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Effects of Poor Leadership on Organizational Performance: Evidence From Non-Governmental Organizations in Nangarhar

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ABSTRACT

This study examines the effects of poor leadership on organizational performance in non-governmental organizations in Nangarhar province of Afghanistan. The simple linear regression technique is used in order to assess the effects of poor leadership on organizational performance. The sample size of the study is 245 prospective respondents, who are working with the non-governmental organizations in Nangarhar province of Afghanistan. The stratified random sampling techniques is used in order to collect the data. The results shows that there is an indirect and negative relationship between organizational performance and poor leadership. The correlation coefficient is 0.735. Both the size and direction of the structure show an inverse and strong relationship between the two variables obtained. This implies that as poor leadership rises, this would cause to decline the organizational performance and it's vice versa. R-square indicates the variation of the independent variables on the dependent variable of the study. The R-Square value is 54 percent. This shows that 55.5 percent variation in the dependent variable is due to independent variables of the study. This implies that the remaining variation is due to unobservable factors that are in error term and due measurement, it is not included. The estimated coefficient of poor leadership is -0.458 given the standard error by 0.02. This indicates that there is a negative effect of poor leadership on organizational performance. The probability value indicates that it is significant at 1 percent. The estimated coefficient can be interpreted as: if there is one-unit change in poor leadership, there would be 0.458 unit change in the organizational performance of Non-Governmental Organizations.

Introduction

In the business sector, conversations about leaders and leadership have become one of the most common subjects of conversation (Jing and Avery, 2008).. It is generally agreed that the degree to which an organization is successful or unsuccessful is directly proportional to the influence, whether good or bad, that its leaders make on company operations (Harris, et al., 2007).

Leaders have an impact on a wide range of outcomes, including the happiness of customers and other stakeholders, sales and revenue, productivity, and staff satisfaction and retention. All of these things together contribute to increased client loyalty, which in turn leads to more innovation, which eventually leads to better sales and profitability. On the other hand, poor leadership may have a detrimental effect on all of the aforementioned factors, and stagnant corporate development can have further repercussions for the economy, including the elimination of employment and the means of subsistence. Low employee engagement, high employee turnover, consistent failure to meet company goals, poor customer loyalty, low customer retention, low employee satisfaction, and so on are all symptoms of poor leadership. Other symptoms include poor customer loyalty, low customer retention, and low employee satisfaction (Vigoda-Gadot, 2012).

The role of leadership in an organization is essential in terms of the creation of a vision and mission, the determination and establishment of objectives, the designing of strategies, policies, and methods to achieve the organizational objectives effectively and efficiently, as well as the directing and coordinating of the efforts and activities of the organization (Xu & Wang, 2008).

In today's world, every leader, regardless of whether they are considered good or bad, is always being evaluated and is the topic of many conversations. But there is one key distinction business analysts in the modern day investigate everything, including issues, myths, and the failures of poor leaders, while historians pay little attention to the failures of poor leaders. The consequences of an incompetent leader's actions are often a burden that are shouldered by subordinates, and then, from those subordinates, by the firm, and lastly, by the man himself. This indicates that everyone is responsible for paying the price of the failure that was produced by incompetent leaders. There has been a rise in the number of poor business leaders, which has resulted in an increased number of training courses being arranged as well as an increased number of research being done to identify solutions to cope with poor company leaders (Awashti, 2009).

Leadership styles that are effective have always played a good role in inspiring workers, improving their morale, and creating a favorable influence on both the performance of individuals and the performance of the business as a whole. This impact has been shown by a great number of research (Ogbonna and Harris, 2000; Jing and Avery, 2008). On the other hand, poor leadership styles are proven to have a detrimental influence on both the performance of people and the performance of organizations. In addition, the field of business studies is replete with terms like "destructive leaders," "narcissistic leaders," and "toxic leaders," all of which are used to characterize characteristics of leaders that are unsuccessful (Goldman, 2006). Our research aims to bring attention to the significance of leadership and to identify the negative effects that poor leadership has on the individual and institutional levels of performance in Jordanian organizations (Jing and Avery, 2008).

This lack of qualified leaders is present at all levels of the organization, from first-level managers all the way up to the CEO. Businesses are unable to reach their full potential as a regrettable consequence of the paucity and scarcity of strong executives. Many new businesses are unable to fully capitalize on the brilliant idea that inspired them to found their company in the first place.

There is no study that examined the effects of poor leadership on organizational performance in non-governmental organizations in Nangarhar province of Afghanistan. Therefore, this study would fill this gap.

Problem Statement

There is need for a good leadership in order to rise the organizational performance. People find it quite easy to discuss a subject that is both highly common and reasonably straightforward, which is leadership. It seems that everyone is aware of some aspect of it, and the majority of people believe that it is critical for the success of organizations (Jing and Avery, 2008). However, when it comes right down to the fundamentals and the nuts and bolts of things, when the proverbial rubber hits the road, corporate executives find it far more difficult to make the case for really investing in leadership. This is owing to the fact that it is difficult to explain a return on investment, or the fact that the effect is not instantaneous. Both of these factors make it difficult. Developing leaders isn't always at the top of a company's priority list since there are always other issues that appear more pressing (Awashti, 2009).

Because leadership is comprised of intangible qualities, there is no distinct section in a business case or a profit and loss statement that can be allocated to leadership as an item. This is one of the reasons why leadership cannot be measured (Jing and Avery, 2008). Consequently, there is reluctance among firms and executives to allot money for the development of more effective leadership. However, there is a significant body of research that highlights the fact that leadership has an effect on the majority of the components that make up a company's balance sheet. It is feasible to put a price tag on poor leadership if one investigates the relevant research and literature on the subject, as well as examines the effects of such failure on businesses and their results (Jengos, 2015).

Objective of the Study

To investigate the effects of poor leadership on organizational performance of non-governmental organizations in Nangarhar, Afghanistan.

Research Question

What are the effects of poor leadership on organizational performance of non-governmental organizations in Nangarhar, Afghanistan?

Significance of the Study

The findings of this study would be beneficial to the research scholar in order to understand that own the poor leadership would influence the organizational performance. Beside this, the findings of the study would be beneficial to the policy makers and to the academicians. The current research places a categorical emphasis on the various leadership styles and the effects those types have on the performance of employees. As a result, the purpose of the research is to provide assistance to the management level of the Non-Governmental Organizations in the process of enhancing the interaction between management level and staffs, and therefore, the performance of the organization. The following are the types of interests that may be obtained:

A. To enhance the interaction between employees and management at all levels, which will ultimately lead to an increase in the efficiency of the business.

B. The results of this research provide an opportunity to identify and eliminate undesired leadership qualities while fostering those that are more beneficial to the development of the business.

C. The purpose of this research is to investigate the poor leadership in connection to organizational performance in order to provide an overall picture of the performance of employees working inside a business.

Literature Review

Leadership

According to Hersey and Blanchard (1979), the term "leadership" refers to "the process of influencing the actions of a person or a group in efforts toward goal fulfillment." This definition is used to explain the notion of leadership. According to Senge (1990), the primary function of leadership is to facilitate the accomplishment of goals through using other individuals. According to Weihrich and Koontz (1994), leadership is defined as the process of influencing other individuals in such a way that they exert an effort of their own free will and excitement towards achieving the objectives of the group. According to Kotter (1990), the absence of leadership raises the risk of making errors and decreases the likelihood of achieving one's goals, which ultimately leads to a lower chance of success. According to these same authors, particularly in this particular setting, leadership enables collaboration, reduces disputes, adds to innovation, and has an integrative effect since it keeps individuals connected even when they are not physically together. In this approach, leadership, coupled with stimulants and incentives, enhances people's motivation towards accomplishing shared objectives, playing a vital part in the processes of building, transferring, and altering corporate culture (Senge, 1990).

The manner in which a leader conducts themselves while exercising authority over their followers is referred to as their leadership style. In point of fact, authoritarian, democratic, and laissez-faire leadership are the three distinct models of management that were recognized by the famous social scientist Kurt Lewin in the year 1939. The outcomes of his study demonstrated that the democratic leadership style is better than the other two types of leadership. The following is an examination of the characteristics of each leadership style: A. autocratic style a. Without taking into account the opinions of the members, the authoritarian makes all of the choices. The figure of authority issues directives, but the members are kept in the dark about the organization's long-term objectives. The figure of authority is responsible for deciding which members of the group will participate in collaborative efforts and assigning all of the work responsibilities for the teams. This sort of leader takes a highly personal approach when praising or criticizing individual members of the group, but he or she does not actively engage in group activities until they are being shown to the group. The authority figure may be kind or impersonal, but they do not have an overtly aggressive demeanor.

This style of leadership is also known as the participatory style of leadership because the leader in this style enables the subordinate to participate in the process of decision making. These kind of group conversations are used to arrive at all of the policies and choices that are implemented. The communication is not restricted in any way and may go in any direction. During the time when the human relations (neoclassical) approach to administration was prevalent, this fashion came into widespread use. The democratic leader encourages contributions from members of the team and acts as a facilitator for group conversations and decision-making. This style of leader communicates their ideas to the group and provides a variety of alternatives for the members to evaluate and ultimately choose from. Encourages members to collaborate openly with one another and defers decision-making over task distribution to the group as a whole. This leader is fair in both praise and criticism, and they participate in group activities without going overboard with their involvement.

Poor Leadership

Leadership that is poor, negative, awful, lousy, or wicked are all examples of undesirable attributes in a leader. These adjectives all indicate poor leadership. They are a metaphor for the shadowy aspects of leadership. What Barbara Kellerman refers to as "negative leadership" is inefficient, destructive to an organization, unethical, and harmful to society, an organization, and its workers. It is also a drain on the resources available to an organization (Kellerman, 2004). According to Goldman (2006), inadequate leadership may be traced back to the individual's internal instability. Arrogant narcissism is the driving force behind high-toxicity leadership, according to Goldman (2009). McFarlin and Sweeney define high-toxicity leadership as the kind of leadership that prioritizes the leaders' personal interests above the interests of their subordinates and the firm as a whole. Similarly, the selfishness of a leader causes that leader to put his or her own wants ahead of the needs of his or her subordinates or for that leader's institutional obligations to be undermined. Another sign of poor leadership is the acceptance of excessive salary and wages (McFarlin and Sweeney, 2002). According to Dotlich and Cairo (2003), a problematic characteristic of renowned CEOs is that these CEOs believe that they are the only ones who are ever in the right, while the rest of the world is in the wrong. These CEOs suffer from what may be referred to as the "blindness of a proud executive" (Dotlich and Cairo, 2003). There are three types of leadership taboos: personal taboos, convictional taboos, and administrative position taboos. Poor leadership often violates these taboos, which may be categorized as follows: (Smith, 2007).

It has been claimed by Barbara Kellerman that poor leadership may be broken down into two slightly wider dimensions: the aspect of being ineffectual, and the aspect of being immoral. This indicates that weak leadership may result in both wasteful and immoral business practices. The bad personal characteristics of the leaders, a lack of available talents, unfavorable methods, and a concentration primarily on near-term objectives are some of the reasons why poor leadership is unable to accomplish the intended results (Kellerman, 2004).

We may divide leaders into four distinct groups in order to differentiate between excellent and effective leadership and leadership that has been unsuccessful. The first category is the category of inventive expert leaders.

- **Incompetent Leader**

An poor leader may, for example, not be comfortable with technology or may not have the vision to perceive obstacles on the horizon. Whatever the reason, this leader’s lack of skill will have a detrimental influence on the team. Some followers may take advantage of the leader’s incapacity while others may not perform optimally simply because the leader is incapable of pressing them to achieve their best. The final consequence might be a dysfunctional team where few objectives are completed (Smith, 2014).

- **Rigid Leader**

Rigid leaders, unlike inept leaders, are capable of accomplishing everything that is required for the team to succeed. In the case of a strict leader, the difficulty resides in the fact that the leader is hesitant to do the things necessary in order for the team to succeed. The key to the leader’s developing role always resides in recognizing what the team needs and does not require from the leader in order to succeed (Katzenbach and Smith, 1993), therefore leaders who are not willing to adapt and evolve constitute a huge danger to their team's success. An inability to adapt may be an appealing trait to certain followers and might drive the whole team towards ideas that are unimaginative and even counterproductive (Smith, 2014).

- **Intemperate**

Even the most competent leader may lead a team to predictable catastrophe owing to a lack of con-trol. An intemperate leader is like a bright youngster who is unable of regulating his or her fundamental impulses, and hence cannot reach the greater objectives of the team. The leader's position of authority may be utilized as a tool to meet the leader's personal needs. The ultimate outcome might be damaging to the group via the waste of time and effort on items unrelated to the end aim (Aimal, 2022).

- **Empathy**

Compassion and empathy for one's teammates are what ultimately lead to a trusting relationship. To "feel comfortable being honest, even exposed, to one another about their mistakes, shortcomings, and even anxieties" (Lencioni, 2005), a team has to have trust in order to function well. Trust is essential. It is essential for teams to be able to achieve progress, and a strong leader must "place team performance first" (Katzenbach and Smith, 1993). Any good will that may have existed among the members of the team will be obliterated by a leader who is heartless, which will result in a complete erosion of trust.

- **Corrupt**

The best leaders teach by doing. The consequence of corrupt behavior is going to be further corrupt behavior. Different members of the team will respond to this in a variety of different ways. Some people could experience feelings of isolation, while others might take advantage of the circumstance. The worst-case scenario is that members of the team, following the example of the team's leader, will wish to engage in similar conduct (Aimal, 2022).

- **Insular**

Because of this, the team runs the risk of making enemies out of individuals who might otherwise have the potential to make meaningful contributions to the work that the team is doing. Even if the members of the team have a productive and positive connection with one another, they will consistently experience the impression that they are under attack (Uzair, 2021).

- **Evil**

It is a sad reality that some of history's most heinous villains, such as Hitler, have had exceptional leadership abilities. In this article, we do not discuss malicious leaders since they provide a whole unique challenge and set of goals, and because of this, we do not discuss them. If you are currently serving a nasty boss, you should prioritize your own safety and try to leave the position as soon as possible, if at all feasible (Oligoa, 2021).

- **Uneven Distribution of Work**

In the event that a leader chooses to delegate work rather than attempt to strike a balance between the various job loads. In the event that they are unsuccessful, all attention may be redirected away from them thanks to this. They can have the impression that they are effectively managing their employees, but in reality, they are contributing to the existing work imbalances inside the company. It has the potential to force some people to work unneeded overtime while leaving others underutilized. A smart manager is aware of the skill sets of all of the individuals underneath them and should assign work properly while also working to increase the abilities of everyone in order to achieve even higher levels of productivity. (Kellerman, 2004)

- **Emergency Situation Manager**

This occurs when the leader simplifies all of the responses into either "Yes" or "No" rather than elaborating their line of thought. This is an example of a crisis management who is unable of thinking more than a few hours ahead of time. Finding the genuine answer by cerebral reflection is inefficient, according to the yes-or-no manager's perspective. They are already planning for the next potential catastrophe (Machiavelli, 1998)

Organizational Performance in Non-Governmental Organizations

In the realm of business writing, Organizational Performance refers to a phenomena that is both intricate and multifaceted. The outcomes of an organization or the actual outputs of an organization are the components that make up organizational performance. These components may be compared to the planned outputs, aims, and objectives of an organization. The performance of a company may be broken down into three categories: financial performance (return on investments, profits, etc.), shareholder return (economic value added, total shareholders, etc.), and the performance of the product or service market (Gavrea, et al., 2011).

There is a significant relationship between the various leadership styles and the success of the company. The manner in which a leader leads an organization has an effect on the culture of that company, which in turn has an effect on the performance of the organization. The research conducted by Klienet al. (2013) utilizing the four component theory of leadership in conjunction with the data gathered from 2,662 people working in 311 different firms provided conclusive evidence of this fact. There is a correlation between the kind of leadership style and the corporate culture as well as performance (Klein, et al., 2013).

It takes a leader a certain amount of time and exposure to a variety of events, education, and training before they can develop the behavior that they use to connect with their followers and lead them. This behavior is what sets leaders apart from their followers. According to Nelson and Campbell (2006), the behavioral viewpoint was developed as a result of a leadership study program that was carried out at Ohio State University. According to the findings of a research conducted at Ohio State University, there are two primary modes of leadership behavior: task-oriented and relationship-oriented (Euwema et al., 2007).

Poor Leadership and Organizational Performance around the Globe

In essence, poor leadership has a negative impact on organizational performance, which prevents them from working towards their objectives. This undermines the interests of the business as a whole, as well as the interests of the workers who work there. We provide eleven models of poor leadership in corporate settings (Joseph, 2021).

(1) Self-inertia model. When incompetent leadership is allowed to become entrenched, it seeks to protect itself, as well as its inability and inadequacy to improve matters, by maintaining unqualified personnel and forming leadership teams made up of incompetent individuals. This is done in an effort to avoid being exposed as incompetent leadership (Hoover, 2004).

(2) Life leaders' model. Leaders who have been in their posts for an extended length of time, to the point that almost no one thinks there is anybody else who could take over from the current leadership.

(3) There is no model for leadership. Many businesses are run without a director or an officer, and as a result, many firms give the impression of having no clear leader.

(4) Leaders who lack ethical standards. Leadership that is effective but unethical may be detrimental to an organization because it breeds additional leaders who are similarly successful but lack genuine moral beliefs. At some point in time, the organization will be forced to deal with a serious issue. (5) A leader who is inefficient. It is impossible for a firm or organization to function well under the direction of a leader who does not have the required qualities (Dorner, 1996).

(6) Administrative model myopia (managerial myopia). Leaders who take a reactive stance toward their surroundings and the challenges it presents. They let go of the strategic vision and direction that they had set for their organization, and as a result, they are forced to just react to the events that are taking place around them.

(7) Prominent figures from the past. The fast shifting environment demonstrates that crucial leaders are those who have a strong grasp of both existing ideas and procedures, as well as an awareness of the past, even as they continue to educate themselves on emerging concepts and methods relevant to the future.

(8) Model of leadership with limited participation (micro leadership). Poor leadership that often takes the form of performing just in part of the leader's responsibilities. Because of their limited perspective, they wind up overwhelming their employees with trivial responsibilities, which saps their passion and makes them a source of day-to-day difficulties for those they supervise (Oliver, 2008).

(9) Leadership characterized by narcissism. In their interactions with other people, passive leaders who exhibit a high level of unjustified narcissism fit this description. Narcissism is a kind of excessive self-love that is common among leaders (Allio, 2007).

(10) A miserable model of leadership. Negative leadership is characterized by a pessimistic and ineffectual mindset. Just as the term comes from two Greek words that together indicate "poor day," negative leaders are responsible for bringing about "terrible days" for their workforce (Scholtes, 1998).

Now, how can we lessen the threat posed by leaders who aren't very effective? By enhancing methods for selecting leaders, increasing leadership participation in the day-to-day work of staff at different levels, constructing a culture of integrity, establishing a system that gives out early warning signals of impending problems, focusing on the strengths and minimizing the weaknesses of a company, and building a culture of integrity, we are able to provide an answer (Dotlich and Cairo, 2003). Others referred to it as the expression and mirror test: "Can I speak about this in the news or with the media after making a decision? Can I look at myself in the mirror after making a decision?" (Drucker, 1995). Increasing labor turnover, low morale, unsettled 72 labor relations, less loyalty from the workers to the company, functional narrow views, and an increasing number of career victims are all symptoms of poor leadership. After each failure, poor leadership looks for new scapegoats on which to dump the responsibility for the failure. The majority of the time, those at lower levels are the ones that suffer (Svendsen, 2000).

Poor leadership that is goal-oriented and focused on short-term interactions may put a strain on a firm's relationships with the majority of its stakeholders, which can put the organization in a precarious position. In spite of the fact that some studies have shown that one of the consequences of this loss is a decline in performance, other studies have demonstrated that the result is a strong performance. Although earlier studies provided the foundation upon which the current one was built, it is clear that none of them have produced a single finding that can be considered conclusive.

Conceptual Framework

Following is the conceptual framework of the study that identify the explanatory and explained variables of the study.

In conceptual framework, the dependent variable of the study is organizational performance and the independent variable of the study is poor leadership. We are more likely to examine the effects of poor leadership on organizational performance in non-governmental organizations in Nangarhar province of Afghanistan.

Hypotheses of the study

H0: *There is no significant effects of poor leadership on organizational performance of Non-Governmental Organizations in Nangarhar province of Afghanistan.*

H1: *There is a significant effects of poor leadership on organizational performance of Non-Governmental Organizations in Nangarhar province of Afghanistan.*

Research Methodology

Research Design

The quantitative methodology was used for this study so that the researchers could provide a response to the research topic. There are three distinct methodologies that may be used in research: qualitative, quantitative, and mixed methodology (Creswell, 2014). According to Kumar (2005), the quantitative method is often used when the purpose of the research is to determine the connection between the variables being investigated. The purpose of this research is to identify the link between the dependent variable organizational performance and the independent variable poor leadership. Because of this, the technique used in this study is quantitative.

Research Approach

Crawford (2006) uses both an inductive and a deductive methodology in his discussion. The inductive method begins with particular observations made in a data material, and then, based on those findings, generalizations are drawn without first performing literature research. Therefore, it is the process of developing new theories based on observations, pattern recognition, and hypotheses. The antithesis of an inductive method is a deductive one, which begins with examining and gathering theory as the foundation upon which data collecting and conclusions are built. In light of this, the researcher decided to conduct this investigation using a methodology that was a deductive methodology.

Population

Collins (2004) state that the number of respondents that are appropriate for a study is contingent on the sort of research that is being conducted, whether it be descriptive, correlational, experimental, or any other form. It was decided to ensure that the respondents had recent memories of the initiatives in order to provide accurate results. The population of the study is the senior, intermediate, and lower level managers working with the non-governmental organizations in Nangarhar province of Afghanistan. The following represent the population of the study.

No	NGOs	Population
1	Norwegian Refugee Committee	188
2	Swedish Committee for Afghanistan	136
3	International Rescue Committee	145
4	International Medical Crops	167
Total		**636**

Sampling

The selection of the 150 employees working in Non-Governmental Organizations was carried out using a stratified random sampling technique. The method required the researcher to make a selection from a certain category of the population using a random number generator. Everyone in the population was given an equal opportunity to be picked. The sample unit includes the senior, intermediate and low level of mangers who are working with the non-governmental organizations in Nangarhar province of Afghanistan.

Data Collection

The first step in collecting the data for this study was to administer a questionnaire, and this was followed by a more in-depth discussion that was open-ended. In the research, there was a framework, and there was a list of open-ended and five likert scale questions. Whenever there was a close-ended question, it was followed up with comments on the logic. Overall, the study consisted mostly of structured questions. Adopted questionnaire is utilized for this study and this has helped the researcher in order to collect the data from the corresponding respondents. The data is taken from the following authors.

No	Variable	Author
1	Poor Leadership	Awasthi (2010)
2	Organizational Performance	Jhengiop et al. (2018)

Data Analysis

The descriptive statistics would be used in order to obtain a brief summary of the collected information. The Pearson correlation test was carried out in order to establish that a correlation did, in fact, exist between the independent and dependent variables and to gain an understanding of the relationships that exist between the organizational performance and poor leadership.

The hypotheses regarding the combined effect of the independent variables of organizational performance tested with a simple regression model. The Statistical Package for the Social Sciences was used in order to achieve the regression results (SPSS 24). To determine whether or not each of the predictor variables in the model are statistically significant, a T test and an analysis of variance (ANOVA) were carried out. When the significance value of the t-statistic is less than 0.05, the null hypothesis, also known as the model that does not adequately explain the data, is rejected (significance level).

Reliability and Validity

Cronbach's Alpha, a reliability coefficient, was used in the analysis to determine the validity of the data. Cronbach's alpha coefficient values were determined to be 0.813 and 0.7 50 accordingly for poor leadership and organizational performance, respectively. The organizational performance scale was used to determine how much of an influence the different poor leadership styles had on the organizational performance.

Results and Discussion

Descriptive Statistics of the Study

In the descriptive analysis, all the important features of all the research variables were identified. Maximum, minimum, average and standard deviation are the quantitative summary of all research variables in descriptive analysis. The table of descriptive statistics gives satisfactory results in all variable. Among the two research variables, organizational diversity has the average value of 2.980 given the standard deviation by 0.002. Its maximum value is 5, while its minimum value is 1. Identically, the mean value of organizational performance is 3.577 given the standard deviation by 0.254. Its maximum value is 5, while its minimum value is 1.

Table 4.1: Descriptive Statistics of the Study

S. No	Variables	Obs	Mean	Std. Dev	Maximum	Minimum
1	Poor Leadership	150	2.980	0.002	5	1
2	Organizational Performance	150	3.577	0.254	5	1

Source: SPSS Output

The average value of the poor leadership is higher than the average value. This shows that most of the responses of the prospective respondents is toward the strongly agrees. The standard deviation of the organizational performance is higher than the average value. This shows that the responses of prospective respondents are toward the strongly agree.

Correlation Matrix

The method described below illustrates Pearson's correlation between the level of organizational performance and poor leadership in the Non-Governmental Organizations sector of Nangarhar, Afghanistan. The table shows that there is an indirect and negative relationship between organizational performance and poor leadership. The correlation coefficient is 0.735. Both the size and direction of the structure show an inverse and strong relationship between the two variables obtained. This implies that as poor leadership rises, this would cause to decline the organizational performance and it’s vice versa.

Table 4.2: Correlation Matrix of the Study

Variables	1	2
1. Organizational Performance	1.00	
2. Poor Leadership	-0.735	1.00

Source: SPSS Output

Regression Result

Model Summary

Table 4.3: Summary of the Study

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0. 735	0.540	0.533	0.0478

Source: SPSS Output

R-square indicates the variation of the independent variables on the dependent variable of the study. The R-Square value is 54 percent. This shows that 55.5 percent variation in the dependent variable is due to independent variables of the study. This implies that the remaining variation is due to unobservable factors that are in error term and due measurement, it is not included.

ANOVA

Table 4.4: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	219.32	1	219.32	1805.10	0.010
Residual	17.982	148	0.1215		
Total	237.24	149			

Source: SPSS Output

The F-statistics of the model indicates overall significance of the model. Whether the developed model is significant or not. The probability of F-statistics is below significance level, this implies that overall model is significant. The above table clearly shows that overall model is significant because the probability / significance level is below 5 percent.

Regression Coefficient

Table 4.5: Regression Result of the Study

Model	**Unstandardized Coefficients**		**Standardized Coefficient**	**t**	**sig**
	B	**Std. Error**	**Beta**		
Poor leadership	-0.458	0.02	-0.447	-22.9	0.021
Constant	0.687	0.01		68.7	0.031

Source: SPSS Output

Regression implies that how independent variable effects the dependent variable of the study? The estimated coefficient of poor leadership is -0.458 given the standard error by 0.02. This indicates that there is a negative effect of poor leadership on organizational performance. The probability value indicates that it is significant at 1 percent. The estimated coefficient can be interpreted as: if there is one-unit change in poor leadership, there would be 0.458 unit change in the organizational performance of Non-Governmental Organizations. . These result are in line with the studies of Yıldız et al. (2014), Yin (2017), Yin (2015), and Zacher et al. (2014).

Conclusion and Recommendations

Conclusion

This study examines the effects of poor leadership on organizational performance in non-governmental organizations in Nangarhar province of Afghanistan. The simple linear regression technique is used in order to assess the effects of poor leadership on organizational performance. The sample size of the study is 150 prospective respondents, who are working with the non-governmental organizations in Nangarhar province of Afghanistan. The stratified random sampling techniques are used in order to collect the data.

The table shows that there is an indirect and negative relationship between organizational performance and poor leadership. The correlation coefficient is 0.735. Both the size and direction of the structure show an inverse and strong relationship between the two variables obtained. This implies that as poor leadership rises, this would cause to decline the organizational performance and it's vice versa. R-square indicates the variation of the independent variables on the dependent variable of the study. The R-Square value is 54 percent. This shows that 55.5 percent variation in the dependent variable is due to independent variables of the study. This implies that the remaining variation is due to unobservable factors that are in error term and due measurement, it is not included.

The F-statistics of the model indicates overall significance of the model. Whether the developed model is significant or not. The probability of F-statistics is below significance level, this implies that overall model is significant. The above table clearly shows that overall model is significant because the probability / significance level is below 5 percent. Regression implies that how independent variable effects the dependent variable of the study? The estimated coefficient of poor leadership is -0.458 given the standard error by 0.02. This indicates that there is a negative effect of poor leadership on organizational performance. The probability value indicates that it is significant at 1 percent. The estimated coefficient can be interpreted as: if there is one-unit change in poor leadership, there would be 0.458 unit change in the organizational performance of Non-Governmental Organizations. These results are in line with the studies of Yıldız et al. (2014), Yin (2017), Yin (2015), and Zacher et al. (2014).

Recommendations

The scope of this study included all aspects of leadership, as well as the effects that poor leadership had on stationary businesses. This study had a worldwide scope, including participants from all over the world as well as examples and case studies that covered a wide range of global topics and fields. Because of this, we have reason to conclude that the findings and consequences are of a universal character. Both the results and the analysis focused on leaders in their individual capacities as well as the ecosystems that may assist people in developing their leadership skills. The study looked at the organizational practices and policies that companies use to improve the quality of their leaders and the pipeline for future leaders. After that, the findings, suggestions, and solutions that have emerged as a result of this study will be assessed so that an understanding of the effect of this research can be gained. Following are the further recommendations for the non-governmental organizations that they should pay attention toward this.

- Effective leaders are essentially good followers. They understand that they are accountable to those in authority. They know it is not a good idea to behave as a lone wolf, but that they must instead keep their work priorities aligned with the organization's goal and have an appropriate sense of self-importance. People who lead in place value the necessity of following procedures and adhering to established policies. Therefore, the NGOs are strongly recommend to implement a strong leadership style to increase their performance.
- Non-governmental organizations are strongly recommended that they should pay high attention toward their leadership because poor leadership has an inverse effects on organizational performance.
- Non-governmental organizations should remove those hurdle that causes the leadersho to be weaken.
- Non-governmental organizations should provide training to their management staff in order to understand that how they can deal with worsen leadership.
- Conflict among people is a natural, inevitable, and constant factor of human interaction. Poor leadership can cause to raise the conflict among the employees and other coordinating bodies. An effective leader expects conflict and is able to manage it in a productive manner. Therefore, the NGOs are recommended to implement an effective leadership style.

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