DECLARATION

Declaration by the student

I declare that this project is my original work and has not been presented for a degree or other award in any other university, nor part of this project should be reproduced without authority of the author or/and Kenyatta University.

Signature.................................. Date..................................................

GLADYS MOKEIRA KEGENI

D53/CTY/PT/37755/2017

Declaration by the supervisor

This research was carried out by the candidate under my supervision.

Signature.................................. Date..................................................

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DEDICATION

This research project is dedicated to my parents Mary and David Kegeni and my beloved husband Dr. Borura for their support and inspiration to excel in my further studies.
ACKNOWLEDGEMENT

The following people were of great help towards completion of this research project. Recognition to my supervisor Dr. Linda Kimencu whose reviews, guidance and constructive criticism that was vital to the success of this research. More gratitude goes to the staff at KU library and student colleagues who were of help while doing the study. Lastly, but not least to the staff at the School of business who were helpful throughout the study period.
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<tr>
<td>E-PLUS</td>
<td>Emergency Plus Medical Services</td>
</tr>
<tr>
<td>HCM</td>
<td>Human capital management</td>
</tr>
<tr>
<td>HR</td>
<td>Human resource</td>
</tr>
<tr>
<td>HRD</td>
<td>Human resource development</td>
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<tr>
<td>IT</td>
<td>Information technology</td>
</tr>
<tr>
<td>KU</td>
<td>Kenyatta University</td>
</tr>
<tr>
<td>M &amp; E</td>
<td>Monitoring and evaluation</td>
</tr>
<tr>
<td>NACOSTI</td>
<td>National Commission for Science, Technology and Innovation</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
</tr>
<tr>
<td>OE</td>
<td>Operation efficacy</td>
</tr>
<tr>
<td>OP</td>
<td>Organization Performance</td>
</tr>
<tr>
<td>RBV</td>
<td>Resource Based View</td>
</tr>
<tr>
<td>SCS</td>
<td>Strategic Control systems</td>
</tr>
<tr>
<td>SD</td>
<td>Strategic direction</td>
</tr>
<tr>
<td>SEAL</td>
<td>Syngenta East Africa Ltd</td>
</tr>
<tr>
<td>USA</td>
<td>United States of America</td>
</tr>
<tr>
<td>UNAIDS</td>
<td>United Nations Programme on HIV/AIDS</td>
</tr>
<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
</tr>
<tr>
<td>VIF</td>
<td>Variance Inflation factor</td>
</tr>
<tr>
<td>VRIN</td>
<td>Valuable, Rare, Inimitable and Non-Substitutable</td>
</tr>
<tr>
<td><strong>OPERATIONAL DEFINITION OF TERMS</strong></td>
<td></td>
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<tr>
<td>-------------------------------------</td>
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<tr>
<td><strong>Charitable Ambulance Service Organizations</strong></td>
<td>Institutions that provide free emergency response and health services to the society.</td>
</tr>
<tr>
<td><strong>Human Capital</strong></td>
<td>Abilities, knowledge, capabilities and experience that creates value in an organization.</td>
</tr>
<tr>
<td><strong>Human Capital Development</strong></td>
<td>Knowledge, skills, competencies embodied in individuals to facilitate the creation of personal, social and economic wellbeing of employees.</td>
</tr>
<tr>
<td><strong>Organizational Performance</strong></td>
<td>Growth on assets both financial and non-financial, employees, and sales.</td>
</tr>
<tr>
<td><strong>Operations Efficacy</strong></td>
<td>Behaviors/inner qualities or doing the right things to promote actions and processes that add value to the team, the customer, and the organization.</td>
</tr>
<tr>
<td><strong>Strategic Leadership</strong></td>
<td>The ability to visualize and initiate change for future improved vision and mission of the organization.</td>
</tr>
<tr>
<td><strong>Strategic Leadership Practices</strong></td>
<td>Actions of leaders towards their followers to influence them to uphold the future and adopt to changing environment.</td>
</tr>
<tr>
<td><strong>Strategic Direction</strong></td>
<td>Outline stating the vison, mission and objectives of an organization</td>
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<tr>
<td><strong>Strategic control</strong></td>
<td>Continuous monitoring of implemented strategic plans.</td>
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ABSTRACT
There is no doubt that charitable organizations are critical contributors in the provision of essential services. The number of people contributing to charity has been reducing in the recent past due to lack of financial accountability and performance concerns. The environment in which these organizations operate therefore calls for leaders with ability to generate radical new ideas that will enable them re-invent their organizations to perform. The study was set to establish the effect of strategic leadership performance of Charitable Ambulance Service organizations in Nairobi City County. The objective of the study examined the effect of strategic direction, operational efficacy, human capital development, and control measures on the performance of charitable ambulance organizations in Nairobi City County. The study was grounded on resource-based view, upper echelon and contingency theories and adopted a descriptive research design. Pilot study was done to pretest the questionnaire. The study population consisted of 144 managers and staff out of which a sample of 130 respondents responded to the questionnaire giving a response rate of 90.28%. Descriptive and inferential statistics were used to describe the study variables while the relationship of independent and dependent variable were synthesized using multiple regression analysis. The study results showed that strategic direction had a weak positive correlation with the performance of ambulance service organizations. Operational efficacy had a strong positive correlation with performance and human capital development had an average positive correlation with performance. Finally, strategic control had average positive correlation with performance. Overall, analysis showed that strategic leadership practices had a strong positive correlation with organizational performance of charitable ambulance organizations. The study therefore concluded that there is a significant relationship between strategic leadership practices and the performance of charitable ambulance service organizations. Based on this findings, the current study recommends appropriate mix of the strategic leadership practices of strategic direction, operational efficacy, human capital development and strategic control to spur the performance of their organizations. This study can also be replicated using the same variable with other sectors to enrich the academia and study in strategic management discipline. The study is also valuable to charitable ambulance organizations as it will inform the strategic leadership practices and their influence on organizational performance.
CHAPTER ONE
INTRODUCTION

1.1 Background of the study

In the contemporary world the economic atmosphere is increasingly becoming multifarious, unpredictable and tempestuous. Equally many countries in the globe, over the past they have experience increase in the number of vulnerable members of the society who are in need of medical care, food, education among others. This calls for charitable organizations to lend the relevant assistant. Globally and Regionally Charitable organizations have found it difficult to survive in the 21st Century due to competition of donor funds leading to poor organizational performance. Osoro (2012) concluded in his study that locally, leadership practices is the main determinant of performance of charitable organizations.

Strategic leadership practices is crucial in the leading 21st Century on Charitable Organizations more importantly Charitable ambulance service organizations. Strategic leadership practices is considered as a major ingredient for the successful performance of any organization operating in the ever dynamic and complex environment (Crossland & Hambrick, 2011). In order to cope with rapidly changing environment in a globalized world (Reger, 2001) requires a strategic leader who will come up with radical and new ideas that will enable them re-invent their organizations to become attractive to create results in the ever changing and increasingly competitive world (Dimitrios, Sakas & Vlachos, 2013).

According to Hino & Aoki (2012) the performance of charitable organizations globally are attributed to leadership practices regardless of the prevailing factors. Thompson, Strickland and Gamble (2007) posits that for the success of implementation process senior management must take lead of strategies and drive the organizations into higher levels and embrace a culture of ethical practices across the organization. Consequently, failure of Charitable
Organizations in the recent past had been attributed by lack of leadership direction and integrity.

Sera (2010) observed that competitiveness on donor funding in the increasing restrictive environment deter charitable organizations from performing to their full potential. According to Viravaidya and Hayssen (2010) many charitable organizations close down and lay off employees due to leadership failure to manage operations. The dilemma therefore is for the leaders in these organizations to identify opportunities and hold-on to ethical culture to build the needed trust that enhance reputation and financial viability without sacrificing their basic intent.

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

Various research have been done touching on strategic leadership, Aboramadan and Borgonovi (2016) study focused on strategic leadership practices and performance of non-governmental organizations. Kihara (2017) studied strategic leadership practices and performance of Agricultural Non-Governmental organization in Nairobi; however, there is paucity of studies focusing on charitable Ambulance Service organizations in Nairobi City.
County Kenya. Subsequently, the study aimed at finding out how strategic leaders impacts the performance of charitable Ambulance service organizations.

### 1.1.1 Strategic leadership Practices

Various scholars have defined Strategic leadership in extant literature as a set of unique capabilities to empower and generate innovative ideas that lead to high performance (Ireland & Hitt, 1999). Boal & Hooijberg (2001) views it as the ability to discern environmental opportunities through managerial wisdom. Rowe & Nejad (2009) define it as an activity of communicating the shared values and a clear vision to employees, and the ability to make decisions with minimum organizational controls. Lord et al, 2016; Strand, (2014) defines strategic leadership as a small group of executives who are referred to as the chief executive officers, top management teams and the board of directors who have the overall responsibilities of an organization.

Strategic leadership practices are methods organizational leaders use to visualize and collaborate with their juniors for improved future organizations. Strategic leadership practices enable leaders to nature the establishment of strategic commitments, mission and inspire fruitful strategic activities and execution (Kirimi and Minja, 2010). Further strategic leadership practices help the executives yield strategic competitiveness, and average returns. They enable leaders to cope with strategic pressures, change and manage organizational resources (Collins, 2001).

Charitable Ambulance organizations leaders should therefore emulate strategic leadership practices to provide the direction and capability to build and rebuild explanations for organization’s sustained existence. Draft and Pirola-Merlo (2009) posits that leaders provide strategic direction, operational efficacy, develop human capital, shape culture and ethical practices, innovation and strategic control.
Strategic leadership practices help leaders to uphold the future by ensuring that organization vision, mission, values and objectives are achieved and converses the same to subordinates. Pearce, Robinson & Mital (2007) adds that strategic leadership practices help the executives set the strategic intent and the expected results. This variable is measured by assessing the extent to which the leaders create, communicate strategic direction and monitor execution of organizational strategies.

Operation efficacy is the primary driver of high performing organization (Wheelwright & Bowen 1996). Operational efficacy is the continuous improvement of integrated systems, leadership decision making and processes that create sustainable organization’s performance by preventing redundancy on implementation efforts. Therefore, strategic leadership will focus on effective operation strategies and leadership practices for ongoing improved organization performance. Additionally, operational efficacy focuses on the customer’s needs, improved employee engagement and motivation by keeping them positive and empowered with strategic purpose (Hayes, Wheelwright & Clark, 1988). Similarly, operational efficacy focuses on executing business strategy more effectively and consistently than competitors. Therefore, strategic leaders should formulate, align and implement operational strategy concerning structural and execution elements.

Strategic leaders focus on aligning resources, processes, and practices to the organization strategy by designing a culture of continuous improvement. Consequently, they focus on establishing innovative departments and collaborative engagements, their actions and decisions should be faster than those of competitors (Heizer & Render, 2009). This allows organizations maximize their benefits and ensure that stakeholder’s needs are taken care, hence reducing waste. Therefore, operations efficacy presents the biggest part of making the product or service as a competitive weapon of an organizational strategy (Heizer & Render,
Human capital development is the accumulation of abilities, knowledge, capabilities, experience, talent and qualities that are essential to the employees (Mutia, 2015). Employee development improve the productivity and competitive advantage of the organizations. Strategic leaders continuously train, motivate and increase the levels of knowledge, skills, abilities, values, satisfaction and overall performance of employees. Strategic leaders attract and retain capable personnel with appropriate knowledge, attitudes, and skills. According to McIsaac, Park, and Toupin (2013), developing human capital variable is measured by likert scale on staff training and development.

Strategic control entails the evaluation of top managers’ actions towards performance using long-term and relevant criteria (Chikwe, Anyanwu and Edeja, 2016). Strategic control ensures that strategy is implemented as planned. With strategic control leader’s track, monitor and evaluate implemented strategies, making adjustments continuously to improve performance (Ndegwa, 2013). Therefore, strategic leaders are keen to detect, nonconformities through monitoring and evaluation. This variable was measured by assessing the compliance to established controls by the line managers and their subordinates in the organizations.

1.1.2 Performance of Charitable Ambulance Service Organizations
The concept of organizational performance (OP) can be viewed narrowly as well as broadly. Singh et al., 2016; Richard et al., 2009) defined OP as a set of financial and non-financial constructs that enable strategic leadership to evaluate the extent of the accomplishment of organizational goals. Carton, (2004) has defined OP as a measure of how value is delivered to customers and other stakeholders as a result of how well organizations are managed. Organizational performance focus on efficient and effective use of resources to achieve
organizational goals (Daft & Marcic, 2013). Charitable ambulance service Organizations are measured by internal factors to include a variety of financial indicators such as fundraising efficiency. Absence of repeated financial deficits, cost and growth positions and fiscal performance, finds the cost of fundraising and its effectiveness to be an important measure of performance in the UK charities.

Charitable Ambulance service organization performance is the ability to achieve health social mission and meaning to the need. Ngugi (2013) adds that growth on possessions, financial, manpower, sales, profits and return on equity falls into the confines of Organizational performance. According to Boateng, Akamavi and Ndoro (2015) charitable organizations performance is measured by using; financial, customer satisfaction, and operation efficacy and stakeholder engagement parameters.


Equally, Charitable Ambulance service organization measure its performance by financial and non-financial measures more specifically fundraising efficiency, revenue growth, cost efficiency volunteer growth, financial transparency and community transformation.
1.1.3 Charitable Ambulance Organizations
Charitable Ambulance Organizations provide first aid and health public services to the citizens (Nahavandi, 2012). Locally, regionally and globally the sector was founded to support the life-saving work of the nation by providing free first aid and health services. These organizations undertake to carry out first aid training, emergency response, trauma and community care. To achieve its vision, globally the sector is funded through fundraising from donors, trusts foundations and individual well-wishers. In order to respond to the community efficiently this sector has a number of volunteers who come together to rescue in times of national disasters. Similar to other sectors Ambulance charitable service organizations are facing increasing demand of services they offer to the society.

In Kenya we have three major Ambulance charitable organizations; Emergency Plus Medical Services (E-Plus) under the umbrella of Kenya Red Cross, St. John Ambulance, and AMREF flying Doctors which respond to causalities in need at no cost. Sonko Rescue team had emerged as the forth-Charitable Ambulance service provider, but in the year 2015 it was disbanded and the Ambulances donated to Nairobi City County Government. As part of their social impact they endeavor to train the community and police force on first aid skills to enable them respond to emergencies and disasters. In Kenya we have seen these organizations support national disasters, example Westgate attack in 2013, Dusit2 attack in 2018, and during collapse of major buildings across the country. Some of the current initiatives include motorcycle ambulances to increase access to maternal healthcare in remote areas and highway response centers to provide prompt medical help to accident victims at blackspot areas. In addition, there is suitable programs that nurture the skills of young people to become caring and responsible citizens. Nyaga (2015), states that to achieve their objectives this sector depends on donations from well-wishers to enhance efficient service delivery. Nevertheless,
donations have in recent past decreased and this has been begged on leadership reputation, transparency, accountability and overall performance, a context this study was investigating. According to Osoro (2012), to remain sustainable these charities have embarked in other income generating activities like commercial occupational health and safety training, commercial ambulance services to private clients who may need hospital transfers, sale of first aid kits among others. These has been hit by myriad of competitors who undertake the same services posing challenges which require strategic leadership to come up with a set mindset of innovation to enhance performance. Consequently, strategic leadership in this sector in as much as their mission is social impact they will have to run fast with technology and come up with innovative products to enhance performance of organizations.

1.2 Statement of the Problem
Performance, survival and sustainability of charitable organizations continues to elicit attention from donors and government organizations globally and regionally. This is partly due to the contribution that charitable organization make to the GDP. Charitable ambulance organizations contribute Kshs 120 billion annually (NGO Coordination Board Strategic Plan, 2014-2017). Recent analysis by Kaise/UNAIDS found that majority of countries rely on donor funds to support their charitable activities. However, this funding had decreased over the years, posing challenge of performance and hence sustainability.

According to Kaise/UNAIDS report of 2015, donor Government funding in low and middle-income countries decreased by 7%, in 2018 it decreased by US $1 billion. In 2014 seven charitable organizations closed down in India due to UK withdrawing its programme. In the same year, Kenya closed 510 charitable organizations due to not meeting Government regulations relating to performance and accountability issues (NGO Coordination Board Strategic Plan, 2014-2017). Gitonga (2018) contend that performance and growth of
charitable organizations is sluggish due to financial accountability leading to donors shying away, reputation has become the main contributor in making donation decision.

According to a report by USAID 2010, lack of financial transparency and accountability has been a major challenge facing charitable institutions globally thus affecting performance of these organizations. Recent studies done in USA by Best Company in 2016 found that 50% of charity scandals were executed by Executive directors where more than $25 million were fraudulently exhorted leading to poor performance of these organizations. There is no doubt that leadership integrity and performance of the charitable Ambulance Service organizations activities across the globe requires a new strategic leadership mindset. Therefore, there is demand for strategic leaders who will focus on performance issues, accountability and transparency and deal with demanding requirements from the donors (Sargeant, 2018).

Despite this, little research has been conducted to link leadership practices and performance. Kabetu (2018) study of strategic leadership in the Charitable Sector, Abdul and Abdirahman (2016) study on strategic leadership in Somalia and Abashe (2016) study strategic leadership in strategy in commercial banks, presents inconclusive results in terms of variables used and sector targeted where none examined the context of charitable ambulance sector in Kenya. Therefore, the study was to bridge the gap by examining specific leadership practices that influence performance of charitable ambulance service organizations in Nairobi City County Kenya.

1.3 Objective of the Study

1.3.1 General Objectives
The general objective of the study was to determine the impact of strategic leadership practices and performance of charitable Ambulance service organizations in Nairobi City County Kenya.
1.3.2 Specific Objectives
i) To examine the influence of strategic direction on performance of charitable Ambulance Services in Nairobi City County Kenya.

ii) To determine the influence of operational efficacy on performance of charitable Ambulance Services in Nairobi City County Kenya.

iii) To establish the influence of human capital development on performance of charitable Ambulance Services in Nairobi City County Kenya.

iv) To evaluate the influence of strategic control on performance of charitable Ambulance Services in Nairobi City County Kenya.

1.4 Research questions
i) What is the effect of strategic direction on performance of charitable Ambulance Services in Nairobi City County Kenya?

ii) What is the influence of operational efficacy on performance of charitable Ambulance Services in Nairobi City County Kenya?

iii) What is the influence of developing human capital on performance of charitable Ambulance Services in Nairobi City County Kenya?

iv) What is the influence of strategic control on performance of charitable Ambulance Service in Nairobi City County Kenya?

1.5 Significance of the Study
This study discussed the strategic leadership practices in ambulance service organization. The study finding are going to be beneficial to Management charitable ambulance service organizations, policy makers and to academicians interested in the same line of inquiry. The recommendations are going to be beneficial to charitable ambulance service organizations which will help them in adjusting internal policies. To the scholars the study will be valuable
in the presentation of the new streams of study. Empirically the study will supplement to the current empirical literature by incorporating the conceptualization of variables under study. The study will also be useful in adding to the theoretical literature and provides future scholars with a source for empirical testing of the research hypotheses and supporting the postulated theories used in the study.

1.6 Scope of the study
The study took place in Nairobi City County. The study underscored on Charitable Ambulance service organizations focusing on lifesaving charity of three ambulance service organizations. The scope and the data used were well defined and pegged on the researcher’s use of a descriptive survey design which was constructed to incorporate quantitative methodologies. The researcher used questionnaire as a method of collecting data. primary data collection was limited to structured questionnaires. This research was conducted using three theories, Resource based view, Upper echelon and contingency theory to arrive at conclusions.

The main responded were Managers and staff of these organizations. Questionnaires was used as a method of data collection

1.7 Limitations of the study
The research narrowed down to three Ambulance service organizations in Nairobi City County Kenya. Consequently, this limited the scope of application. Further, the willingness of managers to provide the required data and the intent to participate was a challenge. The challenges were overcome by enlightening the intent of the study and the significance of assisting in responding to the questionnaire. To enhance generalizability wide sample was collected from the study population. The study was conducted at the onset of covid-19 pandemic this limited the collection of data and onboarding of more organizations to the
study, and use of interview and focus group discussion approach. This led to delay in collecting the data, however, the challenge was overcome by advising the respondents the importance of the exercise.

1.8 Organization of the study
The chapters in this study are five comprising of, chapter one covering the background, statement of the problem, aim of the study, general objectives and specific objectives, the scope, significance and limitations of the study. Chapter two includes literature review which covers theoretical and empirical literature. The relationship between strategic leadership and organizational performance has also been discussed in this chapter. Research gaps and conceptual framework have also been deliberated in this study. Chapter three contains the methodology, comprising of the research design, target population, sampling design, data collection instruments, pilot study, validity and reliability of research instruments, data collection procedure, data analysis and presentation ethical considerations. Chapter four touches on data analysis, outcome and deliberations. Chapter five; summary, conclusions and recommendations. References and appendices follows.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This chapter establishes reviews previous work done by different sholas on the subject. Reflection on the literature review that reinforce the requisite for this study are contained in this chapter. This section accentuates on theoretical framework and empirical literature. At the end of the chapter is summary of research gaps and conceptual framework.

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

2.2.1 Resource Based View Theory
Resource based view is an approach to realizing competitive advantage. The theory postulates that organizations pose resources that influence the performance of the organizations (Wernerfelt, 1995). The resources possessed fall into the entire assets, competences, processes of the organizations, company characteristics, information and knowledge. The competitive advantage leads to the superior organizational performance. When an organization owns unique resources which are valuable, rare, inimitable and non-substitutability (VRIN), and they are able to exploit these valuable resources, the organization achieves sustainable competitive advantage.

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

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

The resource based theory is linked to the study, it will help strategic leaders to optimize the resources for maximum organizational performance. The variable applicable to this theory is organization performance and human capital development which is linked to the resources of the organization.

2.2.2 Upper Echelon Theory

This theory is grounded on the foundation that topmost management are a basis of competitive advantage, decision making and the overall wellbeing of the organization. Traced from (Hambrick & Mason, 1984) research, the proponents of this theory, postulates that leadership level is directly influenced by their knowledge, expertise and experience (Hambrick & Mason, 1984). This inherent leadership are tied to the overall performance of the organization. Hambrick and Mason (1984) argued that there is a connection between the organization and
the leadership. These opinions on upper echelons theory underline the indulgent of strategic leadership practices on performance of the organization. Linking strategic leadership practice and organizational performance is key (Menz, 2012) because, the strategic leaders’ effort emanates from task, performance and decision-making targets. Hitt, Ireland, and Hoskisson (2009) allied strategic leadership by foreseeing, and forecasting fluctuations in the environment, whereas supporting self-growth by empowering them. In the perspective of this study. The upper echelon theory reverberates smoothly with strategic leadership practices as a gambit for intensifying the organizational performance in the ambulance services sector. The theory is appropriate to the study because it is connected to strategic direction and human resource development.

This theory is criticized as being demographic centered on top management, and forfeiting construct validity, expounding power and prescription realism (Priem, Douglas and Gregory 1999). Consequently, (Hambrick and Mason, 1984) advocated that cognitive diversity is crucial for the accomplishment in unstable business environment. The theory is useful to the study, as it links the strategic leadership practices with organizational performance. The strategic leadership practices applicable to this study is human capital development.

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

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

2.3 Empirical Literature Review
The study emphasized on the following practices; strategic direction, operational efficacy, human capital development and strategic control. Additionally, the section analyzed the practices that interrogates the strategic leadership practices mentioned practices.
2.3.1 Strategic direction and organizational performance

Strategic direction entails strategic planning and formulation in organizations. Strategic direction is vital in guiding and developing values of the organization and building impending direction. Strategic planning process aids organizations develop the visions, missions, goals and values. Ng’ang’a (2018) asserts that top management are responsible for formulating and articulating strategic direction.

Kitonga, Bichanga and Muema (2016) conducted a study touching on strategic direction and performance of organizations in Nairobi City County to determine the connection between strategic leadership practices, strategic direction and organizational performance. He sampled 305 respondents incorporating quantitative and qualitative data analysis to scrutinize the research variables. The finding of the study was a positive linkage of the strategic direction and organizational performance.

Ng’ang’a (2018) conducted a study on strategic direction and performance of organizations on tourism industry in Kenya. Adopting a cross-sectional survey design espousing quantitative and qualitative data, he established that strategic direction considerably impacts organizational performance. The study further discovered that junior staff were not involved in strategy formulation process yet they are the one who implement the strategy.

Owolabi and Makinde (2012) studied on strategic direction on performance of Arabian service industry using an exploratory design, two hundred and eighty service companies were studied it was noted that strategic leadership practices positively correlate with organizational performance. This reviewed studies were conducted from different cultural background and different industry from the current study. The reviewed studies were also limited in linking strategic direction to the performance of organizations in charitable Ambulance service industry. Therefore, the study was to bridge the gap to find out how strategic leadership practices impact performance in the Ambulance sector also to find out how other employees
such as subordinates and other lower cadre impact performance of charitable ambulance services in Nairobi County Kenya.

2.3.2 Operational Efficacy and Organizational performance
Improved organizational performance is achieved by enhancing operational efficacy of the organization’s operations by continuous, improved processes, decision-making, restructuring and competency developments (Nyangau, 2015).

Nzoka (2013) studied operational efficacy and performance of Kenol Kobil Group in the Rwandan market, adopted a purposive sampling procedure, from a population of seven employees in the top leadership cadre. Primary data collection was done using On-line questionnaire and thereafter analyzed using content analysis for qualitative data, whereas quantitative data was arrived at espousing descriptive statistics. Study findings indicated that operational efficacy (OE) initiatives was established to spur the company’s performance and profitability, through continuous improvement in making decisions, continuous ventures, profitability, customer service and human capitals competencies.

Nyangau (2015) studied on operational efficacy and firm Performance, interviewed eight top leadership in the firm. Collection of data was done through the use of interview guide and qualitative data scrutinized using content analysis. It was revealed that organizational performance is driven by operational efficacy strategies, employees’ development, involvement, investments in information technology to drive innovation and partnerships. OE strategies were found to have a substantial effect on performance of this organization. Operational efficacy (OE) strategies enhanced linkage of staff, procedures, and the firms used technology to exploit resources, business opportunities and performance. Industry of the reviewed study was different from the research study. The reviewed studies were restricted to top management in other countries and different industry of research, they did not involve other staff being part of implementing the operation efficacy in organization. Therefore, the
study aimed to find out whether operation efficacy influence charitable ambulance sectors in Nairobi City County.

2.3.3 Human Capital Development and Organizational Performance
Human capital development practices once identified and implemented would always produce improved organizational performance. Collins and Clark (2003) noted that human capital development practices shape the skills, attitudes, and behavior of employees to work better for improved performance.

Mohammad (2016) studied on human capital development, sampled fifteen Associations from Jordanian Pharmaceutical firms. Sampling unit involved individuals from these firms including managers, all staff, and heads of department. The study adopted a descriptive approach to analyze data, Data collection was done using questionnaires. The result revealed a substantial relationship between human capital which included learning, knowledge, skills and organizational performance.

Abduland and Abdulrahman (2016) examined the effect of investing in human capital as a crucial element of organizational performance of Jordanian Telecommunication companies’ by use of descriptive survey approach data collection was done using questionnaires from forty personnel in all the three Jordanian telecommunication companies. Hypothesis testing was done using Simple and multiple regressions, the outcome indicated that human capital development was crucial in that it contributed towards achieving a company’s mission and vision.

Waseef, Saif and Iqbal (2011) divulged the connection amidst human capital and organizational performance in Pakistan. Survey design from sixteen companies in Pakistan was done. A sample of three hundred and sixteen workforces and sixteen top managers were used as respondents on HCM and organizational performance constructs. Hypothesis testing was done employing pearson correlation and a linear regression. The study established that
HCM considerably impacted on performance of this organization. The reviewed study was conducted outside Kenya their findings did not reflect the effect of strategic leadership in Kenya. The reviewed studies failed to focus on other variables like knowledge and experience transfer and all staff were not involved in their study. Therefore, the study aimed to bridge the gap by incorporating all staff in the organization because the objective of strategic leadership is for everyone in the organization to understand the strategy and specifically how and what they are doing will contribute to overall delivery, the study included all variables in their study. The research scope was to find out how human capital development impact performance in Kenya focusing on charitable ambulance service sector.

2.3.4 Strategic Control and Organizational Performance

Organization’s success is reflected in its financial performance aiding in meeting investor commitments and subsist competitive market forces. Consequently, strategic leaders ought to consistently incorporate effective control systems in strategy management to guarantee anticipated outcomes and any inconsistency adjusted (Wanjohi, 2013). Gaturu, Waiganjo, Bichang’a and Oigo (2015) did a research on the implication of strategic control on performance of mission hospitals based in Kenya. Mixed methods; qualitative and quantitative research were espoused. The study espoused descriptive cross-sectional survey research design. The staff in mission hospitals were the used populations i.e. the Medical doctors in charge, the Nursing officers, Finance Managers, Human resource Managers, hospital Administrators and the senior level managers in mission hospitals comprising of fifty eight listed mission hospitals in Kenya as detailed by the Kenya Medical Directory in 2014. Outcome of the study was a positive link among strategic control and performance of mission hospitals in Kenya.
Ondoro (2017) studied the effect of Strategy control and organizational Performance on Bamburi Cement Limited (BCL). The study aimed at understanding the institution strategic control systems (SCS) in execution of its competitive strategic lunges for the period of five years. Primary and secondary data was used to pinpoint the SCS of Bamburi Cement Limited’s economic performance whereas investigating the connection amidst them, using content analysis to summarize and infer outcomes from interviews. To scrutinize the correlation between the financial performance and SCS application Pearson’s product moment correlation coefficient and regression analysis were employed. The study unveiled a positive connection among the in-depth of SCS used and financial performance of Bamburi Cement Limited (BCL). The reviewed studies focused on one unit, financial control which may not give the full picture of the organization performance. The reviewed studies were limited to financial performance which may not give the full picture of the organization. Therefore, the research study emphasized on overall performance to include non-financial and financial controls of the organization. The research study was guided by the methodology as used by other authors. This helped forming an informed opinion on the topic under study.

2.3.5 Strategic Leadership Practices and Organizational Performance

Strategic leadership practices are tactics that are embraced by strategic leaders to inspire their followers for enhanced overall performance of organizations. Further strategic leadership practices have the capability to influence others in decision making to enhance organizational performance, and sustaining short-term economic viability.

Serfontein (2011) emphasizes that strategic leadership practices aid organizations to achieve high performance while competing in an unstable environment. Further (Wang, Tsui, & Xin, 2011) comprehended that leader’s behavior is directly related to organizational success. It is evident that effective leader is known through the outcomes as a direct product of their power.
2.4 Summary of Literature and Research Gaps
The appraised literature exhibited diverse perspectives by the scholars who studied various indicators of strategic leadership and organization performance. Looking at various aspects of the study, none has looked at strategic direction, operational efficacy, strategic human capital development and strategic control and organizational performance together. Further, the studies were conducted on other countries therefore the findings cannot be generalized in the Kenyan context. The variables studied were also different from those of the research study.
Locally there are paucity of studies focusing on the above variables especially on the charitable organization context. The researched establishments are giving subjective opinions of the performance in the study context. Table 2.1 highlights the study findings and gaps.
<table>
<thead>
<tr>
<th>Author and year</th>
<th>Study Topic</th>
<th>Findings</th>
<th>Study Gap</th>
<th>Focus of the current study</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic direction</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ng’ang’a (2018)</td>
<td>Impact of Strategic Direction on Organizational Performance of Tourism Government Agencies in Kenya</td>
<td>The firm performance is influenced by Strategic direction</td>
<td>The study focused on tourism industry. Junior staff were not involved in strategy formulation</td>
<td>The study focused on charitable Ambulance sector and all staff in the organization were involved in strategy formulation</td>
</tr>
<tr>
<td>Kitonga, Bichanga &amp; Muema (2016)</td>
<td>Effect of Strategic Direction on Organizational performance of Not-For-Profit organizations</td>
<td>There was a link amongst strategic direction and organization performance</td>
<td>Focused on overall nonprofit organizations</td>
<td>The study focused on charitable Ambulance sector</td>
</tr>
<tr>
<td>Owolabi &amp; Makinde (2012)</td>
<td>Influence of strategic planning and performance in service industry in Arabia</td>
<td>Performance was positively linked to strategic direction leadership</td>
<td>Focused on strategic planning Context.</td>
<td>The study focused on Strategic direction context</td>
</tr>
<tr>
<td><strong>Operational Efficacy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nzoka (2013)</td>
<td>Effect of operational efficacy and performance of Kenol Group in Rwanda</td>
<td>Reviewed study revealed that the continuous improvement in decision making, customer service and human resource capability improve performance</td>
<td>The study was done in a different country and in an industry from the country of research</td>
<td>The study focus was to determine whether operation efficacy influence performance of charitable ambulance sector in Kenya</td>
</tr>
<tr>
<td>Nyangau (2015)</td>
<td>Influence of operational efficacy on Performance of Syngenta East</td>
<td>Positive link between operational efficacy (OE) and performance of Syngenta East</td>
<td>The study was limited to one variable (Operational Efficacy), focusing on</td>
<td>The study focused on various variables on charitable</td>
</tr>
<tr>
<td>Study</td>
<td>Industry/Scope</td>
<td>Findings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mohammad (2016)</td>
<td>Africa Limited in Kenya manufacturing industry</td>
<td>Reviewed study was conducted in an industry different from the County of the research study and focused on one variable: training and development. The research study was to determine whether human capital contributes to performance of Charitable Ambulance sector organizations in Kenya and focused on various variables; to include skill transfer.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Abdul &amp; Abdulrahman (2016)</td>
<td>Africa Limited in Kenya manufacturing industry</td>
<td>Human capital development backed the achievement of a corporate mission and vision. The study focus was on Human capital development, it failed to focus on other variable such as knowledge and experience transfer.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waseef &amp; Iqbal (2011)</td>
<td>Human capital investments performances of firms in Pakistan</td>
<td>Human capital had a positive and crucial impact on organizational performance. The study scope was conducted in Pakistan, their findings may not reflect the effect of strategic leadership in Kenya. The study focus was on core competence of the leader.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gaturu, Waiganjo,</td>
<td>Impact of Strategic Control on and</td>
<td>The study found that there was This study was limited to The research focused on</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Authors</td>
<td>Title</td>
<td>Summary</td>
<td>Implications</td>
<td>Context</td>
</tr>
<tr>
<td>---------</td>
<td>-------</td>
<td>---------</td>
<td>--------------</td>
<td>---------</td>
</tr>
<tr>
<td>Ondoro (2017)</td>
<td>Impact of Strategy control social Performance of Bamburi Cement Limited</td>
<td>a substantial connection amid the concentration of SCS application and financial performance</td>
<td>Study focused on only financial performance of organization, missed other key variables like Human resource, being the main contributor of firm performance</td>
<td>study emphasized on overall performance to include financial and non-financial performance</td>
</tr>
</tbody>
</table>

2.5 Conceptual Framework

The framework indicates that the study hypothesizes that strategic leadership influence strategic direction, operational efficacy, strategic human resource development, and strategic control. Independent variables in this study will be strategic direction, operational efficacy, strategic human resource development and strategic control, while organizational performance will be the dependent variable.
Figure 2.1: The conceptual framework

Source: Researcher, 2021
CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction
The section focused on the approach used in data collection followed by research design, study population, sampling design, methods of data collection, validity and reliability, data analysis and ethical considerations.

3.1 Research Design
Research design has been defined as a strategic plan where the strategy requires to be undertaken by stipulating the approaches and techniques used to collect, measure and analyze data (Kerlinger, 1986). The descriptive study design help answer the questions concerning the relationship between variables on the cause and effect. The researcher adopted a descriptive study design to aid explain the variables under study by regressing the independent variables to predict the dependent variables (Zikmund, 2003). Additionally, this research design allowed data collection on the study variable from the study sample regarding strategic leadership practices and organizational performance variables of charitable organizations in ambulance sector. The researcher arrived at valid conclusions from the findings. Further, the hypotheses was tested to draw conclusions using this method in a cost effective manner.

3.2 Target population
Kothari (2004) refers a study population as the overall element wherever the study is purported to be piloted. The study population was Managers and staff of Charitable Ambulance service organizations in Nairobi City County because they had hands-on experience on impact of strategic leadership practices and their influence on organizational performance. They were also in a position to provide well-versed and precise information regarding the reality on leadership practices and organizational performance. According to NGO Board there are three main Charitable Ambulance service organizations operating in
Nairobi City County. These are Emergency Plus Medical Services (E-Plus) under the umbrella of Kenya Red cross, St John Ambulance Kenya and AMREF Flying Doctors.

3.3 Sampling design
Sampling design is a representative sample, which is at least 10% of the total population for large population and up to 50% for small population (Mugenda and Mugenda, 2003). Since the total staff population in the three institutions was small; less than 200, the study adopted census approach. In this approach, the researcher used the entire population as the sample. This is because census is attractive for small populations of two hundred or less. Sampling errors are eliminated when census approach is used and full data is achieved on all the individuals in the population. Additionally, the approach is cost effective. Lastly, Small populations is used to attain a required level of precision.

Table 3.1 Distribution of target population

<table>
<thead>
<tr>
<th>Organization</th>
<th>Managers</th>
<th>Staff</th>
<th>Total Population</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>St John Ambulance Kenya</td>
<td>13</td>
<td>45</td>
<td>58</td>
<td>58</td>
</tr>
<tr>
<td>Emergency Plus Medical Services (E-Plus)- Kenya Red Cross</td>
<td>17</td>
<td>55</td>
<td>72</td>
<td>72</td>
</tr>
<tr>
<td>AMREF Flying Doctors</td>
<td>1</td>
<td>13</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>31</td>
<td>113</td>
<td>144</td>
<td>144</td>
</tr>
</tbody>
</table>

3.4 Data Collection Instruments
Bless, Smith, and Kagee (2006) defines data collection as the approach for soliciting and obtaining information from respondents concerning the issue under study. The research instrument was structured grounded on the objectives of the study. The study used primary data because it is reliable and accurate. This data was collected from all managers and staff
of relevant Charitable Ambulance service organizations in Nairobi City County using self-administered questionnaire.

The questionnaire covered information on general information background, while the second part focused on strategic direction, operational efficacy, human capital development and strategic control and the last part emphasized on performance of Charitable Ambulance Service Organizations in Nairobi City County.

The questionnaires were dropped and later collected, a register was maintained which was used to monitor and ensure all the respondents sent and received the questionnaire. The questionnaires comprised open and closed ended questions regarding the study objectives. Questionnaires aided the researcher to assemble enormous taking the shortest period (Saunders, Lewis, & Thornhill, 2009).

3.5 Pilot study
Mugenda and Mugenda (2003) posits that questionnaires should be pilot tested in the two classes of the target population and haphazardly picked. The outcomes of the pilot study aided to notify development of research instruments and to enrich validity and reliability. The pilot data was not used in the data analysis.

The researcher used pilot study to pretest the questionnaire before the real data collection was conducted on 15 staff at St. John Ambulance Eastern Regional office using purposeful sampling, but this was not among the study samples. The researcher supervisor and data analysts were requested to comment on the instrument. This supported the researcher modify, rephrase certain questions, give clearer instructions and assess the pertinence of the tool used. Other supervisors were also beseeched to improve content validity of the instrument.
3.6 Validity and reliability of research instruments

3.6.1 Validity
Validity is a measure of how well a test measure what it is intended to measure (Kombo and Tromp, 2006). According to Kasomo (2006), validity is the quality that a procedure, an instrument, a tool used in the research is precise, exact, and meaningful. The researcher supervisor reviewed the instrument to ensure that it captured the information that was meant to be measured in content validity. The researcher analyzed the supervisor feedback and made necessary adjustments by eliminating undesired items. The final questionnaire was pre-tested and further adjustments were made before actual study was conducted.

3.6.2 Reliability
Orodho (2004) conjecture that reliability as the extent to which empirical indicators or measures of a theoretical concept are steady or reliable across two or more attempts to measure the theoretical concept. Rovai, Baker & Ponton (2014) endorsed gauging internal consistency and reliability by espousing Cronbach’s alpha. Variables were independently tested for reliability in line with the responses. The response set was tested in order to find out the entire reliability. Reliability tests with an alpha of 0.7 are warranted as having the most reliability (Rovai, Baker & Ponton, 2014). Cronbach’s alpha reliability coefficient ordinarily varies between 0 and 1. Nevertheless, there is primarily no inferior limit to the coefficient. The nearer Cronbach’s alpha coefficient is to 1.0 the superior the internal consistency of the items in the scale. George and Mallery (2003) offer the succeeding rules of thumb: "_ > .9 – Efficacy, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and_ < .5 – Unacceptable" (p. 231).

Because the research used numerous likert scale questionnaires in data collection, it was likewise critical to test interior steadiness. Reliability analysis was conducted using Cronbach’s Alpha as formulated in Table 3.2.
### Table 3.2: Reliability Statistics on strategic leadership practices

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach’s Alpha</th>
<th>N of Items</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Direction</td>
<td>.926</td>
<td>5</td>
<td>Reliable</td>
</tr>
<tr>
<td>Operational efficacy</td>
<td>.790</td>
<td>10</td>
<td>Reliable</td>
</tr>
<tr>
<td>Human capital development</td>
<td>.802</td>
<td>5</td>
<td>Reliable</td>
</tr>
<tr>
<td>Strategic Control</td>
<td>.728</td>
<td>10</td>
<td>Reliable</td>
</tr>
<tr>
<td>Organizational Performance</td>
<td>.838</td>
<td>15</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

The findings of reliability analysis obtained for strategic direction, operational efficacy, human capital development, strategic control and organizational performance were 0.926, 0.790, 0.802, 0.728, 0.838 respectively, all these were above the minimum acceptable measure of reliability of 0.70. The reliability score of above 0.70 shows a high reliability of research instrument.

#### 3.7 Data collection procedure

Introductory letter from Kenyatta University was acquired by the researcher to authorize her collect data from the company. Permission to conduct the research was acquired from NACOSTI. Questionnaires were administered using drop and pick technique and collected after fortnight.

#### 3.8 Data analysis and presentation

After collection of raw data, it was amended for errors and omissions to ensure that the data is complete, accurate and consistency. The researcher coded the data into groups of various categories. The collected data was analyzed through descriptive analysis using statistical software SPSS. The outcomes was conveyed through tables and charts. Data analysis was prepared using frequencies, percentages, and other central tendencies like mean and standard deviation. The correlation amongst strategic leadership practices and organizational performance was determined using multiple regression analysis.
The linear regression is equated below,

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \]

Where

\[ \beta_0 = \text{Constant variables} \]

\[ Y = \text{organizational performance (Dependent variable)} \]

\[ X = \text{Independent Variables} \]

\[ X_1 = \text{Strategic direction} \]

\[ X_2 = \text{Operational efficacy} \]

\[ X_3 = \text{Human capital development} \]

\[ X_4 = \text{Strategic control} \]

\[ \beta_1, \beta_2, \beta_3, \beta_4 \text{are coefficients of the Independent Variables} \]

\[ \epsilon = \text{error term} \]

**3.9 Ethical considerations**

Permission to undertake the research was acquired from Kenyatta University School of Business and management of Emergency Plus Medical Services (Kenya Red Cross), St John Ambulance Kenya and AMREF Flying Doctors. The respondents were guaranteed their privacy and assurance that the information will be specifically for research only. Consequently, she advised the respondents that the exercise was voluntary.
CHAPTER FOUR
DATA ANALYSIS, RESULTS AND DISCUSSION

4.0 Introduction
This chapter details study analysis and results from the information gathered from the Charitable ambulance service organizations in Nairobi County. The sections comprise; the response rate, background data, strategic leadership practices, organizational performance the correlation and regression showing the association between strategic leadership practices and organizational performance.

4.1 Response Rate
Sample size was 144 respondents of which the questionnaires were administered. The number of employees who returned the questionnaires was 130, hence attaining 90.28% response rate as detailed in Table 4.1 underneath.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>% percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total questionnaires circulated</td>
<td>144</td>
<td>100%</td>
</tr>
<tr>
<td>Questionnaire surrendered</td>
<td>130</td>
<td>90.28%</td>
</tr>
</tbody>
</table>

Response rate of 90.28% was considered acceptable to analyze the influence of strategic leadership practices on performance of charitable ambulance services in Nairobi city county Kenya. Mugenda (2009) postulates that 50% response rate is adequate for research and inquiry in social sciences. The finding endorses the study by Bailey (2000) who asserted that 50% response rate is acceptable. The huge response rate is accredited to the statistics developments, where the researcher notified the partakers of the planned survey, by use of plunge and single out method. This was also convenient since the study was conducted at the onset of Covid -19 Pandemic, coupled with social distancing and movement restrictions. Altogether the questionnaires were self-administered to the respondents, and collected
afterwards, this allowed them humble time, liberty and inspiration to objectively fill-in the questionnaires.

4.2 Demographic Profile
The study collected and analyzed the following demographic information with regards to the respondent’s gender, age, academic experiences and the duration they have served in their corresponding establishments and the findings were as follows.

4.2.1 Age of the Respondents
The study analyzed the demographic profile of the respondents to ascertain that age set representation of the respondents and the finding is tabulated in Table 4.2 below;

Table 4.2: Age of the Respondents

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 25 years</td>
<td>17</td>
<td>13.1</td>
<td>13.1</td>
</tr>
<tr>
<td>26-30 years</td>
<td>21</td>
<td>16.2</td>
<td>29.2</td>
</tr>
<tr>
<td>31-35 years</td>
<td>28</td>
<td>21.5</td>
<td>50.8</td>
</tr>
<tr>
<td>36-40 years</td>
<td>38</td>
<td>29.2</td>
<td>80.0</td>
</tr>
<tr>
<td>41-45 years</td>
<td>17</td>
<td>13.1</td>
<td>93.1</td>
</tr>
<tr>
<td>over 46 years</td>
<td>9</td>
<td>6.9</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>130</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

A number of the respondents adding to 29.2% were below aged 36-40 years. Below 21% respondents were between 31-35 years, 16.2% were between 26-30 years old, and 13.1% were aged below 25 years and 41-45 years respectively, while the remaining 6.9% were over 46 years old and above. The outcomes revealed responses of diverse age sets were representative of the study.
4.2.2 Respondents Gender

The study evaluated the gender representation of the respondents to ascertain inclusivity of both male and female respondents in the study and the findings were presented in Figure 4.1 below;

**Figure 4.1: Gender of the respondents**

Gender representation of the respondents revealed that, variety of the respondents matching to fifty four (54%) were male and forty sixth (46%) female. The results of the findings shows that the sentiments availed by respondents in association to strategic leadership practices on performance of charitable ambulance services in Nairobi County were from each gender category. Hence, the realized outcomes is attributed to both gender.

4.2.3 Level of the Respondents

The study assessed the cadres of the respondents and results are presented in Table 4.3 below
Table 4.3: Level of the respondents

<table>
<thead>
<tr>
<th>Level of the Respondents</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>2</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td>Middle Management</td>
<td>20</td>
<td>15.4</td>
<td>16.9</td>
</tr>
<tr>
<td>Lower Management</td>
<td>36</td>
<td>27.7</td>
<td>44.6</td>
</tr>
<tr>
<td>Support Staff</td>
<td>72</td>
<td>55.4</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>130</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Analysis of the cadres of the respondents exhibited that, a greater number of the respondents (55.4%) were support staff, 27.7% were lower management, 15.4% middle management and 1.5% were top management. The cadres reveal that the respondents were in line with the distribution of staff in the organization with less at the top and majority at the bottom.

4.2.4 Length of Service of the Respondents

The study incorporated the length of service of the respondents and the aftermaths are as shown in Table 4.4 below;

Table 4.4: Length of Service of respondents

<table>
<thead>
<tr>
<th>Duration</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 years</td>
<td>28</td>
<td>21.5</td>
<td>21.5</td>
</tr>
<tr>
<td>4-6 Years</td>
<td>39</td>
<td>30.0</td>
<td>51.5</td>
</tr>
<tr>
<td>7-9 Years</td>
<td>38</td>
<td>29.2</td>
<td>80.8</td>
</tr>
<tr>
<td>over 10 Years</td>
<td>25</td>
<td>19.2</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>130</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

The duration the respondents had worked in the organizations was obtained, result in Table 4.4 indicates that 30% of the respondents served between 4-6 years, 29.2% 7-9 years, 21.5% 1-3 years and 19.2% over 10 years.

4.2.5 Respondents Education

The study sought to establish the academic and professional qualification of the respondents. This demographic information was important to ascertain the extent to which the respondent’s
education level was represented and if the respondents had the knowledge, skills and attitudes to provide information on the strategic leadership and organizational performance the conclusions are as revealed in figure 4.2 below;

**Figure 4.2 Education level of the Respondents**

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post graduate</td>
<td>5.40%</td>
</tr>
<tr>
<td>Graduate</td>
<td>37.70%</td>
</tr>
<tr>
<td>Diploma</td>
<td>40%</td>
</tr>
<tr>
<td>Certificate</td>
<td>16.90%</td>
</tr>
</tbody>
</table>

As per the above analysis, 40% and 37.7% were Diploma and graduate degree holders respectively, 16.9% and 5.4% were certificate and post graduate holders respectively. Consequently, respondents in this study were well versed with effect strategic leadership practices on performance of charitable ambulance services in Nairobi City County and thus presented relevant information.

### 4.3 Test of Assumptions

#### 4.3.1 Test of Normality

Parametric statistics require that the data follows a normal distribution curve. Shapiro-Wilk, Kolmogorov-Smirnov, Lilliefors and Anderson Darling are used to test normality. Shapiro-Wilk test is the most powerful normality test. The current study employed both the Kolmogorov-Smirnov and Shapiro-Wilk indices to test normality. A Shapiro-Wilk test of less than 0.05 implies that there is significant deviation of data from a normal distribution (Razali and Wah, 2011). The result of normality test is displayed in Table 4.5.
The study in Table 4.5 found a Shapiro-Wilk test greater than 0.05 implies that there was no significant deviation of data from a normal distribution while the Kolmogorov-Smirnov test probabilities (p-value) were greater than 0.05 thus, accept H0 that the data are not different from normal.

### 4.3.2 Multicollinearity Test

Multicollinearity denotes an unwanted state where the correlation amongst the independent are strong. Tolerance and variance inflation factor (VIF) were used to measure collinearity statistics. Tolerance gave the aggregate of variance in independent variable that is not expounded by another independent variable. VIF was used to measure the extent a variance of the regression coefficient was exaggerated by multicollinearity. The values were accepted as follows; VIF limit accepted at (10) (King et al., 1994) while VIF value was accepted at values not be less than (0.10), as set out in Table 4.6

### Table 4.5 Test of Normality

<table>
<thead>
<tr>
<th></th>
<th>Kolmogorov-Smirnov</th>
<th>Shapiro-Wilk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Statistics</td>
<td>df</td>
</tr>
<tr>
<td>Strategic Direction</td>
<td>2.67</td>
<td>.247</td>
</tr>
<tr>
<td>Operational Efficacy</td>
<td>3.82</td>
<td>.151</td>
</tr>
<tr>
<td>Human Resource Development</td>
<td>3.67</td>
<td>.196</td>
</tr>
<tr>
<td>Strategic Control</td>
<td>4.10</td>
<td>.161</td>
</tr>
</tbody>
</table>

### Table 4.6 Multicollinearity Test

<table>
<thead>
<tr>
<th></th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>Strategic Direction</td>
<td>.743</td>
</tr>
<tr>
<td>Operational Efficacy</td>
<td>.498</td>
</tr>
<tr>
<td>Human Resource development</td>
<td>.600</td>
</tr>
<tr>
<td>Strategic Control</td>
<td>.804</td>
</tr>
</tbody>
</table>

As shown in the table 4.6 all the VIF values were less than 5 and tolerance was >0.10 meaning that there were no multicolinearity
4.4 Descriptive Statistical Analysis

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

4.4.1 Descriptive Statistics on Strategic direction

Primary data obtained was analyzed for descriptiveness. One of the key variables of study was strategic leadership. This variable was important in the determination of the extent to which leadership applies strategic direction to enhance organization. The outcome is shown in Table 4.7

Table 4.7 Statistics on strategic direction

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership is committed to the mission of the organization</td>
<td>130</td>
<td>4.1615</td>
<td>.74505</td>
</tr>
<tr>
<td>Leadership is committed to the vision of the organization</td>
<td>130</td>
<td>4.1538</td>
<td>.72027</td>
</tr>
<tr>
<td>Activities of the organization are guided by strategic objectives</td>
<td>130</td>
<td>4.0846</td>
<td>.74745</td>
</tr>
<tr>
<td>Leadership have clearly articulated organization vision</td>
<td>130</td>
<td>4.0769</td>
<td>.83169</td>
</tr>
<tr>
<td>Outcomes of strategic review are implemented</td>
<td>130</td>
<td>3.7231</td>
<td>.69344</td>
</tr>
<tr>
<td>Valid N (list wise)</td>
<td>130</td>
<td>4.04</td>
<td>0.75</td>
</tr>
</tbody>
</table>

The strategic leadership variables were analyzed and the results were as per the Table 4.7 above. Respondents were probed to specify the level they were in agreement with strategic leadership practices in their organizations. The fallouts exhibited that to a large extent the respondents were in agreement that leadership is committed to the mission of the organization (Mean =4.1615, SD=.74505), leadership is committed to the vision of the organization (Mean = 4.1538, SD=.72027), the activities of the organization are guided by strategic objectives (Mean =4.0846, SD=.74745), leadership have clearly articulated organization vision (Mean=4.0769, SD=.83169) and the respondents are to a moderate
agreement that the outcomes of strategic review are implemented (Mean =3.7231, SD=.69344)

The overall mean of 4.04 at 0.75 SD therefore demonstrated that a number of the respondents were in agreement that strategic direction influences organization performance. The weak relationship can be explained by the fact that most organization develop vision and mission, however the challenge emanate at the execution. The findings are in agreements with Childress (2013), Hamm (2011), who found that execution is all about results. De Flander (2010) who posits that without execution the required benefits stated in planning and visioning are seldom realized. These was in agreement with (Ng’ang’a, 2018) whose conclusions revealed a positive effect of strategic direction on organizational performance

4.4.2 Descriptive Statistics on Operational efficacy
The descriptiveness of operational efficacy variable was analyzed as simplified in Table 4.8. The study also considered the extent to which leadership practice operational efficacy in relation to organizational performance and the fining was as follows.
The operational efficacy variables were analyzed and the results were as per the table 4.8 above. Respondents were enquired the extent they were in agreement with operational efficacy practices in the organization. The fallouts indicated that to a great extent the respondents were in agreement that the organization has clearly differentiated products and services (Mean=4.1923, SD=.63608), the organization regularly analyzes operational cost for each product/service (Mean = 4.0923, SD =.70925), products and services are fully maximized (Mean =4, SD=.76756).
The respondents were to moderate extent in agreement that leadership ensures continuous process improvement (Mean = 3.9692, SD = 0.93127), organization has systems in place to enhance operational efficacy (Mean = 3.8692, SD = 0.65163), leadership ensures customer satisfaction (mean = 3.8077, SD = 0.59840), leadership has put in place systems to enhance operational efficacy (mean = 3.7692, SD = 0.61680), leadership has clearly defined operational processes of the organization (mean = 3.7231, SD = 0.64718), leadership innovatively review services and products for competitiveness (Mean = 3.4231, SD = 0.73522) and leadership has structures in place to assess and review customer feedback (Mean = 3.3154, SD = 0.72641). The overall mean of 3.82 at 0.70 SD therefore indicates that most of the respondents to a moderate extent agreed that operational efficacy influences organization performance. The finding corroborates with Nzoka (2013) that operational efficacy initiatives spurred organizational performance.

4.4.3 Descriptive Statistics on Human Capital Development

It was equally important to establish the descriptiveness of the human capital development variable. This variable was important in determination of the extent to which leadership practiced human capital development to enhance organizational performance and the result is indicated below Table 4.9 shows the outcome.

<table>
<thead>
<tr>
<th>Table 4.9 Statistics on Human Capital Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
</tr>
<tr>
<td>----</td>
</tr>
<tr>
<td>New recruits are taken through formal induction, orientation and familiarization process designed to help them understand the organization</td>
</tr>
<tr>
<td>Training is provided regularly to staff to improve skills capacity</td>
</tr>
</tbody>
</table>
The human capital development variables were analyzed and the results were as per the table 4.9 above. Respondents were asked the extent they were in agreement with human capital development practices in the organization. The results disclosed that to a great extent the respondents were in agreement that new recruits are taken through formal induction, orientation and familiarization process designed to help them understand the organization (Mean=3.0385, SD=.73034).

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

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

Analysis was important to establish the extent to which leadership practiced strategic control to enhance organizational performance and the result is indicated below;

Table 4.10 Statistics on Strategic Control

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The leadership carry out control procedures on implemented strategies</td>
<td>130</td>
<td>4.1385</td>
<td>4.41940</td>
</tr>
<tr>
<td>The leadership conducts regular monitoring and evaluation of the programmes and process controls to mitigate risks</td>
<td>130</td>
<td>3.9923</td>
<td>3.62056</td>
</tr>
<tr>
<td>There is regular monitoring of programs budget to ensure expenditure is within the budget line.</td>
<td>130</td>
<td>3.9000</td>
<td>3.62056</td>
</tr>
<tr>
<td>The leadership regularly assess compliance to established controls</td>
<td>130</td>
<td>3.8462</td>
<td>3.60977</td>
</tr>
<tr>
<td>Leadership has put controls in place to ensure operational efficacy</td>
<td>130</td>
<td>3.8385</td>
<td>3.53994</td>
</tr>
<tr>
<td>The leadership carry out necessary adjustments on deviations from the strategy</td>
<td>130</td>
<td>3.8154</td>
<td>3.95467</td>
</tr>
<tr>
<td>The leadership ensures that controls in place are adequate</td>
<td>130</td>
<td>3.7308</td>
<td>3.73441</td>
</tr>
<tr>
<td>The leadership regularly tracks strategic implementation process</td>
<td>130</td>
<td>3.6000</td>
<td>3.65415</td>
</tr>
<tr>
<td>The leadership has established alert systems</td>
<td>130</td>
<td>3.4154</td>
<td>3.83327</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>130</td>
<td>3.81</td>
<td>1.80</td>
</tr>
</tbody>
</table>

The strategic control variables were analyzed and the results were as per the table 4.10 above.

Respondents were asked to give an indication as to what extent they were in agreement with Strategic Control practices in the organization. The fallouts unveiled that principally the respondents were in agreement that the leadership carry out control procedures on implemented strategies (Mean =4.1385, SD = 4.41940),
The respondents were to moderate extent in agreement that leadership conducts regular monitoring and evaluation of the programmes and process controls to mitigate risks (Mean = 3.9923, SD = 3.62056), there is regular monitoring of programs budget to ensure expenditure is within the budget line (Mean = 3.9000, SD = .87027), the leadership regularly assess compliance to established controls (Mean = 3.8462, SD = 3.60977), leadership has put controls in place to ensure operational efficacy (Mean = 3.8385, SD = .53994), leadership carry out necessary adjustments on deviations from the strategy (Mean = 3.8154, SD = .95467), leadership ensures that controls in place are adequate (Mean = 3.7308, SD = .73441), leadership regularly tracks strategic implementation process (Mean = 3.6000, SD = .65415), leadership has established alert systems (Mean = 3.4154, SD = .83327).

The overall mean of 3.81 at 1.80 SD uncovered that most respondents conceded that strategic control influences organization performance, cementing the study by Gaturu, Waigianjo, Bichang’a and Oigo (2015) expounded that strategic control and performance are interrelated.

4.4.5 Descriptive Statistics on Organizational Performance

Finally, the study established the descriptiveness of organizational performance and the results are tabulated as shown in Table 4.11.
Table 4.11 Statistics on Organizational Performance

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Organization’s activity has great impact to the community</td>
<td>130</td>
<td>4.6615</td>
<td>.69943</td>
</tr>
<tr>
<td>Organization activities are reviewed by external auditors</td>
<td>130</td>
<td>4.3615</td>
<td>.77763</td>
</tr>
<tr>
<td>Revenue from income generated activities has increased for the last five years</td>
<td>130</td>
<td>4.2846</td>
<td>.85576</td>
</tr>
<tr>
<td>The Organization efficiently use the available funds to generate revenue</td>
<td>130</td>
<td>4.1923</td>
<td>.94086</td>
</tr>
<tr>
<td>There has been increase on performance for the last five years</td>
<td>130</td>
<td>4.0692</td>
<td>.69537</td>
</tr>
<tr>
<td>Revenue from other income generation activities has been growing over the last five years</td>
<td>130</td>
<td>4.0231</td>
<td>.86683</td>
</tr>
<tr>
<td>Organization regularly carry out stakeholder satisfactory survey</td>
<td>130</td>
<td>3.8231</td>
<td>.91045</td>
</tr>
<tr>
<td>The Volunteers are effectively utilized in the organization</td>
<td>130</td>
<td>3.8077</td>
<td>.95719</td>
</tr>
<tr>
<td>The organization efficiently utilizes its resources</td>
<td>130</td>
<td>3.8077</td>
<td>.66000</td>
</tr>
<tr>
<td>The Organization effectively meets its expenditure needs</td>
<td>130</td>
<td>3.8000</td>
<td>.66356</td>
</tr>
<tr>
<td>Leadership ensures upwards trend on volunteer growth</td>
<td>130</td>
<td>3.7923</td>
<td>.97802</td>
</tr>
<tr>
<td>Strategic leaders have measures in place to enhance fundraising efficiency</td>
<td>130</td>
<td>3.3846</td>
<td>.82954</td>
</tr>
<tr>
<td>Fundraising initiatives has been effective over the last five years</td>
<td>130</td>
<td>2.2385</td>
<td>1.04030</td>
</tr>
<tr>
<td>The company heavily depends on Donor funds to support its social activities</td>
<td>130</td>
<td>1.9615</td>
<td>1.10253</td>
</tr>
<tr>
<td>Donor funds has growing trend for the last five years</td>
<td>130</td>
<td>1.6769</td>
<td>.75959</td>
</tr>
<tr>
<td><strong>Valid N (listwise)</strong></td>
<td><strong>130</strong></td>
<td><strong>3.59</strong></td>
<td><strong>0.85</strong></td>
</tr>
</tbody>
</table>
Organization performance variables were analyzed and the results were as per the table 4.11 above. Respondents were asked to give an indication as to what extent they were in agreement with organization performance practices. The upshots indicated that to a large extent the respondents concurred that organization’s activity has great impact to the community (Mean =4.6615, SD =.69943), organization activities are reviewed by external auditors (Mean =4.3615, SD = .69943), revenue from income generated activities has increased for the last five years (Mean =4.2846, SD =.85576 ), organization efficiently use the available funds to generate revenue (Mean = 4.1923, SD = .94086), there has been increase on performance for the last five years (Mean = 4.0692, SD = .69537), revenue from other income generation activities has been growing over the last five years (Mean = 4.0231, SD = .86683).

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

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

The overall mean of 3.59 at 0.85 SD indicated that a significant number of the respondents coincided that organization performance is influenced positively.
4.5 Inferential Statistical Analysis

Inferential statistics employed in the study encompassed the use of correlation analysis and multiple regression analysis. Use of different tests was inspired by the necessity to corroborate results and to further query the results to find out more about the underlying patterns explaining such results.

4.5.1 Correlation Analysis

The study applied Pearson product moment correlation coefficient. Correlations estimates the strength of the linear affiliation between two variables. A correlation coefficient of -1.0 or 1.0 imply a stronger correlation. The Correlations Coefficients are illustrated in Table 4.12.

<table>
<thead>
<tr>
<th>Table 4.12: Correlations Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Direction</td>
</tr>
<tr>
<td>--------------------------------------</td>
</tr>
<tr>
<td>Pearson Correlation</td>
</tr>
<tr>
<td>Strategic Direction</td>
</tr>
<tr>
<td>Operational Efficacy</td>
</tr>
<tr>
<td>Human Resource development</td>
</tr>
<tr>
<td>Strategic Control</td>
</tr>
<tr>
<td>Organizational Performance</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).
The Pearson correlation coefficient for strategic direction and organization performance was 0.223, meaning that strategic direction correlates with organization performance up to 22.3% (R=0.223, p-value = 0.011 at the 95% confidence level, p < .05, concluding that the relationship was statistically significant.

The Pearson correlation coefficient for Operational efficacy and organization performance was 0.634, implying a correlation of 63.4% (R=0.634, at p-value = 0.000, with p < .05 the study established that there was a statistically substantial affiliation between the two variables.

Pearson correlation coefficient for human resource development and organization performance was 0.497, a correlation of 49.7% (R=0.497). The p-value was 0.000 at the 95% confidence level, p < .05, hence it concluded a statistically significant relationship.

Pearson correlation coefficient for strategic control and organization performance was 47.6% (R=0.476, p-value = 0.000, p < .05, hence the relationship was found to be statistically significant.

4.6 Regression Analysis

Simple regression analysis was embraced to establish the effect of the independent variables. The finding for each variable was analyzed and presented as follows;

4.6.1 Effect of Strategic Direction and Performance of Charitable Ambulance Service Organizations

The goal of this variable was to determine the effect of strategic direction (SD) on the performance of charitable ambulance services organizations in Nairobi City County. This was ascertained by the regression of strategic direction (SD) and organizational performance. The study findings are presented in Table 4.13
The findings in Table 4.13 shows that strategic direction (SD) correlate with organizational performance up to 0.223 which is a weak positive correlation leading to a variation of 5%.

The residual 95% of the variability in the data is explained by other factors outside the model.

The proportion that is explained by strategic direction was as follows; F value = 6.692 at p-value = 0.011 which is less than 0.05) thus concluding that, strategic direction has a weak positive influence on the performance of charitable ambulance services organizations in Nairobi County.

These relationships were expressed in the following equation:

Organizational Performance = 2.907 + 0.171 strategic direction

The strategic direction yielded 0.171 positive and statistically substantial changes on performance of charitable ambulance services organizations in Nairobi City County.
bolstering the study by (Kitonga, Bichanga and Muema, 2016) strategic leadership has linkage with organizational performance.

4.6.2 Effect of Operational efficacy and Performance of Charitable Ambulance Service Organizations

The second objective of the study targeted to probe the influence of operational efficacy (OE) on performance of charitable ambulance service organizations in Nairobi City County. The finding was obtained by the regression of the responses on operational efficacy and organizational performance and the conclusion was arrived as specified in Table 4.14.

<table>
<thead>
<tr>
<th>Table 4.14 Effect of Operational efficacy on Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Regression Model</strong></td>
</tr>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td><strong>Anova statistics</strong></td>
</tr>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>Residual</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td><strong>Coefficientsa</strong></td>
</tr>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>Operational Efficacy</td>
</tr>
</tbody>
</table>

The analysis in Table 4.14 shows that there is linkage between operational efficacy (OE) and performance up to 0.634 leading to a variation of 40.2. The proportion that is explained by operational efficacy had an F value of 86.06 at p-value = 0.00 which is less than 0.05, thus it
was established that operational efficacy impacts on the performance of charitable ambulance services organizations in Nairobi City County.

These relationships were expressed in the following equation:

Organizational Performance = 0.775 + 0.735 operational efficacy.

In the coefficient table, a unit change in operational efficacy yields 0.735 positive changes on performance of charitable ambulance services in Nairobi County. This change is statistically significant, hence operational efficacy influences performance of charitable ambulance service in Nairobi County performance significantly, supporting (Nzoka, 2013; Nyangau, 2015) whose findings revealed that operational efficacy (OE) spur the company’s performance.

4.6.3 Effect of HR Capital Development and Performance of Charitable Ambulance Service Organizations

The third objective of the study aimed at determining if there was statistically substantial connection between Human Resource capital development (HRD) and performance of charitable Ambulance Services in Nairobi City County. Conclusion was attained by the regression of the responses on HRD and organizational performance and the finding were obtained as revealed in Table 4.15

Table 4.15 Effect of HRD on performance

<table>
<thead>
<tr>
<th>Regression Model</th>
<th>R- value</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model statistics</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>.497\textsuperscript{a}</td>
<td>.247</td>
<td>.241</td>
<td>.41458</td>
</tr>
</tbody>
</table>

\textsuperscript{a} 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>
</table>

52
The fallouts as per Table 4.15 indicated that HRD correlate with performance up to 0.497 which is an average positive correlation leading to a variation of 24.7%. The proportion that is explained by human capital development was significant with an F value = 41.972 at p-value = 0.00 which is less than 0.05 an indication human capital development affects the performance of charitable ambulance service organizations in Nairobi County.

These relationships were expressed in the following equation:

Organizational Performance = 2.144 + 0.422 HRD

In the coefficient table, a unit change in human capital development yields 0.422 positive changes on performance of charitable ambulance services in Nairobi County. This change is statistically significant, meaning that human capital development influences performance of charitable ambulance services in Nairobi City County significantly. This result is consistent with the study by (Abduland and Abdulrahman, 2016) that human capital development contributes to the overall organization performance.

4.6.4 Effect of Strategic Control and Performance of Charitable Ambulance Service Organizations

The last objective of the study was evaluating the effect of strategic control on performance of charitable ambulance service in Nairobi City County. The finding was obtained by the
regression of the responses on strategic control and organizational performance results were as displayed in Table 4.16

**Table 4.16 Effect of Strategic Control on Performance**

<table>
<thead>
<tr>
<th>Model-statistics</th>
<th>R- value</th>
<th>R Square Values</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.476a</td>
<td>.227</td>
<td>.221</td>
<td>.42007</td>
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</tbody>
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<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>Regression</td>
<td>6.628</td>
<td>1</td>
<td>6.628</td>
<td>37.55</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>22.587</td>
<td>128</td>
<td>.176</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>29.215</td>
<td>129</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t-statistics</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B-values</td>
<td>Standard Error</td>
<td>Beta-values</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>2.562</td>
<td>.172</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>Strategic Control</td>
<td>.270</td>
<td>.044</td>
<td>.476</td>
<td>.000</td>
</tr>
</tbody>
</table>

The findings in Table 4.16 shows that strategic control correlate with performance up to 0.476 which is a strong positive correlation leading to a variation of 22.7%. The other 77.3% of the variability in the data is explained by other aspects not incorporated in the model. The proportion that is explained by strategic control had an F statistic of 37.558 at p-value = 0.00 which is less than 0.05 an indication that strategic control influence performance of charitable ambulance service organizations in Nairobi County.

These relationships were expressed in the following equation:

Performance = 2.562 + 0.270 strategic control
In the coefficient table, a unit change in strategic control yields 0.270 positive changes on performance of charitable ambulance service organizations in Nairobi County. This change is statistically significant, meaning that strategic control influences performance of charitable ambulance services in Nairobi County performance significantly, supporting (Gaturu, Waiganjo, Bichang’a and Oigo, 2015) concluded that there is a positive link between strategic control and performance

4.6.5 Effect of Strategic Leadership and Organizational Performance of Charitable Ambulance Service Organizations

Table 4.17 lead to the overall equation on the effect of Strategic leadership on organizational performance of charitable Ambulance Services in Nairobi County.

Table 4.17 Strategic Leadership and Organizational Performance of Charitable Ambulance Services

<table>
<thead>
<tr>
<th>Regression Model</th>
<th>R- value</th>
<th>R Square Values</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.693a</td>
<td>.480</td>
<td>.463</td>
<td>.34865</td>
</tr>
</tbody>
</table>

ANOVAa Statistics

<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>14.020</td>
<td>4</td>
<td>3.505</td>
<td>28.834</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>15.195</td>
<td>125</td>
<td>.122</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>29.215</td>
<td>129</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Coefficientsa

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t-statistic</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B-values</td>
<td>Standard Error</td>
<td>Beta-values</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.802</td>
<td>.296</td>
<td>2.712</td>
</tr>
<tr>
<td></td>
<td>Strategic Direction</td>
<td>-.108</td>
<td>.057</td>
<td>-.141</td>
</tr>
<tr>
<td></td>
<td>Operational Efficacy</td>
<td>.599</td>
<td>.106</td>
<td>.517</td>
</tr>
<tr>
<td></td>
<td>Human Resource development</td>
<td>.120</td>
<td>.071</td>
<td>.142</td>
</tr>
<tr>
<td></td>
<td>Strategic Control</td>
<td>.135</td>
<td>.041</td>
<td>.238</td>
</tr>
</tbody>
</table>
Overall the fallouts of the analysis in Table 4.17 show that strategic leadership practices when combined correlate with organizational performance of charitable ambulance services up to 0.693 which is a strong positive correlation leading to a variation of 48%. The remaining 52% of the variability in the data is expounded for by other factors not involved in the model. The proportion that is explained by strategic leadership practices had an F value = 28.834 at p-value = 0.000 which is less than 0.05 an indication that strategic leadership relates with organizational performance of charitable ambulance services.

These overall relationships were expressed in the following equation:

\[
\text{Organizational Performance} = 0.802 - 0.108 \text{ Strategic Direction} + 0.599 \text{ Operational Efficacy} + 0.120 \text{ Human Resource Development} + 0.135 \text{ Strategic Control}
\]

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

4.7 Chapter summary

The section examined data analysis together with interpretation of the fallouts. The first segment of the study covered the descriptive statistics and variables, strategic direction, operational efficacy, human resource development and strategic control. The four sections
covered specific research objectives. In the first research question, the study found that both strategic direction, operational efficacy, human resource development and strategic control influence organizational performance significantly, overall when the four variables were regressed together the study proved a positive and significant influence organizational performance. The next chapter focus on the study conclusion.
CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter finalizes the study by summing up the study outcomes. This chapter focuses on encapsulation of the study objectives and how they were realized. The chapters juxtapose the recommendations and areas that other researchers can pin on the subject of strategic leadership practices and performance of charitable ambulance services.

5.2 Summary of the findings
The study used primary data to measure variables, which were essential to the research problem. The variables included data on strategic direction, operational efficacy, human resource development, strategic control influence and organizational performance. The target population consisted of 144 Managers and staff from ambulance service organizations in Nairobi county. The study adopted census approach and tools were checked for content validity by the supervisor, pilot study was also carried out to pretest the questionnaire and reliability of the instruments was tested by means of cronbach's alpha. Descriptive statistics were used throughout the analysis to cipher frequencies and percentages with a view of evaluating the patterns and illustrated in graphical format juxtaposed with tables. The data was also analyzed using simple regression analysis to explore the strength of the variables as conceptualized in the conceptual framework.

5.2.1 Effect of Strategic Direction and Organizational Performance
The study established that there was a weak correlation between strategic direction and the performance of charitable Ambulance Services in Nairobi County. Implying that strategic direction had a weak impact on performance of charitable ambulance services in Nairobi County. Consequently, strategic leaders ought to get entwined in setting the strategic
direction, to spur the performance of charitable ambulance services, supporting findings of the study finding by Okorley and Nkrumah (2012).

5.2.2 Effect of Operational Efficacy and Organizational Performance

The results of the study established that there was a strong positive relationship between operational efficacy and performance of charitable ambulance services in Nairobi County. Therefore, leadership of the charitable ambulance services organizations should strive to enhance operational efficacy to spur the performance of charitable ambulance service organizations.

5.2.3 Effect of Human Capital Development and Organizational Performance

The outcomes of the analysis revealed that there was an average positive correlation between human capital development and performance of charitable ambulance service organizations in Nairobi County. Thus affirming that human capital development affects performance. The finding is evident that scaling up development opportunities for employees to acquire new skills improve overall performance of the organization.

5.2.4 Effect of Strategic Control and Organizational Performance

The results of the study revealed that strategic control positively correlate with performance of charitable ambulance services organizations in Nairobi County. This correlation was statistically significant, meaning that strategic control influences performance of charitable ambulance services in Nairobi County significantly. Overall, when combined together, the results of the analysis show that strategic leadership correlate with organizational performance of charitable ambulance services up to 0.69.3 which is a strong positive correlation. A unit change yields 0.108 negative change in strategic
direction, 0.599 positive change in operational excellence, 0.120 positive change in human resources development and 0.135 positive change in strategic control. This change is statistically significant, meaning that strategic direction, operational excellence, human resource development and strategic control influence organizational performance significantly. The outcomes demonstrate that if strategic leadership is properly implemented the performance of charitable ambulance services organizations will improve.

5.3 Conclusions
The objective of study was to determine the extent strategic leadership affect organizational performance of charitable ambulance services organizations in Nairobi County. The study has proved that all the four variables strategic direction, operational efficacy, human resource development and strategic control influence on performance of charitable ambulance services organizations positively. The finding of the four variables jointly, found that strategic direction, operational efficacy, human resource development and strategic control affects the performance of charitable ambulance service organizations.

5.4 Recommendations
The study established that there was a weak positive relationship between strategic direction and organization performance. The study therefore recommends that charitable ambulance services in Nairobi City County should scale up the use of development and communication of the strategic vision, mission and articulate strategic objective to enhance the effect of strategic direction practices on organizational performance.

The study also found that operational efficacy had a medium positive correlation with organizational performance. The study therefore recommends that charitable ambulance services in Nairobi City County should align service/product design and development with
customer needs to maximize customer satisfaction and bolster the impact of operational efficacy practices on organizational performance.

The findings revealed that human capital development had an average positive effect on organizational performance. Scale up organizational training and knowledge transfer programmes to enhance skills, experience and attitude to improve organizational performance.

Lastly, study results demonstrated that strategic control connects had a strong positive linkage with organizational performance. In line with this finding, charitable ambulance services in Nairobi City County should scale up implementation of controls, alert systems, monitoring and evaluation systems to enhance the impact of strategic direction practices on organizational performance.

5.5 Suggestions for further studies

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

Appendix I: Letter of introduction and data collection tool

GLADYS MOKEIRA KEGENI
P.O BOX 58676-00200
NAIROBI

Dear Sir/Madam,

RE: DATA COLLECTION FOR STUDY ON STRATEGIC LEADERSHIP PRACTICES ON PERFORMANCE OF CHARITABLE AMBULANCE SERVICE IN NAIROBI CITY COUNTY

Thank you for agreeing to take part in this research. I am kindly requesting you to voluntarily assist in filling the questionnaire herewith attached. Please note the information which will be obtained through this exercise will be for educational use only. Hence, the respondents are requested not to indicate their name anywhere on the questionnaire. Please feel free to get in touch for any clarification.

Yours faithfully

Gladys Mokeira Kegeni
0723750824
Questionnaire

Section A: General Information

1. Please Indicate your age
   
   Below 25 years ( )
   26-30 years ( )
   31-35 years ( )
   36-40 years ( )
   41-45 years ( )
   Above 51 years ( )

2. Please indicate your gender
   Male ( )
   Female ( )

3. What is your title in this organization
   
   Top management ( )
   Middle level Manager ( )
   Low level manager ( )
   Support Staff ( )

4. How many years have you worked in this organization?
   
   0-3 years ( )
   4-6 years ( )
   7-9 years ( )
   above 10 years ( )

5. Indicate your highest level of education
   
   Certificate ( )
   Diploma ( )
   Degree ( )
   Postgraduate ( )

In the following statement using the scale of 1-5, where, 1=Not at all and 5=Very Great Extent, indicate the extent you agree with the following statements

Section B: Strategic direction on Charitable Ambulance Services

<table>
<thead>
<tr>
<th>Items</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership have clearly articulated organization vision</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership is committed to the mission of the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership is committed to the vision of the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The activities of the organization are guided by strategic objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outcomes of strategic review are implemented</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Section C: Operational efficacy of Charitable Ambulance Services
The Organization has systems in place to enhance operational efficacy
Leadership has clearly defined operational processes of the organization
Leadership has put in place systems to enhance operational efficacy
Leadership ensures continuous process improvement
Products and services are fully maximized
Leadership ensures customer satisfaction
The organization has clearly differentiated our products and services
The leadership innovatively review services and products for competitiveness
Leadership has put structures in place to assess and review customer feedback
The organization regularly analyzes operational cost for each product/service

Section D: Human capital development on Charitable Ambulance Services

<table>
<thead>
<tr>
<th>Items</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training is provided regularly to staff to improve skills capacity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is regular Skills and knowledge transfer on new products and services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is room for staff to build and transfer job experience to others.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is knowledge management programme in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New recruits are taken through formal induction, orientation and familiarization process designed to help them understand the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Section E: Strategic Control on Charitable Ambulance Services

<table>
<thead>
<tr>
<th>Items</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership has put controls in place to ensure operational efficacy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The leadership has established alert systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The leadership conducts regular monitoring and evaluation of the programmes and process controls to mitigate risks.
The leadership ensures that controls in place are adequate.
The leadership regularly tracks strategic implementation process.
The leadership carry out control procedures on implemented strategies.
The leadership regularly assess compliance to established controls.
There is regular monitoring of programs budget to ensure expenditure is within the budget line.
The leadership carry out necessary adjustments on deviations from the strategy.

### Section F: Organizational Performance of Charitable Ambulance Services

<table>
<thead>
<tr>
<th>Items</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donor funds has growing trend for the last five years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization efficiently utilizes its resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue from income generated activities has increased for the last five years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There has been increase on performance for the last five years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic leaders have measures in place to enhance fundraising efficiency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The company heavily depends on Donor funds to support its social activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership ensures upwards trend on volunteer growth</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Organization’s activity has great impact to the community</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Organization effectively meets its expenditure needs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue from other income generation activities has been growing over the last five years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising initiatives has been effective over the last five years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Organization efficiently use the available funds to generate revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Volunteers are effectively utilized in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization activities are reviewed by external auditors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization regularly carry out stakeholder satisfactory survey</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>