
**LEADERSHIP PRACTICES AND PERFORMANCE OF NON-GOVERNMENTAL
ORGANISATIONS IN NAIROBI COUNTY, KENYA**

¹Raphael Munene & ²Juster Nyaga

¹Graduate student, School of Management and Leadership
Management University of Africa

²Lecturer, School of Management and Leadership
Management University of Africa

Accepted, November 10, 2021

ABSTRACT

This study aimed to investigate the relationship leadership practices, and performance of the non-governmental making organizations. The specific objective of this study was to analyze the impact of leadership practices on the success of non-government organizations. In Kenya, the vast majority, if not all, of non-governmental organizations confront a range of challenges; including a lack of financial, human, and technological capital, rigidly structured contracts, high rates of unfunded maintenance and overhead costs, and greater transparency requirements. These organizations, despite the fact that they are not for profit, are unable to receive money from donors regularly, spend responsibly, limit expenditures and adhere to sound accounting standards in order to maintain financial stability over time. Government and policymakers may gain from the study since it provides them with knowledge that helps in the establishment of policies that will improve the industry. In this study, the descriptive research design was applied. The target demographic of the study was 1,475 NGOs working in Nairobi County. The study employed the Modified Fisher Model to generate a sample size of 305 organizations, with each organization receiving one respondent from either the strategic department, administrative department, or human resources department. A questionnaire was used to obtain primary data for the study. Qualitative and quantitative data was collected while quantitative data being coded in SPSS (Version 22). The data was provided in the form of frequency tables and graphs. Inferential statistics was utilized to establish a relationship between, leadership practices, and performance. The study concluded that leadership practices affects performance of NGOs to a very large extent. The study recommends that NGOs' management prioritize delegation of responsibilities and focus on key operations, because delegation has a strong relationship with performance and has a significant impact on NGOs' performance.

Key Words: *Leadership Practices, Performance, Non-governmental organisations*

1.0 INTRODUCTION

Non-government organizations are a major part of the economies of both industrialized and emerging countries. According to Kitonga (2017), the area of non-governmental covers tens of thousands of organizations which have a relationship with government, the commercial sector and individuals and operate as intermediates in delivering essential and necessary services. Non-governmental organizations work in a variety of socio-economic initiatives affecting all elements of life. However, non-government organizations experience a variety of leadership obstacles that preclude them from achieving their vision, which inhibits their ability to assume a vital leadership position in providing various programs to the less fortunate in society (Glaeser, 2019). Managers and the individuals they oversee are the companies' pilots, since they are the ones who add life to the company's growth. Since it is such an important aspect, organizational culture and leadership continue to be the most important in achieving the defined goals. The quality of leadership at all levels is critical to improving corporate efficiency and preventing organizational failure and success (Daniel, Mahazi & Mayanja, 2020). As they aim to make their programs more available, non-government organizations face a variety of obstacles. Rising demand from donors demanding accountability and results for their investments, consumers seeking trustworthy and sustainable programs, communities anticipating real contributions from social impact, and increased criticism of pro-poor attitudes are just a few examples. Following the problems encountered by non-governmental organizations, proponents of strategic leadership determined that today's business leaders require strategic leadership skills in order to successfully navigate the leadership and management challenges offered by hyper-turbulent environments (Daniel, Mahazi & Mayanja, 2020).

According to several scholars, most firms in the twenty-first century will require a new style of leadership and the instillation of the best and most acceptable corporate culture in order to achieve the necessary success (Naraine & Parent, 2017). Not only do today's non-governmental executives have to steer their organizations in areas such as strategic planning, corporate culture, project development and evaluation, and fundraising, but they also have to deal with strategic leadership strategies and organizational success on a daily basis (Romanchenko, Tyutyunnyk & Tyutyunnyk, 2019). Strategic preparation has been identified as the single most important consideration for the progress of various organizations in the twenty-first century, particularly non-government organizations (Intezari & Gressel, 2017). Investors' reluctance to inject further money into non-government organizations has been often attributed to insufficient or absent strategic vision, as well as underperformance. Potential philanthropic donors have often listed bad results and fund embezzlement as the primary factors for not investing in non-governmental making organizations.

The principle of leadership practice has been defined as a critical approach for guiding 21st-century businesses. Because of the volatile conditions in which many businesses, especially non-profits, find themselves, this has become the case. According to Chow, Salleh and Ismail (2017) the capacity of a leader to plan, imagine, maintain flexibility, think creatively, and cooperate with followers in order to begin innovations that increase the organization's efficiency and production is defined as leadership practice. Furthermore, Wanyama and Nyaga (2019) suggest that the idea of leadership practices is a significant factor in influencing the development of strategic aim, which has an impact on effective strategic practices in an organization. According to Rahman, Othman, and Abyajid (2018), leadership practice is an essential feature of the

company that allows leaders to establish the vision, task, strategies, and culture of the organization.

Management can be described in a range of different ways, including the future direction, cognitive capacity, attention on the overview, relationships between individuals, a behavioral propensity and risk-taking. A strategic leader responsible for the strategy plans of the organization must contain key features such a future orientation, cognitive ability, capacity to concentrate on the broad picture, interpersonal relations, desire to act and willingness to take risks. These key strategic leadership responsibilities also include the establishment of a strategic direction, the identification and maintenance of distinct core skills, the development of resources, the maintenance of an efficient corporate culture, ethical practice and balancing of strategic controls.

Leadership principles have been found to improve the organizational performance of non-governmental organizations (Rahman, Othman, & Abyajid, 2018). This study examined the leadership challenges faced by non-governmental organizations and discovered a variety of issues related to a lack of strategic planning. Non-governmental organizations require strong strategic leadership tactics in order to successfully execute their mission and purpose. Additionally, strategic leadership activities are critical because they influence the overall formulation of the strategic objective, which in turn influences an enterprise's effective strategic practices (Presence, 2019). Organizational strategic leaders are critical and essential because they provide importance and intent to the organization. Organizational leaders should often use strategic leadership practices to actively motivate their followers to contribute to the achievement of the organization's aims and priorities.

The definition of success has been identified as one of the variables that contribute to the organization's effectiveness and productivity, as well as the efforts that ensure that companies remain successful in the marketplace. Since institutions are built with staff as the primary owners, executives must identify the factors that allow results to deteriorate (Presence, 2019). The success of a non-governmental entity depends on both external and internal elements. As a result, competitiveness, technology, and the working atmosphere are external factors that affect efficiency, while internal forces involve talent, motivation levels, expertise, and experience. As a result, it's critical to comprehend how both internal and external factors influence the success of football clubs in general (Rahma, Othman, & Ab Yajid, 2018).

Non-governmental organizations are private, independent companies with no profit to their owners or members (Nahavandi, 2012). A Non-Governmental Corporation is therefore defined as a legal body set up by a group of persons to promote the aims of culture, religion, industry and society. The example of charitable groups, organizations like sport leagues or the women's sports club, social or cultural organizations, public educational institutions and public hospitals are non-governmental organizations (Ahmed, 2013).

The majority of non-governmental organizations face numerous challenges, including a shortage of cash, human, and technology capital, tightly structured contracts, high rates of unfunded maintenance and overhead, and growing performance demands (Non-governmental Finance Fund Survey, 2014). Furthermore, as a consequence of declining support for the increasing population of non-governmental making organizations, Daniel, Mahazi and Mayanja (2020) observed, there is intensified rivalry among non-governmental making organizations. According to Naraine and Parent (2017) non-government organizations have a shared goal of meeting the humanitarian needs of the most disadvantaged communities. As a result, a set of strategic

leadership strategies, organizational culture, and strategic preparation are required to execute this vision and purpose and achieve progress.

Statement of the Problem

In today's dynamic market world, most companies experience operational challenges, including achieving their central goal and business-related goals. Profit-making and non-governmental organizations both face operational challenges (Intezari & Gressel, 2017). Similarly, in Kenya, the majority, if not all, non-governmental organizations confront a range of hurdles, including a shortage of financial, human, and technological capital, restrictive contract structures, high rates of unfunded maintenance and overhead, and greater transparency requirements. As a result of the declining support for the increasing population of non-governmental making organizations, there is intensified rivalry among non-governmental making organizations. The number of non-governmental organizations in Kenya has increased at an unprecedented rate in recent years. In Kenya, there are over 350,000 non-governmental organizations registered, the majority of which are not successful, and this number is expected to grow (Romanchenko, Tyutyunnyk & Tyutyunnyk, 2019).

As a consequence of the government's inability to address any of the citizens' needs, the NGO Council of Kenya has seen a substantial increase in the number of non-governmental making organizations. The root issue is that these non-for-profit organizations are unable to reliably collect money from donor funds, spend responsibly, control costs, and adhere to good accounting standards in order to remain financially stable in the long run. Despite the fact that they are not for profit. Since they depend on public and donor funding to finance their operations. Calabrese and Gupta (2019) pointed out that non-government organizations must operate at the highest degree of organizational quality and success. Because of the variety of obstacles that these organizations face, it may be concluded that promoting the distribution of programs through non-government organizations around the country has been difficult. Despite the difficulties these non-governmental organizations confront, individuals continue to want their services, which is enabled through strategic leadership techniques. The current study sought to fill knowledge gap by investigating the relationship of leadership practices and performance of non-government organizations within Nairobi County.

Objective of the Study

- The main study aim was to establish the relationship between leadership practices and performance of non-government organizations within Nairobi County.

2.0 LITERATURE REVIEW

2.1 Theoretical Literature Review

Trait Leadership Theory

The primary proponents of the characteristic leadership theory are Stogdill in 1948 and 1974; Mann in 1959; Kirkpatrick in 1986; and Lord in 1991. As a result, proponents of the idea say that there are a number of characteristics and characteristics associated with effective leaders in every organization. They implied that the most significant features of effective leaders are innate physical, social, and task-related characteristics that enable the leader to succeed in their operations. Additionally, other proponents of the trait hypothesis assert that there is evidence that certain qualities are significantly related to an organization's performance and efficiency (Northouse, 2013). These advocates continued by stating that the list of attributes that define a strong leader is lengthy and continually expanding as new leaders emerge.

However, the theory's success has not been without criticism; critics believe that leadership should be studied and developed rather than being an inborn trait, as has been the case throughout human history, when some extremely great leaders arose from varied backgrounds. Additionally, there is criticism that leadership characteristics are not intrinsically mystical, heavenly, or even enigmatic (Northouse, 2013). Their thesis is that leaders cannot consistently excel just due to the possession of these characteristics (Bhatia, 2009).

In response to these concerns, the literature demonstrates that individual characteristics have a major impact on leadership performance and can be related to other environmental elements (Bhatia, 2009; Northouse, 2013). In light of these beliefs, Bhatia (2009) contends that organizational effectiveness cannot be attained only through the effectiveness and attributes of leadership. Thus, the present study will employ trait leadership theory to explain the changes that occur in organizations as a result of leadership practices, some of which are predicated on the varied characteristics of the leaders and can have a significant impact on the performance of non-governmental organizations.

2.2 Empirical Literature Review

Jooste and Fourie (2010) defined leadership practice relates to a leader's capacity to foresee, visualize, retain versatility, think creatively, and collaborate with followers in order to initiate reforms that will ensure the organization's viability in the future via improved efficiency and productivity. Additionally, Kirimi and Minja (2010) assert that the concept of leadership practices plays a key role in the creation of strategic purpose, which has an effect on an organization's effective strategic practices.

Sarawak (2015) conducted a study in Malaysia on organizational performance and leadership style; a case study of educational service challenges. The study examined academic leaders' leadership styles in Malaysian public universities in the Klang Valley region. According to the findings, the majority of institutional leaders in Malaysian public institutions located in the Klang Valley region have a high level of transformational leadership. Furthermore, the research found that transformational leadership encouraged educators to share their experience. Furthermore, the analysis found that there is a need to further consider the qualities, abilities, and training required by individuals attempting to become faculty leaders.

In Saudi Arabia, Omira (2015) performed study on the impact on organizational performance of the public sector of leadership styles and organizational culture. The analysis has showed that whereas the correlation between culture and efficiency is totally mediated by organizational engagement, the relationship between the leadership modes and the organizational performance is only somewhat mediated. In addition, study showed that the mediation between leadership styles and organizational efficiency was not functioning as a mediator. The results of the study contributed to the current knowledge by integrating prospective effects on the effectiveness of an organization.

Owolabi (2017) conducted a Leadership Survey and Organizational Evaluation of Small Enterprises in Aba, state of Abia, Nigeria. The evaluation examined issues that identified the relationship between leadership and corporate performance, the guidelines for management and their effect on organizational performance, the elements that contribute to the failure of workers, and the impact of leadership styles on labor management relations. The study concluded that leadership must recognize workers' needs, use appropriate tools such as credit and promotion of skills, provide an adequate working environment, and use a leading style to promote the free flow of information to achieve the goals of small industries in Aba, Abia state Nigeria.

Koech and Namusonge (2019) conducted a study on the influence of leadership styles on organisation performance. The study was in States Corporation at Mombasa, Kenya. The result of the study showed that laissez faire leadership is not significantly correlated to organizational performance. Based on the findings the study recommended that manager should discard laissez faire leadership by becoming more involved in guiding their subordinates, managers should formulate and implement effective reward and recognition system. However, the study does not have any link with strategy implementation.

Ngure (2016) conducted a survey on the impact of leadership styles on strategy implementation at the Kenya Co-operative Bank. The study's objectives were to identify leadership styles at the Co-operative Bank of Kenya, as well as the impact of leadership style on policy execution at the Co-operative Bank of Kenya. The Co-operative Bank of Kenya served as the research unit for the project, which employed a case study research design. The study's main result was that leadership types had an effect on policy execution. According to the findings, organizations should use the attributes of different leadership types to affect policy execution in terms of target achievement. The thesis can be expanded to incorporate other ingredients that are critical to strategy execution in future research.

Understanding the influence of leadership styles on implementation is also important because leadership styles are viewed by some researchers as one of the key driving forces for improving a firm's performance. Effective leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance improvement (Evers, Gliga, , & Criado, 2019). For instance, transactional leadership helps organizations achieve their current objectives more efficiently ensuring proper strategy implementation (Bambale, Girei, & Barwa, 2017).

2.3 Conceptual Framework

It is a diagram demonstrating the relationship between independent and dependent variables of the study. Performance of Non-Government Organizations is the dependent variable in this study, whereas leadership practice is the independent variable.

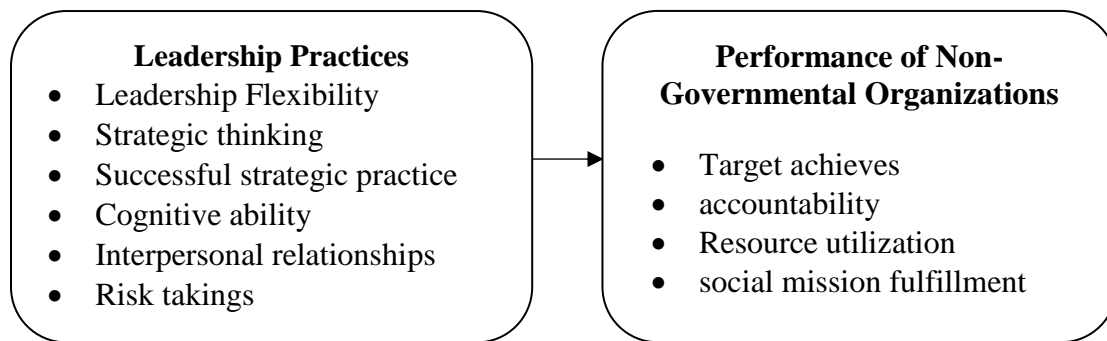


Figure 1: Conceptual Framework

METHODOLOGY

The descriptive analysis design allows for the identification and observation of a subject without manipulating it; it is used to get a greater understanding of the topic under investigation. Since descriptive study has a broad geographic reach, it is theoretically simpler and easier to perform, in addition to serving as a foundation for future studies (Mugenda & Mugenda, 2003). This approach was used by the researcher to gather the most up-to-date, in-depth, and applicable knowledge on the research subject.

The 1475 non-government organizations working in Nairobi County were included in the study's target population. Directory of Non-governmental making organizations, 2019/2020). The study targeted a staff from strategic department, administration department and a human resources department within the not-profit making organizations in Nairobi County. The selection of this population was because the personnel in those department posed the information that this study aimed to get.

The Modified Fisher Model was utilized to create a representative sample of the target population for this study since the population was less than 10,000. The formula was as follows:

$$\text{Equation 1: } n = \frac{Z^2 * p * q}{e^2}$$

Where; n = represents desired sample size when the total population of the survey is more than 10,000.

Z = typically, the standard normal deviation is set to 1.96, which corresponds to the 95% confidence level.

p = When estimating the proportion of the target population that possesses a given trait, 50% is frequently utilized because it is the recommended measure in the absence of a reasonable estimate.

$$q = 1.0 - p$$

e = degree of accuracy desired in this context set at 0.05.

The sample size of 305 respondents was arrived at by substituting in the above formula as indicated below:

$$n = \frac{Z^2 * p * q}{e^2} = \frac{(1.96)^2 (0.5)(0.5)}{(0.05)^2} = 384$$

where the above sample size was adjusted using equation 2 below:

$$\text{Equation 2: } nf = \frac{n}{1 + \frac{(n-1)}{N}}$$

Where:

nf= the sample size,

n= the sample size in equation 1 above; and

N= is the population size

As the population of interest was 1475 (population size N=1475), the adjusted sample size is mathematically shown by the modified fishing model as shown below:

$$\text{Equation 3: } nf = \frac{n}{1 + \frac{(n-1)}{N}} = 384 / [1 + (384/1475)]$$

n=305

From 305 non-governmental organizations, one staff were selected from each organization either from strategic department, administration department and a human resources management department. The key data was gathered using a questionnaire. The thoughts, motives, behaviors, achievements, and experiences of individuals are questioned through questionnaires and why knowledge collection is acceptable (Mellenbergh, 2008). Both open-ended and close-ended questions were catered for in the research instrument.

Qualitative and quantitative data was collected during the investigation. The statistical package for social scientists (SPSS Version 24) was used to code and enter quantitative data, and descriptive statistics were utilized to interpret the data. The quality of the responses was used to study qualitative outcomes. Descriptive statistics included the use of (%) frequencies that are absolute, relativistic, central and dispersive measurements (mean and standard deviation respectively). Tables and graphs were utilized for presenting quantitative facts while prose was employed to explain them. The study also employed inferential statistics to determine the relationship between leadership practices and non-governmental organizations. The investigator performed several regressions in order to establish the strength of the association between independent and dependent variables.

4.0 RESULTS AND DISCUSSIONS

4.1 Descriptive Statistics

Leadership Practices and Organizational Performance

The study required that respondents express their consent to the report on the influence of leadership practices on the performance of NGOs.

Table 1: Leadership Practices and Organizational Performance

Statement	Mean	Std Dev
Leadership Flexibility	3.420	0.214
Strategic thinking	3.569	0.188
Successful strategic practice	3.588	0.219
Cognitive ability	3.667	0.143
Interpersonal relationships	3.312	0.0241
Risk takings	3.661	0.143

Source: Survey data (2021)

Based on the study findings, it was established that respondents agreed to a very great extent that cognitive ability and risk takings influence NGOs performance as depicted by the mean score of 3.667 and 3.642 respectively. Moreover, respondents to a very great extent agreed that Successful strategic practice influence NGOs organizational performance as depicted by the mean score of 3.588. In addition, respondents to a very large extent agreed that Strategic thinking influence NGOs performance as shown by the mean score of 3.569. Lastly, respondents to a large extent agreed that leadership flexibility and interpersonal relationships influence NGOs performance as depicted by the mean score of 3.420 and 3.312 respectively.

Aspects of Non-Governmental Performance

The respondents were asked to agree on the aspects related to NGOs performance.

Table 2: Aspects of MSMEs Performance

Statement	Mean	Std Dev
Resource utilization	3.915	0.832
Social mission's fulfilments	3.944	0.723
Corporate social responsibility	3.861	1.151
Accountability	3.832	0.851
Resource mobilizations	3.962	1.206

Source: Survey data (2021)

The study demonstrated that resource mobilizations as seen with the average score of 3,962. The respondents also believed that social mission's fulfilments influence NGOs performance as demonstrated by the average score of 3,944. Respondents also said that resource utilization, corporate social responsibility and accountability influence NGOs performance as demonstrated by average scores of 3.915, 3.861 and 3.832, respectively.

4.2 Inferential Analysis

Correlation Analysis

To show correlation between the study variables and their findings the study used the Karl Pearson's coefficient of correlation (r).

Table 1: Karl Pearson's Coefficient of Correlation

		Performance of NGOs	leadership practices
Performance of NGOs	Pearson Correlation	1	
	Sig. (2-tailed)		
leadership practices	Pearson Correlation	.746	1
	Sig. (2-tailed)	.003	

Source: Survey data (2021)

From the findings, it was clear that there was positive relationship between leadership practices and performance of NGOs with 0.746. This therefore shows that there was a positive correlation between these finding concurs with research conclusions by Yarmohammadian, et al, (2021) revealed a strong positive relationship between leadership practices and operational effectiveness of Palestine private universities

Regression Results

The aim of the regression was to establish the relationship between leadership practices and performance of NGOs, the index of performance of NGOs as index of dependent variable was regressed upon level of leadership practices a composite of independent variable.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.715	0.511	0.439	0.1111

a. predictors: (constant) Leadership Practices

b. Dependent: Variable: Performance of NGOs

Source: Research Data (2021)

Table 5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.274	1	4.274	5.7063	.001 ^b
	Residual	194.74	260	0.749		
	Total	199.014	261			

a. Dependent Variable : Performance of NGOs

Source: Research Data (2021)

Table 6: Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.921	0.515		-3.730	0.014
	leadership practices	0.378	0.122	0.167	3.098	0.021

b. Dependent: variable : Performance of NGOs

Source: Research Data (2021)

The regression equation obtained from this output was:-

Performance of NGOs = -1.921 + 0.378 leadership practices

From the findings as shown on table above, the value of adjusted R square for the regression of leadership practices on performance of NGOs is 0.439 which mean that leadership practices explains 43.9 % of variation on Performance of NGOs.

From the ANOVA results the F-ration F-ratio (1, 261) = 5.7063 for this relationship is significant at $p < 0.001$, which indicates that the model significantly predicts the outcome of the relationship between leadership practices and performance of NGOs.

The beta un-standardized coefficient for level of financial support is 0.378 is also significant at $p < 0.014$, which means that when level of leadership practices changes by one unit in the measurement scale, performance of NGOs by 0.378 units.

The coefficient for the constant term is -1.921, implying that when leadership practices are zero, performance of NGOs would have a default value of -1.921. The implication of the results is that there exists a significant positive relationship between level of leadership practices and performance of NGOs. Results support the study conclusion by Michael (2010) leadership has a direct cause and effect relationship on both the organization and its success.

5.0 CONCLUSION AND RECOMMENDATIONS

The study concludes that most of the leaders working with NGOs in Nairobi County demonstrated integrity, accountability, empathy, humility, resilience, vision, influence, and positivity. The future of many NGOs depends on their ability to recruit and retain effective leaders who are self-starters, can inspire others, and have the ability to effect real change, Their success

of NGOs as change agents depends on leaders' ability to delegate work to talented colleagues so freeing time to build coalitions, develop strategic alliances, and work as 'boundary spanners' across organizational divides.

The study suggests that Leadership development programmes designed for NGO leaders must as a consequence incorporate best practice and current experience rather than rehashing tired, traditional approaches to leadership training. NGOs' management prioritize delegation of responsibilities and focus on key operations, because delegation has a strong relationship with performance and has a significant impact on NGOs' performance. Because shareholder accountability affects NGOs' performance, the study recommends that it be encouraged and maintained.

REFERENCES

- Bambale, A. J. A., Girei, A. A., & Barwa, T. M. (2017). Leadership Styles and Workers' Performance In Small and Medium Scale Industries In Adamawa State, Nigeria: A Research Model. *Journal of Economic Development, Management, IT, Finance & Marketing*, 9(2).
- Calabrese, T. D., & Gupta, A. (2019). A replication of "agency problems of excess endowment holdings in non-governmental making firms. *Public Finance Review*, 47(4), 747-774.
- Chow, T. W., Salleh, L. M., & Ismail, I. A. (2017). Lessons from the major leadership theories in comparison to the competency theory for leadership practice. *Journal of Business and Social Review in Emerging Economies*, 3(2), 147-156.
- Daniel, T., Mahazi, K., & Mayanja, S. N. (2020). Management Accounting Information and Decision Making of Non-government organizations in Rwanda. *Science Journal of Business and Management*, 8(3), 141.
- Glaeser, E. L. (Ed.). (2019). *The governance of non-governmental making organizations*. University of Chicago Press.
- Intezari, A., & Gressel, S. (2017). Information and reformation in KM systems: big data and strategic decision-making. *Journal of Knowledge Management*.
- Kitonga, D. M. (2017). *Strategic leadership practices and organizational performance in non-government organizations in Nairobi County in Kenya*, Unpublished Doctoral dissertation, COHRED, JKUAT.
- Koesh, P. M., & Namusonge, G. S. (2019). The effect of leadership styles on organizational performance at state corporations in Kenya. *International journal of business and commerce*, 2(1), 1-12.
- Naraine, M. L., & Parent, M. M. (2017). Examining social media adoption and change to the stakeholder communication paradigm in non-governmental makingsport organizations. *Journal of amateur sport*, 3(2), 55-81.
- Ngure, P. (2013) the Influence of leadership styles on strategy implementation at the co-operative bank of Kenya.
- Omira, O. D. B. (2015). *The effect of leadership styles and organizational culture on organizational performance of the public sector in Saudi Arabia* (Doctoral dissertation, Universiti Utara Malaysia).

- Owolabi, Y. (2017) the evaluation of leadership and organizational performance in small scale industries in Nigeria, a case of the selected small scale industries in Aba, Abia state, Nigeria
- Presence, S. (2019). Organizing counter-cultures: challenges of structure, organization and sustainability in the Independent Filmmakers Association and the Radical Film Network. *Screen*, 60(3), 428-448.
- Rahman, N. R. A., Othman, M. Z. F., & Ab Yajid, S. (2018). A comparative study: the impact of strategic leadership practice on Toyota and proton”. Organization performance, strategic orientation and operational strategy as dependent variable. *Journal of Management & Science*, 16(1).
- Romanchenko, Y., Tyutyunnyk, S., & Tyutyunnyk, Y. (2019). Organization of activity and accounting for non-governmental making organizations: the foreign experience.
- Sarawak, R. (2015). The organization performance and leadership style; a case of issues in education service. Malaysian Public Universities in Klang Valley area.
- Wanyama, M. T., & Nyaga, J. (2019). Strategic Leadership Practices and Performance of Banking Sector in Kenya: A Case Study of Equity Bank Limited, Head Office. *Journal of Human Resource & Leadership*, 3(3), 63-78.
- Wolf, C., & Floyd, S. W. (2017). Strategic planning research: Toward a theory-driven agenda. *Journal of Management*, 43(6), 1754-1788.
- Wolf, C., & Floyd, S. W. (2017). Strategic planning research: Toward a theory-driven agenda. *Journal of Management*, 43(6), 1754-1788.
- Yarmohammadian, M. H., Abari, A. A. F., Shahtalebi, B., Fooladvand, M., Shahtalebi, S., & Najafi, P. (2021). Is strategic planning relevant to non-governmental universities; Experiences from Islamic Azad University, Iran. *Procedia-Social and Behavioral Sciences*, 15, 2096-2100.