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Influence of Strategic Leadership on Organization Performance of Not-For-Profit Organisations in Kenya

Influence of Strategic Leadership on Organization Performance of Not-For-Profit Organisations in Kenya

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ABSTRACT

Purpose: The general objective of this study was to examine the influence of strategic leadership on organization performance of non-profit organizations in Kenya. Specifically, the study sought to examine the influence of strategic direction, human capital development, strategic control and ethical practices on organization performance of non-profit organizations in Kenya.

Methodology: Descriptive research design was adopted and 11,262 non-profit organizations operating in Kenya formed target population. Using the Yamane simplified formula a sample of 386 was arrived at and selected through simple random sampling. Self-administered questionnaires was the technique used. Qualitative data was analyzed through content analysis. Descriptive analysis was used to analyze quantitative data. Correlation and regression analysis were used to test relationships between study variables.

Findings: The study found that strategic direction, with a Pearson correlation value of 0.733, revealed a strong positive correlation with organization performance of NPOs in Kenya. The human capital development and organization performance had a Pearson correlation value of 0.774, which is a strong positive correlation. This means that an increase in human capital development increases the organization performance. On to strategic control, the Pearson correlation value of 0.724 with organization performance of non-profit organizations indicates a strong positive correlation between the two variables. Ethical practices had the highest Pearson correlation value of .812 with organization performance of non-profit organizations, indicating a very strong positive correlation between the two variables.

Unique Contribution to Theory, Practice and Policy: The study thus recommends non-profit organizations to focus on the following key strategies to improve their performance: establishing clear goals aligned with the organization's mission, involving stakeholders in planning and monitoring progress; investing in staff training and development; implementing accountability measures, performance metrics, and regular reporting; and promoting ethical practices through standards, training, codes of conduct, and communication. These actions will enhance effectiveness, resource utilization, employee accountability, and ethical behavior.

Key Words: *Strategic Direction, Human Capital Development, Strategic Control, Ethical Practices, Non-Profit Organizations*

Background of the Study

Not for profit organizations (NPOs) in Kenya play a pivotal role in addressing critical social, environmental and humanitarian issues, ranging from healthcare and education to poverty alleviation and environmental conservation. Today, the economy is becoming more complex, uncertain, and turbulent. In various regions across the world, a significant number of countries have observed a rise in the population of vulnerable individuals in dire need of medical care, food, education, and other necessities (Reger, 2019). This emphasizes the crucial role of charitable organizations, including non-profits, in delivering essential support. Nevertheless, non-profit organizations encounter distinct obstacles when attempting to enable the provision of their services. One significant challenge involves the mounting pressure from donors who anticipate accountability and tangible outcomes for their contributions. Furthermore, clients anticipate high-quality and enduring services, while the community expects a positive social impact. Additionally, there is an escalating scrutiny of the organization's commitment to assisting the underprivileged (Pearce & Robinson, 2017). In the 21st Century, both on a global and regional scale, non-profit organizations have been facing challenges in sustaining themselves due to intense competition for donor funds, resulting in poor organizational performance. (Osoro, 2018). When considering the aforementioned issues, it becomes apparent that the primary problem originates from management. Addressing the challenges non-profit organizations encountered, (Boal & Hooijberg, 2017 and Finkelstein, Hambrick & Cannella, 2019) contend that contemporary organizational leaders must possess strategic acumen to adeptly navigate the leadership and management challenges arising from highly volatile environments. Lussier & Achua, 2017; Ahmed, 2019; Salamon, Sokolowski & Geller, 2018 have equally postulated that the 21st-century landscape requires a definite approach to leadership within organizations.

Strategic leadership is crucial for effective execution of any business operating in today's world. This is important especially in this market's or environment's VUCA (volatile, uncertain, complex, and ambiguous) conditions (Crossland & Hambrick, 2017). Organizations need strategic leaders who can come up with new and transformative solutions to handle the rapid changes brought on by globalization. These leaders are instrumental in reinventing their organizations to remain appealing and achieve positive outcomes in an ever-changing and increasingly competitive world (Dimitrios, Sakas & Vlachos, 2019). According to Thompson, Strickland, and Gamble (2017) the senior management holds a pivotal role in the implementation process of strategic leadership, effectively steering the organization towards higher levels of success. When senior leaders exemplify ethical behaviour and prioritize integrity, it sets the tone for employees at all levels, contributing to a more ethical and responsible organization as a whole.

According to Serfontein (2019), strategic direction refers to the systematic guidance and management of an organization's actions in order to achieve its goals. This process may necessitate various levels of change, thus requiring the establishment of specific activities and procedures to be implemented throughout all organizational levels. Strategic direction is a crucial aspect of strategic leadership that plays a vital role in ensuring the effective execution of strategies (Jooste & Fourie, 2019). Strategic direction refers to the process through which the senior leadership of an institution provides guidance and direction to various departments and sections. These departments then convey this strategic direction to their respective staff members, who then implement strategic plans. This process ultimately enables control over the strategic processes inside the institution. The concept of Human Capital development has been identified as a significant predictor of the future labor market, as stated by Daniel (2019). The process of human capital development involves providing personnel with the necessary abilities to adapt to changes, acquire knowledge about emerging technology, and effectively handle intricate circumstances. The cultivation of employees' knowledge and expertise plays a crucial role in promoting innovation and creativity within organizational contexts. Human capital management is a potent instrument for fostering organic growth since it enables the identification and delineation of the specific skills possessed by individual personnel. Additionally, it enables firms to promote internal growth, thereby reducing expenses associated with turnover and enhancing staff productivity. The enhancement of human capital development plays a crucial role in enhancing the overall performance of organizations. This is achieved through increased productivity, efficient service delivery, effective management of customer relations, and enhanced competitiveness (Ameyaw, Peprah, & Anowuo, 2019).

Strategic control refers to the systematic method employed by organizations to manage and oversee the development and implementation of strategic plans. The formulation and implementation of effective strategies are of utmost importance for a firm's performance. In order to align the process of formulating and implementing strategies, the application of strategic control becomes necessary (Phadtare, 2017). Strategic control can be considered as a distinct type of management control that distinguishes itself from other forms of management control due to its inherent requirement to effectively manage uncertainty and ambiguity throughout different stages of the control process (Wheelen & Hunger, 2015). Ethical practice refers to the implementation of ethical principles within the context of organizational behavior (Hijal-Moghrabi, Sabharwal & Berman, 2017). This concept is applicable across various domains of organizational behavior, encompassing corporate governance, employment policies, sales strategies, stakeholder engagement, accounting procedures, and matters pertaining to product and company accountability. Corporations implement corporate ethics frameworks with the objective of fostering integrity within their workforce and cultivating trust from crucial stakeholders, including investors and consumers (Valecha, 2022).

Statement of the Problem

Non-profit organizations (NPOs) hold a special position in spurring economic development in Kenya, driving commerce and enhancing healthy behaviour by providing primary services (Kanyinga & Mitullah, 2019). The NPO Coordination Board published annual NPO sector report in January 2020; highlighting major strides that Kenya’s NPO sector makes, which augment development initiatives by the government orienting with the Sustainable Development Goals (SDGs), Kenya Vision 2030 and other development initiatives. According to PwC’s report in 2020, the government's 'Big Four' agenda, received a collective sum of KES 34.9 billion from a total of 1,026 NPOs. Of these, a whopping 30.8 billion Kenya Shillings went to health initiatives, KES 3.8 billion towards food security and nutrition projects, KES 352.6 million to the manufacturing sector, and KES 19.6 million to housing, settlement, and projects creating employment opportunities for many Kenyans (PwC, 2021). Despite a critical role NPOs play in Kenya’s economy, report by Kaise/UNAIDS

(2017), indicated that the funding government receives from the donors went down by US $1 billion in 2018 mostly in low and middle - income countries. In 2018, the withdrawal of the UK's program resulted in the closure of seven non-profit organizations in India. Within the same year, there was a closure of 510 non-profit organizations in Kenya; due to non-compliance (NPO Coordination Board Strategic Plan, 2014-2018). Gitonga (2018) argues that the sluggish performance and growth of charitable organizations can be attributed to a lack of financial accountability, which leads to donor hesitation. Reputation has become a primary factor influencing donation decisions. A report by USAID in 2019 further indicated that there is a significant risk for non-profit entities globally exhibiting lack of financial transparency and accountability, an attribute that eventually affect their performance. These kinds of malpractices massively contribute to a reduced organizational performance.

Undoubtedly, leadership integrity and the performance of NPOs worldwide require a renewed mindset on strategic leadership. Consequently, there is a serious need for strategic leaders who greatly value performance, responsibility, transparency, and skilfully handle the formidable expectations from donors (Sargeant, 2018). However, limited research has been conducted to establish whether there is a correlation between leadership management practices and performance in NPOs. Kabetu's (2018) study on strategic leadership in the Charitable Sector discovered that strategic leadership plays a crucial role in the success of non-profit organizations. Effective strategic leadership can help non-profit organizations overcome challenges and achieve their goals. Abdul and Abdirahman (2018) study on strategic leadership in Somalia found that strategic leadership is crucial for organizations operating in challenging and unstable environments. Effective strategic leadership can help organizations navigate uncertainty and achieve their objectives. Abashe (2018) found that strategic leadership is critical for commercial banks to remain competitive and adapt to changing market conditions. Effective strategic leadership can help banks develop and implement strategies that maximize their performance and profitability. This study contributes to the investigation of the role of strategic leadership in NPOs by attempting to clarify whether the leaders are equipped with the necessary knowledge and abilities to deal with challenges in the Kenyan context and by demonstrating how impactful strategic leadership can ensure the financial viability of the non-profit sector. We further seek to explore the specific dynamics of the impact of strategic leadership to the performance of non-profit organizations. By further delving into specific leadership management practices, that would affect organization performance of NPOs in Kenya, this research will come up with practical recommendations.

Specific Objectives

- i To assess the influence of strategic direction on organization performance among non-profit organizations in Kenya.
- ii To determine the influence of human capital development on organization performance among non-profit organizations in Kenya.
- iii To explore the influence of strategic control on organization performance of non-profit organizations in Kenya.

iv To evaluate the influence of ethical practices on organization performance of non-profit organizations in Kenya.

Literature Review

Strategic Direction and Organization Performance

i. Strategic Intent of Not for profit Organisations

The concept of strategic intent encompasses an active management approach that aims to inspire and motivate employees by clearly communicating the significance of the organizational goal. It also highlights opportunities for both individual and group contributions towards achieving that goal (Hamel & Prahalad, 2017). By aligning the actions and beliefs of everyone within the organization towards the common aim, strategic intent provides a framework for creating benchmarks to monitor performance. Strategic leaders have a central role in facilitating organizational learning. The organization fosters a climate of intellectual curiosity, actively seeking to extract valuable insights from both favorable and unfavorable outcomes. Additionally, it guides strategic leaders in employing active management and leadership techniques to facilitate the organization's progress towards its objectives (Szapkowski, 2017). Odita and Bello (2017) further indicated that strategic intent, as reflected in an organization's mission, vision, and objectives, exhibits a positive and significant relationship with performance. Collins (2019) on the other hand contends that strategic intent communicates the firm's potential for the future.

ii. Vision and Mission Statements

As postulated by Hitt, Ireland, & Hoskisson (2017), a vision offers strategic direction to all organization's staff towards a shared goals and speed. The vision statement gives guidance on the company's future aspirations as well as the extent of achievement it aims to attain (Ozdem, 2018). Besides, the vision statement offers strategic guide to organization's future activities, forecasts customer and stakeholder preference as well as making sure that the organisation is ready for projected future changes and innovations (Powers, 2018). A vision statement of an organization acts as a representation of its values and aspirations, seeking to capture the dedication and engagement of both employees and stakeholders (Candemir & Zalluhoglu, 2017). It is meant to be inspiring and exciting, encouraging long-term thinking, risk-taking, and experimentation. Furthermore, a vision statement helps establish a shared identity and sense of purpose among individuals within the organization, emphasizing its competitiveness, originality, uniqueness, integrity, and genuineness (Jyothimon, 2018). By explaining the desired future state and the level of achievement the organization aims for, a vision statement effectively communicates the organization's dream (Ozdem, 2018). Overall, a well-defined vision provides individuals with a glimpse of the organization's culture. A mission statement outlines the actions and activities undertaken by an organization to accomplish its vision. It is a formal document communicating the organizations distinctive and lasting purpose (Gharieghi, Nikbakht, & Bahar, 2017). Mission statements are considered vital in the strategic management process, as they provide a clear definition of the organization's fundamental and unique purpose, differentiating it from others (Darbi, 2018).

iii. Objectives and Goals of Not for profit Organisations

Objectives in an organization refer to the specific performance targets that the organization aims to achieve. They are measurable statements that serve as milestones towards reaching the organization's goals (Koontz, 2017). Objectives provide clarity and direction to the actions and decisions of the organization, acting as a guide for decision-making processes (Peter, 2018). They also help in coordinating activities, facilitating prioritization and conflict management, and serve as a basis for controlling and evaluating performance. Additionally, objectives enable the organization to focus on long-term factors, motivate employees, provide a framework for decision making, and offer a clear understanding of the organization's purpose (Peter, 2018). According to Thompson, Peteraf, Gamble, and Strickland (2018), there are two types of organizational objectives: financial objectives and strategic objectives. Financial objectives pertain to the management's goals regarding financial performance, such as profitability, revenue growth, and cost efficiency. On the other hand, strategic objectives relate to the firm's market standing and competitive position, including goals related to market share, customer satisfaction, product innovation, and competitive advantage. Both types of objectives play a crucial role in guiding the organization's overall performance and direction.

Human Capital Development and Organization Performance

i. Training of the employees of Not for profit Organisations

Indeed, training and retraining play a crucial role in organizations when there is a need for acquiring different skills, competitive capabilities, and operating methods. Training holds strategic significance as it enables organizations to develop competency based on skills (Thompson et al., 2018). Laing (2019) emphasizes that training indicates the superiority of employee skills and expertise, leading to improved performance. As affirmed by Saleem (2018), training represents an organized approach to enhancing the expertise, skills, and competencies required for staff members to effectively carry out their responsibilities within the organization. The perspectives shared by Masood (2019), Khanfar (2021), Bowra et al. (2019), Aguinis and Kraiger (2019), and Saleem and Mehwish (2017) highlight the significance of training in organizations, including non-profit organizations. They argue that training enables employees to effectively utilize their capabilities and potentials for the benefit of the organization. Developing human capital through training provides organizations with a competitive edge in today's competitive world. Additionally, training is linked to improved profitability, effectiveness, productivity, and revenue base for organizations (Aguinis & Kraiger, 2019). Rodriguez and Walters (2017) opine that training holds significant importance within the nonprofit sector, potentially surpassing its significance within the corporate sector. Nonprofit organizations that receive government support are subject to greater scrutiny in comparison to their for-profit counterparts in certain respects. Hence, it is imperative for managers and staff members to receive the necessary training and support. With the rapid advancement of technology and the evolution of workplace techniques, it has become imperative for professionals to adapt their knowledge and abilities accordingly. Training is widely recognized as a very effective method for improving knowledge and abilities. The provision of pertinent and regular training to employees has the potential to enhance performance and efficiency within the workplace.

ii. Development of Human Capital

The development of human capital is a valuable endeavor that benefits both employees and organizations. Oxford Dictionary (2019) defines human capital as the skills possessed by the workforce, which are considered a valuable resource or asset. Human capital development involves investing in employees through activities such as education, training, and promoting their health and well-being, all aimed at enhancing their individual productivity. It is important to recognize that human capital development should not be seen as mere expenditure but as an investment in the organization's success. Josan (2019) affirms this notion, asserting that human capital is a valuable asset that contributes to the organization's competitiveness and overall productivity. By investing in the development of human capital, organizations aim to enhance the skills, knowledge, and capabilities of their employees. This investment not only benefits the employees by improving their expertise and potential, but it also contributes to the overall effectiveness and productivity of the organization. Human capital development encompasses activities such as providing education and training opportunities, as well as promoting the health and well-being of employees. Human capital development proponents are so concerned about the the growth of employees' knowledge and skills (Choudhury and Mishra, 2019). It is important for organizations to have this kind of human capital development. Nevertheless, it's typically required in NPOs that rely deeply on unpaid assistant and contract workforces to carry out some specific services. As a result, the business is unable to fulfil its declared objective and vision because the majority of these employees do not feel totally engaged or like they own the project. In general, the development of human capital is of paramount importance for enterprises in order to cultivate a workforce that possesses both expertise and motivation, hence fostering creativity and adaptation.

Strategic Control and Organization Performance

i. Monitoring

Monitoring entails the continuous examination of whether intended outcomes are being attained, enabling timely corrective measures to be implemented (Bennis, 2019). The significance of regular monitoring and evaluation lies in its ability to enable organizations to assess their performance in relation to predefined objectives. These monitoring assessments are crucial as they aid in the appropriate allocation of resources. Monitoring is an ongoing process that primarily offers the management and stakeholders involved in an ongoing intervention with timely indications of progress, or the lack thereof, in achieving desired outcomes. Monitoring and evaluation offer a range of advantages, such as enhanced decision-making capabilities, heightened operational efficiency, and improved resource allocation. Furthermore, the act of monitoring outcomes might yield valuable insights pertaining to areas that are ripe for enhancement. This continuous intervention could relate to a project, program, or any kind of support aimed at a specific outcome. By regularly collecting information, monitoring aids organizations in tracking their achievements, facilitating prompt decision-making, ensuring accountability, and establishing the foundation for evaluation and learning, as highlighted by Chikwe et al. (2018). Monitoring and evaluation are closely intertwined processes. Evaluation involves a systematic and objective assessment of an ongoing or completed project, program, or policy, encompassing its design, implementation, and outcomes. The ultimate goal is to enhance informed decision-making and improve future interventions based on the findings and insights obtained from the evaluation process. Participating in monitoring procedures facilitates enhanced visibility across all facets of the organization, enabling more effective tracking and supervision of activities across many divisions. The presence of this visibility additionally facilitates better communication among departments on business processes.

ii. Implementation Control

Strategy implementation entails design and execution of a series of plans, programs, and portfolios over a specific period of time (Pearce & Robinson, 2017). Implementation control exists in two forms; Strategic thrusts or projects and milestone reviews (Schreyogg & Steinmann, 2018). As part of the strategy execution, monitoring strategic thrusts or projects requires managers assessing short-term and specific projects to ascertain whether the overall strategy is being implemented as envisaged. These strategic projects are evaluated and assessed using certain attributes like time, cost, and quality controls during a particular phase of strategy implementation, enabling managers to make informed decisions about the overall strategy direction (Pearce & Robinson, 2017). Milestone reviews on the other hand involve defining significant events or milestones to evaluate strategy implementation performance against predefined metrics at specific intervals, determining whether the entire strategy should be terminated or modified (Pearce & Robinson, 2017; Chikwe et al 2018). An effective strategy implementation assessment should be conclusive and robust enough to provide the necessary information about the overall strategic direction (Pearce & Robinson (2017). Allison and Kaye (2017) allude that implementation control is a strategic control mechanism that a corporation can utilize to effectively oversee and direct the execution of its plan. The primary aim of implementation control is to maintain the alignment of strategy execution with the predetermined plan, ensuring the timely achievement of desired outcomes.

iii. Premise and Special Alert Control

Premise control is a continual monitoring method used to verify the accuracy of the presumptions used to develop the plan. It gives strategic leaders the chance to promptly make the necessary modifications. It provides an opportunity for strategic leaders to make necessary adjustments in a timely manner. Special alert on the other hand basically means a robust and rapid re-examination of an organization's strategy linked to immediate occurrence of an unexpected event. The process of strategy implementation takes place in sequence, with activities, investments and other acts occurring over an extended period (Kamau, 2019). Effective leadership need to mobilize resources, undertake special projects, and hire or reassign staff as deemed necessary. This project sought the opinion of the respondents on projects monitoring and staff's capacity execute assignments.

Ethical Practices and Organization Performance

i. Code of Conduct

Codes of conduct are ethical tools intended to foresee and deter behaviors like conflicts of interest, self-dealing, bribery, and inappropriate actions within an organization. A code of ethics establishes the fundamental framework that guides staff members in their daily duties, articulating unacceptable behaviors and the organization's vision for success. It sets boundaries and expectations for behavior within the organization, providing a clear direction on acceptable and prohibited conduct. For better organizational performance, the entire organization needs to conform to these ethical standards. Majority of the codes of ethics lean more towards values such as trust, honesty, equity, respect and equality.

ii. Core Values

Strategic leaders prioritize organizations' core values, which are purpose-driven beliefs and behaviors that clarify the organization's vision. They represent universal principles and standards that define what an organization stands for and justify its actions. These values direct the organization's pursuit of its vision and mission and comprise of such attributes as fair treatment, integrity, ethical behavior, innovativeness, teamwork, quality, among other purpose driven traits. Further, core values reflect an organization's belief system and behavior and influence an organization's vision (Anwar & Hasnu, 2019). Consequently, working on and implementing core values within the organizational setting greatly contributes to creating and clarifying an organization's vision.

iii. Ethical Principles

Effective ethical codes transcend being mere text; they embody the core principles and values of a public service. These codes encompass legalistic rules, like conflict-of-interest restrictions, and articulate ethical principles that prescribe conduct or states of being necessary to uphold values. Such principles explicitly connect values with specific modes of action (Lear, 2018). Strong policies enhance public trust and encourage integrity by spearheading careful and responsible stewardship of organizational resources, accountability, transparency and ethical practices. The adherence to ethical standards fosters the cultivation of trust, respect, fairness, and social responsibility, all of which are vital to the establishment of robust interpersonal connections, the attainment of success, and the advancement of societal well-being.

Research Methodology

Descriptive research design was adopted and 11,262 non-profit organizations operating in Kenya formed target population. The organizations were identified from various NGO platforms and through Ministry of Foreign Affairs platform IPMIS. Using the Yamane simplified formula a sample of 386 was arrived at and selected through simple random sampling. Self-administered questionnaires that involved the delivery of paper questionnaires to target groups and organizations for them to fill and be picked from them at a later date was the technique used. Qualitative data was analyzed through content analysis. Descriptive analysis was used to analyze quantitative data. Correlation and regression analysis were used to test relationships between study variables. The multiple regression model was;

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

Where: Y= Organization performance, β_0 = Constant term, X_1= Strategic direction, X_2= Human capital development, X_3= Strategic control, X_4= Ethical practices, ε=error term, and β_1, β_2, β_3 and β_4 are coefficients of determination.

Results

The sample size comprised 386 strategic leaders from the NPOs in Kenya who were issued with a questionnaire, out of whom 321 returned theirs having dully filled. This accounted for a response rate of 83.2% which according to Baruch (1999), is excellent and thus adequate for analysis and reporting.

Descriptive Findings and Analysis

Influence of Strategic Direction on Organization Performance

Descriptive Statistics on Strategic Direction

The sought to first examine the influence of strategic direction on organization performance of NPOs in Kenya. Respondents used five-point Likert scale to indicate the extent to which they agreed or disagreed with statements on the influence of strategic direction on organization performance of non-profit organizations in Kenya. Table 1 presents the findings where means (M) and standard deviations (SD) were used to summarize the findings. The findings show that the respondents agreed on statements on the influence of strategic direction on organization performance. Respondents specifically agreed that leadership have clearly articulated organization vision (M= 4.000, SD= 0.791); that leadership is committed to the mission of the organization (M= 4.031, SD= 0.858); and that leadership is committed to the vision of the organization (M= 3.916, SD= 1.007). They further agreed that the activities of the organization are guided by strategic objectives (M= 3.561, SD= 0.931); and that the outcomes of strategic review are implemented (M= 3.514, SD= 1.121).

Table 1: Descriptive Statistics on Strategic Direction

Statements	1	2	3	4	5	Mean	Std. Dev.
Leadership have clearly articulated organization vision	0	25	38	160	98	4.000	0.791
Leadership is committed to the mission of the organization	13	64	98	98	48	4.031	0.858
Leadership is committed to the vision of the organization	13	25	24	173	86	3.916	1.007
The activities of the organization are guided by strategic objectives	0	51	87	135	48	3.561	0.931
Outcomes of strategic review are implemented	13	63	50	136	59	3.514	1.121
Aggregate Score						3.804	0.942

The study sought respondent's insights on other potential effects of strategic direction on the performance of NPOs in Kenya. Several respondents highlighted the importance of strategic direction in aligning organizational goals and objectives with the external environment. They noted that a clear strategic direction helps non-profit organizations to respond effectively to emerging opportunities and challenges, and to remain relevant and sustainable over time. Other respondents emphasized the impact of strategic direction on resource mobilization and allocation, indicating that a clear strategy can help non-profit organizations to attract funding and to use resources efficiently and effectively to achieve their mission and goals. Additionally, some respondents noted that strategic direction plays a crucial role in promoting innovation and learning within non-profit organizations. By encouraging experimentation and continuous improvement, strategic direction can help organizations to adapt to changing circumstances and to enhance their impact and performance. Generally, they suggested that strategic direction is a critical driver of organizational performance in non-profit organizations in Kenya, with potential effects on alignment, resource mobilization and allocation, and innovation and learning.

Influence of Human Capital Development on Organization Performance

Descriptive Statistics on Human Capital Development

The study also sought to explore how human capital development affect organization performance of NPOs in Kenya. As summarized in table 2, the respondents agreed on average with the statements on effects of human capital development on organization performance. Respondents agreed that they carefully evaluate the capacity requirement for their programs, services and activities (M= 4.072, SD= 0.546); that their respective organizations and projects have formal human resource training and development planning (M= 3.994, SD= 0.929); and that they have integrated human capital development and training plan with the efficient running of the projects within their organizations (M= 3.950, SD= 1.036). They also opined that they adequately brief their staff or volunteers on what should be accomplished as well as how to accomplish it (M= 3.916, SD= 0.823). Additionally, they provide sufficient details on social impact they aim to achieve in their programs and services (M= 3.636, SD= 0.779). Respondents further affirmed that knowledge and skills competencies effectively guide the hiring/recruitment in their respective organizations (M= 3.579, SD= 0.884); and that all employees as well as volunteers are highly encouraged to be innovative and creative in their day-to-day service delivery (M= 3.564, SD= 1.155).

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Table 2: Descriptive Statistics on Human Capital Development

Statements	**1**	**2**	**3**	**4**	**5**	**Mean**	**Std. Dev.**
We critically analyze the capacity needs for our programs, services and activities	0	0	37	224	60	4.072	0.546
Our organization/my project has a formal human resource training and development planning	13	12	25	185	86	3.994	0.929
The organization integrates human capital development and training plan with the efficient running of the projects of this organization	26	0	24	185	86	3.950	1.036
Staff/volunteers are adequately briefed on what should be done and how it should be done	12	0	51	198	60	3.916	0.823
We clearly highlight the social impact our programs and services aspire to achieve	0	38	63	198	22	3.636	0.779
Knowledge and skills competencies guide the hiring/recruitment in this organization	13	23	74	187	24	3.579	0.884
I encourage every employees/volunteers to be creative and innovative in their delivery of service	26	36	50	149	60	3.564	1.155
Aggregate Score						**3.816**	**0.879**

Asked about additional ways in which human capital development can influence the performance of NPOs in Kenya, several respondents noted that human capital development can help to improve the overall effectiveness of non-profit organizations. By providing employees with the necessary skills and knowledge, organizations can ensure that they are better equipped to achieve their mission and goals. This can lead to improved program outcomes, increased impact, and greater donor satisfaction. Respondents also highlighted the importance of human capital development in enhancing leadership and management capacity within non-profit organizations. By investing in leadership development programs, organizations can cultivate a pipeline of capable and effective leaders who can guide the organization towards success. Similarly, providing training and development opportunities for managers can improve their ability to motivate and manage employees, leading to improved organizational performance. Human capital development can also help to increase staff engagement and retention within non-profit organizations. By providing opportunities for career growth and development, organizations can demonstrate their commitment to employees, leading to greater job satisfaction and loyalty. This can result in reduced staff turnover, which can have a positive impact on organizational performance. Finally, respondents noted that human capital development can promote greater innovation and creativity within non-profit organizations. By fostering a culture of learning and continuous improvement, organizations can encourage employees to share ideas and perspectives, leading to new and innovative approaches to achieving organizational goals.

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Influence of Strategic Control on Organization Performance

Descriptive Statistics on Strategic Control

Thirdly, the study sought to examine how strategic control influence organization performance of NPOs in Kenya. Information was gathered on the level of agreement or disagreement with statements on how the strategic control influence organization performance of NPOs in Kenya and summary findings provided in Table 3. Findings revealed that respondents affirmed that annual operational plans are informed by the strategic plan which also guides organization's activities and is reviewed every quarter (M= 4.103, SD= 0.805). Respondents also opined with the statement that work plans align to the objectives of the organization as well as targets, indicators, strategies, timelines, monitoring and budget (M= 4.069, SD= 0.677); and that premises focusing on internal and external project environment are formulated during project initiation process (M= 4.037, SD= 0.851). Respondents were also in agreement that they select and prioritize projects components based on the defined assumptions (M= 3.916, SD= 0.776); that they adhere to milestone reviews based on project management plan (M= 3.804, SD= 0.889). Moreover, they confirmed development of high quality project environmental information to guide early detection of strategic risks and their potential impact (M= 3.682, SD= 0.911). The respondents further agreed that they formulate a series of actions to manage organizational/project related risks and issues (M= 3.533, SD= 1.084).

Table 3: Descriptive Statistics on Strategic Control

Statements	1	2	3	4	5	Mean	Std. Dev.
The strategic plan determines the annual operational plan, and reviewed every quarter to guide organization's activities.	0	13	50	149	109	4.103	0.805
Work plans include the organizational objectives, targets, indicators, strategies, timelines, monitoring and budget.	0	13	24	212	72	4.069	0.677
Assumptions are formulated on internal and external project environment during project definition phase.	0	24	38	161	98	4.037	0.851
We define projects components and prioritize them based on the formulated assumptions.	0	25	36	201	59	3.916	0.776
We conduct periodic reviews on milestones in line with the project management plan.	13	12	50	196	50	3.804	0.889
For early detection of strategic risks and their potential impact, we develop high quality project environmental information.	0	37	89	134	61	3.682	0.911
We formulate a series of actions to effectively control risks and issues in the project/ organization.	25	24	76	147	49	3.533	1.084
Aggregate Score						**3.878**	**0.856**

Asked about additional effects of strategic control on the performance of NPOs in Kenya, several respondents noted that strategic control can help to ensure that organizational activities are aligned with the overall mission and goals of the organization. By establishing clear performance targets and monitoring progress towards those targets, organizations can ensure that resources are being used effectively and efficiently, leading to improved performance. Respondents also highlighted the importance of strategic control in promoting greater accountability within non-profit organizations. By establishing clear lines of responsibility and requiring regular reporting on performance, organizations can ensure that employees are held accountable for achieving their goals. This can help to improve overall performance and reduce the risk of underperformance or mismanagement. Finally, respondents noted that strategic control can promote greater engagement with key stakeholders, including donors, beneficiaries, and partner organizations. By demonstrating a commitment to performance and transparency, organizations can build trust and credibility with their stakeholders, leading to increased support and funding opportunities.

Influence of Ethical Practices on Organization Performance

Descriptive Statistics on Ethical Practices

The last objective examined under this study was exploring how ethical practices influence organization performance of NPOs in Kenya. Respondents were asked to indicate level to which they agreed or disagreed with statements on ethical practices and how they influence organization performance of NPOs in Kenya. The findings are summarized in Table 4 below. From the findings, respondents affirmed that they clearly communicate ethical standards to their subordinates, ensuring they understand how to conduct their work (M= 4.340, SD= 0.474); are well-defined structures for communicating ethical goals within the organization (M= 4.221, SD= 0.813); and that ethical compliance is important in their organization (M= 4.065, SD= 0.931). They also agreed that ethical adherence cultivates the right values for their organization (M= 4.031, SD= 0.897); and that the leadership comprehends the policies governing organizational relationships with sponsors, donors, as well as customers, the society, and the entire public (M= 3.947, SD= 0.863). Additionally, respondents affirmed that they collaborate effectively with all parties involved when ethical dilemma arises (M= 3.913, SD= 0.786); and that they encourage all members of the organization, whether staff or volunteers to adhere to the established ethical codes, standard or policies (M= 3.757, SD= 0.850).

Table 4: Descriptive Statistics on Ethical Practices

Statements	1	2	3	4	5	Mean	Std. Dev.
I clearly communicate ethical standards to my subordinates, ensuring they understand how to conduct their work.	0	0	0	212	109	4.340	0.474
There are well-defined structures for communicating ethical goals.	13	0	50	186	72	4.221	0.813
Compliance to ethical code is vital in this organization.	13	13	12	185	98	4.065	0.931
Ethical adherence cultivates the right values for this organization	0	39	47	188	47	4.031	0.897
The leadership comprehends the policies governing organizational relationships with sponsors, donors, as well as customers, the society, and the entire public.	13	38	50	147	73	3.947	0.863
I collaborate with all parties involved when ethical dilemma arises.	13	0	0	198	110	3.913	0.786
I encourage all members of this organization, staff and volunteers to adhere to established ethical codes	13	0	36	225	47	3.757	0.850
Aggregate Score						**4.039**	**0.802**

Further, study explored additional insights on the influence of ethical practices on the performance of NPOs in Kenya. Several respondents noted that ethical practices can help to build a strong reputation and foster trust with stakeholders. By acting with integrity, organizations can demonstrate their commitment to their mission and values, which can help to attract donors and other supporters. This, in turn, can lead to increased funding and other resources, which can contribute to improved organizational performance. Improved relationships with beneficiaries: Respondents also highlighted the importance of ethical practices in building positive relationships with beneficiaries. By treating beneficiaries with respect and ensuring that their needs are met, organizations can build trust and loyalty, leading to improved outcomes and impact. Ethical practices can also help to reduce the risk of legal and reputational harm. By adhering to ethical standards and guidelines, organizations can avoid legal penalties and negative publicity, which can have a significant impact on their performance and ability to achieve their mission. Finally, respondents noted that ethical practices can contribute to increased employee morale and motivation. By creating a positive and ethical work environment, organizations can attract and retain talented staff, leading to improved performance and outcomes.

Organization Performance

Descriptive Statistics on Organization Performance

The study also examined how strategic leadership affect the organization performance of NPOs in Kenya. As summarized in Table 5, respondents responded in the affirmative on regular testing of their performance measurement; ensuring that they are producing valuable and applicable data (M= 3.956, SD= 1.100); that they assess their programs delivery efficiency (looking at factors such as financial and human costs compared to the impact achieved). (M= 3.919, SD= 0.782); and that they regularly check progress by analyzing their operating environment to guide their activities (M= 3.888, SD= 0.887). Additionally, they carefully monitor organizational performance and share useful information with various stakeholders (M= 3.838, SD= 0.990); their organizational goals and strategies are specific, measurable and manageable (M= 3.770, SD= 0.752); and that they assess the performance of their committees, task forces, compared to anticipated outcomes at least once every year (M= 3.713, SD= 1.069).

Table 5: Descriptive Statistics on Organization Performance

Statements	**1**	**2**	**3**	**4**	**5**	**Mean**	**Std. Dev.**
We regularly test our performance measurement to ensuring that they are producing valuable and applicable data.	25	13	12	172	99	3.956	1.100
We evaluate and access their programs delivery efficiency (financial and human costs compared to impact achieved).	0	13	97	162	49	3.919	0.782
We regularly check progress by analysing their operating environment to guide activities	12	26	37	173	73	3.888	0.887
We carefully monitor our organizational performance and share useful information with various stakeholders.	25	13	12	172	99	3.838	0.990
Our organizational goals and strategies are specific, measurable and manageable.	12	12	38	197	62	3.770	0.752
We assess the performance of their committees, task forces at least once annually.	13	38	50	147	73	3.713	1.069
Aggregate Score						**3.847**	**0.930**

Correlation Analysis

Correlation analysis was used to determine the relationship between predictor and outcome variables. To determine the relationship between the variables under study, the study utilized Pearson correlation. The relationship was considered small when $r = \pm 0.1$ to ± 0.29, while the relationship was considered medium when $r = \pm 0.3$ to ± 0.49, and when $r = \pm 0.5$ and above, the relationship was considered strong (Hair et al., 2010). Strategic direction, with a Pearson correlation value of 0.733, revealed a strong positive correlation with organization performance of NPOs in Kenya. This means that an increase in strategic direction improves organization performance. The significance value of .003 indicates that this correlation is statistically significant at the 0.05 level. The human capital development and organization performance had a Pearson correlation value of 0.774, which is a strong positive correlation. This means that an increase in human capital development increases the organization performance. Also, the significance value of .001 suggests that this correlation is statistically significant at the 0.05 level, indicating a stronger correlation than the one between strategic direction and performance. On to strategic control, the Pearson correlation value of 0.724 with organization performance of non-profit organizations indicates a strong positive correlation between the two variables. This means that as strategic control increases, so does organization performance of non-profit organizations. The significance value of .000 indicates that this correlation is statistically significant at the 0.01 level. Finally, ethical practices have the highest Pearson correlation value of .812 with organization performance of non-profit organizations, indicating a very strong positive correlation between the two variables. This means that as ethical practices increase, so does' organization performance of non-profit organizations. The significance value of .000 indicates that this correlation is statistically significant at the 0.01 level.

Table 6: Correlations Coefficients

		Performance	**Strategic direction**	**Human capital development**	**Strategic control**	**Ethical practices**
Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
Strategic direction	Pearson Correlation	.733**	1			
	Sig. (2-tailed)	.003				
Human capital development	Pearson Correlation	.774**	.145	1		
	Sig. (2-tailed)	.001	.235			
Strategic control	Pearson Correlation	.724**	.575	135	1	
	Sig. (2-tailed)	.000	.206	.912	.320	
Ethical practices	Pearson Correlation	.812**	.325	.119	.721	1
	Sig. (2-tailed)	.000	.206	.320	.414	
	N	321	321	321	321	321

**. Correlation is significant at the 0.05 level (1-tailed).

Regression Analysis

This study conducted multiple regression analysis to examine how strategic leadership influence organization performance of NPOs in Kenya. The findings were presented in three tables: model summary, ANOVA and beta coefficients. Model summary determine the amount of variation in outcome variable that could be explained by predictor variables included in the model. Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable. From the findings in the Table 7, the value of R squared was 0.687 an indication that at 95% confidence interval 68.7% variation in organization performance of non-profit organizations in Kenya can be explained by changes in ethical practices, strategic direction, strategic control, human capital development. The remaining 31.3% suggest that there are other factors that can be used to explain variation in organization performance of non-profit organizations in Kenya that were not discussed in this study. R is the correlation coefficient showing the relationship between the study variables, which from the findings, indicates a strong positive relationship between the study variables as shown by 0.829.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.829[a]	.687	.683	.35751

a. Predictors: (Constant), ethical practices, strategic direction, strategic control, human capital development

Analysis of variance (ANOVA) was utilized to determine the significance of the model for prediction. Significance of the model was tested at 5% confidence interval. As provided by ANOVA statistics in Table 8, the model significance level was 0.000 indicating that the model fit is significant and thus ideal for making a conclusion on the population parameters (p-value) < 0.05). The F calculated value from the table was greater than the F critical value from f-distribution tables (173.743>2.400) an indication that there was a significant relationship between organization performance of non-profit organizations in Kenya and strategic direction, human capital development, strategic control, and ethical practices. The significance value was less than 0.05 indicating goodness of fit of the model.

Table 8: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	88.826	4	22.206	173.743	.000[b]
Residual	40.389	316	1.128		
Total	129.215	320			

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), ethical practices, strategic direction, strategic control, human capital development

From the coefficients table (Table 9), the following regression equation was developed;

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$Y = 0.250 + 0.393 X_3 + 0.390 X_2 + 0.241 X_4 + 0.192 X_1$

From the above regression equation, it is evident that the organization performance of NPOs in Kenya would be 0.250 if ethical practices, strategic direction, strategic control, and human capital development variables were all zeros. The findings also show that the beta coefficient for strategic direction is 0.192, indicating that a one-unit increase in strategic direction leads to a 0.192-unit increase in organization performance of non-profit organizations in Kenya. The beta coefficient for human capital development is 0.390, indicating that a one-unit increase in human capital development leads to a 0.390-unit increase in organization performance of non-profit organizations in Kenya. Also, the beta coefficient for strategic control is 0.393, indicating that a one-unit increase in strategic control leads to a 0.393-unit increase in organization performance of non-profit organizations in Kenya. Lastly, the beta coefficient for ethical practices is 0.241, indicating that a one-unit increase in ethical practices leads to a 0.241-unit increase in organization performance of non-profit organizations in Kenya. The study further revealed a statistically significant association between ethical practices, strategic direction, strategic control, human capital development and organization performance of NPOs in Kenya (all the p values < 0.05). Strategic control had the greatest influence ($\beta = 0.393$, $P=0.000<0.05$), followed by human capital development ($\beta = 0.390$, $P=0.000<0.05$), then ethical practices ($\beta = 0.241$, $P=0.000<0.05$), and strategic direction ($\beta = 0.192$, $P=0.000<0.05$).

Table 9: Beta Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.250	.038		6.579	.002
	Strategic direction(x_1)	.192	.053	.182	3.637	.000
	Human capital development(x_2)	.390	.083	.353	4.722	.000
	Strategic control(x_3)	.393	.050	.420	7.809	.000
	Ethical practices(x_4)	.241	.058	.247	4.127	.000

a. Dependent Variable: Organization Performance

Conclusions

In conclusion, the strategic direction is significantly and positively correlated with organization performance of NPOs in Kenya. This suggests that non-profit organizations that have a clear and well-defined strategy are more likely to achieve their goals and improve their overall performance. The study concludes that human capital development has a positive correlation with the organization performance of NPOs in Kenya. This indicates that investing in the development of employees' skills and knowledge can lead to better performance outcomes for non-profit organizations in Kenya. The study further underscored the importance of strategic control in influencing the performance of NPOs in Kenya. The study thus concludes that strategic control positively and significantly influences organization performance of non-profit organizations in Kenya. This meant that strategic control can improve alignment with organizational goals, enhance accountability, and improve stakeholder engagement, all of which can lead to improved performance outcomes. Finally, the study concludes that ethical practices have a strong positive relationship with organization performance in non-profit organizations in Kenya. This suggests that adhering to ethical principles and standards can greatly improve the performance of non-profit organizations by enhancing their reputation and trust, improving relationships with beneficiaries, reducing the risk of legal and reputational harm, and increasing employee morale and motivation.

Recommendations

Firstly, it is important for organizations to prioritize strategic direction by establishing clear goals and objectives that are aligned with the overall mission of the organization. In addition, non-profit organizations should focus on human capital development by investing in the training and development of their staff. Non-profit organizations should prioritize strategic control by establishing clear lines of responsibility and accountability, and by requiring regular reporting on performance. Finally, non-profit organizations should prioritize ethical practices by establishing clear ethical standards and guidelines that are communicated to all employees, and by encouraging a culture of ethical behavior within the organization. This can be achieved through regular training and development, the use of ethical codes of conduct, and by regularly communicating with stakeholders about the organization's ethical practices. By doing so, organizations can build trust and credibility with their stakeholders, leading to increased support and funding opportunities, and improved performance outcomes.

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