Zheng et al., 2015).

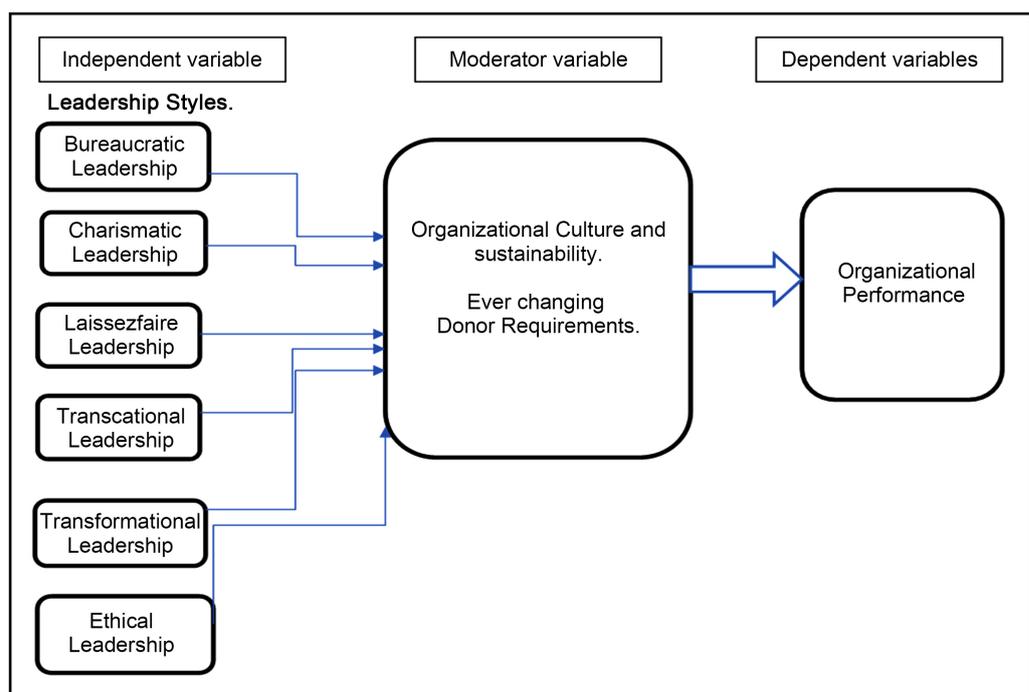
According to research by Eisenbeiss, van Knippenberg, and Fahrbach (2015) as well as Wu, Kwan, Yim, Chiu, and He (2015), a CEO's ethical leadership is linked to better firm performance and increased corporate social responsibility. This suggests that ethical leadership at the corporate level has positive effects on both the economy and society. Research on government organizations also revealed the advantages of ethical leadership, including decreased absenteeism, increased organizational dedication, and increased readiness to disclose ethical issues (Hassan, Yukl, & Wright, 2014).

Yukl & Gardner (2019) Cynicism about the intentions, skills, and integrity of corporate and government leaders has raised interest in ethical leadership. Theories of ethical leadership emphasize developing followers, giving them authority, and advancing societal fairness. Both attempts to promote ethical con-

duct and those to put an end to unethical practices are part of ethical leadership. Integrative solutions to conflicts between stakeholders with divergent interests are sought after by ethical leaders to foster reciprocal trust and respect among varied followers. To increase their authority or further their interests, moral leaders do not incite mistrust or favoritism. Situational factors and traits of the leader's personality, such as the degree of moral development, can impact a leader's ethical conduct. The cognitive moral growth of the leader and situational factors combine to determine what is ethical and unethical conduct. When the circumstance and the particular leader are taken into account simultaneously, ethical leadership is simpler to comprehend.

2.8. Conceptual Framework

A conceptual framework is very important for researchers so that they can understand the types of frameworks that exist in the literature that you have reviewed in line with the topic of study and also within the discipline of study. As such, it's important to understand the conceptual framework because it helps to understand the different concepts that have been used in previous studies and also within the discipline of study. I have examined the various types of leadership styles that exist in the literature to see how these different leadership styles can affect how results are generated in terms of performance, and as such, I addressed aspects of leadership styles that are more relevant to this type of research. Aside from that, I found a conceptual framework that I think is good for this kind of study. The conceptual framework has already shown the relationship between about three variables, including the independent variable, the moderator variable, and the dependent variables.



Literature Review Summary

The research gap is that there is need to better understand how effective leadership in Nonprofits affects the organization's performance, including its social and environmental influence, financial performance, and stakeholder satisfaction in the health sector. This research can help in understanding the relationship between effective leadership styles and organizational performance and provides insights into how leaders can improve the impact of their organizations.

3. Methodology

3.1. Research Design

A phenomenological research method was used in this qualitative study of on the Effective Leadership in the Non-Governmental Organization (N.G.O) Health Sector. This design is focused on examining how people experience a specific occurrence, in this instance, the effective leadership in Non-profits.

This research was conducted using in-depth interviews, and focus group discussions, with NGO leaders and members of staff as part of the study to learn more about how they perceive successful leadership in the NGO and the forms of leadership that can be used.

Leadership decision-making levels (Director level and/or above) at the Center for Infectious Disease Research in Zambia and the Society for Family Health in Zambia.

3.2. Sampling

Purposive sampling was used to pick participants for the sampling procedure who know about leadership in NGOs to get a comprehensive perspective on the matter.

NGO executives, staff members, and individuals with previous experience working in NGOs were included in the focus group discussions. Data saturation, or the point at which new information is no longer being acquired from the subjects, should be used to determine the sample size.

As such, in the year 1992, a non-governmental organization by the name of the Society for Family Health was established in Lusaka with about 50 employees. At the time, the high infections of Human Immunodeficiency Viruses (HIV) plus the lack of medicine at the time made the organization one of the pillars of the fight against Human Immunodeficiency Viruses (HIV)-Acquired Immune Deficiency Syndrome (A.I.D.S) and it both attracted the local support and the international community, seeing funding coming into the organization from the U.S. Agency for International Development (USAID) and other donors to help in the fight against the high rates of infections in the communities in Zambia that at the time seemed to have no workable solution to their health challenges. As a result, non-governmental organizations were at the forefront of the fight, promoting the use of condoms as a practical measure to address the

rising number of infections. Every health facility in the country had no measures in place to address the challenges at hand. The government of Zambia was perplexed by the high volume of infections and there seemed to be no end in sight whatsoever. The organization has been evolving from the campaigns of condoms used in the country, moving on to the promotion of male circumcision. As this was one of the first clinically-based forms of male circumcision in the country, it also came with a lot of public criticism as it was not viewed to be of a good standard in the eyes of the community leaders. The Sustainable Development Goals (SDGs) are an international initiative to end poverty, protect the environment and climate, and ensure that everyone lives in peace and prosperity. The UN is attempting to accomplish these things in Zambia. By 2030, 3.3 of the goals call for the eradication of AIDS, TB, malaria, and neglected tropical disease epidemics, as well as the fight against hepatitis, water-borne illnesses, and other infectious diseases (UN Sustainable Development, 2022). In line with the UN goals for 2030, the Centre for Infectious Diseases Research in Zambia has targeted interventions, such as HIV risk screening, HIV self-testing, index testing, and Social Network Strategy, which were used to increase access to testing (SNS). Men's case discovery and treatment linkage rates were raised by outreach in high-risk areas, the establishment of community posts and men's clinics in key locations, and strengthened privacy measures. As a result of training, mentoring exchange visits, and technical assistance, CIDRZ's testing capacity has increased, and 86 percent of testers have been certified.

In 2021, 38,481 HIV positives were discovered out of a total of 462,899 tests, with 98 percent of them receiving ART. In 2021, HIV care and treatment for adults focused on putting in place a full retention package. This package includes antiretrovirals (ARVs) and the Healthy Me package. It also includes SMS reminders, peer-patient pairing, client appointment systems, customer service training, and the Healthy Me package.

CIDRZ's objective was to raise the rate of ROC retention in public health institutions to over 95%, which succeeded in achieving a retention rate of 89 percent and a treatment current (Tx Curr) target of 94%. By assigning 80 healthcare workers and volunteers to COVID-19 treatment facilities and distributing personal protective equipment to all 137 sites, CIDRZ assisted the MOH response to COVID-19. In 35 established sites, the cervical cancer prevention program provided cervical cancer screening using both visual inspections with acetic acid (VIA) and human papilloma virus (HPV) testing. Ninety percent of those tested positive received treatment. Despite the COVID-19 epidemic, CIDRZ assisted VMMC in 30 static sites in Lusaka and Western Province, circumcising 80,905 people as opposed to the goal number of 67,134. Approximately 1% of consumers tested positive for HIV, and fourteen of them were connected to and began on ART. CIDRZ provided 78 mobilizers with Human Centered Design (HCD) demand generation training, as well as SmartCare data collection training. 198 providers were taught at the Shang-Ring staff training. In cooperation with the

LPHO and the CIDRZ TB LON program, CIDRZ provided technical assistance to the TB programming in the districts of Lusaka, Chongwe, Kafue, and Chilanga. Support for aggressive case discovery in the community and at the facility, as well as TB Preventive Therapy, received particular attention (TPT). To enhance indicators, on-site clinical meetings, situation room monitoring, and data quality verification were carried out. Through cooperative QI efforts in nine high-volume facilities, TPT coverage increased from 41% to 92%. Since the first COVID-19 instance was discovered in Zambia in March 2020, CIDRZ has managed the COVID-19 national response in Zambian prisons (CFs). Due to CIDRZ's strong leadership in supporting prisoner health in Zambia, the Prisons Health Advisory Committee (PHAC) and Zambia Correctional Service (ZCS) top leadership decided to have CIDRZ lead the response. The DIGNITY-financed DIGNITY/COVID-19 project, implemented in Lusaka, Eastern, and Western Provinces, covered 26.4 percent (23/87) of the country's CFs and was one of CIDRZ's COVID-19 programs in CFs. The initiative directly benefited 898 ZCS officers and 6,448 prisoners in the funded institutions, while it indirectly benefited 411 officers and 2,301 prisoners due to the program's spillover impact throughout the southern area. Over the past two years, the Paediatrics, Child & Adolescent Health unit has changed its focus from largely on paediatric HIV prevention, care, and treatment to other elements of child and adolescent health, such as sexual and reproductive health, as well as orphans and vulnerable children (OVC) ([Centre for Infectious Disease Research in Zambia, 2022](#)).

3.3. Data Collection Methods

Semi-structured interviews with the subjects can be used to gather data. Depending on the interests and availability of the subjects, the interviews were conducted using in-depth interviews some done in person, others via phone or online meeting platforms like Microsoft teams and zoom meetings.

The interview questions were constructed to extract the participants' impressions of effective leadership, their experiences with effective leadership in NGOs, and their opinions on the opportunities and challenges that leaders in NGOs encounter.

A small collection of individuals, typically between 6 and 12, participate in focus group discussions in a calm and comfortable environment to get the best responses from the participants.

As the facilitator had to guide the discussion, posing open-ended questions and encouraging dialogue among the attendees, and inviting everyone to share their thoughts and experiences while also making sure the discussion remains on the topic at hand on the leadership in the non-profit health sector.

Both the in-depth interviews and focus discussion were taped, written down, and then examined for patterns and topics this assisted in the further analysis of the material from the interviews that were conducted.

Non-participative observation is a method of data collection where the re-

researcher acts as an observer while minimizing their involvement. All observational techniques begin with seeing and listening to what individuals say and do in certain contexts and circumstances (Robson, 2002).

Several “ideal types,” typically presented as opposed to pairs, can be used to explain an observation. One of these divisions focuses on how much the researcher interacts with the environment being studied.

Non-participative observation (NPO) stands for one extreme, whereas Participative observation (PO) stands for the opposite. In the former, the observer attempts to watch while staying detached and uninvolved to avoid influencing the environment being studied (Bryman, 2004; Moug, 2007).

The researcher has taken this the Non-participative observation aspect of data collection to make sure that the actor is not affected by the presence of the research and their natural settings.

3.4. Data Analysis

Thematic analysis, which includes finding patterns and topics in the data, was used to analyze data. Finding important themes and patterns linked to the forms of leadership styles used in NGOs, meant that the study was iterative, and re-reading the transcripts of the interviews to gain a better knowledge of effective leadership in non-profits.

The themes are classified and organized, and the connections between them were investigated in depth to make sure that all the possible themes from the data have been considered. The documents from the two organizations were also analyzed to get more insights about the form of organizations.

3.5. Trust and Validity

Several tactics have been used to guarantee the study’s veracity and dependability. With the users, member verification is used to confirm the validity of the information and conclusions. Additionally, triangulation as well was used to compare and contrast information from various sources, including the interview transcripts and book reviews.

Reflexivity was used to consider how the researcher’s prejudices and presumptions may have affected the study.

3.6. Ethics in the Research

As a researcher, you must keep in mind that the study process interferes with people’s lives. Because of their age, social standing, or state of helplessness, some of the participants in your study may be particularly vulnerable. You must ensure that a parent or legal guardian is present if the participants are minors. You may need to utilize a proxy if participants are unwell or becoming older, but you must take care to avoid interfering with their relationship with the proxy.

According to (Creswell, John, & Creswell, 2020), researchers must protect study participants, build trust with them, maintain research integrity, prevent

misbehavior and improper behavior that may reflect negatively on their companies or institutions, and manage a novel, difficult situations (Israel & Hay, 2006). Before starting any research procedures, the following regulatory organizations' ethical permission will be sought: the Biomedical Research Ethics Committee at the University of Zambia and the National Health Research Authority. This research has made sure that all the participants are well informed about their taking part in the research and that this cannot be used to cause harm to them, be it in a physical form or any other way.

4. Data Analysis

4.1. Introduction

This section of the paper will discuss the different methods that have been used to analyze the data that has been collected from the field and provide a conclusive analysis.

4.2. Analysis of the Data

The majority of the time, coding or categorizing the data is involved in the analysis of qualitative data. It entails minimizing the volume of raw data, recognizing noteworthy patterns, and then deriving meaning from the data and eventually constructing a logical chain of evidence. The full transcripts of the interview recordings were written by research assistants. The interviewer who had conducted the research checked the accuracy of the transcripts and carried out the primary analysis by coding them. The major analysis was carried out by this investigator and who had thoroughly gone over the recordings to make sure that no data has been left unconsidered.

Because the questions were intended to generate a narrative, they were evaluated as a whole (structure, form, and self-representation) rather than by coding. To learn how to develop future leaders, the analysis concentrated on the transformative moments that happened along each person's path to their present job. The remaining issues were examined using grounded theory-based traditional qualitative methods. The original coding system corresponded to the format of the questions.

Several new themes developed during the writing process and were integrated into the structure. As a result, coding evolved into a fact-based, iterative procedure. The data were classified using the NVivo qualitative data analysis program (QSR International LTD, version 8.0 for Windows). Thematics of the research were also evaluated using Excel software. As a consequence, it became obvious how leadership influences business procedures and the company's success or failure. To make a sensible and helpful decision, however, more than one form of leadership strategy is required. The data analysis method for the qualitative research on effective leadership in charities included transcription, reading and revising, labeling, topic development, and data synthesis. Identifying recurrent

themes and improving them in light of gathered data is part of the iterative process. The aim is to gain a thorough knowledge of successful leadership in NGOs and how it affects employees and stakeholders. After further synthesizing the data to generate additional themes, the researcher combined the data to create a more complete image of the event under investigation. This entails examining the data in connection to the themes and determining how the themes are related to one another as a result of this research.

5. Research Findings

5.1. Introduction

This section of the paper will discuss the results from the data analysis of this research.

5.2. Findings

The themes that arose from the data gathered through focus group talks and in-depth interviews with NGO leaders and workers from the two organizations informed the results of qualitative research on successful leadership styles in non-governmental organizations. These are the findings of this study on leadership style effectiveness. The study demonstrates that various leadership philosophies, such as transformational and bureaucratic leadership philosophies, are essential to CIDRZ's business success and successful of the charity that engaged in this research.

According to the results, nonprofit organizations require leaders who can inspire and urge their workers to work toward the organization's objectives.

The effective dialogue was discovered to be a critical component of effective leadership approaches in nonprofit groups. Participants discussed the value of conversation in building confidence and sustaining long-term partnerships with stakeholders.

Participants stressed the significance of trust and transparency in successful nonprofit administration. The most successful leaders communicated and made decisions openly and truthfully.

Empowerment in Nonprofits, successful leaders is those who allow their employees to own their jobs and contribute to the organization's goals. Participants also discussed the challenges that nonprofit executives face, such as managing their organizations' complex and rapidly changing settings, managing limited resources, and settling conflicting stakeholder interests.

The study focuses on how successful leadership affects stakeholders and the business. Stronger partnerships, relationships, greater employee involvement, and improved corporate success have all been linked to effective leadership.

The findings of this qualitative study on effective leadership in NGOs provide valuable insight into the perspectives and experiences of NGOs' leaders and employees. They can also be used to influence business plans and leadership devel-

opment efforts, as well as to improve understanding of effective non-profit leadership.

6. Discussion

Leadership is at the core of many organizations' success, especially in the 21st century, in that most organizations would rather explore leadership styles that are effective and able to bring out the desired results or goals. The Non-Governmental Organization (NGO) health sector has come a long way in Zambia and, as such, as time goes by in the 21st century, competition becomes fierce and as a market leader in the Non-Governmental Organization (NGO) sector, health to be precise, Society For Family Health (S.F.H) As a leading Non-Governmental Organization (NGO) in Zambia at the time, they needed to be at the cutting edge and to make sure that they were always up to date with what was happening in the industry and also implementing as such as much as possible, new interventions that will be cutting edge, according to what the industry demands in this vein, It is important that as a market leader the organization needed to make sure that the leadership was responsive to the sector demands as such Society for Family Health (S.F.H) should have been more upfront and upright when it came to leadership, decisions that would be efficient to continue the organization on a sustainable path, but as it has been stated in most literature that good, effective leadership is a skill that needs to be developed and properly natured.

In this research, the Society for Family Health's leadership was very strong and effective at the beginning of the organization, most of the leadership was based on bureaucratic leadership which meant that for a decision to be made, It had to first go to the upper management for approval or rejection which meant that a lot of the activities that were taking place in the field needed to first await for a go-ahead or not which is not an effective means of decision making as such this did have a lot of challenges in the long run of the organization, as it managed to operate from around 1992 to sometime in 2019. The former CEO of the Society for Family Health did try to apply for certain grants to try and keep the organization afloat. Even when they got the grants, they would gradually be taken away from the organization, and finally, the organization closed down in 2019. This was due to a lack of effective leadership and financial management as this meant that a lot of the donors did not look at saving the organizations by giving them the much-needed grants to finance their operations. From this, we need to understand that leadership is key and not just mere leadership but effective leadership that can lead an organization and can make sure that an organization can achieve the intended goals and targets and also that these need to be sustainable targets in line with the donor funds, which have got certain constraints and requirements that they need to be fulfilled. On the other hand, the Center for Infectious Disease Research in Zambia (CIDRZ) NGO has been in operation since 2001 and has since grown

from strength to strength in the last 21 years has been very successful because of the leadership that it has gotten CIDRZ leadership consists of committed and knowledgeable individuals with backgrounds in internal audit, risk management, finance, operations, human resources, biomedical sciences, and public health.

The Executive Committee (EXCO), Leadership Team (LT), and Management Forum (MF) are CIDRZ's three management tiers. The Management Forum oversees internal communications at CIDRZ and is essential in bridging the communication gap between top management and employees. The forum helps the organization come up with practical, cutting-edge answers to the strategic and immediate problems CIDRZ faces. For most of its part, the Center for Infectious Disease Research in Zambia (CIDRZ) leadership style has consisted of the form transformation type of leadership for the majority of its leading members of the board of directors as well as staff, and also further has a more democratic leadership style in place as well that has got the Center for Infectious Disease Research in Zambia (CIDRZ) organization to have one of the most strong, effective leadership structure in the health sector to date as this has been seen by many to be a role model Non-Governmental Organization (NGO). that consists of strong leadership in it have got in place this has assisted in the organization being able to attract more grants for research projects that the organization has been operating on since its establishment. Several inferences and suggestions can be drawn from the results of qualitative research on successful leadership in non-governmental organizations (NGOs).

7. Recommendation and Conclusion

Leadership is the key driving force of an organization's success or failure if it is not adequately executed; as a result, most people in Africa do not value it as much as they should. Strong leadership is required for an organization to succeed in the tasks that it has undertaken. As a result, in the instance of the society for family health, leadership performance in the early years was highly effective and added a lot of value to the organization's success throughout the years that it was successful, but in the later years, this was also the same component that led to its demise. CIDRZ's composition of a strong leadership setup has helped the organization to be successful throughout the years, resulting in the company's being in business for almost 21 years since its inception in 2001 to create initiatives for leadership development that highlight the crucial skills and qualities necessary for effective leadership in Nonprofits, such as freedom, cooperation, confidence, and transparency; create a cooperative and transparent communication climate within the business to boost trust and transparency with partners; allow employees to own their work and contribute to the organization's goals for employee development and make strategies for conquering the challenges faced by nonprofit executives, such as developing backup plans and strengthening connections with important partners.

Overall, the conclusions and recommendations from a qualitative study of successful leadership in Nonprofits can guide business strategies and leadership development efforts. They can also be employed to support strong leadership in the nonprofit industry.

Good leaders are those who can motivate and impact their teams. Diverse leadership philosophies are necessary for effective leadership in Nonprofits. Communication, trust, openness, and independence are crucial for effective leadership in NGOs. Managing limited resources and operating in complex environments are just two of the challenges encountered by Nonprofits executives. Effective leadership can enhance Nonprofits' business success, staff engagement, and community relations.

Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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