INFLUENCE OF STRATEGIC LEADERSHIP PRACTICES ON THE PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS LISTED IN ENVIRONMENTAL CAMPAIGN BY UNITED NATIONS ENVIRONMENTAL PROGRAMME IN KENYA

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ABSTRACT
Over the last decade, diverse sustainability concepts at the strategic macro level of leadership such as stakeholder-based leadership ethical leadership sufficiency economy philosophy business practices and the sustainable leadership approach have been proposed. These approaches share similar characteristics, to different degrees, in advocating for effective governance. There is a dearth of research on how these concepts translate to non-profit sector given that the motivation in setting up non-profits is different. This research will delve into this aspect with a specific emphasis on the practices of setting clear a strategic vision, setting strategy and structure, exercising responsibility and accountability to shareholders, delegation and management as well as performance monitoring and their impact on effective management of Non-governmental organizations in Kenya. A cross sectional survey design will be used in this study. The study target population was 26 non-governmental organizations listed in environment campaign by the United Nations in Kenya. The questionnaires were administered through drop and pick method to the respondents targeted. Thereafter the researcher conducted a pilot study of 12 respondents. After the pilot study was sufficiently addressed reliability and validity of the study, the researcher embarked on a full study by use of purposeful sampling of the target population. The study used questionnaires to collect data. The study used SPSS for data analysis. The results were presented using tables, charts and graphs. The study concluded that shareholders accountability, strategic direction, delegation influences NGOs Performance. The study recommends that shareholders accountability should be encouraged and maintained since it influences NGOs performance. The study also recommends that strategic leadership practice influences on performance of non-governmental organizations listed in the environmental campaign by the United Nations Environmental programme in Kenya.

Key words: Strategic Direction, Shareholders Accountability, Delegation, Board Governance, NGOs Performance
Background to the Study
In their pursuit of funding from donor agencies and a sincere desire to make changes in their areas of focus, most Non-Governmental organizations (NGOs) engage the best consultants who work with their top leaders in coming up with very clear strategic plans. If well implemented and executed, the results will be remarkable. We will mostly have very good success in areas such as poverty alleviation, agricultural improvements, and social economic empowerment of the target populations. Research has, however, indicated that this is not the case (Baugley 2005, Irrera 2013 and Edwards and Hulme 1993). One of the reasons that have been advanced by the different research findings is that part of the problem is the lack of strategic leadership that can transform organizational strategies done by professionals to effective tools of community transformation (Irrera, 2013).

Leadership is one of the most important factors that determine the health and overall growth of an organization (Bharti and Sahu, 2009). It is a concept that has continued to grow as different people have engaged with the subject. Although there are many forms and styles of leadership, this research is limited to strategic leadership practices and how they impacts organizational governance in order to realize performance. Bharti and Sahu (2009) posit that the aim of strategic leadership is sustainable competitive advantage or the enduring success of an organization. They argue that it is the role of leadership to move an organization so that it will thrive in the long run. When an organization is enduring in the long run, then it gives its customers value for their investments. Finkeisten, Hambrick and Canella Jr. (2009) have argued that strategic leadership involves the whole organization or enterprise. According to them, this implies “substantive decisions making responsibilities beyond the interpersonal and relational aspects usually associated with leadership”.

Kenya has a big amount of non-state actors that fall into the category of NGOs. Faith-based organizations, non-governmental organization and other civil society organizations do exist with different focuses but all have a general objective of improving the social economic welfare of Kenyans. Jillo Rahma (2009) observes “In its Sessional Paper of 2006, the Government of Kenya explicitly recognizes that NGOs are potent forces for social and economic development, important partners in national development, and valuable agents in promoting the qualitative and quantitative development of the Gross Domestic Product (GDP).”

Researches (See Rahma (2009), Ongonge (2013) and Irrera (2013) posits that if indeed strategic leadership practices were to be exercised in many non-governmental organizations in Kenya, we shall have better governance that will positively impact results achieved as stated in their desires and quest.

However, since we have not seen such great result, this researcher hypothesized that part of the reason as to why we have not seen the full potential of NGOs is fault lines in the strategic leadership affecting governance in such institutions.

This research be examinined strategic leadership practices and their influence on effective governance of non-governmental organizations in Kenya in order to contribute to the body of knowledge in this are thus providing a resource for leaders on how to effect good leadership practices that will enhance achievement of organizational goals.

Specific Objectives
1. To establish the influence of a strategic direction on the performance of NGOs listed in environmental campaign by the UNEP in Kenya
2. To examine the influence of shareholders accountability on the performance of NGOs listed in environmental campaign by the UNEP in Kenya
3. To establish the influence of delegation on the performance of NGOs listed in environmental campaign by the UNEP in Kenya
4. To establish the moderating effect of Board Governance on the performance of NGOs listed in environmental campaign by the UNEP in Kenya

Research Hypothesis
In order to examine the role played by strategic leadership development practices on performance of Non-Governmental organizations in Kenya, the researcher used the following null hypothesis to test the variables.
H₀₁: Strategic direction has no significant influence on the performance of NGOs listed in environmental campaign by the UNEP in Kenya
H₀₂: Shareholders accountability has no significant influence on the performance of NGOs listed in environmental campaign by the UNEP in Kenya
H₀₃: Delegation has no significant influence on the performance of NGOs listed in environmental campaign by the UNEP in Kenya.
H₀₄: There is no significant moderating effect of the Board of Governance on the performance of NGOs listed in environmental campaign by the UNEP in Kenya.

Literature Review
Strategic leadership theory
Strategic leadership theory has evolved from the original upper echelons theory developed by Hambrick and Mason (1984) to a study of not only the instrumental ways in which the dominant coalition impacts organizational outcomes but also the symbolism and social construction of top executives (Hambrick and Pettigrew 2001). Hambrick and Pettigrew (2001) highlight two distinctions between the terms leadership and strategic leadership. According to them, leadership theory refers to leaders at any level in the organization, whereas strategic leadership theory refers to the study of people at the top of the organization on the one hand. Leadership research, on the other hand, focuses particularly on the relationship between leaders and followers and has been examined in many perspectives.
Strategic leadership does not focus on the characteristics of the relationship between leaders and their immediate followers but, rather, on how the dominant coalition of the firm influences the strategic process of organizational learning (Yukli 1994). The roles and behaviors of effective top managers differ considerably from those of middle managers (Vera and Crosan 2015). In most prior research, scholars have looked almost exclusively at small group leadership and made it applicable to middle and lower managerial levels (Yukli, 1994).
Hitt et al., (1994) find that effective strategic leadership revolves around the tension between short-term and long-term, change and stability, bureaucracy and anarchy. It is the ability to influence others to voluntarily make day-to-day decisions that enhance the long-term viability of the organization while at the same time maintaining its short-term financial stability (Rowe 2001).
Effective strategic leadership includes change visions with sustained capacity for change implementation. The leadership, therefore, needs to accept the change/stability paradox in order to understand the complexity of change as a collective and multi-level organizational competency (Taylor-Bianco and Schermerhorn, 2006) between the inertia of Weberian-style bureaucracy and anarchy.
Boal and Schultz (2007) point out that in order to appreciate the ways in which strategic leadership impacts an organization, it is useful to discuss the organizations as complex adaptive systems with strategic leadership providing the balance between complete stability and unmanageable disorder. These descriptions point to the enduring and overarching issue in the management sciences that success depends on its ability to exploit its current capabilities while simultaneously exploring fundamentally new competencies (Levinthal & March, 1993; March, 1991).

**Stakeholder/shareholder participation Theory**

Freeman (1999) defines a stakeholder as any group or individual who can affect or is affected by the achievement of the organization’s objectives. Unlike agency theory in which the managers are working and serving the stakeholders, stakeholder theorists suggests that managers in organizations have a network of relationships to serve – including the suppliers, employees and business partners. Freeman (1999) further argues that this group of network is important other than owner-manager-employee relationship as in agency theory.

In the traditional view of a company, the stakeholders’ view, only the owners or shareholders of the company are important, and the company has a binding fiduciary duty to put their needs first, to increase value for them (Miles, 2011). Stakeholder theory instead argues that there are other parties involved, including employees, customers, suppliers, financiers, communities, governmental bodies, political groups, trade associations and trade unions. Even competitors are sometimes counted as stakeholders with their status being derived from their capacity to affect the firm and its stakeholders. The nature of what is a stakeholder is highly contested (Miles, 2012), with hundreds of definitions existing in the academic literature (Miles, 2011).

**Delegation Theory**

Management is concerned with the pulling together of resources so that jobs are done efficiently and objectives met within the time-scale laid down. Of prime importance among those resources are the people involved, thus, effective management of people is essential if we are to take full advantage of their skills and aptitudes (Mullins, 2011). It is not just a question of using skills and aptitudes for the benefit of the firm but also of providing encouragement and motivation for the people concerned and thus maintains the benefit to the firm in the longer term (Mullins 2011). One way of providing encouragement is by showing trust through delegation. Effective delegation provides benefits in both directions. It is up to the supervisor or manager concerned to pay very close regard to the abilities, strengths and weaknesses of his or her staff and allocate work to them accordingly (Robinson et al 2011). To get through the work, the staff also must have the appropriate authority and so the manager must delegate it. It is in this activity that the manager is exercising one of his or her most important functions. As the firm or organization expands, so does the size and complexity of tasks. In turn, they require an appropriate division of functions to achieve maximum effectiveness in relation to objectives. Holding power in one pair of hands is just not practicable if all decisions have to be pushed upwards before actual decisions are made. The well-known bottleneck occurs (Mullins 2011). Delegation enables managers to concentrate on managing, that is in making sure that the resources are in place at the right time so the job can be completed, to keep themselves abreast of developments generally, and to devote time to updating their own particular skills (Fogg 1994). It has to be emphasized that management, in this broad sense, is as much concerned with planning for the future as it is in dealing with today's problems. Delegation improves the morale of junior staff.
by giving a real edge to work. If staff knows that they will have to answer for decisions, it will improve the status of the work and provide a motivational factor. Another point to be recognized is that actually taking decisions can lead to a growth of confidence: and getting and analyzing the information on which the decision is taken trains staff for greater responsibility (Fogg, 1994).

Fanti and Mecherri (2013) observes that delegation is, however, not a simple abdication of responsibility; it must be properly planned. The task to be delegated must be clearly identified – with the boundaries – and must include an indication of performance requirements, in terms of completeness and quality (Fanti and Mecherri 2013). According to Fogg (1994), vagueness destroys the whole purpose of delegation and leaves staff confused. Indeed lack of clarity ultimately leads to a situation where every decision is once more referred upwards. Some work certainly will be routine and repetitive, but all the work needs to be examined to see what can be passed down. Fogg (1994) finds that delegation can only work where there is staff able enough to take the required decisions. There is a prime need, therefore, to recruit staff of adequate caliber and then to train and develop them.

**Performance Monitoring Theory**

Performance measurement and monitoring are high on the agenda of managers worldwide and across different industries (Hudson et al., 2001; Neely, 1999). In their discussions of the reasons for the "performance measurement revolution", (Neely 1999) identifies increasing competition, different bases for competition and specific improvement initiatives as part of key issues that drive companies to do performance monitoring. He suggests that the key questions facing managers are to identify the determinants of business performance and how to measure them. Business performance has traditionally been measured in financial terms but this has broadened. For example, Greer et al. (1999) note that firms that subscribe to the balanced scorecard approach to measuring effectiveness look not only at financial measures of success but also customer and employee measures of service quality. Similarly, Hudson et al. (2001) suggest that there are six general dimensions in a strategically aligned performance measurement system, namely quality, time, flexibility, finance, customer satisfaction and human resources.

The broadening of performance indicators noted above does not appear to have extended into outsourcing, where performance measurement, usually dependent on price, often neglects less tangible, but equally real, issues of performance and quality (Avery, 2000). If the objective of outsourcing is solely to reduce costs, the cost cutting may be passed on to the vendor. Consequently, the vendor's profit margin decreases and quality or performance is likely to suffer, with the negative effects on customer satisfaction unknown because performance has not been satisfactorily monitored (Marwaha and Tommerdahl, 1995).

In the context of contracting, performance monitoring appears to encapsulate three key areas: ensuring the contractor's work is faithful to the contract terms, identifying the extent of variation in quality and its relationship to cost factors, and determining whether clients and the contracting agency are satisfied with the service (Domberger, 1994; Hall and Rimmer, 1994; Industry Commission of Australia, 1996). Apart from achieving these three goals, contracting organizations are also concerned with performance monitoring because they need to determine the most cost-effective approach to ensure that efficiency and innovation gains from outsourcing are not eroded (Avery 2000). However, there is limited evidence on costs associated with contract management and such evaluation is, therefore, difficult (Rimmer, 1998).
Conceptual Framework
A conceptual framework is an analytical tool with several variations and contexts (Berg, 2001). It is used to make conceptual distinctions and organize ideas. Young (2009) finds that strong conceptual frameworks capture something real and do this in a way that is easy to remember and apply.
The conceptual framework illustrates the dependent, Moderating and independent variables. The dependent variable in this study is the influence on governance of plans, structures and performance. The independent variables include the various leadership practices namely strategic vision, setting structure, leadership accountability to stakeholders, delegation and monitoring performance.

Figure Conceptual Framework

Research Methodology

Research Design
Borg, Meredith and Gall (2008) define research design as a detailed plan for how the research is conducted. Donald (2006) noted that a research design is the structure of the research, it is the ‘glue’ that holds all the elements in a research proposal together.

A cross sectional survey design was used in this study, it was considered to be robust for effects of relationship studies and suitable for studies that aim to analyze a phenomenon, situation, problem attitude or issue by considering a cross-section of the
population at one point in time (Mugenda and Mugenda, 2003). The cross sectional survey was important to this study since it helped to describe things the way they are and it also help in getting in-depth of information from the study (Kothari 2008).

**Target Population**

According to Orodho (2003) a population is a well-defined set of people, services, elements, and events, group of things or households that are being investigated. A target population can be defined as the population from which a sample is obtained and conclusions based on (Mugenda and Mugenda, 2003). The target population for this study was 26 non-governmental organizations accredited and listed in environment campaign by UNEP in Kenya (UNEP, 2015).

The respondents of the current study were four leaders in each of the organization. They were one leader who drive strategy in the organization such as strategic managers, The chief executive officer or executive director, The operations manager or director, and the finance manager or director from the non-governmental organizations listed in environment campaign by united nation in Kenya. The respondents were believed to have the knowledge on organizational performance.

**Sampling Frame**

A sample is a finite part of a statistical population whose properties are studied to gain information about the whole. A good sample should be adequate and representative of the underlying population. The sampling frame consists of all the 26 non-governmental organizations listed in environment campaign directory of UNEP in Kenya (UNEP, 2015). Appendix five has listed all these organizations. Four individuals were selected in every organization leading to a sample of one hundred and four (104).

**Sample and Sampling Technique**

**Sample Size**

Orodho and Kombo (2002) define a research sample as a finite and representative number of individuals or objects in a population to be studied. The study used census, where all the 26 non-governmental organizations listed in environment campaign directory by united nation in Kenya were involved. A total of one hundred and four respondents participated in the research.

**Sampling Technique**

A sample is a finite part of a statistical population whose properties are studied to gain information about the whole. A good sample should be adequate and representative of the underlying population (Mugenda & Mugenda 2003). The study used purposeful sample where four (4) respondents were chosen in each 26 non-governmental organizations. The respondents were chosen on criteria of their leadership position in the organization as well as their involvement and knowledge in the area of strategy formulation, implementation and leadership in the organization.

**Data Collection Instruments**

The study used questionnaires that contained both open ended and close ended questions. Questionnaires are preferred because they are effective data collection instruments that allow respondents to give much of their opinions pertaining to the research problem (Kothari 2008).

Respondents were presented with descriptive statements in a 5-point likert scale on which they required to rate by scoring the extent to which they perceived a particular statement as descriptive of the force in the corporations. According to Kothari (2008), the information obtained from questionnaires is free from bias and researchers’ influence and thus accurate and valid data was gathered.
Data Collection Procedure
Data collection is the process of gathering and measuring information on targeted variables in an established answer relevant and evaluate outcomes (Mugenda & Mugenda, 2003). A self-administered questionnaire was used as data collection instruments to the strategic leaders such as executive directors/ project managers/ CEO from the non-governmental organizations listed in environment campaign by united nation in Kenya. The study used both primary and secondary data. Secondary data was collected for a span of 4 years.

The researcher administered the 26 questionnaires to the relevant respondents in the 26-targeted sample, in an effort to achieve the necessary information. The questionnaires were ministered through a drop and pick later method because of the busy schedule of the target respondents.

Pilot Test study
A pilot study was done to assess the capability of the research instruments to collect required data for the study. Pilot test is a method that is used to test the design and instrument before carrying out the main research (Cooper & Schindler, 2003). The sample of 1%-10% can help in ascertaining the reliability and validity of the instrument (Mugenda & Mugenda, 2003). The study used the 10% of the sample, which was out of the target sample of this study. This means that 3 organizations were chosen to participate with a total number of 4 in each organization to make a total of 12 respondents.

Validity of Instruments
Thus, validity refers to the appropriateness, meaningfulness and usefulness of inferences made by researchers (Gakuu, 2013). According to Kothari (2011) an instrument can be validated by proving that its items or Content and construct validity is established to determine if the items are a representative sample of the skills and traits that comprise the area to be measured.

According to Oso and Onen (2008) validity is the degree by which the sample of test items represents the content the test is designed to measure. They also define content validity, which was employed by this study as a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. Mugenda and Mugenda (2003) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field.

Reliability
According to Shanghyerzy (2008) reliability refers to the consistency of measurement and is frequently assessed using the test–retest reliability method. Including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures increases reliability (Shanghyerzy, 2003). The survey instruments were subjected to overall reliability analysis using the Cronbach alpha’s formulae.

\[ \alpha = \frac{K}{K-1} \left(1 - \frac{\sum_{i=1}^{K} \sigma_{Y_i}^2}{\sigma_X^2}\right) \]

To this end, a 0.7 Cronbach alpha level of reliability was deemed reliable (Cronbach, 2002).

Data Analysis and Presentation
Data analysis is the process of inspecting, cleaning transforming and modeling data with the goal of discovering useful information, suggesting conclusion, and supporting
decision making (Cooper & Schindler, 2003). The questionnaires were sorted, cleaned and data was coded and edited for completeness and consistency. The questionnaires was coded and edited for completeness and consistency and entered into Statistical Package for Social Sciences (SPSS version 22). Analysis involved descriptive statistics and inferential analysis. Descriptive analysis technique gave simple summaries about the sample data in quantitative descriptions and this included, mean standard deviation, frequencies and percentages. Pearson correlation analysis was conducted to establish the relationship between variables. A multiple linear regression analysis was conducted to establish the relationship between the dependent and independent variables using the both the T-test and F-test statistics.

Statistical Model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_1 + \beta_2 X_2 Z + \beta_3 X_3 Z + \varepsilon$$

Whereby: $Y =$ Governance of NGOs (G);
$\beta_0 =$ Constant
$X_1 =$ Strategic Direction (SD);
$X_2 =$ Accountability to shareholders (AS);
$X_3 =$ Delegation (D);
$X_1 Z =$ Board Governance
$\beta_0, \beta_1, \beta_2, \beta_3, \beta_4, \beta_5 =$Regression model coefficients.
$\varepsilon =$ Error Term.

Hypothesis testing
The study used Pearson correlation analysis to measure whether there is a relationship between independent and dependent variable. This correlation coefficient determined the nature and significance of such relationship. Analysis of variance (ANOVA) and t-test and F-test was used to measure the hypothesis and significance of the model and model’s coefficients. These tests were two tailed and tested at 95% significance level ($\alpha \leq .05$).

Findings

Response Rate
The response rate of the respondents of the respondents was at 75% and the 25% was unreturned questionnaires. According to Mugenda and Mugenda (2009), a response rate of 50% or more is adequate. Orodho (2004) supports response rates of 50% as moderate, 60% is good and 70% is very good.

Table Response Rate

<table>
<thead>
<tr>
<th>Response Rate</th>
<th>Frequency</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Returned</td>
<td>78</td>
<td>75%</td>
</tr>
<tr>
<td>Unreturned</td>
<td>26</td>
<td>25%</td>
</tr>
<tr>
<td>Total</td>
<td>104</td>
<td>100%</td>
</tr>
</tbody>
</table>

Descriptive Statistics

Strategic Direction
The study sought to establish the level at which the respondents agreed or disagreed on the influence of strategic direction on the performance of NGOs listed in environmental campaign by the UNEP in Kenya.

Table Strategic Direction

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.The organization defines the strategy clearly</td>
<td>78</td>
<td>3.6795</td>
<td>1.03815</td>
</tr>
<tr>
<td>2.The organization culture is clearly defined</td>
<td>78</td>
<td>3.8077</td>
<td>.91251</td>
</tr>
</tbody>
</table>
3. The leadership team is always aware of changes in organization strategy that may affect performance
4. The leadership team identifies the mission that enhances reaching out to your goals
5. The generation of new ideas are done in line with the organization vision and mission
6. The leadership ensures development of long term vision of the organization
7. The leadership ensuring the core values are emphasized in strategic implementation of plans

Valid N (listwise) 78

The study established that majority of the respondents agreed with the statement that the organization defines the strategy clearly with a mean of 3.6795, the organization culture is clearly defined with a mean of 3.8077, the leadership team is always aware of changes in organization strategy that may affect performance with a mean of 3.6923, the leadership team identifies the mission that enhances reaching out to your goals with a mean of 3.5385, the generation of new ideas are done in line with the organization vision and mission with a mean of 3.60256, the leadership ensures development of long term vision of the organization with a mean of 2.3590, the leadership ensuring the core values are emphasized in strategic implementation of plans with a mean of 3.5897.

The study concurs with Serfontein, (2010) who conducted a study on the impact of strategic leadership on the operational strategy and performance of business organisations in South Africa. This study asserted that effective strategic leadership practices could help business organisations in South Africa to enhance their performance while competing in turbulent and unpredictable environments. Measurement instruments have also been developed, which may be used by executives, consultants and other researchers to measure these phenomena in future. Also the study agrees on Noor (2015) who conducted a study on the factors of strategic leadership on commitment an empirical banking in Indonesia. The result of this study shows that organization commitment is positively affected by training, organization culture and ethical practice. Implications of organization commitment might have been effected by training, organization culture and ethical practice as a strategic leadership. The study is in agreement with Zia-ud-Din, et al (2017) on impact of strategic leadership on employee performance. The hypotheses presented significant outcomes. Thus, learning will guide the leaders of administrations to number out the part of strategic leadership to enhance employee’s performance for the upcoming cutthroat tests in global commercial competition.

**Shareholders Accountability**

The study sought to establish the level at which the respondents agreed or disagreed on the influence of shareholders accountability on the performance of NGOs listed in environmental campaign by the UNEP in Kenya

**Table Shareholders Accountability**

<table>
<thead>
<tr>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
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<td></td>
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</tbody>
</table>

http://www.ijsse.org  ISSN 2307-6305  Page | 30
1. The organizational leadership maintains and improves values of the organization

2. Leadership discloses information to relevant stakeholders in a timely and proper manner

3. The leadership ensures cooperation and coordination for the solutions of environmental and other problems with stakeholders

4. The organizational leadership ensures release of annual reports to relevant stakeholders in a timely manner

5. Leadership ensures good communication of daily procurement activities to relevant stakeholders

6. Leadership ensures that accurate financial results briefing is done to all stakeholders.

Valid N (listwise) 78

The study established that majority of the respondents agreed with the statements that the organizational leadership maintains and improves values of the organization with a mean of 3.6154, leadership discloses information to relevant stakeholders in a timely and proper manner with a mean of 3.2436, the leadership ensures cooperation and coordination for the solutions of environmental and other problems with stakeholders with a mean of 4.05, the organizational leadership ensures release of annual reports to relevant stakeholders in a timely manner with a mean of 3.3205, leadership ensures good communication of daily procurement activities to relevant stakeholders with a mean of 4.1667. The statement that leadership ensures that accurate financial results briefing are done to all stakeholders was the least agreed with giving us a mean of 2.8846.

The study concurs with that of Monday, et al, (2015) conducted on strategic management and firm performance a study of selected manufacturing companies in Nigeria. The result showed that strategic management had significant effects on the profitability and operational performance of the selected manufacturing firms. Also, strategic management had positive relationship with the level of competition of the firms. This study concluded that the practice of strategic management is sine qua non in boosting firm performance in the manufacturing industries in Nigeria.

The study is in agreement with that of Kitonga (2017) on strategic leadership practices and organizational performance in not-for-profit organizations in Nairobi County in Kenya. The study, therefore, recommends adoption of strategic leadership practices in not-for-profits since it was found to enhance organizational performance; the study also recommends that not-for-profit leaders find ways in which the practice of determining strategic direction can be used to improve the of not-for-profit organizations; the study also recommends strategic leaders proactive in their practice of developing human capital in order to increase the organizational performance of not-for-profit organizations; the study also recommends further research be carried out on the impact of ethical practices and strategic control which were found to be less significant in
influencing organizational performance of not-for-profit organizations in Nairobi County in Kenya.

**Delegation**

The study sought to establish the level at which the respondents agreed or disagreed on the influence of delegation on the performance of NGOs listed in environmental campaign by the UNEP in Kenya.

**Table Delegation**

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The heads of departments communicate tasks to subordinate on time</td>
<td>78</td>
<td>3.6154</td>
<td>1.48788</td>
</tr>
<tr>
<td>2. The roles of all staff in the organization are clearly defined</td>
<td>78</td>
<td>3.4615</td>
<td>.93548</td>
</tr>
<tr>
<td>3. The heads of departments are careful about enhancing good working conditions</td>
<td>78</td>
<td>2.5256</td>
<td>1.54352</td>
</tr>
<tr>
<td>4. Duties delegation are given to staff according to qualification</td>
<td>78</td>
<td>3.5000</td>
<td>1.13675</td>
</tr>
<tr>
<td>5. Managers are provided with clear direction and goals from the top leaders and the governing body</td>
<td>78</td>
<td>4.2821</td>
<td>.62205</td>
</tr>
<tr>
<td>6. The responsibilities are divided fairly amongst staff in the organization</td>
<td>78</td>
<td>3.2051</td>
<td>1.19912</td>
</tr>
<tr>
<td>7. There is sufficient training opportunity to improve competency and update employees on new policies and procedure available</td>
<td>78</td>
<td>3.6282</td>
<td>1.23907</td>
</tr>
<tr>
<td>8. The organization chart is current and accurate</td>
<td>78</td>
<td>4.8462</td>
<td>.62579</td>
</tr>
<tr>
<td>9. The organization chart enhances work performance</td>
<td>78</td>
<td>2.7949</td>
<td>1.49769</td>
</tr>
</tbody>
</table>

The study established that majority of the respondents agreed with the statement in on the heads of departments communicate tasks to subordinate on time with a mean of 3.6154, the roles of all staff in the organization are clearly defined with a mean of 3.4615, duties delegation are given to staff according to qualification with a mean of 3.5000, managers are provided with clear direction and goals from the top leaders and the governing body with a mean of 4.2821, the responsibilities are divided fairly amongst staff in the organization with a mean of 3.2051, there is sufficient training opportunity to improve competency and update employees on new policies and procedure available with a mean of 3.6282, the organization chart is current and accurate with a mean of 4.8462. The statements the heads of departments are careful about enhancing good working conditions and that the organization chart enhances work performance were the least agreed on with a mean of 2.5256 and 2.7949 respectively.

The study by Maroa and Muturi, (2015) recommend that strategy formulation, implementation, evaluation and control had significant influence on the performance of flower firms to a moderate extent. The researcher recommended that top-level managers should seek more input from the lower level managers and supervisors when formulating strategy so that the formulated plans are effective and in line with both long and short term objectives of the organization.

Joel, (2016) concluded that leadership interacts and determines nearly all factors of strategy implementation, making it a very critical factor in the performance of the
organizations. The study also established that leadership is the pivot or plays a pivotal role in creating the most essential connection or joint between different elements, units and departments of an organization to craft unanimity of resolve and also singularity of focus essential for success in the organization. Strategic leaders come up with the vision and mission of the organization and serve as an important link between the factors of strategy implementation.

**Board Governance**

The study sought to establish the level at which the respondents agreed or disagreed on the influence of board governance on the performance of NGOs listed in environmental campaign by the UNEP in Kenya.

**Table Board Governance**

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The board is composed of executive directors only</td>
<td>78</td>
<td>3.4872</td>
<td>1.48362</td>
</tr>
<tr>
<td>2. The board is composed of both executive and non-executive directors</td>
<td>78</td>
<td>3.8077</td>
<td>1.05754</td>
</tr>
<tr>
<td>3. The board and committee meetings are discuss organizational performance</td>
<td>78</td>
<td>3.1154</td>
<td>1.70546</td>
</tr>
<tr>
<td>4. Board exercise objective judgment independent from management</td>
<td>78</td>
<td>3.7949</td>
<td>1.23119</td>
</tr>
<tr>
<td>5. Board fulfill certain key functions effectively in the governance of the organization</td>
<td>78</td>
<td>4.4103</td>
<td>.65338</td>
</tr>
<tr>
<td>6. Board members and senior managers disclose material interests</td>
<td>78</td>
<td>3.6795</td>
<td>1.35315</td>
</tr>
<tr>
<td>7. Board communicate with shareholders and donors frequently</td>
<td>78</td>
<td>3.8718</td>
<td>1.30293</td>
</tr>
<tr>
<td>8. The board make timely and balanced disclosure of all material information to all donors</td>
<td>78</td>
<td>3.5641</td>
<td>1.47349</td>
</tr>
<tr>
<td>9. The board comply with applicable law in Kenya</td>
<td>78</td>
<td>3.8718</td>
<td>1.04892</td>
</tr>
<tr>
<td>10. Board act on informed basis, in good faith, with due diligence and care, in the best interests of the organization</td>
<td>78</td>
<td>3.2179</td>
<td>1.69528</td>
</tr>
<tr>
<td>11. Board safeguard integrity in financial reporting</td>
<td>78</td>
<td>3.8590</td>
<td>1.22447</td>
</tr>
<tr>
<td>12. The board has established strategic objectives and set organization values, clear lines of responsibility and accountability</td>
<td>78</td>
<td>4.4359</td>
<td>.65643</td>
</tr>
<tr>
<td>13. Board ensures there are strong governance structures and policies at all times</td>
<td>78</td>
<td>3.7308</td>
<td>1.32580</td>
</tr>
</tbody>
</table>

The study established that majority of the respondents agreed with the statements that the board is composed of executive directors only with a mean of 3.4872, the board is composed of both executive and non-executive directors 3.8077, the board and committee meetings discuss organizational performance with a mean of 3.1154, board exercise objective judgment independent from management with a mean of 3.7949, board fulfill certain key functions effectively in the governance of the organization 4.4103, board members and senior managers disclose material interests 3.6795, board
communicate with shareholders and donors frequently with a mean of 3.8718, the board makes timely and balanced disclosure of all material information to all donors with a mean of 3.5641, the board comply with applicable law in Kenya with a mean of 3.8718, board act on informed basis, in good faith, with due diligence and care, in the best interests of the organization with a mean of 3.2179, board safeguard integrity in financial reporting with a mean of 3.8590, the board has established strategic objectives and set organization values, clear lines of responsibility and accountability with a mean of 4.4359, board ensures there are strong governance structures and policies at all times with a mean of 3.7308.

The study is in agreement by Nyariki (2013) concludes that strategic management has a positive relationship with competitive advantage of the organizations and that SMEs adopted the strategies in order to achieve competitive advantage. It is recommended that the management needs to have a positive rethink towards the use of strategic management and have the right resources as the success of a business or strategy depends primarily on the value judgment, energy and skill of its top managers and the strategic implementation within the context and parameter of the uncertainty and ambiguity of the environment subjected to volatility. Strategic training should be given to all employees in the SMEs in order to enhance their performance. Management should undertake a comprehensive study and adoption of strategic management in all and every aspect and areas of its concern so as to synergies, restructure, re-engineer and reposition its operations and thus enhancing competitiveness and performance.

Ndung’u, (2016) conducted a study on influence of strategic management practices on the performance of christian churches in Nairobi, Kenya. The study revealed that most Christian churches in Nairobi have a strategic plan, which provides clear plans for the operations of the respective churches. Findings further reveal that strategy had a significant positive relationship and played a major role in the performance of Christian churches. The study recommends that church leadership involve members in formulation of the Strategic in order to increase buy in and expedite the implementation.

**Inferential Statistics**

**Correlations Analysis**

The correlation is a term that refers to the strength of a relationship between two variables (Weir, 2005). A strong or high correlation means that two or more variables have a strong relationship with each other while a weak or low, correlation means that the variables are hardly related. Correlation coefficient can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while a value of +1.00 represents a perfect positive correlation. A value of 0.00 means that there is no relationship between variables being tested (Orodho, 2003). The most widely used types of correlation coefficient is the Pearson R which is also referred to as linear or product-moment correlation. This analysis assumes that the two variables being analyzed are measured on at least interval scales. The coefficient is calculated by taking the covariance of the two variables and dividing it by the product of their standard deviations. A value of +1.00 implies that the relationship between two variables X and Y is perfectly linear, with all data points lying on a line for which Y increases and X increases. Conversely a negative value implies that all data points lie on a line for which Y decreases as X increases (Orodho, 2003).

**Table Correlations**
**Correlation is significant at the 0.01 level (1-tailed).**
*Correlation is significant at the 0.05 level (1-tailed).

The correlation was measured at the significant level of 0.05 level (* Correlation at the 0.05 level). The shareholders accountability had a significant level of 0.036, strategic direction had a significant level of 0.005, delegation had a significant level of 0.000, and board governance had a significant level of 0.000 this indicated that the variables were significant. Pearson correlation of delegation was at .711**, and board governance the Pearson correlation was at .487**, this indicated the two variables had a strong relationship. Strategic Direction Pearson correlation was at .293** and Shareholders Accountability Pearson correlation was at .204*, this indicated that the relationship was a weak positive relationship.

**Linear regression for Strategic Direction vs Performance**
Linear regression model of strategic direction on the performance of NGOs listed in environmental campaign by the UNEP in Kenya.

**Table Model Summary for Strategic Direction vs Performance**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.293a</td>
<td>.086</td>
<td>.074</td>
<td>.62838</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Strategic Direction
b. Dependent Variable: NGOs Performance
The coefficient of determination of model summary indicates that $R^2$ was .086 which is 8.0% of the variation on NGOs performance is influenced by strategic direction.

**Table ANOVA Strategic Direction vs Performance**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>2.823</td>
<td>1</td>
<td>2.823</td>
<td>7.150</td>
<td>.00</td>
</tr>
<tr>
<td>Residual</td>
<td>30.010</td>
<td>76</td>
<td>.395</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>32.833</td>
<td>77</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: NGOs Performance  
b. Predictors: (Constant), Strategic Direction  

The results of Analysis of variance (ANOVA) had a significance of 0.09, which is greater than P-Value of 0.05. This indicated that the strategic direction had a weak influence on NGOs performance.

**Table Linear Regression for Strategic Direction vs Performance**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>4.308</td>
<td>.209</td>
<td>20.630</td>
<td>.000</td>
</tr>
<tr>
<td>Strategic Direction</td>
<td>.133</td>
<td>.050</td>
<td>.293</td>
<td>.009</td>
</tr>
</tbody>
</table>

a. Dependent Variable: NGOs Performance  
b. Predictors: (Constant), Strategic Direction

The results for linear regression had a significance of 0.09, which is greater than P-Value of 0.05. This indicated that the strategic direction had a weak influence on NGOs performance.

**Linear regression for Shareholders Accountability vs Performance**

Linear regression model of on the influence of shareholders accountability on the performance of NGOs listed in environmental campaign by the UNEP in Kenya

**Table Model Summary for Shareholders Accountability vs Performance**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.204a</td>
<td>.042</td>
<td>.029</td>
<td>.64339</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Shareholders Accountability  
b. Dependent Variable: NGOs Performance

The coefficient of determination of model summary indicates that $R^2 .042$ which is 4.2% of the variation on NGOs performance is influenced by shareholders accountability.

**Table ANOVA for Shareholders Accountability vs Performance**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>1.373</td>
<td>1</td>
<td>1.373</td>
<td>3.317</td>
<td>.073b</td>
</tr>
</tbody>
</table>


a. Dependent Variable: NGOs Performance
b. Predictors: (Constant), Shareholders Accountability

The results of Analysis of variance (ANOVA) had a significance of 0.09, which is greater than P-Value of 0.05. This indicated that the shareholders accountability had a weak influence on NGOs performance.

**Table Linear Regression for Shareholders Accountability vs Performance**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>3.599</td>
<td>.682</td>
<td>5.280</td>
</tr>
<tr>
<td></td>
<td>Shareholders Accountability</td>
<td>.257</td>
<td>.141</td>
<td>.204</td>
</tr>
</tbody>
</table>

The results for linear regression had a significance of 0.09, which is greater than P-Value of 0.05. This indicated that the shareholders accountability had a weak influence on NGOs performance.

**Linear regression for Delegation vs Performance**

Linear regression model of on the influence of delegation on the performance of NGOs listed in environmental campaign by the UNEP in Kenya.

**Table Model Summary for Delegation vs Performance**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.711a</td>
<td>.506</td>
<td>.500</td>
<td>.46188</td>
</tr>
</tbody>
</table>

The coefficient of determination of model summary indicates that $R^2$ 0.506 which is 50.6% of the variation on NGOs performance is influenced by delegation.

**Table ANOVA for Delegation vs Performance**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>16.620</td>
<td>1</td>
<td>16.620</td>
<td>77.909</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>16.213</td>
<td>76</td>
<td>.213</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>32.833</td>
<td>77</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: NGOs Performance
b. Predictors: (Constant), Delegation

The results of Analysis of variance (ANOVA) had a significance of 0.000, which is less that P-Value of 0.05. This indicated that the delegation strongly influence on NGOs performance.

**Table Linear Regression Delegation vs Performance**
The results for linear regression had a significance of 0.000, which is less than P-Value of 0.05. This indicated that the delegation had a strong influence on NGOs performance.

**Linear regression on Board Governance vs Performance**

Linear regression model of board governance influence on the performance of NGOs listed in environmental campaign by the UNEP in Kenya.

**Table Model Summary for Board Governance vs Performance**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.487a</td>
<td>.237</td>
<td>.227</td>
<td>.57398</td>
</tr>
</tbody>
</table>

The coefficient of determination of model summary indicates that R² 0.237 which is 23.7% of the variation on NGOs performance is influenced by board governance.

**Table ANOVA for Board Governance vs Performance**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>1</td>
<td>7.795</td>
<td>23.661</td>
<td>.000b</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>76</td>
<td>.329</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>77</td>
<td>32.833</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The results of Analysis of variance (ANOVA) had a significance of 0.000 which is less P-Value of 0.05. This indicated that the board governance strongly influence on NGOs performance.
The results for linear regression had a significance of 0.000 which is less P-Value of 0.05. This indicated that the board governance strongly influence on NGOs performance.

**Combined Effect**

**Regression Model Summary**

**Table Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.780a</td>
<td>.608</td>
<td>.587</td>
<td>.41982</td>
</tr>
</tbody>
</table>

- a. Predictors: (Constant), Board Governance, Shareholders Accountability, Strategic Direction, Delegation
- b. Dependent Variable: NGOs Performance

The combined effect of coefficient determination of model summary indicates that $R^2 = 0.608$ which is 60.8% of the variation on NGOs performance is influenced by board governance, shareholders accountability, strategic direction, delegation.

**Analysis of Variance (ANOVA) Combined Effect**

**Table Analysis of Variance (ANOVA)**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>19.967</td>
<td>4</td>
<td>4.992</td>
<td>28.322</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>12.866</td>
<td>73</td>
<td>.176</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>32.833</td>
<td>77</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- a. Dependent Variable: NGOs Performance
- b. Predictors: (Constant), Board Governance, Shareholders Accountability, Strategic Direction, Delegation

The results of Analysis of variance (ANOVA) had a significance of 0.000, which is less P-Value of 0.05. This indicated that the board governance, shareholders accountability, strategic direction, delegation strongly influence on NGOs performance.

**Multiple Regression Coefficient**

**Table Multiple Regression Coefficient**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
</tbody>
</table>

The results for linear regression had a significance of 0.000 which is less P-Value of 0.05. This indicated that the board governance strongly influence on NGOs performance.
<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.015</td>
<td>.619</td>
<td>.024</td>
<td>.981</td>
</tr>
<tr>
<td>Strategic Direction</td>
<td>.003</td>
<td>.036</td>
<td>.006</td>
<td>.074</td>
<td>.941</td>
</tr>
<tr>
<td>Shareholders Accountability</td>
<td>.355</td>
<td>.096</td>
<td>.282</td>
<td>3.708</td>
<td>.000</td>
</tr>
<tr>
<td>Delegation</td>
<td>.892</td>
<td>.123</td>
<td>.936</td>
<td>7.264</td>
<td>.000</td>
</tr>
<tr>
<td>Board Governance</td>
<td>-.245</td>
<td>.128</td>
<td>-.240</td>
<td>-1.920</td>
<td>.059</td>
</tr>
</tbody>
</table>

a. Dependent Variable: NGOs Performance  
b. Predictors: (Constant), Board Governance, Shareholders Accountability, Strategic Direction, Delegation

The results for regression had a constant term significance of 0.981 which is greater than P-Value of 0.05. This implies that the constant term was not significant (insignificant). The significant level of the variables was as follows; strategic direction had a significant value of (.941 greater than P-value 0.05), the board governance (.059 greater than P-value 0.05). This indicated that strategic direction and board governance had a weak influence on NGOs Performance.  
The shareholders accountability (.000 less than P-value 0.05) and delegation (.000 less than P-value 0.05). This indicated that shareholders accountability and board governance had a strong influence on NGOs Performance.

**Conclusion**

The study concluded that strategic leadership practices on performance of non-governmental organizations listed in the environmental campaign by the United Nations Environmental programme in Kenya. The study also established that Strategic direction had a weak positive pearson correlation on NGOs performance. The linear model summary indicates that p-value had a weak variation of strategic direction influence on NGOs performance, which indicated that other variable had a strong influence on NGOs performance.  
Majority of the respondents agreed on the statement on shareholders accountability influence on NGOs performance like leadership ensures good communication of daily procurement activities to relevant stakeholders. The study established that significant value of shareholders accountability had a strong influence on NGOs Performance.

**Recommendations**

The study recommends that strategic leadership practice influences on performance of non-governmental organizations listed in the environmental campaign by the United Nations Environmental programme in Kenya. The study recommends that the NGOs management should continue with delegation of duties and concentrates on key operation since delegation has a strong relationship with performance and also has a strong significance influence on NGOs performance. The study recommends that shareholders accountability should be encouraged and maintained since it influences NGOs performance.

**Areas for further Research**

The study recommends further research to be conducted to establish how strategic leadership practices affect performance of NGOs in Kenya and also to address how policies should be put in place to enable registration and regulations of NGOs.

The study established that board governance, shareholders accountability, strategic direction, delegation influences NGOs performance at a combined effect of 60.8%, this indicated that 39.2% are other factors. Thus the study recommends that further research
to be conducted on other factors influencing on NGOs performance in Kenya.

References


Kitonga, D. M. (2016). *Strategic Leadership And Organizational Performance In Not-For-Profit Organizations In Nairobi County In Kenya*. 


