

Leadership Style as a Mediator in the Sponsorship Culture Nexus: Evidence from Church-Sponsored Universities in Nairobi, Kenya

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Abstract

This study explored the mediating role of leadership style in the relationship between church sponsorship and organizational culture within church-sponsored private universities in Nairobi, Kenya. Using Denison et al.'s (2014) Organizational Culture Survey, findings reveal that while university employees strongly align with institutional mission and values, involvement remains a weaker cultural dimension. Regression analyses indicate a moderate positive effect of church sponsorship on organizational culture ($R = 0.294$, $p < 0.001$), yet a weak positive association with leadership style ($R = 0.14$, $p = 0.047$). Leadership style shows a small but statistically significant negative influence on organizational culture ($\beta = -0.140$, $p = 0.041$), indicating a limited mediating role. In contrast, church sponsorship has a stronger and more direct impact on organizational culture within these institutions. These findings underscore the need to enhance employee empowerment and improve leadership approaches to strengthen cultural cohesion in church-sponsored universities.

Key words: Church sponsorship, Leadership style, Organizational culture, Private universities

1. Introduction

Private universities in Kenya, particularly those established and nurtured through church sponsorship, operate within distinctive organizational landscapes. These institutions are not only academic centers but also reflect the philosophies, doctrines, and governance styles of their sponsoring religious bodies (Mande, 2018). Church sponsorship extends far beyond financial contributions; it encompasses critical roles in institutional governance, policy development, and the embedding of faith-driven values into the very fabric of university operations (Onderi & Makori, 2013). Such deep-rooted involvement inevitably shapes strategic priorities, management practices, and the broader organizational culture of these universities (Mabeya et al., 2011).

Church-sponsored universities in Nairobi, like many others globally, find themselves at the intersection of faith and function. Sponsors, often religious denominations, play influential roles not only in the creation of institutional policies but also in defining the moral and ethical frameworks within which universities function. This complex relationship positions leadership style as a potentially critical conduit through which the ideals and expectations of church sponsors are translated into institutional norms and behaviors (Wambui, 2011).

Indeed, leadership styles, whether transformational, transactional, or laissez-faire, can significantly shape how sponsorship ideals are interpreted and enacted. Leaders may choose to treat sponsor directives as rigid mandates, enforcing them with strict adherence, or embrace them as guiding principles that inspire collaboration, innovation, and cultural cohesion. Consequently, leadership becomes not just a managerial function but a cultural catalyst, shaping the values, practices, and internal narratives of the institution.

Research across various contexts confirms the close interrelationship between leadership and organizational culture (Kargas & Varoutas, 2015). For instance, Abdullahi et al. (2021) demonstrated in Indonesia that leadership practices significantly impact employee engagement and performance by shaping the organizational culture. Similarly, in Ethiopia, Gebretsadik (2022) underscored how leadership affects not just staff morale but institutional outcomes, again mediated through culture. The Kenyan context offers comparable insights. Wanjiku et al. (2021) demonstrated that effective leadership in private universities is tied to the cultivation of specific cultural attributes, such as a market-oriented mindset and coordinated hierarchies, emphasizing that leadership can either reinforce or undermine the translation of sponsorship values into everyday institutional life.

Church-sponsored universities face particularly subtle and complex leadership challenges. These institutions must preserve the religious and ethical foundations established by their sponsors while navigating the competitive demands of modern higher education. This balancing act, maintaining spiritual identity while pursuing academic excellence, innovation, and stakeholder satisfaction, demands adaptive and responsive leadership. As Kiptanui (2020) notes, religiously informed organizational cultures often foster loyalty and student retention, but the successful integration of such cultures into operational realities depends heavily on the leadership's ability to interpret and implement sponsor expectations in a practical, engaging manner.

2. Statement of the Problem

Despite the growing recognition of organizational culture as a key factor in enhancing institutional competitiveness, there remains a significant gap in the literature concerning the specific influence of church sponsorship on organizational culture within higher education settings (Jerab & Mabrouk, 2023). In Kenya, private Christian-sponsored universities draw strength from their theological heritage and denominational support, yet they simultaneously face mounting pressures to achieve financial self-reliance and maintain academic relevance amid a rapidly changing educational environment (Nyamosi, 2019). These dual demands make it imperative to understand how the core values and belief systems embedded in church sponsorship shape organizational culture, and importantly, what role leadership style plays in this dynamic.

Existing research on church sponsorship has largely centered on basic education, especially the governance of secondary schools. Studies by Mabeya et al. (2010), Nyamosi (2019), Ochieng and Onyango (2015), Onderi and Makori (2023), Wafula (2021), and Wambui (2011) highlight the complex and sometimes contentious roles sponsors play in educational management. For example, Wambui (2011) found that sponsor overreach often leads to operational disruptions, while Mabeya et al. (2010) identified administrative challenges such as favoritism linked to sponsor interference. Onderi and Makori (2013) also documented experiences ranging from positive collaboration to harassment when unqualified sponsor-appointed board members exerted excessive control.

While these findings demonstrate the influential and occasionally problematic nature of church sponsorship in basic education, they do not sufficiently explain how these dynamics unfold in universities. Higher education institutions are inherently more complex, with broader mandates, larger stakeholder groups, and greater expectations for autonomy and accountability. The interaction between church sponsorship, leadership style, and organizational culture in universities remains underexplored, despite its critical importance for institutional sustainability and growth. This study therefore aims to fill this gap by investigating the mediating role of leadership style in the relationship between church sponsorship and organizational culture in private universities in Nairobi, Kenya.

3. Research Questions

The research was guided by the following research questions:

- i) What is the prevailing organizational culture in selected private church-sponsored universities in Nairobi, Kenya?
- ii) How does church sponsorship influence organizational culture in these universities?
- iii) What leadership styles are predominantly practiced in private church-sponsored universities in Nairobi? (Add qualitative description or typology to address this fully)
- iv) Does leadership style mediate the relationship between church sponsorship and organizational culture in these institutions?

4. Hypotheses

Based on the research questions, the following research hypotheses were developed to direct this study:

- i) H₁: Church sponsorship has a significant influence on the organizational culture of private universities in Nairobi, Kenya.
- ii) H₂: Leadership style significantly influences organizational culture in private church-sponsored universities.
- iii) H₃: Leadership style mediates the relationship between church sponsorship and organizational culture in private universities in Nairobi.

5. Methodology

5.1. Research Design

This study employed a quantitative, cross-sectional survey design to examine the relationships between church sponsorship, leadership style, and organizational culture in private church-sponsored universities in Nairobi, Kenya. The design was chosen to capture measurable data from a broad population at a single point in time and to allow for statistical analysis of the hypothesized mediating effects of leadership style.

5.2. Participant Selection and Study Sites

This study was carried out in six prominent church-sponsored universities located in Nairobi, Kenya. These institutions included Kenya Methodist University (KeMU), Catholic University of Eastern Africa (CUEA), University of East Africa Baraton (UAEB), Kabarak University, Daystar University, and Africa International University (AIU). The universities were selected intentionally based on their affiliation with religious organizations, making them ideal for exploring the influence of church sponsorship on organizational culture and leadership dynamics.

Participants were drawn from a wide spectrum of university personnel to ensure diverse perspectives. These included senior administrators, deans, departmental heads, faculty members, and support staff across the six universities. The accessible population totalled 474 individuals, each with a unique role in the institution, thereby providing rich insights into the interplay between sponsorship, culture, and leadership. The distribution of this population is presented in Table 1.

Table 1*Population Distribution Across Church-Sponsored Universities*

S. No	University	Senior Admin	Deans	Dept Heads	Faculty	Admin Staff	Total	% of Total
1	KeMU	13	4	21	10	4	52	11.10
2	CUEA	15	5	10	6	15	51	10.60
3	UAEB	13	9	5	12	10	49	10.10
4	Kabarak	6	7	8	5	13	39	8.30
5	Daystar	9	7	21	15	53	105	22.10
6	AIU	16	3	4	5	150	178	37.30
Total		72	35	69	53	245	474	100

These numbers were verified using data obtained from each institution's official website (KeMU: kemu.ac.ke; CUEA: cuea.edu; UAEB: ueab.ac.ke; Kabarak: kabarak.ac.ke; Daystar: daystar.ac.ke; AIU: aiu.ac.ke). To determine the appropriate sample size, **Yamane's (1967)** formula was employed, a method widely used in higher education studies, including organizational culture research (Nwinye & Gilbert, 2023):

$$n = \frac{N}{1 + Ne^2}$$

Where n is the sample size,
N as the total population 474
and e is the error=0.05

$$n = \frac{474}{1 + (474 \times 0.05^2)} = 217$$

Thus, a sample of 217 participants, representing approximately 45.8% of the total population, was drawn for the study. To ensure each category of staff was adequately represented, a disproportionate stratified sampling technique was employed. This approach allowed the researcher to oversample or undersample certain groups regardless of their size, as recommended for studies seeking balanced representation across multiple subgroups (Makwana et al., 2023).

5.3. Data Collection and measurement

To assess organizational culture, the study employed the validated short version of the Denison Organizational Culture Survey developed by Denison et al. (2014). This tool comprises 12 items, each rated on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). A higher score on this scale reflected a stronger organizational culture. The survey captures four key cultural dimensions: involvement (which includes empowerment, team orientation, and capability development), consistency (coordination and integration, agreement, and adherence to core values), adaptability (ability to create change, customer focus, and organizational learning), and mission (strategic direction, goals and objectives, and organizational vision). The scores across these

dimensions were summed to produce a composite score reflecting the overall strength of organizational culture.

Church sponsorship was measured using a structured, researcher-designed Likert scale tailored specifically for this study. Respondents were asked to express their level of agreement with various statements on a 5-point scale, from 1 (Strongly Disagree) to 5 (Strongly Agree). The tool consisted of 28 items evaluating the extent of sponsor involvement in governance. These included sponsor representation on the university board (4 items), influence on institutional policies (4 items), participation in leadership appointments (4 items), and adherence to church doctrines (4 items). Additional elements covered sponsor participation in academic affairs (4 items), administrative roles (4 items), and student life programming (4 items). A separate section, consisting of 16 items, measured the material support provided by the sponsoring churches. This included financial contributions (4 items), donation of assets (4 items), scholarships and grants (4 items), and infrastructure development (4 items). All responses were aggregated to generate an overall score representing the level of church sponsorship.

To evaluate leadership style, the study utilized the well-established Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1996). This instrument includes 36 items, with responses rated on a 5-point scale: 0 (Not at all), 1 (Once in a while), 2 (Sometimes), 3 (Fairly often), and 4 (Frequently, if not always). The MLQ categorizes leadership behavior into three distinct styles: transformational leadership (20 items), transactional leadership (8 items), and laissez-faire leadership (8 items). Higher scores indicated a stronger presence or orientation toward the respective leadership style.

5.4. Data Analysis

The process of analyzing the collected data was carried out in a structured manner to ensure accuracy and meaningful interpretation. For this purpose, the Statistical Package for the Social Sciences (SPSS), version 25, served as the primary tool for data processing and analysis. To begin with, descriptive statistics were used to offer a clear and concise overview of the data. This included summarizing key indicators such as the mean, median, and mode, as well as the range, variance, and standard deviation. Where relevant, tables were used to visually enhance the presentation and interpretation of the findings. Inferential analysis was conducted to explore deeper relationships among the study variables. In particular, regression analysis was employed to determine how organizational culture, as the independent variable, influenced church sponsorship, the dependent variable, initially without considering the potential mediating role of leadership style. If the coefficient for church sponsorship remained statistically significant in this first model, it would indicate a direct relationship between organizational culture and church sponsorship. To assess whether leadership style played an intervening (mediating) role in this relationship, the researcher adopted a stepwise analytical approach. This involved running a series of regression models, as outlined below.

Step 1: Run a regression model with the mediator (Leadership Style) regressed on the independent variable (Church Sponsorship) using the following regression model:

$$LS = c_0 + c_1 * CS + e$$

Where;

LS = Leadership Style

c0 = Constant

c1 = Regression Coefficient

CS = Church Sponsorship

e = Standard error

Step 2: Next, the researcher ran another regression model with the dependent variable (OC) regressed on both the independent variable (CS) and the mediator (LS) using the following multiple linear regression model:

$$OC = d_0 + d_1 * CS + d_2 * LS + e$$

Where;

CS: Church Sponsorship

LS: Leadership Style

OC: The dependent variable, representing the outcome or level of organizational culture within the university.

d_0 : The constant i.e. the expected value of OC when both CS and LS are zero.

$d_1 * CS$: The effect of church sponsorship on organizational culture, holding leadership style constant.

$d_2 * LS$: The effect of leadership style on organizational culture, holding church sponsorship constant.

e: The error term (residual), capturing variation in OC that is not explained by CS or LS.

6. Results and discussion

6.1. Universities' Organizational Culture

This study sought to examine the organizational culture of selected private universities in Kenya, applying Denison et al.'s (2014) Organizational Culture Survey. Using a five-point rating scale, ranging from Strongly Disagree (1) to Strongly Agree (5), the survey assessed key traits defining organizational culture: involvement (employee empowerment, teamwork, capability development), consistency (coordination, shared values, integration), adaptability (innovation, customer focus, learning), and mission (strategic direction, vision, goals). The final organizational culture score was obtained by aggregating responses across these dimensions. Analysis of mean scores offered insights into how respondents perceived their institutions' culture. Involvement had a mean score of 12.1, indicating that employees felt somewhat disengaged and lacked significant empowerment. Consistency ranked the highest among traits, with a 12.5 mean, reflecting a strong sense of coordination, alignment with core values, and organizational integration. Adaptability followed with a 12.2 mean, suggesting a moderate ability to embrace change and maintain customer focus. Mission achieved the strongest mean score of 12.9, demonstrating widespread clarity and agreement on the university's strategic objectives and vision. These findings highlight that while respondents generally felt connected to their universities' overall mission, involvement remained a

weaker aspect, pointing to potential gaps in employee empowerment and participation. The high score for consistency suggests that institutions benefit from well-defined core values and a structured framework, fostering a stable environment. Meanwhile, adaptability showed moderate levels, suggesting room for improvement in how institutions respond to external changes and evolving needs. Ultimately, the strong alignment with mission values indicates that employees understand and support their institutions' overarching goals, reinforcing organizational cohesion. Table 2 displays the mean and standard deviation for the summated scores across the four dimensions of organizational culture.

Table 1

Organizational culture Summated Scores by Dimension

Dimension	M	SD
Involvement Trait	12.1	2.3
Consistency Trait	12.5	2.7
Adaptability Trait	12.2	2.2
Mission Trait	12.9	1.6

To interpret how respondents viewed their organizational culture, the total summated scores were grouped into three categories: Average, Good, and Excellent. Table 4 outlines these classifications. The findings reveal that a majority, 141 respondents (65.6%), perceived their organization's culture as Excellent, falling within a score range of 49 to 60. This strong majority reflects a highly favorable view, suggesting that many participants feel deeply connected to and aligned with the organization's values and practices. Meanwhile, 64 respondents (29.8%) rated the culture as Good (score range 37 to 48), indicating a generally positive outlook, though with room for growth in some areas. Only 10 respondents (4.7%) viewed the culture as Average (score range 25 to 36), pointing to a small group who may feel less engaged or find the cultural environment less impactful.

Table 2

Summated Score for Organizational Culture

Category	Score Range	Number of Respondents	% of Total Respondents
Excellent Culture	49 - 60	141	65.6
Good Culture	37 - 48	64	29.8
Average Culture	25 - 36	10	4.7

6.2. Mediating Effect of Leadership style

6.2.1. Relationship Between Church Sponsorship and Leadership Style (path a)

To evaluate Hypothesis H01, which asserts that leadership style does not significantly mediate the relationship between church sponsorship and organizational culture, the study first analyzed the direct impact of church sponsorship on leadership style, as presented in Table 5.

Table 5

Regression Analysis Summary for the Relationship Between Church Sponsorship and Leadership Style (path a)

(*N* = 215)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.135 ^a	.018	.014	13.489

a. Predictors: (Constant), Overall church sponsorship score

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	724.308	1	724.308	3.981	.047 ^b
	Residual	38755.627	213	181.951		
	Total	39479.935	214			

a. Dependent Variable: Leadership style score

b. Predictors: (Constant), Overall church sponsorship score

Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	160.099	9.142		17.513	.000
	Overall church sponsorship score	.100	.050	.135	1.995	.047

a. Dependent Variable: Leadership style score

The regression analysis revealed several key insights into this relationship. The correlation coefficient (*R*) was 0.14, suggesting a weak positive correlation between church sponsorship and leadership style. Additionally, the *R*-squared value stood at 0.02, indicating that only 1.8% of the variance in leadership style could be attributed to church sponsorship. This finding underscores the modest influence that church sponsorship has on leadership approaches within these institutions. Further statistical examination through ANOVA produced an *F*-statistic of 3.98 with a *p*-value of 0.04, confirming that the regression model is statistically significant at the 0.05 level. While this suggests that church sponsorship is a meaningful predictor of leadership style, the overall effect size remains limited.

A closer examination of the coefficients table provided further insights. The unstandardized coefficient for church sponsorship was 0.1, indicating that for every unit increase in church sponsorship, leadership style improves by 0.1 units. Despite the positive effect, its magnitude remains small. Moreover, the constant value of 160.1 implies that if church sponsorship were absent, the predicted leadership style score would start at 160.1.

Finally, the *t*-value of 1.9 and the associated *p*-value of 0.047 indicate that the relationship is statistically significant, though just at the threshold. These results suggest that while church sponsorship does play a role in shaping leadership style, the impact is relatively minor, supporting the hypothesis that leadership style does not serve as a strong mediator in influencing organizational culture within church-sponsored universities.

6.2.2. Relationship between Church Sponsorship and Organizational Culture (Path c – Direct Effect)

In investigating the relationship between Overall church sponsorship and Organizational culture, the regression analysis produced significant findings that illuminate the dynamics between these variables. The correlation coefficient (R) was found to be 0.294, suggesting a moderate positive association between Overall church sponsorship and Organizational culture. The R-squared value of 0.086 indicates that approximately 8.6% of the variance in Organizational culture can be explained by the Overall church sponsorship score. This indicates a stronger influence of church sponsorship on organizational culture compared to its effect on leadership style. Table 6 presents the Regression for the IV and DV (Path c – direct effect).

Table 6

Regression Analysis Summary for Church Sponsorship Predicting Organizational Culture (Path c – Direct Effect)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.294 ^a	.086	.082	6.747

a. Predictors: (Constant), Overall church sponsorship score

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	914.484	1	914.484	20.089	.000 ^b
	Residual	9696.046	213	45.521		
	Total	10610.530	214			

a. Dependent Variable: Organizational culture overall score

b. Predictors: (Constant), Overall church sponsorship score

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.265	4.573		6.400	.000
	Overall church sponsorship score	.113	.025	.294	4.482	.000

a. Dependent Variable: Organizational culture overall score

The ANOVA results further support this relationship, demonstrating an F-statistic of 20.089 with a p-value of 0.000, which is statistically significant at the 0.05 level. This suggests that the regression model is a significant predictor of Organizational culture, affirming the role of church sponsorship in shaping the cultural environment within the universities studied. In examining the coefficients, the unstandardized coefficient for the Overall church sponsorship score was calculated to be 0.113. This suggests that for each unit increase in church sponsorship, the Organizational culture score increases by 0.113 units. The constant value of 29.265 indicates that when the church sponsorship score is zero, the predicted Organizational culture score is 29.265. The t-value of 4.482 and the corresponding p-value of 0.000 further reinforce the significance of this relationship, indicating a strong statistical association.

6.2.3. Relationship between Leadership Style and Organizational Culture (Path b)

The regression analysis revealed a modest but statistically significant relationship between leadership style and organizational culture, as shown in Table 7. The findings suggest that changes in leadership style are associated with slight shifts in how organizational culture is perceived. Specifically, the negative regression coefficient indicates that as leadership style scores increase, perceptions of organizational culture may decline slightly, highlighting a subtle dynamic between leadership and culture within the institution. The correlation coefficient (R) was found to be 0.140, indicating a weak positive association between Leadership style and Organizational culture. The R-squared value of 0.019 suggests that only 1.9% of the variance in Organizational culture can be explained by the Leadership style score, highlighting a limited effect of leadership style on the cultural dynamics within the universities studied.

Table 7

Regression Analysis Summary for Leadership Style Predicting Organizational Culture (Path b)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.140 ^a	.019	.015	6.989

a. Predictors: (Constant), Leadership style score

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	206.570	1	206.570	4.229	.041 ^b
	Residual	10403.961	213	48.845		
	Total	10610.530	214			

a. Dependent Variable: Organizational culture overall score

b. Predictors: (Constant), Leadership style score

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	62.549	6.288		9.948	.000
	Leadership style score	-.072	.035	-.140	-2.056	.041

a. Dependent Variable: Organisational culture overall score

The ANOVA results further substantiate this relationship, demonstrating an F-statistic of 4.229 with a p-value of 0.041, which is statistically significant at the 0.05 level. This finding indicates that the regression model provides a statistically significant prediction of Organizational culture, suggesting that leadership style does play a role in influencing the cultural environment, albeit to a lesser extent than church sponsorship.

The regression analysis revealed that the unstandardized coefficient (B = -0.072) implies that, all other factors held constant, a one-unit increase in the leadership style score is associated with a decrease of 0.072 units in the organizational culture score. The standardized beta coefficient ($\beta = -0.140$) further indicates a weak negative relationship between leadership style and organizational culture. With a t-value of -2.056 and a corresponding p-value of .041, this relationship is

statistically significant, albeit marginally, as the p-value lies just below the conventional threshold of 0.05.

Given that the coefficient is statistically significant, leadership style does have a small but significant mediating effect on the relationship between church sponsorship and organizational culture. Figure one This figure illustrates the direct impact of church sponsorship on organizational culture and the limited mediating role of leadership style in this relationship.

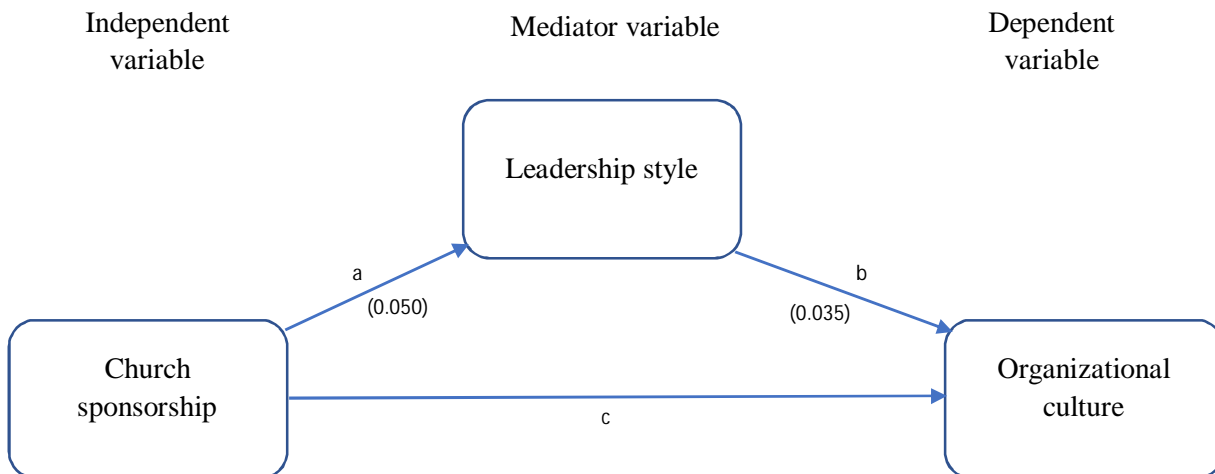


Figure 1: Examining the Influence of Church Sponsorship and Leadership Style on Organizational Culture in Private Universities

7. Discussion

The findings of this study reveal that leadership style plays only a minimal and marginally significant mediating role in the relationship between church sponsorship and organizational culture. Although church sponsorship, leadership style, and organizational culture each show statistically significant connections, the strength of these relationships is relatively weak, with leadership style exerting a limited influence as a mediator. These results align with Lee's (2022) study, which found that transformational leadership positively affects organizational emotional commitment and fosters a supportive organizational culture, with organizational culture partially mediating the link between transformational leadership and organizational commitment. Together, these findings suggest that while leadership style contributes to shaping organizational culture, its mediating effect in this specific context remains modest. This finding challenges studies such as Herb et al. (2020), which emphasized the positive and substantial role of leadership styles, particularly transactional leadership, in shaping organizational commitment in public institutions. Unlike Herb et al., the current findings imply that in church-sponsored universities, leadership style may be constrained by institutional traditions or governance structures, thereby reducing its influence on cultural dynamics.

The study's findings resonate with Obonyo (2019), who observed that transactional leadership had little impact on teachers' job satisfaction within the Kenyan context. This suggests that the influence of leadership styles can vary significantly depending on the specific environment. In

settings where factors such as organizational sponsorship or foundational values strongly shape the culture, leadership style may not be the primary driver of organizational change or cultural alignment. Supporting this perspective, Solomon and Steyn (2017) found that while a leader's cultural intelligence did not significantly moderate the effectiveness of empowering leadership, it did have a negligible negative moderation effect on directive leadership's effectiveness, an effect deemed practically insignificant.

Together, these findings highlight that the role of leadership style in shaping organizational outcomes is complex and context-dependent. In conclusion, this study reinforces the idea that church sponsorship plays a more prominent and direct role in shaping the organizational culture of faith-based institutions, while leadership style, although statistically significant, contributes only modestly and does not serve as a strong mediator. This highlights the need for further research to explore how institutional identity and values embedded in sponsorship models interact with leadership behavior to influence organizational outcomes.

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