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## Strategic Leadership Practices on Performance of Charitable Ambulance Services in Nairobi City County, Kenya

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### Abstract:

*There is no doubt that charitable organizations are critical contributors in the provision of essential services of public interest. In the recent past, the number of people contributing to charity has been reducing due to lack of financial accountability and performance concerns. The environment these organizations operate, therefore calls for leaders who will come up with radical new ideas that will enable them re-invent their organizations to perform. The study sought to find out how strategic leadership impact performance of Charitable Ambulance Services in Nairobi City County. Study objective was to examine the outcome of strategic direction, operational efficacy, human capital development, and strategic control on the performance of charitable Ambulance service organizations in Nairobi City County. The researcher used resource-based view, upper echelon and contingency theories to anchor the study on the outcome of strategic leadership practices on organizational performance. Descriptive design research was used by the researcher. Target population comprised of 144 Managers and staff, a sample of 130 responded giving a response rate of 90.28%. Data analysis was conducted using SPSS software using descriptive statistics to infer to the data and connection between independent and depend variable were found using multiple regression. Pilot study was done to pretest the questionnaire. The study results show that strategic direction correlate with performance up to 22.3% which is a weak positive correlation with organizational performance. A unit change in strategic direction yields 0.171 positive changes on performance of charitable ambulance services in Nairobi County. Operational efficacy correlates with performance up to 63.4% which is a strong positive correlation. A unit change in operational efficacy yields 0.735 positive changes on performance. Human capital development correlates with performance up to 49.7% which is an average positive correlation. A unit change in human capital development yields 0.422 positive changes on performance. Strategic control correlates with performance up to 47.6% which is an average positive correlation. A unit change in strategic control yields 0.270 positive changes on performance. The Overall, analysis showed that strategic leadership practices correlate with organizational performance of charitable ambulance services up to 69.3% which is a strong positive correlation. A unit change yields 0.108 negative change in strategic direction, 0.599 positive change in operational efficacy, 0.120 positive change in human resources development and 0.135 positive change in strategic control. This change is statistically significant, meaning that strategic direction, operational efficacy, human resource development and strategic control influence on organizational performance significantly. The study recommends replication of the study using the same variable with other sectors. The study informs the strategic leadership practice in academia, students in strategic management will use the variables used in this study to study the different sectors contributing to academia. The outcome of the study is valuable to charitable ambulance service organizations as it will inform the strategic leadership practices and their influence on organizational performance.*

**Keywords:** Strategic leadership, organizational performance, charitable ambulance services

### 1. Background of the Study

Currently the business atmosphere is increasingly becoming multifarious, unpredictable and tempestuous. Although leaders in the past successfully managed multifaceted organizations, the society was relatively steady and foreseeable. The ability of the leaders to cope in a rapidly changing environment in a globalized world presents a new reality (Reger, 2001). This requires a strategic leader who will come up with radical and new ideas that will enable them re-invent their organizations to become attractive to create results in the ever changing and increasingly competitive world (Dimitrios, Sakas & Vlachos, 2013).

According to Hino & Aoki (2012) the performance of charitable organizations today is attributed to leadership practices regardless of the prevailing factors. Thompson, Strickland and Gamble (2007) posits that it is the duty of the top executives to take the lead in the implementation of strategies and drive the pace to organizational success and embrace a culture of ethical practices across the organization. Sera (2010) observed that competitiveness on donor funding in the increasing restrictive environment deter charitable organizations from performing to their full potential. According to Viravaidya and Hayssen (2010) many charitable organizations close down and lay off employees due to leadership failure to manage operations. The dilemma therefore is for the leaders in these organizations to identify opportunities and hold-

on to ethical culture to build the needed trust that enhance reputation and financial viability without sacrificing their basic intent.

Additionally, (Carmeli, Tishler, & Edmondson, 2012) posits that Strategic leadership strives to improve strategic decisions, operational efficacy and performance. When a strategic leader fails, it leads to dismal profits and negates the morale of the employees in the organizations (Carter & Greer, 2013). Subsequently, leadership void is equally experienced internally and externally in the organization. Post, Preston and Sachs (2002) stated that leadership competency strategically guide the organization to yield more output. Panic and morale crisis grips employees and stakeholders when leadership vacuums (Carey, Kashyap, Rajan and Stulz, 2012). Deeboonmee & Ariratana (2014) adds that this is attributed to the fact that strategic leaders provide the propensity to maneuver fruitfully and yield astonishing performance in the organization.

### *1.1. Statement of the Problem*

Performance, survival and sustainability of charitable organizations continues to elicit attention from donors and government organizations globally and regionally. This is partly due to the contribution that charitable organization makes to the GDP. Charitable organizations contribute Kshs 120 billion annually (NGO Coordination Board Strategic Plan, 2014-2017). Recent analysis by Kaise/UNAIDS found that majority of countries rely on donor funds to support their charitable activities. However, this funding had decreased over the years, posing challenge of performance and hence sustainability. In 2015, donor Government funding in low and middle-income countries decreased by 7%, in 2018 it decreased by US \$1 billion. In 2014 seven charitable organizations closed down in India due to UK withdrawing its programme. In the same year, Kenya closed 510 charitable organizations due to not meeting Government regulations relating to performance and accountability issues (NGO Coordination Board Strategic Plan, 2014-2017). Gitonga (2018) contend that performance and growth of charitable organizations is sluggish due to financial accountability leading to donors shying away, reputation has become the main contributor in making donation decision.

According to a report by USAID 2010, lack of financial transparency and accountability has been a major challenge facing charitable institutions globally thus affecting performance of these organizations. Recent studies done in USA by Best Company in 2016 found that charity scandals were executed by Executive directors where more than \$25 million were fraudulently exorted leading to poor performance of these organizations. There is no doubt that leadership integrity and performance of the charitable Ambulance Service organizations activities across the globe requires a new strategic leadership mindset. Therefore, there is demand for strategic leaders who will focus on performance issues, accountability and transparency and deal with demanding requirements from the donors (Sargeant, 2018). Therefore, the current study was to bridge the gap by examining the influence of strategic leadership practices on performance of charitable ambulance service organizations in Nairobi City County.

## **2. Theoretical Basis of the Study**

Theories anchoring this study are covered in this section. The arguments elevated in these theories have been done in line with dependent and independent variables to illustrate relevance and application to the study.

### *2.1. Resource Based view Theory*

Resource based view is an approach to accomplishing competitive advantage. The theory postulates that organizations pose resources that influence the performance of the organizations (Wernerfelt, 1995). There sources possessed fall into the entire assets, competences, processes of the organizations, company characteristics, information and knowledge. The competitive advantage leads to the superior organizational performance. When an organization owns unique resources that meet the criteria of valuable, rareness, inimitability and non-substitutability (VRIN), and they are able to exploit these valuable resources, the organization achieves sustainable competitive advantage.

The resources enable the organization to improve performance by practicing operational efficacy by increasing differentiation and decreasing the cost of production. Rareness creates perfect competition since resources will be possessed by fewer organizations. Leaders develop strategies that opponents are not able copy. Immobility of intangible resources like operation process, brand equity, intellectual property helps organizations to enact barriers to imitate their resources (Hooley & Greenlay, 2005). In doing this competitor will be unable to understand what causes organization superior performance. Consequently, strategic leaders are concerned with unique aspects of resource management to perform better than competitors. Therefore, strategic leaders should be able to link resources to capabilities (Barney, 1991). This theory is pertinent to this study in that it is related to human capital development being an organization resource and performance variable which is a competitive advantage.

The only set back to the Resource-based view is the critique that the theory is not testable. The methodology used is complicated posing issues in the RBV literature (Barney, Ketchen & Wright, 2011). The other challenge relates to the measurement of intangible resources that leaves questions on validity and empirical test that is supposed to back up the use of RBV strategy (Barney, Ketchen & Wright, 2011) thus, constricting the usefulness of future research. In application, the study identified all factors that play a role in this key resource and establish the interconnections among them.

### *2.2. Upper Echelon Theory*

Upper-echelons theory is grounded on the foundation that topmost management are a basis of competitive advantage, decision making and the overall wellbeing of the organization. Traced from (Hambrick & Mason, 1984) research, the proponents of this theory, postulates that leadership level is directly influenced by their knowledge,

expertise and experience (Hambrick & Mason, 1984). This inherent leadership are linked to the overall performance of the organization. Hambrick and Mason (1984) argued that there is linkage between the organization and the leadership. These opinions on upper echelons theory underpin the thoughtful of strategic leadership practices on performance of the organization. Linking strategic leadership practice and organizational performance is key (Menz, 2012) because, the strategic leaders' effort emanates from task, performance and decision-making aspirations. Hitt, Ireland, and Hoskisson (2009) correlated strategic leadership with visualizing, and foreseeing environmental fluctuations, whereas supporting self-growth by empowering them. In the perspective of this study, the upper echelon theory reverberates well with strategic leadership practices as a device for increasing the organizational performance in the ambulance services sector. The theory is appropriate to the study because it is connected to strategic direction and human resource development.

This theory is criticized as being demographic centered on top management, and forfeiting construct validity, expounding power and prescription realism (Priem, Douglas and Gregory 1999). Consequently, (Hambrick and Mason, 1984) advocated that cognitive diversity is crucial for the accomplishment in unstable business environment.

### *2.3. Contingency Theory*

The theory elucidates the link between organizational factors and performance. House (1996) conjectures that effective leadership depends upon a number of variables (Charry, 2012). Leaders may experience unforeseen and unfortunate circumstances but company best interest are always a top priority. Therefore, strategic leaders take time to envision and implement the best response that result to prudent outcome. Consequently, charitable Ambulance service organizations depends on donor funds, which are the major predictor of organizational performance. The leader's decision-making is linked to the circumstances that the company works in (Martin, 1979). Fiedler and Garcia (1987) claim that strategic leaders therefore must understand stakeholder's wants and advocate leadership style that is well matched with various stakeholder's needs. Consequently, strategic leadership in charitable Ambulance service organizations should understand donor's requirements and match their decisions based on those requirements. They ought to obligate themselves to strategy execution by motivating and reassuring their workforces to work towards organization set goals (Vroom and, 2009).

Charitable organizations work in dynamic environment within which various stakeholders' demands and regulations are changing over time. For instance, Government regulations, donor demands, volunteer's goodwill are linked to the challenges of sustainability and performance. Therefore, this requires leaders who will move with the current situation and come up with radical new ideas that will enable them re-invent their organizations in order to improve on performance. This theory was pertinent to the study because leadership aptitude drives the performance of the organization as a whole. Additionally, the theory is criticized of failing to explain the reasons of variability in leadership and what should be done about this mismatch in the workplace. Therefore, every leader should have the required qualities of an effective leader to enhance performance.

## **3. Research Methodology**

The researcher adopted a descriptive study design. The study population was managers and staff of Charitable Ambulance service organizations in Nairobi City County. Since the total staff population in the three institutions was small (less than 200), the study adopted census approach. In this approach, the researcher used the entire population as the sample. This is because census is attractive for small populations of two hundred or less. The study used primary data which was collected from all managers and staff of relevant Charitable Ambulance service organizations in Nairobi City County using self-administered questionnaire. The researcher used pilot study to pretest the questionnaire before the actual data collection was conducted. The researcher analyzed the supervisor feedback and made necessary adjustments by eliminating undesired items. The variables were individually tested for reliability based on the responses. The response set was tested in order to find out the overall reliability. Reliability tests giving an alpha of 0.7 were accepted as having the highest reliability (Rovai, Baker & Ponton, 2014). The current study employed both the Kolmogorov-Smirnov and Shapiro-Wilk indices to test normality. A Shapiro-Wilk test of less than 0.05 implies that there is significant deviation of data from a normal distribution (Razali and Wah, 2011). Tolerance and variance inflation factor (VIF) are used to measure collinearity statistics. All the VIF values were less than 5 and tolerance was >0.10 meaning that there was no multicollinearity. The number of employees who returned the questionnaires was 130, hence attaining a response rate of 90.28%

## **4. Descriptive Statistical Analysis**

The study utilized the primary data sources; the data was analyzed using descriptive statistics as follows;

### *4.1. Descriptive Statistics on Strategic Direction*

Primary data obtained using Likert scale of 1-5 where one=represented no agreement with the variable statement while five=represented a strong agreement with the study variables were analyzed. The results of the study are tabulated in Table 1

	N	Mean	Std. Deviation
Leadership is committed to the mission of the organization	130	4.1615	.74505
Leadership is committed to the vision of the organization	130	4.1538	.72027
The activities of the organization are guided by strategic objectives	130	4.0846	.74745
Leadership has clearly articulated organization vision	130	4.0769	.83169
Outcomes of strategic review are implemented	130	3.7231	.69344
Valid N (list wise)	130	4.04	0.75

Table 1: Statistics on Strategic Direction

The strategic leadership variables were analyzed and the results were as per the Table 1 above. Respondents were asked to specify the extent they were in agreement with strategic leadership practices in their organizations. The results showed that to a large extent the respondents were in agreement that leadership is committed to the mission of the organization (Mean = 4.1615, SD = .74505), leadership is committed to the vision of the organization (Mean = 4.1538, SD = .72027), the activities of the organization are guided by strategic objectives (Mean = 4.0846, SD = .74745), leadership have clearly articulated organization vision (Mean = 4.0769, SD = .83169) and the respondents are to a moderate agreement that the outcomes of strategic review are implemented (Mean = 3.7231, SD = .69344).

The overall mean of 4.04 at 0.75 SD therefore indicates that most of the respondents agreed that strategic direction influences organization performance. The weak relationship can be explained by the fact that most organization develops vision and mission; however, the challenge emanates at the execution.

#### 4.2. Descriptive Statistics on Operational Efficacy

The second variable of study was operational efficacy practices. Operational efficacy was measured using Likert scale of 1-5 where one = represented no agreement with the variable statement while five = represented a strong agreement with the study variables. The results of the study were presented in Table 2.

	N	Mean	Std. Deviation
The organization has clearly differentiated our products and services	130	4.1923	.63608
The organization regularly analyzes operational cost for each product/service	130	4.0923	.70925
Products and services are fully maximized	130	4.0000	.76756
Leadership ensures continuous process improvement	130	3.9692	.93127
The Organization has systems in place to enhance operational efficacy	130	3.8692	.65163
Leadership ensures customer satisfaction	130	3.8077	.59840
Leadership has put in place systems to enhance operational efficacy	130	3.7692	.61680
Leadership has clearly defined operational processes of the organization	130	3.7231	.64718
The leadership innovatively review services and products for competitiveness	130	3.4231	.73522
Leadership has put structures in place to assess and review customer feedback	130	3.3154	.72641
Valid N (listwise)	130	3.82	0.70

Table 2: Statistics on Operational Efficacy

The operational efficacy variables were analyzed and the results were as per the Table 2 above. Respondents were asked to show the extent in which they were in agreement with operational efficacy practices in the organization. The results showed that to a large extent the respondents were in agreement that the organization has clearly differentiated products and services (Mean = 4.1923, SD = .63608), the organization regularly analyzes operational cost for each product/service (Mean = 4.0923, SD = .70925), products and services are fully maximized (Mean = 4, SD = .76756).

The respondents were to moderate extent in agreement that leadership ensures continuous process improvement (Mean = 3.9692, SD = .93127), organization has systems in place to enhance operational efficacy (Mean = 3.8692, SD = .65163), leadership ensures customer satisfaction (mean = 3.8077, SD = .59840), leadership has put in place systems to enhance operational efficacy (mean = 3.7692, SD = .61680), leadership has clearly defined operational processes of the organization (mean = 3.7231, SD = .64718), leadership innovatively review services and products for competitiveness

(Mean=3.4231,SD=.73522) and leadership has structures in place to assess and review customer feedback (Mean=3.3154,SD=.72641).

The overall mean of 3.82 at 0.70 SD therefore indicates that most of the respondents to a moderate extent agreed that operational efficacy influences organization performance.

#### 4.3. Descriptive Statistics on Human Capital Development

The third variable of study was human capital development practices. Measured by Likert scale of 1-5 where one=represented no agreement with the variable statement while five=represented a strong agreement with the study variables. This variable was important in the determination of the effect of human capital development practices on organizational performance. The results of the study were presented in Table 3.

	N	Mean	Std. Deviation
New recruits are taken through formal induction, orientation and familiarization process designed to help them understand the organization	130	4.0231	.96822
Training is provided regularly to staff to improve skills capacity	130	3.3538	.78614
There is regular Skills and knowledge transfer on new products and services	130	3.3077	.71361
There is room for staff to build and transfer job experience to others.	130	3.0846	.63532
There is knowledge management programme in the organization	130	3.0385	.73034
Valid N (listwise)	130	3.36	0.77

Table 3: Statistics on Human Capital Development

The human capital development variables were analyzed and the results were as per the table 3 above. Respondents were asked to indicate the extent in which they were in agreement with human capital development practices in the organization. The results showed that to a large extent the respondents were in agreement that new recruits are taken through formal induction, orientation and familiarization process designed to help them understand the organization (Mean=3.0385, SD=.73034).

Training is provided regularly to staff to improve skills capacity (Mean=3.3538, SD=.78614), there is regular skills and knowledge transfer on new products and services (Mean=3.3077, SD=.71361), there is room for staff to build and transfer job experience to others (Mean=3.0846, SD= .63532), there is knowledge management programme in the organization (Mean=3.0385, SD= .73034).

The overall mean of 3.36 at 0.77 SD therefore it showed that most of the respondents were in agreement that human capital development influences organization performance agreeing with Abduland and Abdulrahman (2016) that human capital development was crucial towards achieving positive organizational outcome.

#### 4.4. Descriptive Statistics on Strategic Control

The fourth variable of study was strategic control practices. Using Likert scale of 1-5 where one=represented no agreement with the variable statement while five=represented a strong agreement, the results of the study were presented in Table 4.

	N	Mean	Std. Deviation
The leadership carry out control procedures on implemented strategies	130	4.1385	4.41940
The leadership conducts regular monitoring and evaluation of the programmes and process controls to mitigate risks	130	3.9923	3.62056
There is regular monitoring of programs budget to ensure expenditure is within the budget line.	130	3.9000	.87027
The leadership regularly assess compliance to established controls	130	3.8462	3.60977
Leadership has put controls in place to ensure operational efficacy	130	3.8385	.53994
The leadership carry out necessary adjustments on deviations from the strategy	130	3.8154	.95467
The leadership ensures that controls in place are adequate	130	3.7308	.73441
The leadership regularly tracks strategic implementation process	130	3.6000	.65415
The leadership has established alert systems	130	3.4154	.83327
Valid N (listwise)	130	3.81	1.80

Table 4: Statistics on Strategic Control

The strategic control variables were analyzed and the results were as per the table 4above. Respondents were asked to give an indication as to what extent they were in agreement with Strategic Control practices in the organization.

The results showed that largely the respondents were in agreement that the leadership carry out control procedures on implemented strategies (Mean =4.1385, SD = 4.41940),

The respondents were to moderate extent in agreement that leadership conducts regular monitoring and evaluation of the programmes and process controls to mitigate risks (Mean =3.9923, SD =3.62056 ),there is regular monitoring of programs budget to ensure expenditure is within the budget line (Mean = 3.9000, SD = .87027),the leadership regularly assess compliance to established controls (Mean =3.8462 , SD = 3.60977),leadership has put controls in place to ensure operational efficacy (Mean = 3.8385, SD =.53994 ),leadership carry out necessary adjustments on deviations from the strategy (Mean =3.8154, SD =.95467),leadership ensures that controls in place are adequate (Mean =3.7308, SD=.73441),leadership regularly tracks strategic implementation process (Mean = 3.6000, SD = .65415), leadership has established alert systems (Mean = 3.4154, SD = .83327)

The overall mean of 3.81 at 1.80 SD therefore it showed that most of the respondents agreed that strategic control influences organization performance.

#### 4.5. Descriptive Statistics on Organizational Performance

The last variable of study was organizational performance practices. Primary data obtained using Likert scale of 1-5 where one=represented no agreement with the variable statement while five=represented a strong agreement with the study variables were analyzed. This variable was important in the determination of the effect of organizational performance practices as an outcome of strategic leadership practices. The results of the study were presented in Table 5.

	N	Mean	Std. Deviation
The Organization's activity has great impact to the community	130	4.6615	.69943
Organization activities are reviewed by external auditors	130	4.3615	.77763
Revenue from income generated activities has increased for the last five years	130	4.2846	.85576
The Organization efficiently use the available funds to generate revenue	130	4.1923	.94086
There has been increase on performance for the last five years	130	4.0692	.69537
Revenue from other income generation activities has been growing over the last five years	130	4.0231	.86683
Organization regularly carries out stakeholder satisfactory survey	130	3.8231	.91045
The Volunteers are effectively utilized in the organization	130	3.8077	.95719
The organization efficiently utilizes its resources	130	3.8077	.66000
The Organization effectively meets its expenditure needs	130	3.8000	.66356
Leadership ensures upwards trend on volunteer growth	130	3.7923	.97802
Strategic leaders have measures in place to enhance fundraising efficiency	130	3.3846	.82954
Fundraising initiatives has been effective over the last five years	130	2.2385	1.04030
The company heavily depends on Donor funds to support its social activities	130	1.9615	1.10253
Donor funds has growing trend for the last five years	130	1.6769	.75959
Valid N (listwise)	130	3.59	0.85

Table 5: Statistics on Organizational Performance

Organization performance variables were analyzed and the results were as per the table 5 above. Respondents were asked to give an indication as to what extent they were in agreement with organization performance practices. The upshots indicated that to a large extent the respondents concurred that organization's activity has great impact to the community (Mean =4.6615, SD =.69943), organization activities are reviewed by external auditors (Mean =4.3615, SD = .69943), revenue from income generated activities has increased for the last five years (Mean =4.2846, SD =.85576 ), organization efficiently use the available funds to generate revenue (Mean =4.1923, SD = .94086), there has been increase on performance for the last five years (Mean =4.0692, SD = .69537), revenue from other income generation activities has been growing over the last five years (Mean =4.0231, SD = .86683).

The respondents were to moderate extent in agreement that the organization regularly carry out stakeholder satisfactory survey (Mean =3.8231, SD =.91045), volunteers are effectively utilized in the organization (Mean =3.8077, SD = .95719), organization efficiently utilizes its resources (Mean =3.8077, SD =.66), organization effectively meets its expenditure needs (Mean =3.8, SD =.66356), leadership ensures upwards trend on volunteer growth (Mean =3.7923, SD = .97802), strategic leaders have measures in place to enhance fundraising efficiency (Mean =3.3846, SD = .82954).

The respondents were to in agreement to small extent that fundraising initiatives has been effective over the last five years (Mean =2.2385, SD = 1.0403), the company heavily depends on donor funds to support its social activities (Mean =1.9615, SD = 1.10253), donor funds have growing trend for the last five years (Mean =1.6769, SD =.75959).

The overall mean of 3.59 at 0.85 SD therefore showed that majority of the respondents coincided that organization performance is influenced positively.

## 5. Regression Analysis

Multivariate regression analysis was used to determine the significance of the relationship between the dependent variable and all the independent variables pooled together. To establish the effect of the strategic leadership practices on organizational performance, regression analysis was conducted

### 5.1. Effect of Strategic Direction on Performance of Charitable Ambulance Services

This section of the study pursued to establish whether there was statistically significant relationship between strategic directions and performance of charitable ambulance service organizations in Nairobi City County. The finding was obtained by the regression of the responses on strategic direction and organizational performance and the finding are presented as shown in Table 6.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.223 <sup>a</sup>	.050	.042	.46572		
a. Predictors: (Constant), Strategic Direction						
ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.452	1	1.452	6.692	.011 <sup>b</sup>
	Residual	27.763	128	.217		
	Total	29.215	129			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Strategic Direction						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.907	.268		10.838	.000
	Strategic Direction	.171	.066	.223	2.587	.011

Table 6: Effect of Strategic Direction on Performance  
a. Dependent Variable: Organizational Performance

The first objective of the study sought to establish the effect of strategic direction on performance of charitable ambulance services in Nairobi City County. The results of the analysis in Table 6 show that strategic direction correlate with performance up to 0.223 which is a weak positive correlation leading to a variation of 5.0% which means that 5% of the variability in the data is explained for by the regression model. The remaining 95% of the variability in the data is explained by other factors not included in the model. The proportion that is explained by strategic direction is statistically significant (F value = 6.692 at p-value = 0.011 which is less than 0.05) thus, there is sufficient evidence that there is a weak positive relationship between strategic direction and performance of charitable ambulance services in Nairobi County. These relationships were expressed in the following equation:

Organizational Performance = 2.907 + 0.171strategic direction

In the coefficient table, a unit change in strategic direction yields 0.171 positive changes on performance of charitable ambulance services in Nairobi County. This change was statistically significant, meaning that strategic direction influences performance of charitable ambulance services in Nairobi County significantly.

### 5.2. Effect of Operational Efficacy on Performance of Charitable Ambulance Services

The second objective of the study pursued to find out the influence of operational efficacy on performance of charitable ambulance service organizations in Nairobi City County. The finding was obtained by the regression of the responses on operational efficacy and organizational performance and the finding are presented as shown in Table 7.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.634 <sup>a</sup>	.402	.397	.36948		
a. Predictors: (Constant), Operational Efficacy.						
ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.741	1	11.741	86.006	.000 <sup>b</sup>
	Residual	17.474	128	.137		
	Total	29.215	129			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Operational Efficacy.						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.775	.305		2.538	.012
	Operational Efficacy	.735	.079	.634	9.274	.000
a. Dependent Variable: Organizational Performance						

Table 7: Effect of Operational Efficacy on Performance

The results of the analysis in Table 7 show that operational efficacy correlate with performance up to 0.634 which is a strong positive correlation leading to a variation of 40.2% which means that 40.2% of the variability in the data is explained for by the regression model. The remaining 59.8% of the variability in the data is explained by other factors not included in the model. The proportion that is explained by operational efficacy is statistically significant (F value = 86.06 at p-value = 0.00 which is less than 0.05) thus there is sufficient evidence that there is a relationship between operational efficacy and performance of charitable ambulance services in Nairobi City County.

These relationships were expressed in the following equation:

Organizational Performance = 0.775 + 0.735operational efficacy.

In the coefficient table, a unit change in operational efficacy yields 0.735 positive changes on performance of charitable ambulance services in Nairobi County. This change is statistically significant, meaning that operational efficacy influences performance of charitable ambulance service in Nairobi County performance significantly.

### 5.3. Effect of Human Resources and Capital Development on Performance of Charitable Ambulance Services

The third objective of the study sought to determine whether there is statistically significant relationship between human capital development and performance of charitable Ambulance Services in Nairobi City County. The finding was obtained by the regression of the responses on human resources and capital development and organizational performance and the finding are presented as shown in Table 8

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.497 <sup>a</sup>	.247	.241	.41458	
ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.214	1	7.214	41.972	.000 <sup>b</sup>
	Residual	22.000	128	.172		
	Total	29.215	129			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Human Resource development						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.144	.227		9.465	.000
	Human Resource development	.422	.065	.497	6.479	.000

Table 8: Effect of Human Capital Development on Performance

a. Dependent Variable: Organizational Performance



The results of the analysis in Table 8 show that human capital development correlate with performance up to 0.497 which is an average positive correlation leading to a variation of 24.7% which means that 24.7% of the variability in the data is explained by the regression model. The residual of 75.3% of the variability in the data is clarified by other factors not included in the model. The proportion that is explained by human capital development is statistically significant (F value = 41.972 at p-value = 0.00 which is less than 0.05) thus there is satisfactory indication that there is a relationship between human capital development and performance of charitable ambulance service organizations in Nairobi County.

These relationships were expressed in the following equation:

Organizational Performance = 2.144 + 0.422human capital development

In the coefficient table, a unit change in human capital development yields 0.422 positive changes on performance of charitable ambulance services in Nairobi County. This change is statistically significant, meaning that human capital development influences performance of charitable ambulance services in Nairobi City County significantly.

#### 5.4. Effect of Strategic Control on Performance of Charitable Ambulance Services

The last objective of the study sought to evaluate the effect of strategic control on performance of charitable ambulance service in Nairobi City County. The finding was obtained by the regression of the responses on strategic control and organizational performance and the finding are presented as shown in Table 9.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.476 <sup>a</sup>	.227	.221	.42007		
a. Predictors: (Constant), Strategic Control						
ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.628	1	6.628	37.558	.000 <sup>b</sup>
	Residual	22.587	128	.176		
	Total	29.215	129			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Strategic Control						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	2.562	.172		14.877	.000
	Strategic Control	.270	.044	.476	6.128	.000
a. Dependent Variable: Organizational Performance						

Table 9: Effect of Strategic Control on Performance

The results of the analysis in Table 9 show that strategic control correlate with performance up to 0.476 which is a strong positive correlation leading to a variation of 22.7% which means that 22.7% of the variability in the data is explained for by the regression model. The other 77.3% of the variability in the data is clarified by other factors not included in the model. The proportion that is explained by strategic control is statistically significant (F value = 37.558 at p-value = 0.00 which is less than 0.05) thus there is sufficient evidence that there is a relationship between strategic control and performance of charitable ambulance service organizations in Nairobi County.

These relationships were expressed in the following equation:

Performance = 2.562 + 0.270strategic control

In the coefficient table, a unit change in strategic control yields 0.270 positive changes on performance of charitable ambulance service organizations in Nairobi County. This change is statistically significant, meaning that strategic control influences performance of charitable ambulance services in Nairobi County performance significantly.

#### 5.5. Effect of Strategic Leadership on Organizational Performance of Charitable Ambulance Services

Table 4.10 leads to the overall equation on the effect of Effect of Strategic leadership on organizational performance of charitable Ambulance Services in Nairobi County.

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.693 <sup>a</sup>	.480	.463	.34865	
a. Predictors: (Constant), Strategic Control, Strategic Direction, Human Resource development, Operational Excellence					
ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	14.020	4	3.505	28.834	.000 <sup>b</sup>
Residual	15.195	125	.122		
Total	29.215	129			
a. Dependent Variable: Organizational Performance					
b. Predictors: (Constant), Strategic Control, Strategic Direction, Human Resource development, Operational Excellence					
Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	.802	.296		2.712	.008
Strategic Direction	-.108	.057	-.141	-1.889	.061
Operational Efficacy	.599	.106	.517	5.651	.000
Human Resource development	.120	.071	.142	1.704	.091
Strategic Control	.135	.041	.238	3.306	.001
a. Dependent Variable: Organizational Performance					

Table 10: Strategic Leadership and Organizational Performance of Charitable Ambulance Services

Overall, the results of the analysis in Table 10 show that strategic leadership practices when combined correlate with organizational performance of charitable ambulance services up to 0.693 which is a strong positive correlation leading to a variation of 48% which means that 48% of the variability in the data is explained for by the regression model. The residual of 52% of the variability in the data is explained for by other factors not included in the model. The proportion that is explained by strategic leadership practices is statistically significant (F value = 28.834 at p-value = 0.000 which is less than 0.05) hence there is sufficient evidence that there is a relationship between strategic leadership and organizational performance of charitable ambulance services.

These overall relationships were expressed in the following equation:

Organizational Performance = 0.802 - 0.108 Strategic Direction + 0.599 Operational Efficacy + 0.120 Human Resource Development + 0.135 Strategic Control

In the coefficient table, a unit change yields 0.108 negative change in strategic direction, 0.599 positive change in operational excellence, 0.120 positive change in human resources development and 0.135 positive change in strategic control. This change is statistically significant, meaning that strategic direction, operational efficacy, human resource development and strategic control influence on organizational performance significantly. Comparatively, the findings show that operational efficacy practices had the highest unit change yield of 0.599, followed by strategic control at 0.135 and human capital development at 0.120. Strategic direction practices had the least yield on organizational performance at negative 0.108.

## 6. Conclusions

The main objective of this study was to find out the influence of strategic leadership on organizational performance of not-for-profit organizations. The study has established that all the four variables strategic direction, operational efficacy, human resource development and strategic control influence on performance of charitable ambulance services positively. The finding of the four variables jointly, found that strategic direction, operational efficacy, human resource development and strategic control on performance of charitable ambulance service organizations.

### 6.1. Limitations of the Study

The study was conducted at the onset of COVID -19 pandemic. This limited the collection of data and onboarding of more organizations to the study, and use of interview and focus group discussion approach. Notwithstanding, the response rate, met the threshold recommended in the academic literature.

### 6.2. Recommendations

The study found that strategic direction connects with performance up to 0.223 which is a weak positive linkage leading to a variation of 5.0% which means that 5% of the variability. The study therefore recommends that charitable

ambulance services in Nairobi City County should scale up the use of implementation of strategic direction practices to enhance the effect on organizational performance

### 6.3. Suggestions for Further Studies

In terms of the recommendations, a similar study variable in a wider study population by including more sectors such as public, and private sector organizations. Secondly, the study also observed that although individually the four variables and statistically significant effect on organizational performance when combined together strategic direction and human resource capital development was not statistically significant, the study also recommends this as an area of further research to explore, reasons for the observation. The study can be replicated in similar context by interchanging the variables to include the moderator and mediator variables

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