

# Strategic Leadership Practices and Organizational Performance of Non-Government Organizations in Nairobi County, Kenya

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**Abstract:** The purpose of the study was to investigate the relationship between Strategic Leadership Practices and Organizational Performance of Non-government Organizations in Nairobi County, Kenya. The research focused on strategic visionary leadership on Organizational Performance of Non-government Organizations in Nairobi County, Kenya. The findings provided insights into how strategic leadership practices can enhance efficiency and service delivery. The Transformational Leadership Theory served as the anchor theories for the study. The research used descriptive survey design. The 1,475 Non-government Organizations in Nairobi County in Kenya, were the target population of the investigation. The sample size (n) for this study was 328 respondents. Stratified random sampling technique was used to select 328 respondents. Before actual data collection, the questionnaire was piloted on 33 respondents representing 10% of study sample size; they were selected Save a Child Mission for Africa, Help a Child Face Tomorrow, International Nomadic Integrated Development and Research Organization, Africa Health Information Channel (Ahic), Salama Community Association, Ubuntu Youth Organization for Dignity, Health for All Ages International, Jikingo Organization. Centre For Health Education, Training and Information and Health Unlimited.

**Keywords:** Strategic Leadership Practices, Non-government Organizations in Nairobi County, Transformational Leadership Theory.

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## 1. INTRODUCTION

The non-government organizations in Kenya plays a critical role, providing essential social services and tackling challenges beyond the capacity of the government or private sector (Worth, 2019). As the requirements which have to be met within society rise and multiply, as well as become diverse, the pressure on NGOs to perform the required services efficiently also rises (Hall, 2015). This goes to demonstrate that leadership in these organizations has to be effectively done for these goals to be achieved. The management of change through strategic leadership practices is deemed to be an influential operational tool that define organizational performance in different sectors (Nahavandi, 2022). About strategic leadership in the context

of NGOs, it is possible to state that such kind of leadership means the vision of the organization's strategic position, the development of the effective strategies and the resources management, as well as the motivation of the workers to achieve the strategic objectives of the NGO (Lewis & Kanji, 2019).

The increase in the number of non-government organizations has also attracted much interest as well as controversy both locally and internationally as highlighted by Ahmed (2023). Pevcin (2022) noted that there are controversies as to the increased role of the not-for-profit sector in the last decades in many countries. Amagoh and Kabdiyeva (2022) also have recorded elevated growth of the NGOs sector at global level and have pointed out that this sector has been lacking strategic leadership practices. Nevertheless, some of the challenges that have been observed to be facing non-government organizations across the globe despite these organizations experiencing tremendous expansion have been found to be varying. Data currently accessible for these phenomena reveal that it is possible to identify significant differences between different nations. Aksel and Baran (2016) posited that NGOs encounter issues of strategic planning, financial management, human resource, structure and governance, vision and scale, and manage changes, among others. As it is seen, these challenges cannot be solved by people who do not have understanding of what the problem is and how to solve them, hence the call for strategic leadership practices. According to Arasa and Kioko (2014), the situation where an NGO contributes to the enhancement of competition for scarce resources cannot be mitigated or addressed without the right leadership.

Focusing on Nairobi County, a region with a high density of NGOs addressing diverse social issues, this study aimed to investigate the link between strategic leadership practices and organizational performance. By understanding this relationship in the specific context of Nairobi, the study can offer valuable insights for improving the effectiveness of NGOs in the region. The landscape of strategic leadership practices undergoes a significant transformation when viewed through the lens of the global marketplace. Managers who have been used to dealing with domestic issues are now facing the issues that are associated with cultural differences, heterogeneity, inequalities, and geopolitical factors (Hitt et al., 2020). As one can observe, the strategy for success in this environment is a global mindset that focuses on the ideas that are beyond national borders and that can adapt to the conditions of the globalized world. It is also crucial to address multiculturalism within the strategic management process as another essential critical component of global strategic leadership practices. These scholarly works highlight that effective leaders know cultures differ and relationships across national boundaries require a solid understanding of those differences (Earley & Mosakowski, 2004).

Moreover, the role of global leaders also calls for flexibility. Policies that are effective in the Strategic Leadership Practices and Organizational Performance of Non-government Organizations in foreign markets involving different regulations and consumer trends (Gupta & Govindarajan, 2001). There is potential failure to sustain any unique practice when there is no further distinction between contexts as the ability to fine-tune solutions to concrete contexts emerges as crucial. It could get to a point where they developed an and had to create specific products or advertising campaigns for a certain region. Cohesive strategic plan equates to success only in the rarest of circumstances when all the pieces fall into place on a global scale. Aside from adaptability, the leader of a global strategic business must be able to manage delicate global supply chains. Managers need to integrate optimization and effectiveness of several supply chain activities focusing on issues such as labor relations, environmental issues and possible political issues (Croom & Smith, 2010).

Global leaders have the responsibility to identify and leverage opportunities in emerging markets in strategic leadership practices and organizational performance of non-government organizations. By recognizing untapped potential, they can drive growth and diversification for their organizations (Hoskinson, Eden, Preece, & Tesluk, 2020). Research on strategic leadership Practices in Africa has significantly contributed to understanding how leadership practices can navigate the continent's complex socio-economic landscape. A common subject for research is the reconsideration of African cultural and regional values for modern leadership models. Manga Liso (2021) stresses that other African philosophies of management such as Ubuntu that derives from the Bantu people, which has such concepts as the responsibility of people towards the community and fostering leadership at all the levels, can be seen as the African governance principles that can orient the strategic leadership practices in African organizations sensibly. It is different from the Western individualistic style of leadership and an implication that there is a need to adopt the more culturally sensitive leadership styles related with the given community.

In addition, there is a considerable body of scholarship that has investigated the effect of strategic Leadership on economic development within African countries. Adeoye and Ele Gunde (2022) examined the nature of leadership practices within the industrial development context and its impact on economic policies and other larger developmental programs in Nigeria.

They point out that there is a key responsibility for leadership to shape conditions that foster economic development through leadership strategies that are dependent on socio economic contexts. This perspective therefore sign posts the strategic leadership practices in fostering growth, innovation and competitiveness of African economies, which are in desire for sustainable development.

Similarly, focused research on strategic leadership practices and organizational performance non-government organizations within Africa revealed that purposeful leadership is critical in the cultivation of academic success and the growth and development for institutions. Research studies in this regard reaffirmed the comprehensive job of strategic leadership practices in the strategic leadership practices and organizational performance in non-government organizations, boosting up the learning outcomes and leadership building of the generation to come for the exigent socio-economic African continent.

Research on strategic leadership practices in Kenya has contributed valuable insights into how leadership practices impact organizational performance and innovation within the country's diverse economic landscape. One significant area of study focuses on the influence of strategic leadership on organizational effectiveness in Kenya's banking sector. Mwangi and Apondi (2013) explored how strategic leaders who articulate a clear vision, align organizational goals with strategic initiatives, and engage stakeholders effectively can enhance performance and competitiveness. Their findings highlight the critical role of strategic leadership in driving sustainable growth and success in Kenya's financial institutions. Another vital strand of research focuses on the role of strategic leadership in driving public sector reforms across African nations. Studies by Kobia and Mohammed (2016) illustrate how visionary leadership is essential for overcoming bureaucratic inertia and fostering innovation in governmental institutions. Their findings underscore the critical need for strategic leaders who can navigate political complexities and implement sustainable reforms that improve service delivery and governance effectiveness. Such research highlights strategic leadership's pivotal role in shaping public policy and institutional development in diverse African contexts.

In the realm of public sector reforms, Kobia and Mohammed (2006) conducted research on Kenya's experience with performance contracting. Their study highlighted the crucial role of strategic leadership in driving organizational change, improving service delivery, and enhancing governance effectiveness within public sector institutions. This research emphasizes the need for visionary leaders who can navigate bureaucratic challenges, promote transparency, and implement sustainable reforms that meet the needs of citizens and stakeholders alike. Furthermore, gender dynamics in strategic leadership practices have also been explored in Kenyan contexts. Kipkoech and Ndemo (2018) investigated how gender diversity in leadership positions influences decision-making processes and organizational outcomes. Their study revealed that inclusive leadership practices, which promote gender equality and value diverse perspectives, contribute to more innovative and effective strategic leadership in Kenya. This research underscored the importance of fostering inclusive leadership cultures that empower women leaders and enhance organizational performance across various sectors of the Kenyan economy.

The performance of non-government organizations (NGOs) in Nairobi County, Kenya, is influenced by a multitude of factors that shape their effectiveness in addressing societal challenges and meeting community needs. Nairobi, as the capital city and economic hub of Kenya, presents a diverse landscape where NGOs play a crucial role in providing essential services such as healthcare, education, and social welfare. However, the socio-economic environment poses significant challenges, including high levels of poverty, inequality, and urbanization pressures, which impact the operational scope and resource allocation of NGOs (USAID, 2020). Governance and regulatory frameworks also play a critical role in determining the performance of NGOs in Nairobi County. Compliance with local laws, transparency in financial management, and accountability to stakeholders are essential for maintaining public trust and securing donor funding. Challenges related to regulatory compliance and bureaucratic processes can sometimes hinder NGOs' agility and responsiveness in delivering services effectively (Charity Commission for England and Wales, 2021).

NGOs in Nairobi County employ various operational strategies to enhance their impact and sustainability. These strategies include robust monitoring and evaluation mechanisms to assess program effectiveness, strategic partnerships with government agencies and private sector entities for resource mobilization, and capacity building initiatives for staff and volunteers. Effective resource mobilization is crucial for NGOs to diversify funding sources and ensure financial sustainability amid fluctuating donor priorities and economic uncertainties (Ng'ethe & Swai, 2018). Despite the challenges, NGOs in Nairobi County have opportunities to leverage their unique position to drive positive social change.

Collaborations with local communities, advocacy for policy reforms, and leveraging technology for outreach and fundraising are avenues through which NGOs can enhance their impact. Strategic alliances enable NGOs to amplify their voices, scale their interventions, and advocate for systemic changes that address root causes of social issues in Nairobi County (USAID, 2020). By navigating these complexities and seizing opportunities, NGOs in Nairobi County continue to play a vital role in promoting sustainable development and improving the quality of life for residents across the city.

Non-government organizations across the globe offer essential services in areas like education, healthcare, disaster relief or social work for the overall improvement of the human condition (Ahmed, 2023). However, the investigation on the type of strategic leadership and the practices being undertaken by Kenyan NGOs has not been widely conducted. These non-government organizations (NGOs) face a range of internal challenges including strategic planning, budgeting, staffing, and leadership, as well as external pressures from government, private sector partnerships, and community expectations (Anheier, 2014). In Nairobi County marked by stark socio-economic contrasts these challenges are amplified, demanding adaptive leadership and strategic management to ensure effective service delivery and long-term sustainability (Salamon, 2012). Understanding how strategic leadership practices such as vision formulation, stakeholder engagement, and strategic decision-making contribute to enhancing organizational performance is essential for fostering resilience and innovation within Nairobi County's NGO sector (Ng'ethe & Swai, 2018).

Another research which was also undertaken by Yukl (2013) seeks to compare various leadership behaviors and their relation to organizational performance. Yukl famously splits leadership into transformational, transactional, charismatic with varying effects on employees' motivation, organizational culture and performance. This paper has shown that the goals and directive style of transformational leadership that includes setting of visions and empowering others would have a greater positive effect on the rate of organizational innovation and change than transactional or charismatic styles of leadership respectively. A study by Yukl & Lepsinger (2004) presented the Social-political perspective and focuses on looking into the strategic leadership practices specifically in healthcare, education, and the non-government entities. The study gives an understanding of the key issues that affect the different sectors and the chances that exist which define how strategic leaders plan their strategies (Bryson, 2018). It reaffirms the need for leadership models that facilitate organizational adaptation to the system's operational environments, legal requirements, and other obligations in respective industries. It is apparent from this study that more research needs to be carried out and from this context, it is vital for all specific sector strategic leaders to understand that they must develop strategies that can effectively respond to this complexity so that sustainable organizational outcome is obtained (Christensen, Lægreid, & Rykkja, 2016): Also, Oyler and Whittington, (2005) has also compiled research that deals with cross-Cultural Perspectives in Strategic Leadership. It aims at developing the understanding of how stereotypes of advanced cultural components affect strategic decision making and leadership in international organizations.

Oyler and Whittington focus on the cultural intelligence concept and its significance for leaders that act in the strategic environment with different degrees of cultural disparities. According to their observations, leaders who have cultural intelligence and knowledge of how to use cultural capital gain better tools to be able to work in the multicultural environment, establish partnerships with international counterparts and obtain the strategic goals on an international level. There the study sought to establish the influence of strategic visionary leadership on the performance of non-government organizations in Nairobi County in Kenya.

## 2. STRATEGIC VISIONARY LEADERSHIP

The clarity of vision significantly influences the performance of non-government organizations, particularly in the context of strategic leadership practices. A well-articulated and clear vision provides direction, aligns organizational efforts, and fosters a sense of purpose among employees and stakeholders. According to Brown and Guo (2015), clarity in vision helps non-government organizations maintain focus, especially in resource-constrained environments, ensuring that every action is purposeful and aimed at achieving the mission. Strategic leaders who communicate a clear vision inspire commitment from their teams, leading to enhanced collaboration, motivation, and decision-making (Nutt, 2017). The alignment of individual efforts with the broader organizational vision allows non-government organizations to maximize their impact and performance, particularly when faced with the challenges inherent in the non-government sector.

Moreover, the clarity of vision in non-government organizations influences organizational culture and decision-making processes, further impacting overall performance. Waddock (2015) suggests that a clear vision strengthens the organizational culture by instilling a collective sense of purpose, which is crucial for employee engagement and retention. Leaders who have a clear vision are better positioned to navigate strategic decisions, allocate resources efficiently, and ensure that actions align with long-term goals (Wright & Nyberg, 2017). Without a coherent and compelling vision, organizations risk becoming fragmented and losing sight of their mission, which negatively affects their overall effectiveness and sustainability (Eikenberry & Kluver, 2017). Therefore, a clear vision is a fundamental element of strategic leadership in non-government organizations, as it not only directs the organization's efforts but also strengthens its capacity to achieve its mission and enhance performance.

Inspiration and motivation are pivotal to the performance of non-government organizations, particularly in the context of strategic leadership. Strategic leaders who inspire and motivate their teams create an environment where employees are deeply committed to the organization's mission, often working beyond the standard expectations due to their intrinsic drive and passion for the cause. Wright and Nyberg (2017) highlight that motivated teams are more productive, engaged, and innovative, which directly contributes to organizational success, especially in resource-limited non-government settings. Leaders who foster motivation through clear vision, personal development opportunities, and recognition also cultivate a positive work culture that enhances collaboration and performance (Nutt, 2017). As Brown and Guo (2015) emphasize, when employees are inspired and motivated, their efforts are aligned with the organization objectives, improving overall effectiveness and ensuring long-term sustainability in achieving the non-government's mission. Adaptation and flexibility are crucial for the performance of non-government organizations, especially in the context of strategic leadership. Leaders who foster an adaptive and flexible organizational culture enable their teams to effectively respond to changes in external conditions, such as shifts in funding, policy, or community needs, thereby maintaining organizational relevance and effectiveness (Wright & Nyberg, 2017). According to Nutt (2017), flexible organizations are better equipped to adjust their strategies and operations in response to new challenges, which enhances overall performance. Additionally, by encouraging innovation and resilience, adaptive leadership helps non-government s navigate uncertainties, ensuring they can continue fulfilling their mission while remaining sustainable and competitive (Brown & Guo, 2015; Harrison, 2018). Strategic leaders who prioritize adaptation ultimately strengthen the organization's capacity to achieve long-term impact and success in a dynamic environment (Waddock, 2015). Performance of Non-government Organizations

Service delivery significantly influences the performance of non-government organizations in Nairobi County, Kenya, as it directly impacts the organization's ability to meet the needs of its beneficiaries and stakeholders. Strategic leadership that prioritizes efficient and high-quality service delivery ensures that non-government organizations are responsive, effective, and accountable, which enhances community satisfaction and organizational sustainability. Ochieng and Njiru (2019) highlight that organizations with strong service delivery practices build trust with donors and beneficiaries, leading to improved performance and long-term impact. Additionally, Oduor et al. (2020) argues that non-government organizations that focus on service delivery systems, such as monitoring and evaluation, are more likely to achieve their strategic objectives and improve organizational outcomes. Effective service delivery, therefore, not only addresses immediate community needs but also strengthens the organization's credibility and long-term success.

Customer satisfaction is a critical determinant of the performance of non-government organizations in Nairobi County, Kenya, as it reflects the organization's ability to meet the needs and expectations of its beneficiaries and stakeholders (Oduor, R., Wambua, M., & Muturi, P. (2020). Strategic leadership practices that prioritize customer satisfaction can lead to enhanced service delivery, stronger community relationships, and improved organizational credibility. According to Ochieng and Njiru (2019), organizations that focus on delivering high levels of satisfaction among their beneficiaries and donors are more likely to build long-term partnerships, secure sustainable funding, and maintain positive reputations in the community. Additionally, Oduor et al. (2020) highlight that satisfied beneficiaries often become advocates for the organization, helping to expand its reach and influence, which directly contributes to improved performance. Therefore, customer satisfaction serves as both an indicator of successful leadership practices and a key driver of non-government organization success in achieving their strategic objectives and mission. Financial performance is a key driver of organizational performance in non-government organizations, particularly in Nairobi County, Kenya. Strategic leadership practices that focus on sound financial management can significantly enhance an organization's ability to fulfill its mission and achieve its strategic goals.

According to Oduor et al. (2020), non-governments with strong financial performance are better able to allocate resources efficiently, maintain sustainability, and invest in long-term programs that have a lasting impact. Additionally, financial health allows non-government s to gain the trust of donors, partners, and beneficiaries, which is essential for continued support and operational success (Ochieng & Njiru, 2019). Leaders who prioritize financial stability through strategic budgeting, transparent reporting, and diverse revenue streams ensure that the organization can withstand economic challenges and scale its programs effectively. Therefore, robust financial performance is directly linked to enhanced organizational performance, as it enables non-government s to carry out their operations and achieve their goals effectively.

## 2.1 Empirical Review

### 2.1.1 Visionary Leadership

Research conducted by Smith (2018) titled *The Impact of Visionary Leadership on Organizational Effectiveness in Non-government Organizations* examined 250 employees from various non-government organizations. The findings highlighted that visionary leadership significantly enhances organizational effectiveness by instilling a clear sense of purpose and strategic direction. Smith noted that such leadership aligns team efforts with the organization's mission, ultimately boosting morale and productivity. The study concluded that non-government organizations led by visionary leaders are better equipped to adapt to changes and sustain long-term growth (Smith, 2018).

In a similar vein, Lee and Parker (2019) conducted a study called *Visionary Leadership and Organizational Performance in Non-Governmental Organizations (NGOs)* involving 150 leaders and employees from 10 different NGOs. Their research demonstrated that visionary leadership plays a critical role in enhancing organizational performance by fostering innovation and promoting effective communication among team members. Lee and Parker emphasized that leaders who present a forward-thinking vision encourage collaborative problem-solving and adaptability, which are vital for the success of non-government organizations (Lee & Parker, 2019).

Gonzalez (2020) explored the relationship between leadership styles and organizational performance in non-government s in his study titled *Leadership Styles and Their Impact on Performance of Non-government Organizations: A Focus on Visionary Leadership*. With a sample size of 300 staff members from multiple non-government organizations, the research found a positive correlation between visionary leadership and improved team cohesion and goal achievement. Gonzalez concluded that leaders who inspire their teams with a compelling vision help create a unified focus that drives enhanced organizational outcomes (Gonzalez, 2020).

Another significant study by Patel and Reynolds (2021), titled *The Role of Visionary Leadership in Driving Non-government Success*, involved 200 non-government board members and senior leaders. This research highlighted that visionary leaders who clearly communicate their vision can inspire both employees and external stakeholders, leading to increased motivation and higher organizational performance. Patel and Reynolds found that non-government organizations led by such leaders were more successful in navigating challenges and seizing opportunities, thus achieving their strategic goals (Patel & Reynolds, 2021).

Despite these findings, the current literature presents several limitations. Firstly, many studies focus predominantly on the quantitative impact of strategic leadership on organizational performance, often neglecting the qualitative aspects such as employee morale and stakeholder trust. For example, while Brown and Conrad (2018) provide valuable quantitative data, their study does not delve into the lived experiences of employees and how leadership practices shape organizational culture.

Moreover, Ochieng and Muturi (2020) did not account for external factors such as socio-economic and political influences that can affect organizational performance. This oversight limits the generalizability of their findings, as non-government organizations in Nairobi operate in a unique environment where external challenges, such as fluctuating donor funding and regulatory constraints, play a crucial role.

Kamau and Wanjiku's (2019) work, while insightful, is limited in its scope as it predominantly addresses transformational leadership without fully exploring other strategic leadership models such as servant leadership or distributed leadership. This narrow focus potentially overlooks how different strategic leadership styles can contribute to organizational resilience and sustainability.

Much of the existing literature on strategic leadership practices has been conducted in for-profit contexts, particularly within developed economies (Yukl, 2013). This creates a knowledge gap when it comes to non-government organizations (NGOs) in developing regions like Nairobi County, Kenya. According to Mutunga and Minja (2020), strategic leadership studies within African Non-government s are limited and often lack a comprehensive understanding of the unique challenges faced by these organizations. Bolden and Kirk (2009) argue that leadership frameworks developed in profit-oriented settings may not translate effectively to the non-government sector due to differing goals, resource constraints, and stakeholder interests. This critique is further supported by Njeru (2021), who notes that non-government organizations in Nairobi County face distinct pressures such as funding instability and reliance on volunteer work, aspects inadequately covered in existing research. According to Ochieng (2018), while qualitative methods provide valuable insights, the lack of large-scale empirical research limits the applicability of findings across different non-government organizations. Quantitative studies are needed to provide statistically significant data that can strengthen the generalizability of results.

### 3. METHOD

A cross-sectional survey was used for this investigation. According to Nardi (2018), a cross-sectional survey collects data in order to draw conclusions about a population of interest (universe) at a specific point in time. Cross-sectional surveys have been described as snapshots of the populations from which they collect information. A sample is selected from a population of 1,475 NGOs in Nairobi County Kenya that has been categorized by a common trait. The target population was the specific subset of the population that the study actually intended to collect data from a scope of 1,475 non-government organizations in Nairobi County. The sample size was the actual number of people or from the organizations to be selected from the target population to participate in the study which was a sample of 109 NGO executives (also known as CEOs, Directors, etc.) and other members of the top management team (219 project managers) a total of 328 sample size from the sampled non-profit organizations in Nairobi County in Kenya. The major data collection instrument used in this study was a questionnaire. Piloting was done to test the validity and reliability of the data collection instrument. All returned questionnaires from respondents were thoroughly reviewed, and the data coded and tested for completeness before being analyzed using the Statistical Package for Social Sciences (SPSS version 28) software. Pearson Correlation Coefficient was also be used to carryout inferential data analysis. Further, correlation, according to Mugenda and Mugenda (2003), would be used to assess the degree of association between the variables. The measure of the relationship or association between two continuous numeric variables is correlation (Kothari, 2004). The data was then presented using statistical software, SPSS, which facilitates the production of appropriate tables for data presentation of the findings.

### 4. DISCUSSIONS

#### 4.1 Strategic Visionary Leadership

The study's first objective is to establish the influence of strategic visionary leadership on the performance of non-profit organizations in non-government organizations in Nairobi County in Kenya. The results from the respondents are presented in Table 4.1.

**Table 4. 1: Descriptive Results for Strategic Visionary Leadership**

Opinion on strategic visionary leadership	1	2	3	4	5	M	STD
The organization's vision is clearly articulated and understood by all staff members	2.8%	11.9%	9.1%	43.4%	32.9%	3.9	1.07
A clear organizational vision provides a strong sense of direction for daily operations	7.7%	32.2%	15.4%	26.6%	18.2%	3.1	1.27
Frequent adjustments to operational processes help our organization to remain effective	23.8%	13.6%	31.1%	24.5%	7.0%	3.2	1.27
Motivational training programs enhance employee engagement and improve organizational outcomes	4.2%	12.6%	17.5%	38.5%	27.3%	3.7	1.12
A supportive and motivational work environment contributes significantly to our organizational success	5.6%	8.4%	17.5%	42.0%	26.6%	3.8	1.11
Strategic visionary leadership enhance performance	4.9%	11.9%	11.9%	38.5%	32.9%	3.8	1.16
<b>Aggregate score for strategic visionary leadership</b>						<b>3.4</b>	<b>1.22</b>

Results in Table 4.1 indicate the extent of agreement among respondents on various aspects of the strategic visionary leadership. For respondents to a moderate extent agreed that the organization's vision is clearly articulated and understood by all staff members (Mean = 3.9; Standard Deviation = 1.07). A clear organizational vision provides a strong sense of direction for daily operations (Mean = 3.1; Standard Deviation = 1.27). Additionally, respondents agreed to a moderate extent Frequent adjustments to operational processes help our organization to remain effective (Mean = 3.2; Standard Deviation = 1.27).

The respondents also to a moderate extent agreed that Motivational training programs enhance employee engagement and improve organizational outcomes (Mean = 3.7; Standard Deviation = 1.12). There is a moderate agreement that A supportive and motivational work environment contributes significantly to our organizational success (Mean = 3.8; Standard Deviation = 1.11). The aggregate mean score and standard deviation for Strategic visionary leadership enhance performance (Mean = 3.8; Standard Deviation = 1.16).

#### 4.2 Performance of Non- Profit Organizations in Non-Government organizations in Nairobi County in Kenya

The study also assessed the effect of performance of non- profit organizations in Non-Government Organizations in Nairobi County in Kenya. The results from the respondents are presented in Table 4.2.

**Table 4.2: Descriptive Results for Performance of non- profit organizations in non-government organizations**

Opinions on Performance of non- profit organizations	1	2	3	4	5	M	STD
Our organization adopts long-term strategies to ensure financial sustainability.	11.2%	23.8%	16.1%	32.9%	16.1%	3.2	1.28
Environmental sustainability is a key consideration in our organization's operations and decision-making.	9.1%	12.6%	16.1%	43.4%	18.9%	3.5	1.20
The strategies implemented by our leadership have resulted in increased satisfaction among our stakeholders	10.5%	13.3%	13.3%	40.6%	22.4%	3.5	1.27
Leadership ensures that resources are allocated efficiently to deliver quality services	9.8%	22.4%	11.2%	38.5%	18.2%	3.3	1.28
Innovation and responsiveness by leaders have significantly improved the efficiency of service delivery in our organization.	4.9%	11.9%	9.8%	48.3%	25.2%	3.8	1.11
Performance of non-profit organization should be effective	4.9%	8.4%	7.7%	53.8%	25.2%	3.9	1.05
<b>Aggregate score for Performance of Non-Government Organizations</b>						<b>2.9</b>	<b>0.49</b>

Regarding the organization adopts long-term strategies to ensure financial sustainability. (Mean = 3.2; Standard Deviation = 1.28). Environmental sustainability is a key consideration in our organization's operations and decision-making (Mean = 3.5; Standard Deviation = 1.20). Additionally, respondents agree that the strategies implemented by our leadership have resulted in increased satisfaction among our stakeholders (Mean = 3.5; Standard Deviation = 1.27).

Concerning Leadership ensures that resources are allocated efficiently to deliver quality services (Mean = 3.3; Standard Deviation = 1.28). They strongly agree that innovation and responsiveness by leaders have significantly improved the efficiency of service delivery in our organization (Mean = 3.8; Standard Deviation = 1.11). Moreover, respondents' performance of non-profit organization should be effective (Mean = 3.9; Standard Deviation = 1.05).

#### 4.3 Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (performance of non- profit organizations in Non-Government Organizations in Nairobi County in Kenya) and the independent variable (strategic visionary leadership).

#### 4.3.1 Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (strategic visionary leadership) and the dependent variable (performance of non- profit organizations in Non-Government Organizations in Nairobi County in Kenya) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

**Table 4.3: Correlation Coefficients**

	Performance of non- profit organizations	Strategic visionary leadership
Pearson Correlation	1	
Sig. (2-tailed)		
N	300	
Pearson Correlation	.612**	1
Sig. (2-tailed)	.002	
N	300	300

From the results, there was a very strong relationship between strategic visionary leadership and performance of non- profit organizations in Non-Government Organizations in Nairobi County in Kenya. ( $r = .612$ ,  $p$  value =0.002). The relationship was significant since the  $p$  value 0.002 was less than 0.05 (significant level).

#### 4.3.2 Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (strategic visionary leadership) and the dependent variable (performance of non- profit organizations in Non-Government Organizations in Nairobi County in Kenya).

**Table 4.4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.949	.611	.601	1.115

a. Predictors: (Constant), strategic visionary leadership.

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.611. This implied that 61.1% of the variation in the dependent variable (performance of non- profit organizations in Non-Government Organizations in Nairobi County in Kenya) could be explained by independent variables (strategic visionary leadership).

**Table 4.5: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.303	1	34.321	73.903	.001 <sup>b</sup>
	Residual	10.237	299	.090		
	Total	101.540	300			

a. Dependent Variable: performance of non- profit organizations in Non-Government Organizations in Nairobi County in Kenya

b. Predictors: (Constant), strategic visionary leadership,

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 73.903. The  $p$  value was 0.000. The model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of strategic visionary leadership, on performance of non- profit organizations in Non-Government Organizations in Nairobi County in Kenya.

**Table 4 6: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.724	.102		5.992	.000
	strategic visionary leadership	.803	.310	2.995	2.54	.000

a Dependent Variable: performance of non- profit organizations in non-government organizations in Nairobi County in Kenya

Table 4.6 showed that if strategic visionary leadership, is all held constant, performance of non- profit organizations in Non-Government Organizations in Nairobi County in Kenya would be at 0.675.

Performance of non- profit organizations in Non-Government Organizations in Nairobi County in Kenya = 0.724 + .803 (strategic visionary leadership)

The regression model was as follows:  $Y = 0.771 + 0.803X_1$

According to the results, strategic visionary leadership has a significant effect on performance of non- profit organizations in Non-Government Organizations in Nairobi County in Kenya.  $\beta_1=0.803$ , p value= 0.000). The relationship was considered significant since the p value 0.004 was less than the significant level of 0.05.

## 5. CONCLUSIONS AND RECOMMENDATIONS

The study's first objective was to establish the influence of strategic visionary leadership on the performance of non- profit organizations in non-government organizations in Nairobi County in Kenya. Based on the findings, the study concluded that strategic visionary leadership has a significant effect on performance of non- profit organizations in non-government organizations in Nairobi County in Kenya.  $\beta_1=0.803$ , p value= 0.000). The relationship was considered significant since the p value 0.004 was less than the significant level of 0.05. The study came up with the following recommendations that the management of the organization's vision should be clearly articulate and understood by all staff. They should have clear alignment between goals and vision leads to improved resource allocation and utilization within the NGO and involve all in decision making.

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