



STRATEGIC LEADERSHIP PRACTICE AND ORGANIZATIONAL PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN KISII COUNTY

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ABSTRACT

The global perspective of strategic leadership involves being open to a sense of the highly dynamic business ecosystem including how ideas are passed or implemented, how issues arise, new solutions to already existing challenges well as emerging challenges, and many other aspects. Strategic leadership plays a critical role in the organizational performance of non-governmental organizations especially in developing countries; therefore, it needs more investigation. The general objective of this study was to establish the effect of strategic leadership practices on the organizational performance of Nongovernmental Organizations in Kisii County. The specific objective was to examine the effects of staffing strategies on the organizational performance of nongovernmental organizations in Kisii County. The study was guided by strategic leadership theory, person-environment fit theory and the balanced scorecard (BSC) theory. The research design selected for this study was descriptive and cross-sectional survey models. The target population for this study was drawn from the 21 non-governmental organizations located in Kisii County and consisted of 58 top management, 64 Middle Management, and 88 operational staff totalling to 210. The sampling frame for the study was drawn from the non-governmental organizations registered in the non-governmental organizations Board. The study used stratified sampling to obtain the sample size. The consistency and legitimacy of the study was further assessed using Cronbach's alpha. Data analysis was undertaken by use of the software Statistical Package for Social Science version 28. Data presentation was done using frequency counts, percentages, means, standard deviations and the information was presented in form of tables. Based on the findings, regression and Pearson's correlation results indicated that there is a positive and significant relationship between staffing strategies and organizational performance. The study recommended that organizations should align workforce planning closely with organizational goals, focusing on retaining talent. Also, organizations should invest in targeted capacity-building programs designed to develop relevant skills and competencies in employees.

Key Words: Staffing Strategies, Strategic Leadership, Workforce Planning

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INTRODUCTION

Strategic leadership plays a critical role in the organizational performance of non-governmental organizations (NGOs), especially in developing countries; therefore, it needs more investigation. NGOs in Kenya work on various social issues, promote the interests of people experiencing poverty, promote environmental protection, and offer community development services (Wabulasa & Kihara, 2023). The kind of leadership approaches implemented in an organization's management plays a critical role in its success or failure, whether it establishes a vision and objectives and how they will be achieved. A strategy refers to a blueprint or a layout of the goals and business objectives that can be communicated to every stakeholder in the organization and it involves how they will be motivated to achieve them (Pasaribu, Bulan & Pratama, 2021). Strategic leadership is critical in ensuring a successful and sustainable business operations. In Kenya, NGOs particularly operate in rural and hard-to-reach areas. As non-profit organizations, they often have limited resources and must spend long hours looking for grants and donors. Therefore, they must utilize the available and limited resources while working in complex environments that require implementing various strategic leadership practices (Otieno, 2022). According to Achola (2017), the potential of the social impact of community development services may be limited due to poor leadership, causing many people to miss out on its benefits.

Non-governmental organizations provide essential relief, welfare services, and other common commodities, mostly to needy and vulnerable people. They do not collect any payback or earnings that can be distributed to their associates, affiliates, or members (Hudson, 2017; Hinton, 2020). NGOs offer their beneficiaries various services in vast dimensions (Beer & Micheli, 2017). Wambu et al. (2022) and Hinton (2020) observed that NGOs are growing faster than other types of organizations globally. They exist in various magnitudes, from informal ones to multibillion-dollar establishments

in industries including educational, spirituality, healthcare, advocacy, legal, and others (Kitonga, 2017; Hudson, 2017). They offer a wide range of social services in various capacities, including farming and agricultural support, religious and spiritual services, finance, credit and savings, local housing and development services, relief, humanitarian and international development, advocacy for human rights, and support on environmental and natural resources (Kitonga, 2017; Worth, 2009).

In the context of organizational dynamics, the significance of strategic leadership at the local level cannot be overstated. It serves as a critical factor in shaping the strategic trajectory of the organization, as well as in formulating and implementing strategic initiatives that are deemed essential for achieving successful strategy execution (Muriithi & Paul, 2022). The development of human capital and the maintenance of essential competencies are crucial aspects for strategic leaders in ensuring successful strategy execution. According to recent research conducted by Kimani (2022), it has been observed that social capital may have a relatively lesser impact on effective strategic execution compared to other strategic leadership actions. The development of a mature system for strategic leadership is crucial in establishing a healthy interaction within the business environment. According to Wafula (2022), it has been acknowledged that to achieve success, organizations must enhance their customer service, develop new competitive advantages, and navigate fiercely competitive markets in the coming years. The rate at which these changes are occurring shows no signs of deceleration, suggesting that individuals must exert concentration and exertion to drive change. As the marketplace grows increasingly sophisticated and demanding, organizations must consistently modify certain facets of their operations to sustain competitiveness (Lindorff, 2020).

Strategic leadership practices among NGOs in Kenya play a pivotal role in shaping the direction and impact of these organizations. These practices

encompass a range of activities and approaches that are crucial for achieving their missions and ensuring long-term sustainability (Kimani, 2022). In Kenya, an East African nation characterized by a diverse range of socioeconomic conditions, NGOs often employ strategic leadership practices that blend direct service delivery with advocacy efforts (Wabulasa & Kihara, 2023). In regions with high poverty rates, such as some parts of Nairobi's informal settlements, NGOs like CARE Kenya prioritize immediate needs like access to healthcare, education, and clean water. In contrast, in economically more developed areas like Nairobi's business district, NGOs like Transparency International Kenya focus on advocacy, promoting transparency, and fighting corruption (Oracha, 2022).

Organizational performance within NGOs is a multifaceted concept encompassing various dimensions, including goals achieved, stakeholders' satisfaction, project sustainability, and asset value (Muriithi & Paul, 2022). According to Oracha (2022), the effectiveness of NGOs is often evaluated based on their ability to achieve predefined goals and objectives. These goals typically align with the organization's mission and may encompass a range of outcomes, such as alleviating poverty, promoting human rights, or advancing environmental sustainability. Assessing goal attainment involves measuring the extent to which the NGO has made progress towards its stated objectives, whether through direct interventions, advocacy efforts, or capacity-building initiatives (Komen, 2021).

According to Komen (2021), asset value represents the tangible and intangible resources that NGOs possess, including financial assets, human capital, infrastructure, networks, and reputation. Enhancing asset value involves optimizing the efficient utilization of resources, maximizing the impact of investments, and safeguarding the organization's reputation and credibility (Odhiambo & Njuguna, 2021). NGOs must adopt strategic management practices to ensure the effective stewardship of assets while balancing short-term needs with long-

term sustainability objectives. By continually monitoring and evaluating organizational performance across these dimensions, NGOs can adapt, innovate, and strive for excellence in achieving their mission and advancing positive social change (Ali & Anwar, 2021).

Statement of the Problem

NGOs are involved in various social sectors to improve the conditions of the people involved, including education, social services, relief, and healthcare, among others (Kaloudis, 2017). Even as society increasingly demands their services, NGOs continue to achieve unsatisfactory results due to ineffective leadership. Strategic leadership contributions to better organizational performance have yet to be extended to the non-profit sector (Megheirkouni, 2017). Some managerial challenges that most NGOs still face include internal issues like ineffective staffing, budgeting problems, lack of strategic planning, and ineffective leadership. Moreover, these challenges include external issues such as relationships with the government, the private sector, other organizations, and their target beneficiaries.

According to the findings of Mugambi and Obere (2021), a mere 32% of non-governmental organization programs were able to fully satisfy the beneficiaries. Partial satisfaction was reported in 24% of the programs, while the remaining 44% failed to meet the satisfaction levels of the beneficiaries. According to Gachenge, Githui, and Gathaiya (2021), a significant proportion of non-governmental organizations, specifically 34.2%, were found to have only partially achieved their organizational objectives, while 29.7% failed to reach their objectives altogether. Furthermore, Mkutano (2018) identified a notable level of inefficiency in service delivery, specifically in 34.7% of the programs implemented by non-governmental organizations. Moreover, it is worth noting that a significant proportion, specifically 51.4%, of the programs exhibited suboptimal efficacy due to the presence of cost overruns. Nyanje and Wanyoike (2022) argue that the inadequate attention given to

crucial organizational elements, such as leadership, can account for the subpar performance and diminished profitability observed in NGOs' operations. To optimize performance inside non-governmental organizations (NGOs), it is imperative to effectively handle leadership concerns by implementing strategic leadership approaches.

A study conducted by the Kenya Association of Fundraising Professionals (2019) found that approximately 70% of NGOs in Kenya reported financial sustainability as a significant challenge. In a survey by the Kenyan Ministry of Devolution and ASALs, 54% of NGOs stated that they struggle with financial sustainability. According to Muriithi (2022), there is insufficient literature available to interpret organizational performance and how it is affected by strategic leadership practices in NGOs. This study aims to examine the organizational performance of NGOs in relation to strategic leadership practices. Otieno (2022) asserts that it is unclear whether NGOs' leadership is strategically oriented and how this relates to their performance, even though intended leadership should adopt practices that increase organizational performance. Many Kenyan studies have examined strategic leadership and performance.

Otieno and Lewa (2020) looked at the performance of the maritime sector, Ahmed (2018) looked at the link between strategic leadership and the performance of Tea Estate Companies in Nandi County, and Onkoba, Omari and Ngacho (2020) looked at the performance of the tea factories in Kisii County. Institutions that generate profits, such as tea factories and the maritime industry, have been the primary focus of strategic leadership studies. The results cannot be applied to non-governmental organizations (NGOs) because of differences in their purpose, structure, and legal framework. In addition, Kitonga, Bichanga and Muema (2022) investigated the impact of strategic leadership on the performance of non-profits in Nairobi County. The present research made use of methods for financial stability, personnel, and strategic planning; nevertheless, ethical practices,

organizational control, and human capital were components of strategic leadership in the past. This study therefore established the effects of staffing strategies on the organizational performance of Nongovernmental Organizations in Kisii County.

Research Objectives

The general objective of this study was to establish the effect of strategic leadership practices on the organizational performance of Nongovernmental Organizations in Kisii County. The specific objective of the study was to assess the effects of staffing strategies on the organizational performance of nongovernmental organizations in Kisii County.

LITERATURE REVIEW

Theoretical Framework

Person-Environment Fit Theory

The Person-Environment Fit (P-E Fit) theory was not founded by a single individual but rather developed and expanded upon by several researchers over time. It is a broad concept that encompasses various aspects of the alignment between individuals and their work environments, and it has been explored and refined by multiple scholars in the fields of organizational psychology, human resources, and management (Komen, 2021). The P-E Fit concept began to gain prominence in the mid-20th century as researchers started examining the impact of person-environment interactions on job satisfaction, performance, and other workplace outcomes. Notable contributors to the development and application of P-E Fit theory include John L. Holland, who introduced the concept of vocational personality types and congruence with work environments, and Frank J. Landy, who made significant contributions to the study of person-environment fit in personnel selection (Oracha, 2022).

This theory, also known as P-E fit theory, focuses on the alignment between an individual and their work environment, emphasizing that the degree of fit can impact job satisfaction, performance, and retention (Bore, 2022). While there isn't a single founder of P-

E Fit theory, it has evolved over several decades through the work of numerous researchers, making it a multi-faceted and widely studied area within the fields of organizational psychology and human resource management. Different aspects of P-E Fit, such as job-person fit and person-organization fit, have been examined and refined by various scholars over the years to better understand how the alignment between individuals and their work environments impacts organizational outcomes (Tolici, 2021).

One of the fundamental aspects of P-E Fit theory pertains to Job-Person Fit. This dimension emphasizes the need to carefully match an individual's skills, qualifications, and competencies with the specific requirements of a job role. An effective staffing strategy based on P-E Fit involves meticulous job analysis to identify the key skills and competencies needed for each position (Al-Khaled & Fenn, 2020). Interviews, assessments, and evaluations then become instrumental in gauging how well candidates' qualifications align with these job requisites. A strong Job-Person Fit not only ensures that employees can execute their tasks proficiently but also contributes positively to the organization's overall performance (Ramadan & Safavi, 2022).

Moving beyond the fit between individuals and their job roles, P-E Fit theory extends to the concept of Person-Organization Fit. This facet emphasizes the compatibility between an individual's values, goals, and work preferences with the culture, values, and mission of the organization (Ali & Anwar, 2021). In shaping staffing strategies, organizations need to consider the prevailing organizational culture and values as pivotal factors when evaluating candidates. Interviews and assessments should delve into candidates' alignment with the organization's mission and whether they share similar values and work ethics. A good Person-Organization Fit nurtures a sense of belonging among employees, fostering commitment and loyalty that are vital for sustained success (Nkemchor & Ezeanolue, 2021).

According to Singh et al. (2021), one of the most compelling arguments for incorporating P-E Fit into staffing strategies is its substantial impact on job satisfaction. Numerous studies have consistently demonstrated that a strong fit between an individual and their work environment leads to higher levels of job satisfaction (Komen, 2021). Job satisfaction, in turn, is a critical driver of employee engagement, productivity, and overall well-being. Therefore, staffing strategies that prioritize P-E Fit can contribute significantly to a content and motivated workforce, ultimately reducing turnover rates and minimizing absenteeism (Odhiambo & Njuguna, 2021).

Enzama (2020) argue that reducing turnover is a paramount concern for organizations, and P-E Fit plays a pivotal role in addressing this challenge. High turnover can result in considerable costs related to recruitment, training, and lost productivity. Staffing strategies that place a premium on P-E Fit aim to mitigate turnover by ensuring that new hires feel genuinely comfortable and satisfied within their work environment. Moreover, the efficacy of onboarding processes can be enhanced to further solidify the fit between employees and their roles, thereby reducing the likelihood of early departures (Kimani, 2022).

An often-overlooked dimension of P-E Fit theory is its profound impact on individual and team performance. Employees who feel at ease and in harmony with their work environment are more likely to be engaged and motivated, which invariably translates into improved job performance (Bore, 2022). Task execution becomes more efficient, innovation is fostered, and problem-solving becomes more effective. Hence, staffing strategies that give due consideration to P-E Fit can significantly boost an organization's overall performance (Otieno, 2022).

The adaptability dimension of P-E Fit holds paramount importance for organizations operating in rapidly evolving environments. Organizations must seek employees who can adapt swiftly to change (Pasaribu et al., 2021). Munga et al. (2021)

opine that staffing strategies informed by P-E Fit can help identify candidates who exhibit traits such as openness to learning, flexibility, and the capacity to excel in ever-changing circumstances. Such adaptability is indispensable for organizations looking to remain competitive and responsive in the face of dynamic market shifts and technological advancements (Ramadan & Safavi, 2022).

P-E Fit theory can also be leveraged to attract top talent and enhance an organization's employer brand. In today's competitive job market, attracting high-caliber candidates is a significant challenge (Hinton, 2020). Organizations known for their commitment to finding the right fit for their employees enhance their employer brand. This positive reputation can attract top-tier candidates who share the organization's values and vision. Additionally, P-E Fit theory can play a pivotal role in preventing and mitigating workplace conflicts (Ali & Anwar, 2021). When individuals are aligned with their work environment, they are less likely to engage in disputes with colleagues or superiors. Staffing strategies that prioritize P-E Fit can contribute to a more harmonious and collaborative workplace, where conflicts are less frequent, and conflicts that do arise can be resolved more effectively (Keskin et al., 2020).

Companies in today's fast-paced business world are always looking for methods to improve their hiring practices to stay ahead of the competition. When it comes to staffing tactics, the Person-Environment Fit (P-E Fit) idea is one of the most relevant theories. Because of the far-reaching effects that a lack of fit may have on job happiness, performance, and retention, this theory stresses the need of ensuring that people are well-suited to their workplaces.

In conclusion, the Person-Environment Fit (P-E Fit) theory offers a comprehensive framework for staffing strategies that goes beyond the traditional focus on qualifications and competencies. By emphasizing the alignment between individuals and their job roles, organizational culture, and values, P-E Fit theory contributes to a more satisfied,

engaged, and productive workforce. This, in turn, leads to reduced turnover, enhanced performance, and the creation of a workplace where diversity and inclusion are celebrated. As organizations navigate the challenges of the modern business world, P-E Fit remains a powerful tool for shaping effective staffing strategies that drive success and sustainability.

Empirical Literature Review

Staffing Strategies and Organizational Performance

When it comes to running a successful business, staffing is crucial. Management of human resources refers to the steps a business takes to care for its most important resource: its employees. An organization's employees are its most significant resource because of the crucial role they play in achieving the company's objectives. Managing people is distinct from managing things like buildings or cars. Their primary responsibility is to see to it that the organization's vital functions are carried out. Their knowledge, skill sets, and competence levels are typically their sole limitations, along with a lack of training. Typically, everyone works independently to help achieve a broader goal that is managed by a larger group. This group's ultimate purpose is to contribute to the organization's goals and objectives. Industrial workforce, people, organizational management, and human resource management are the primary components of staffing (Bailey et al., 2018).

Human resources management considers that everyone is different and has personal goals, characteristics, and needs, making them more than just ordinary company assets (Bailey et al., 2018). The decisions that should be made in human resource management revolve around the management of people who work for the organization and the decisions made to impact their performance, efficiency, and operations within the business.

In recent years, many human resource functions have been streamlined to administrative processes

only, whereas they should span across various other functions bundled together. Human resources have found quantifying their valuable contributions to the organization difficult. The evolution of processes and events has turned them into reactive rather than proactive supporting pieces of the top management puzzle. This has prompted professionals and scholars in the field to begin developing frameworks and models that can be used to assess their value to businesses (Kryscynski et al., 2018). Collins and Kehoe (2017) state that the main human resource's objective is to steer the organization forward toward meeting its strategic objectives by sourcing the best talent that meets the organizational needs, reducing turnover rates by ensuring the maximum possible retainment of employees, and managing them effectively so that they can be optimally productive with high performance. Collins and Kehoe (2017) have further developed a layout that describes the human resources functions using four key areas: administration, employee management, strategic business partner, and change championing and management.

For three main reasons, NGOs have immense challenges in strategic human resources management. The first is a lack of a proper workforce. Most NGOs depend almost entirely on a volunteer workforce that forms a big chunk of their personnel. It becomes difficult to lay down and execute strategic human resource plans effectively since the workforce is reliant on volunteer individuals who may sometimes lack enough time to dedicate their much-needed services to the organization or are not well-trained and knowledgeable enough to provide the level of quality and performance that the organization would require to succeed in meeting its strategic objectives (Bano, 2019). The second reason is the lack of well-trained human resource managers due to the dependence on volunteer employees makes it difficult for the organization to effectively source, manage, and maintain a competent and balanced workforce as well as execute some of the

administration functions that would have otherwise been handled by a more competent and experienced human resource personnel. Thirdly, there is a good chance that the organization may be lucky to have competent. Skilled and experienced volunteer professionals who can handle their job functions effectively. However, it is common that their contributions are limited due to constraints such as inadequate time due to other commitments involving their work or the confinements caused by the law that prohibits them from carrying out some functions as they volunteer their services. These studies have not described the relationship between strategic human resource functions and NGOs' performance, especially in Kenya. This study explores this gap further by establishing whether strategic human resource functions containing well-defined strategic objectives and policies impact NGOs' performance in Kenya.

Organizational Performance

Organizational performance is measured as the organization's output compared to its intended output from the goals and objectives. It has recently attracted much attention from experts who have attempted to manage it in various fields such as operations, legal, finance, strategic planning, and organizational development. Various ways of managing and measuring organizational performance have been devised based on several criteria that attempt to balance the scorecard while considering the critical areas that organizations need to perform right to be considered as progressing or not. These dimensions include financial performance, such as shareholder return, customer service, and social responsibility, such as community outreach (Gaturu et al., 2017).

There are various metrics to measure management effectiveness in both commercial and non-governmental organizations. These metrics are based on execution, leadership, delegation, return on investment, conflict management, flexibility, and motivation. Leadership entails how a manager effectively and successfully communicates and implements the organization's vision so that other

members can easily resonate or relate with it. This works hand in hand with delegation as it involves the distribution of tasks and effective assignment of duties to the staff members by the leader. By extension, both leadership and delegation impact execution which involves the proper ways and means through which the management, through other members, successfully implement the laid-out plans. During plan execution, there is a need to properly manage the arising differences and confrontations and promote collaboration among members. The management should be able to understand other people's needs and inspire them to perform better while promoting collaboration. Additionally, the management should be able to maneuver through the ever-changing situations in the organization by being flexible enough to improve the chances of properly utilizing financial, human, and physical resources to realize high returns on investments (Bryson et al., 2018).

The concept of performance improvement involves the assessment of the outcomes of a particular process or procedure, then implementing adjustments and other changes in part or whole of the procedure or process to achieve better performance, efficiency, and effectiveness for improved results. It is a management approach that can be implemented in individual or team processes, such as in a particular process handled by one person or in a process handled by a group of people. This concept is used in organizational development where managers and other top leaders of the organization carry out assessments of procedures or processes via the implementation of programs that measure the performance of those procedures, then use the results to generate other ideas and approaches that can be used to implement changes those procedures to realize better performance, more effectiveness, and better results. Performance improvement in organizations is usually meant to improve the quality of services or goods as the end goal to improve their competitive advantage as they strive for a bigger share of the market. A closely related concept to

performance improvement is performance efficacy. This measures how much effort has been put in place to improve performance versus the degree of results obtained from that amount of effort (Bryson et al., 2018). Additionally, performance improvement is hindered by the difference in theoretical and actual performance.

A different approach to performance improvement is measuring performance in four key areas: input, throughput, output, and outcomes. The input requirements will measure the resources needed to implement the changes needed for improvement, such as reducing operational costs. After that, the throughput will measure how efficient the process is in terms of resources and time utilization. The output then measures the functionality, quality, and cost of the process. The last part is the outcome which assesses the degree to which a difference was made.

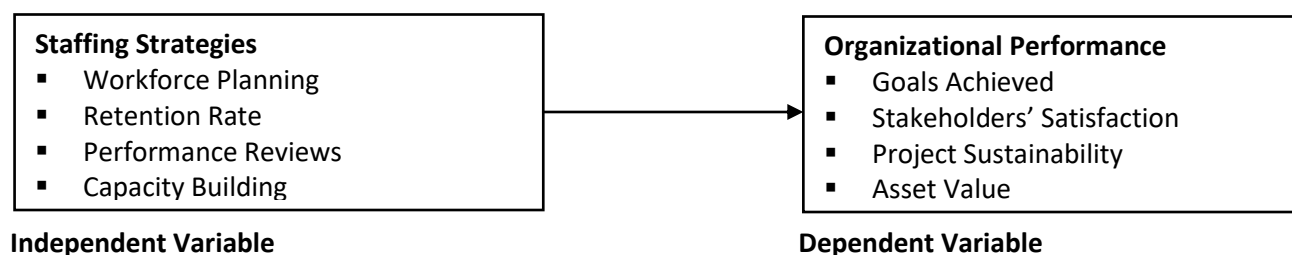
Performance improvement can be made by implementing approaches that involve modifying the process or procedure or the enablers of the process or the procedure. Modifying the process or the procedure can be done through better utilization of the available resources and the environment that enables the occurrence of the process or procedure. On the other hand, modifying the enablers involves adjustment to the resources and the environment in which the process or procedure takes place to increase the chances of the same process or procedure producing better results. There are different levels of performance improvement, from individuals in the organization to the whole organization at large. It can also be viewed as a repeating process that begins with planning or setting the improvement goals and objectives, followed by training, coaching, and guidance to give continuous feedback and make various performance adjustments, and lastly, the documentation and delivery of feedback through appraisals.

One of the common characteristics among NGOs in developing countries is the limited resources and institutional capacity to enable effective operations.

Additionally, it is common among these organizations that misappropriation of funds and poor management of resources is rampant. For these reasons, NGO performance can be measured by how well its management and governance process is. It involves ensuring proper and transparent utilization of the organization's resources with accountability and responsiveness to people's needs. Affective management and governance greatly impact the organization's ability

to be sustainable. NGOs can improve their performance by improving their management process and approaches in various ways, including setting a clear mission, vision, and values statement that will guide the objectives and the direction to which the organization is headed, better growth and improvement within the workforce, and better overall management process including financial, budgeting, and accounting processes.

Conceptual Framework



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

Staffing Strategies

Staffing strategies play a crucial role in influencing the organizational performance of non-governmental organizations. Effective staffing is essential for achieving the mission, goals, and objectives of NGOs (Bore, 2022). Staffing strategies have a significant impact on the organizational performance of non-governmental organizations. NGOs that prioritize mission alignment, skill matching, diversity and inclusion, and employee engagement, while also managing costs and promoting adaptability, are more likely to achieve their goals and fulfill their mission effectively. It's important for NGOs to continuously evaluate and adjust their staffing strategies to remain responsive to changing needs and contexts (Otieno, 2022).

According to Wafula (2022), staffing strategies have a profound impact on ensuring that employees align with the core mission and values of an NGO. When recruiting individuals who are passionate about the organization's mission, there is a natural inclination for them to become more deeply engaged with their work. Such alignment can lead to a heightened sense of purpose and dedication among employees, ultimately boosting their

performance in pursuit of the NGO's mission (Ojogiwa, 2021).

Effective staffing involves the meticulous matching of employees' skills and qualifications with their designated roles. When this alignment occurs, employees are better equipped to perform their tasks competently (Odhiambo & Njuguna, 2021). This not only leads to higher levels of job satisfaction but also contributes to improved organizational performance, as skilled individuals are more likely to deliver quality outcomes. High turnover can be costly for NGOs. The recruitment and onboarding process, which includes advertising, interviewing, training, and administrative work, demands both time and resources. When an organization loses talented staff members frequently, it incurs significant financial costs. By focusing on retention, NGOs can reduce these expenses and allocate resources more effectively towards their core mission (Kimani, 2022).

According to Coskun et al. (2022), staffing strategies significantly impact employee retention and engagement. High turnover rates can disrupt NGO operations and result in a loss of institutional

knowledge. Engaged employees, on the other hand, tend to be more productive, committed, and loyal, thereby positively influencing overall organizational performance. Retaining talented staff is often more cost-effective than continuous recruitment and training (Kimani, 2022). Engaged employees are more likely to be productive and committed to their work. When employees are motivated and satisfied, they tend to put in extra effort, which can lead to higher productivity levels. Consistency in performance and a commitment to quality are critical in NGOs, particularly when delivering essential services or advocating for social change (Enzama, 2020).

Strategic staffing efforts can promote diversity and inclusion within an NGO's workforce. A diverse team brings together individuals with varied perspectives, backgrounds, and experiences (Odhiambo & Njuguna, 2021). This diversity can lead to enhanced creativity, improved problem-solving, and more comprehensive decision-making processes, all of which are beneficial for the NGO's overall performance and adaptability in a complex world. Diverse teams bring together individuals with unique perspectives and experiences (Oracha, 2022). When various viewpoints are considered in decision-making processes, it leads to more comprehensive and well-rounded solutions to complex problems. NGOs operating in diverse communities or tackling global issues benefit greatly from a workforce that can better understand and address the needs of various stakeholders (Enzama, 2020).

Organizational Performance

According to Wakhisi (2021), organizational performance refers to the measurement and assessment of how effectively an organization achieves its objectives and goals. It encompasses a wide range of factors and indicators that collectively evaluate how well an organization is functioning in various aspects. Organizational performance is a multidimensional concept, and the specific indicators and metrics used can vary widely based on the nature of the organization, its

industry, and its strategic goals. Effective performance management involves regular assessment, data-driven decision-making, and a commitment to continuous improvement to ensure that the organization is achieving its intended outcomes and fulfilling its mission (Odhiambo & Njuguna, 2021).

Stakeholder satisfaction is closely intertwined with organizational performance. Organizations that prioritize the satisfaction of their various stakeholders often experience improved financial results, greater employee engagement, better relationships with customers, and a stronger reputation in the market (Samimi et al 2022). According to Wakhisi (2021), effective strategies for understanding, measuring, and enhancing stakeholder satisfaction are essential for achieving and sustaining high levels of organizational performance.

Goals and objectives are instrumental in translating the mission into practical strategies. They break down the mission into actionable steps, enabling the organization to focus on the most critical activities and initiatives that contribute to its overarching purpose (Ojogiwa, 2021). This strategic focus is essential for optimizing resources and enhancing organizational performance. Setting clear goals assigns accountability for achieving specific outcomes. Team members understand their roles and responsibilities, and this clarity promotes a sense of ownership. Accountability ensures that individuals and teams are committed to meeting their goals, which contributes to improved organizational performance (Rajest et al., 2022).

An organization's capacity to satisfy the demands, expectations, and interests of the many groups and individuals that have a stake in its operations is a key indicator of its performance (Al-Khaled & Fenn, 2020). Anyone from consumers to workers to investors to suppliers to government agencies to members of the local community are all considered stakeholders. Customers who are happy with the service they receive are more inclined to return and recommend the business to others. Organizational

success is enhanced when customers have a favorable experience, which in turn increases revenue, market share, and positive word-of-mouth. Workers that are happy and fulfilled in their jobs are more invested in the success of the company as a whole. According to Sinnaiah et al. (2023), when employees are happy in their work, they are more likely to be creative, innovative, and productive, which in turn improves the company's success.

Resource mobilization is a multifaceted process that plays a pivotal role in the organizational performance of NGOs. Effectively mobilizing and managing financial, human, and material resources is essential for sustaining an NGO's operations, achieving its mission, and making a positive impact in the communities it serves (Ramadan & Safavi, 2022). NGOs must develop comprehensive resource mobilization strategies that align with their goals and continually adapt to changing circumstances and opportunities (Nkemchor & Ezeanolue, 2021). NGOs rely on various funding sources, including grants, donations, sponsorships, membership fees, and earned income. Diversifying funding sources reduces dependency on a single donor or revenue stream, enhancing financial stability. NGOs often receive in-kind donations of goods and services. These resources can include medical supplies, educational materials, office equipment, and pro bono services from professionals. Proper management and allocation of in-kind donations are essential for efficient operations (Pasaribu et al., 2021).

METHODOLOGY

The research design selected for this study was descriptive and cross-sectional survey models. Target population for this study was drawn from the 21 non-governmental organizations located in Kisii County and will consist of top management, Middle Management, and operational staff. The choice of non-governmental organizations was because they contribute greatly towards the growth of the country. The Target population of the study comprised of board directors, management staff

and fifty operational staff. The study's sampling frame was derived from the registered non-governmental organizations listed in the non-governmental organizations Board. The list was obtained from the NGO Board. The research employed stratified sampling methodology to acquire the desired sample size.

The collection of primary research data was conducted through the utilization of a standardized questionnaire. The survey instrument consisted of closed-ended questions and a tailored five-point Likert scale. Secondary data on the organizational performance of millers in Nairobi County was gathered from various sources, including websites, annual and published financial statements in national newspapers, annual general meetings, and in-house magazines. Secondary data gathering involved utilizing additional sources such as journals, manuals, and various papers from the firm to access other significant business disclosures. The secondary data that was gathered was utilized for the purpose of cross validating the information obtained from the original data. Data was analyzed with the help of SPSS version 28. Tabular presentation of the results allowed for simple comparison and inference.

RESULTS AND DISCUSSIONS

Response Rate

Of the 138 surveys distributed, only 122 were completed and returned. This accounted for 90% of the response rate. Stinchcombe (2020) states that a response rate of 50% is deemed sufficient, 60% is regarded as favorable, and a rate of 70% or higher is considered highly commendable. Hence, the 88% response rate achieved in this study is highly commendable and meets expectations. The significant response rate can be ascribed to a prevailing eagerness of participants to engage in the research. The survey captivated most of the respondents who participated with a sense of curiosity.

Descriptive Results

This section presented the descriptive findings. The analysis in the study utilized percentages, frequencies, mean values, and standard deviations. The results indicated the respondents' reactions to different assertions in the surveys using a scale ranging from strongly agree to strongly disagree.

This section provides an overview of the descriptive findings for the dependent variable.

Staffing Strategies

The provided Table 1 offered a comprehensive evaluation of staffing strategies within the organizational framework, delineating diverse dimensions pertaining to workforce management.

Table 1: Staffing Strategies

Statements	N	Mean	Std. Deviation
Workforce planning aligns with the organization's strategic goals	122	3.9098	.79257
The organization has effective strategies to retain talented employees	122	3.8607	1.04696
Employee turnover rates are consistently low	122	3.9836	.61636
Employees are satisfied with the work environment and company culture	122	3.6885	.84386
Performance reviews are used as a strategic tool to assess and align individual performance with organizational goals	122	4.0820	.77769
Feedback and performance metrics collected during reviews contribute to strategic decision-making	122	4.1639	.37174
Performance reviews are linked to career development paths that support the organization's strategic talent needs.	122	3.8279	.84982
Investment in employee capacity building is directly aligned with its strategic priorities.	122	4.2623	.51109
Capacity-building programs are designed to develop skills and competencies	122	4.3197	.59288
The organization actively monitors the impact of capacity-building efforts on achieving strategic goals	122	4.0410	.53625
Average Mean		4.0139	

Upon meticulous examination, discernible trends emerge across the assessed dimensions. Notably, aspects related to performance reviews as strategic tools and investment in employee capacity building exhibit higher mean scores, ranging from 4.0410 to 4.3197. These scores indicate a prevailing positive sentiment or consensus among participants regarding the strategic utility of performance reviews and the alignment of capacity-building efforts with organizational priorities. The relatively moderate Standard Deviations (.37174 to .84982) accompanying these means suggest a certain level of consistency or variance in perceptions among respondents within these dimensions.

Conversely, dimensions associated with employee satisfaction with the work environment and strategies for retaining talented employees present

mean scores ranging from 3.6885 to 3.9836. While these scores indicate a positive inclination, they also signify a broader spectrum of opinions or experiences among respondents in these domains. The wider Standard Deviations (.61636 to 1.04696) alongside these means imply a greater divergence or variability in viewpoints regarding employee satisfaction and retention strategies within the organizational context.

The Average Mean, computed at 4.0139, serves as a synthesized portrayal of the mean scores across all evaluated dimensions, offering an overarching representation of organizational sentiment toward staffing strategies. This average signifies an overall positive inclination toward staffing practices, while the variance in perceptions among respondents underscores potential areas for alignment or

enhancement within the staffing strategic framework. These insights provide a nuanced understanding, highlighting strengths and potential focal points for improvement in staffing strategies within the organizational landscape.

This assertion aligns with the findings of Anastasia and Pawan (2021), who asserted that there is a correlation between HRM policy regimes and organizational success. The research additionally advised that the firm should adopt effective recruitment techniques. The selection of employees should be predicated upon their experience and qualifications. The recruitment process should encompass the organization's desired outcomes and the requisite objectives. Furthermore, it is imperative for the firm to provide frequent training to their personnel. The organization should provide internal training sessions for their personnel, to be held as necessary. A training workshop should be organized, and a calendar should be created to display the training schedule.

These findings confirm previous studies by Coskun et al. (2022) who noted that staffing strategies significantly impact employee retention and engagement. High turnover rates can disrupt NGO operations and result in a loss of institutional knowledge. Engaged employees, on the other hand,

tend to be more productive, committed, and loyal, thereby positively influencing overall organizational performance. Retaining talented staff is often more cost-effective than continuous recruitment and training. Engaged employees are more likely to be productive and committed to their work. When employees are motivated and satisfied, they tend to put in extra effort, which can lead to higher productivity levels. Consistency in performance and a commitment to quality are critical in NGOs, particularly when delivering essential services or advocating for social change. Similarly, Odhiambo and Njuguna (2021) confirmed that strategic staffing efforts can promote diversity and inclusion within an NGO's workforce. A diverse team brings together individuals with varied perspectives, backgrounds, and experiences. This diversity can lead to enhanced creativity, improved problem-solving, and more comprehensive decision-making processes, all of which are beneficial for the NGO's overall performance and adaptability in a complex world.

Organizational Performance

The table 2 provides a comprehensive breakdown of various facets within the organizational framework, each denoting specific elements pertinent to performance metrics.

Table 2: Organizational performance

Statements	N	Mean	Std. Dev.
The organization's strategic goals and objectives were clearly defined	122	4.2951	.45796
Strategic goals have been achieved	122	4.0738	.97207
There is regular review and update of strategic goals	122	4.2377	.64351
Stakeholders are satisfied with our strategic direction	122	3.5574	1.17866
Feedback from stakeholders is incorporated in strategic decisions	122	3.8279	1.11853
There are effective communication channels to keep stakeholders informed about our strategic progress	122	3.7951	.77073
Projects are designed with long-term sustainability in mind	122	4.0656	.65224
Sufficient resource is allocated to support sustainable initiatives and practices	122	4.3279	.48859
There is continuous improvement to enhance sustainability	122	4.1148	.74075
There is a clear strategy for asset utilization and optimization	122	4.3033	.46157
Actively seek opportunities to diversify and expand asset portfolio	122	4.0820	.81909
The performance of our assets aligns with our strategic objectives	122	4.1721	.82013
Average Mean		4.0796	

Discernible trends emerge across the evaluated dimensions. Notably, aspects related to strategic goal definition and achievement exhibit relatively higher mean scores, ranging from 4.0738 to 4.3279. These scores imply a prevalent positive sentiment or consensus among participants concerning the clarity of strategic objectives and their alignment with achieved outcomes. The modest to moderate Standard Deviations (.45796 to 1.17866) accompanying these mean scores suggest a certain level of coherence or variance in respondent perspectives within these specific dimensions. Conversely, dimensions associated with stakeholder satisfaction with the strategic direction and the integration of stakeholder feedback in decisions present mean scores ranging from 3.5574 to 3.8279. While these scores signify a positive inclination, they also denote a broader spectrum of opinions or experiences among respondents in these realms. The wider Standard Deviations (.77073 to 1.11853) alongside these mean scores imply a greater divergence or variability in viewpoints regarding stakeholder satisfaction and the integration of their input within the organizational context.

The Average Mean, calculated at 4.0796, serves as an amalgamated representation of the mean scores across all evaluated dimensions. This cumulative average provides an overall portrayal of organizational sentiment toward performance metrics, signifying a generally positive disposition. However, the varied degrees of consensus or divergence in perceptions among respondents underscore potential areas for alignment or enhancement within the performance assessment

framework. These insights offer a nuanced understanding, pinpointing strengths and potential focal points for improvement in organizational performance strategies.

The study is in agreement with Al-Khaled and Fenn (2020) who noted that stakeholder satisfaction is a critical component of organizational performance, as it reflects the organization's ability to meet the needs, expectations, and interests of the various groups and individuals with a vested interest in its activities. These stakeholders can include customers, employees, investors, suppliers, regulatory bodies, the local community, and more. Organizations that prioritize customer satisfaction understand that satisfied customers are more likely to be loyal and repeat customers. Similarly, Sinnaiah et al. (2023), asserts that a positive customer experience can lead to higher sales, increased market share, and positive word-of-mouth referrals, all of which contribute to organizational success. Engaged and satisfied employees are more committed to their work and the organization's goals. High levels of employee satisfaction can boost productivity, creativity, and innovation, positively impacting the organization's overall performance.

Correlation Analysis

A correlation study was conducted to identify the relationship between the dependent variable, organizational performance, and the independent variable of staffing strategies. The average score for each of the independent variables was computed, and the Pearson's correlation was produced using SPSS.

Table 3: Correlations Analysis

		S.S	O.P
S.S	Pearson Correlation	1	.897**
	Sig. (2-tailed)		<.001
	N	122	122
O.P	Pearson Correlation	.897**	1
	Sig. (2-tailed)	<.001	
	N	122	122

** . Correlation is significant at the 0.01 level (2-tailed).

Key: S.S = Staffing Strategies. O.P = Organizational Performance.

Table 3 showed the correlation results illustrating the relationships. The presented correlation analysis offers valuable insights into the interrelation between dependent variables and their respective effect on organizational performance. Examining the correlations individually, the analysis underscores the paramount significance of Staffing Strategies in relation to Organizational Performance. The observed correlation between Staffing Strategies and Organizational Performance is notably higher ($r = 0.897^{**}$). This heightened correlation accentuates the profound impact of staffing decisions, human resource management, and workforce structuring on an organization's overall performance outcomes. The robust relationship between Staffing strategies

and organizational performance suggests that effective recruitment, retention strategies, skill alignment, and workforce optimization significantly contribute to organizational success, potentially outweighing the influence of other dimensions assessed in this study.

Model Diagnostics

This section includes tests for both dependent and independent variables to determine the feasibility of conducting a regression analysis test. This encompasses the examination of normality, multicollinearity and linearity.

Normality Test using Kolmogorov-Smirnov

Table 4 displays the use of the Kolmogorov-Smirnov and Shapiro-Wilk tests for assessing normalcy.

Table 4: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Staffing Strategies	.215	122	<.001	.869	122	<.001
Organizational Performance	.175	122	<.001	.900	122	<.001

a. Lilliefors Significance Correction

Avioli (2020) demonstrated that the descriptive, normality, and verification tests can be evaluated using the normal distribution. Singh and Masuku (2021) assert that if these tests indicate non-normality, it implies that the data may contain outliers, numerous modes, inaccurate measurement instruments, wrong distributions, zero or infinite bounds, or insufficient data collection. The dependent variable must exhibit a normal distribution to be suitable for fitting a linear model.

The normalcy of organizational performance (dependent variable) was assessed using the Kolmogorov-Smirnov test. The hypothesis was evaluated using a significance level of 0.05, where the criterion is to reject the null hypothesis (H_0) if the probability (P) value is less than 0.05, else, fail to reject it. The requirement for the dependent variable to exhibit a normal distribution arises from the utilization of a multiple regression model in the analysis of the study. This model necessitates the fulfillment of the normality condition (Quataroli &

Julia, 2022). Table 4 demonstrates that the variables' data are normally distributed based on the Kolmogorov-Smirnov and Shapiro-Wilk tests of normality. This conclusion is supported by the p-values of 0.000, which are all below the significance level of 0.05. Consequently, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1). The Shapiro-Wilk test utilizes the correlation between data and their respective normal scores (Garson, 2022). It has superior statistical power compared to the K-S test, even when the Lilliefors correction is applied (Steinskog, 2007) as referenced by Wanjala, Iravo, Odhiambo, and Shalle (2021). When α is set at 0.05 for H_0 and H_1 , the rule states that H_0 should be rejected if the p-value is lower than α . Otherwise, H_0 should not be rejected.

where;

H_0 : The data is normally distributed.

H_1 : The data is not normally distributed.

Test for Autocorrelation

In the context of regression analysis, the Durbin-Watson statistic, presented in Table 5, serves as a

crucial diagnostic tool to assess the presence of autocorrelation within the model's residuals.

Table 5: Durbin-Watson

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.940 ^a	.884	.881	.09155	1.522

a. Predictors: (Constant), Staffing Strategies, Financial Stability Strategies, Strategic Plans

b. Dependent Variable: Organizational Performance

Autocorrelation refers to the degree of correlation between successive residuals or errors in a regression model. The Durbin-Watson statistic is particularly informative in evaluating whether there exists any systematic pattern of relationships between residuals at different time points or observations.

The obtained Durbin-Watson value of 1.522 indicates a slight tendency towards positive autocorrelation. While falling outside the ideal range of 1.5 to 2.5, this value does not strongly deviate from the acceptable range. Hence, it suggests a limited but not severe indication of potential autocorrelation within the residuals.

The Durbin-Watson statistic in this model, computed as 1.522, falls within a range between 0 and 4. A value close to 2 signifies no significant autocorrelation, indicating that the residuals or errors within the model are likely independent and exhibit no systematic relationship. However, values approaching 0 suggest positive autocorrelation, while those nearing 5 indicate negative autocorrelation, both of which can potentially invalidate the model's reliability by affecting the accuracy of parameter estimates and hypothesis testing.

Test for Multicollinearity

Multicollinearity refers to a statistical phenomenon in which two or more predictor variables in a multiple regression model exhibit a high degree of connection. It is an unfavorable condition when the independent variables display substantial correlations among themselves. A set of variables exhibits perfect multicollinearity when there is at least one exact linear relationship among some of the variables. The results are displayed in table 6.

Table 6: Multicollinearity test using Tolerance and VIF

Model	Collinearity Statistics	
	Tolerance	VIF
Staffing Strategies	.192	5.222

a. Dependent Variable: Organizational Performance

The variables were assessed for tolerance and VIF values. A tolerance value greater than 0.2 and a VIF value less than 10 indicate the absence of multicollinearity. For multiple regressions to be valid, it is necessary to ensure that there is no collinearity among the variables. Measures commonly employed to assess multicollinearity are tolerance and variance inflation factor. According to the results, all the variables in Table 6 had a

tolerance value greater than 0.2 and VIF values less than 10. There is no evidence of multicollinearity among the independent variables, namely staffing strategies, financial stability strategies and strategic plans.

Regression Analysis

An overall regression analysis was conducted between the independent variable (staffing strategies) and organizational performance.

regression model's performance in explaining the variance within the dependent variable, Organizational Performance, through the predictor staffing strategies.

Model Summary

Table 7 presents the Model Summary statistics, offering a comprehensive overview of the

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.940 ^a	.884	.881	.09155

- a. Predictors: (Constant), Staffing Strategies
- b. Dependent Variable: Organizational Performance

The R value of .940 signifies the strength and direction of the relationship between the predictor and the dependent variable. This value suggests a robust and highly positive linear relationship between the staffing strategies and organizational performance. The R Square value of .884 denotes the proportion of variance in organizational performance that is accounted for by the predictor in the model, indicating that approximately 88.4% of the variability in organizational performance can be explained by the staffing strategies.

model. Past studies such as Quataroli and Julia (2022) also found similar findings. The study provided substantial evidence of the model's robustness in depicting and understanding the relationships between the specified predictors and the dependent variable, organizational performance, thereby affirming the model's predictive capacity and relevance in this analytical context.

The predictor staffing strategies significantly contribute to explaining the variability in organizational performance within this regression

Analysis of Variance (ANOVA)

The ANOVA table 8 encapsulates pivotal information regarding the overall statistical significance of the regression model applied to the dependent variable, organizational performance.

Table 8: Overall Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	7.514	1	7.514	939.25	.001 ^b
Residual	.989	120	.008		
Total	8.503	121			

- a. Dependent Variable: Organizational Performance
- b. Predictors: (Constant), Staffing Strategies

This analysis employs the F-test, assessing whether the regression model, composed of the predictor, staffing strategies significantly explains variance within the dependent variable.

subjected to an F-distribution and indicates whether the regression model significantly differs from a model with no predictors. The associated p-value, denoted as <.001, underscores the statistical significance of the regression model. It suggests compelling evidence against the null hypothesis, affirming that at least one of the predictors significantly contributes to explaining organizational performance.

The degrees of freedom allocated for the Regression and Residual components, identified as 1 and 120, respectively. The F-statistic, computed as 939.25, is the ratio of the variance explained by the model to the unexplained variance. This F-statistic is

Regression Coefficients

The study had a model which indicated that:

$$Y = 0.451 + 0.338X_1$$

Where:

Y = Organizational Performance

β_0 = Constant

X_1 = Staffing Strategies

e_i = Stochastic term

Table 9: Multiple Regression (Coefficients)

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	.451	.130		3.480	<.001
Staffing Strategies	.338	.064	.377	5.256	<.001

a. Dependent Variable: Organizational Performance

The unstandardized coefficients (B) in regression analysis are pivotal in quantifying the extent of change in the dependent variable associated with a one-unit change in a predictor while holding other predictors constant. In this context, they measure the absolute effect of each predictor on the dependent variable, Organizational Performance. For instance, when considering staffing strategies, a one-unit increase in this dimension is linked with a predicted increase of .338 units in Organizational Performance. These values provide tangible estimations of the direct effect each predictor exerts on the outcome, aiding in understanding the magnitude of change within the context of the study.

Standardized coefficients (Beta) offer a means for comparing the relative strength of each predictor's effect on the dependent variable within the same scale. These coefficients consider the units of measurement and scales of different predictors, enabling a fair comparison of their impacts. In this scenario, Beta value of .338 for staffing strategies signify the strength of its effect on Organizational Performance in standardized units, facilitating direct comparisons among the predictors' influences.

The accompanying standard errors, t-values and highly significant p-values (<.001) corroborate the reliability and statistical significance of these coefficients. The standard errors indicate the precision of the coefficient estimates, while the t-values evaluate the significance of the coefficients

by comparing them to a null hypothesis of no effect. The extremely low p-values (<.001) affirm that the observed effects of strategic plans, financial stability strategies, and staffing strategies on organizational performance are unlikely due to chance, reinforcing the credibility of these predictors' impacts within the regression model. Consequently, these findings underline the substantial and statistically meaningful influences of these dimensions on organizational performance within the studied context. Past studies such as Alosani et al. (2020) also found out that strategic leadership practices were significant and affected organization performance positively.

SUMMARY

The main objective of the study was to establish the effect of strategic leadership practices on the organizational performance of Nongovernmental Organizations in Kisii County. Specifically, the study examined the effects of staffing strategies on the organizational performance.

The objective of the study was to examine the effects of staffing strategies on the organizational performance of nongovernmental organizations in Kisii County. The empirical investigation delving into the impact of staffing strategies on organizational performance yielded compelling evidence underscoring the pivotal role of staffing strategies in elucidating and predicting overall organizational success. The study's rigorous analysis not only affirmed the adequacy of staffing strategies in

explaining organizational performance but also highlighted their predictive capacity. Correlation analysis revealed a robust, positive, and statistically significant association between staffing strategies and organizational performance, emphasizing the coherence between strategic staffing approaches and resulting performance outcomes within an organizational context. Additionally, regression analysis further fortified these findings by demonstrating a significant positive linear relationship between staffing strategies and organizational performance, substantiating the critical influence of well-structured staffing approaches on an organization's performance metrics. These empirical insights emphasize the importance of strategic staffing initiatives as not only explanatory but also predictive factors for organizational success, advocating for their careful consideration and implementation in navigating a dynamic and competitive business environment.

CONCLUSIONS

Based on the findings, the study concluded that staffing strategies have a positive and significant effect on organizational performance of nongovernmental organizations in Kisii County. The study concluded that workforce planning aligns with the organization's strategic goals. The organization has effective strategies to retain talented employees. Employee turnover rates are consistently low. Employees are satisfied with the work environment and company culture. Performance reviews are used as a strategic tool to assess and align individual performance with organizational goals. Feedback and performance metrics collected during reviews contribute to strategic decision-making. Performance reviews are linked to career development paths that support the organization's strategic talent needs. Investment in employee capacity building is directly aligned with its strategic priorities. Capacity-building programs are designed to develop skills and competencies. The organization actively monitors the impact of capacity-building efforts on achieving strategic goals.

RECOMMENDATIONS

Given the research findings, the ensuing recommendations made were as follows.

- Non-Governmental organizations should align workforce planning closely with organizational goals, focusing on retaining talent through effective strategies that maintain low turnover rates and high employee satisfaction. Leverage performance reviews as strategic tools for aligning individual performance with organizational objectives, feeding into strategic decision-making and career development paths that support the organization's talent needs.
- Invest in targeted capacity-building programs designed to develop relevant skills and competencies in employees, ensuring these efforts are directly aligned with strategic priorities. Actively monitor the impact of these capacity-building endeavors on achieving strategic goals to ensure efficacy and relevance.
- Encourage and prioritize active partnerships with other organizations as essential for growth and success. Establish structured processes for establishing and maintaining partnerships, and actively engage in advocacy campaigns that yield measurable impacts on targeted beneficiaries. Continuously evaluate advocacy campaign effectiveness, adjusting strategies as necessary, and maintain a well-defined communication plan for transparency with internal and external stakeholders.

Areas for Further Research

The study aimed to determine the effect of strategic leadership techniques on the organizational performance of Nongovernmental Organizations in Kisii County. This thesis, however, focused only on a single specific area of strategic leadership practices, that is, staffing strategies. Additional research is necessary to investigate

additional dimensions of strategic leadership practices. Additional research is advised to determine the statistically relevant moderating variables and so enhance the impact of strategic leadership practices on the organizational performance of Nongovernmental Organizations in

Kisii County. This study exclusively examined the organizational performance of Nongovernmental Organizations in Kisii County. Further investigation should be conducted in other counties to facilitate a comparative analysis of the data obtained in this research.

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