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MEDIATION ROLE OF ORGANIZATIONAL CULTURE IN THE RELATIONSHIP BETWEEN LEADERSHIP STYLES, LEADERSHIP COMPETENCE, AND PROJECT IMPLEMENTATION AMONG NGOs IN PALLISA DISTRICT

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PLAN A

DATE:AUGUST/2019

DECLARATION

I the undersigned, declare that this dissertation is my original work, except where due acknowledgement has been made. I declare that this work has never been submitted to this University or to any other institution for partial fulfilment for any award.

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DEDICATION

To my lovely parents Dakasi Deo and Asekenye Christine. I also dedicate it to my uncle Levy Lawrence Omulen and my Aunt Asekenye Sichola, My Brothers and sisters, relatives and all those who treasure education. Blessing to them all.

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LIST OF ACRONYMS AND ABBREVIATIONS

CBO	Community Based Organisation
CSOs	Civil Society Organisation
LDQ	Leadership Dimension Questionnaire
MLQ	Multi-factor Leadership Questionnaire
NACWOLA	National community for women living with HIV Aids
NGO	Non-Governmental Organisation
OCED	Statistical Packages for the Social Sciences
OCP	Organisational Cultural Profile
PACONET	Pallisa Civil Society Organisation's Network
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PWC	Price Waterhouse Coopers
UK	United Kingdom
USA	United States of America

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ABSTRACT

Under the guidance of the strategy implementation framework providing the theoretical foundation, this study examined the mediation role of organisational culture in the relationship between leadership styles, leadership competence and project implementation among NGOs and CBOs in Pallisa District with a particular focus on both NGOs, and CBOs. The study applied across sectional research design and quantitative approach to study the relationship between variable as outlined in the study objective. The quantitative approach was used because it presents a clear effect of independent variable on dependent variable. The population comprised 100 Organisations (NGOS and CBOs). From each NGO and CBO, four persons were purposively selected to participate in the study and these formed the unit of inquiry. These included; project officers, project managers, finance and administration officers, monitoring and evaluation officers and program managers. SPSS was used to analyse data from which frequency tables, correlation and regression results were obtained. *Med-graph* application for testing mediation effect was used. The findings revealed a significant positive relationship between leadership styles, leadership competence, organisational culture and project implementation. A significant positive relationship between leadership styles, leadership competence and organisational culture was established. The study established that organisational culture positively and significantly mediates between leadership styles and project implementation. Results further indicated that Organisational culture does not mediate between leadership competence and project implementation. This was so due to the fact that at times the shared values, beliefs, behaviours in a work setting limit a competent leader to execute successfully. The study again confirmed that leadership styles, leadership competences and organisational culture as key factors in enhancing project implementation. The study recommended that NGOs should adopt appropriate leadership styles and organisational culture that are aimed at motivating and encouraging employees to achieve better organisational out comes in addition to improving the competences of a leader through training and development.

Keywords: Organisation culture, leadership styles, leadership competence, project implementation