

## STRATEGIC ORIENTATION AND PERFORMANCE OF HEALTH NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI CITY COUNTY, KENYA

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### ABSTRACT

Non-Governmental Organizations (NGOs) play a significant role in supporting socio-economic development and the delivery of essential services in Kenya, particularly in the health sector. Despite the substantial contributions made by NGOs to Kenya's development, many organizations continue to experience performance challenges that affect the success of their programs and projects. The general objective of this study was to examine the effect of strategic orientation on performance of health non-governmental organizations in Nairobi city county, Kenya. Specifically, the study focused on determining the effect of stakeholder orientation on performance of health non-governmental organizations in Nairobi city county, Kenya and assessing the effect of technology orientation on performance of non-governmental organizations in Nairobi city county, Kenya. This study was guided by Stakeholder Theory and Technology Acceptance Model (TAM). The descriptive research design was employed. In this study, the target population comprises health non-governmental organizations operating in Nairobi City County, Kenya. Management employees in health sector NGOs in Nairobi City County were targeted. The unit of analysis was all (31) NGOs in the health sector in Nairobi City County. The unit of observation was management level employees. The total target population for this study therefore comprised of 341 employees at different managerial levels currently working with the thirty one health sector NGOs. The sample size was determined using the formula suggested by Yamane (1967). Therefore, a sample size of 184 respondents participated in the study. Data was collected using a self-administered semi-structured questionnaire. A pilot test was conducted to determine validity and reliability of the data collection instrument. Data obtained from the field was coded, cleaned, and entered into the computer for analysis using the SPSS version 25. Descriptive statistical included frequency, percentages, mean and standard deviation. Inferential statistical analysis used was multiple regression analysis and correlation analysis. The study concludes that stakeholder orientation has a positive and significant influence on performance of health non-governmental organizations in Nairobi city county, Kenya. The study also concludes that technology orientation has a positive and significant influence on performance of health non-governmental organizations in Nairobi city county, Kenya. Based on the findings, the study recommends that health non-governmental organizations in Kenya should enhance technology orientation through increased adoption of modern digital systems, data management tools, and communication technologies that improve operational efficiency and service delivery. Investing in technological infrastructure, staff digital skills, and online platforms for monitoring, reporting, and stakeholder engagement can strengthen organizational responsiveness and decision-making processes.

**Key Words:** Strategic Orientation, Stakeholder Orientation, Technology Orientation, Performance, Health Non-Governmental Organizations, Nairobi City County

## Background of the Study

Donor funded Non-Governmental Organizations (NGOs) are now regarded as key third sector actors within the realms of development, humanitarian action, safeguarding human rights violations, environmental preservation, and many other areas of public action (Riddell, 2012). NGOs also play a pivotal role in a wide range of other specialized roles such as conflict resolution, building democracy, policy analysis, cultural preservation, environmental activism, research, and provision of information (Atack, 2021). The world of NGOs encompasses bewildering variety of labels. While the term NGO is the most commonly used, there are also other overlapping terms used like not-for-profit, voluntary, and Civil Society Organizations (CSOs).

In most cases, the use of different terms does not reflect descriptive or analytical rigor, but is instead a result of different cultures and histories in which thinking about NGOs has emanated from. For example, not-for-profit organization is commonly used in the United States of America (USA). This is where the market is dominant, and every citizen organization is rewarded with fiscal benefits if it shows that it is not commercial, profit-making entity and works for the public good. In the United Kingdom (UK), the word commonly used is voluntary organization or charity. This follows a long practice of volunteering and doing voluntary work that was informed by deep Christian values and development of charity law. However, charitable standing in the UK depends on the fact that the organization should be non-political. As such, while Oxfam is granted the formal status of a registered charity because of its focus on humanitarian issues, Amnesty International is not granted this status, given that its work is largely seen by Charity Commission as more political. Although the practice of community development existed during the colonial period, voluntary bodies did not present themselves in terms of stimulating development until much later when the Government of the United States and international agencies began to categorize close to half the world as “underdeveloped” and to designate development as a universal goal to be achieved by all countries (Busiinge, 2022). The post-independence African economy at least sustained a social infrastructure that, although not comparable to the conditions prevalent in the west, nonetheless, served a wide range of its population. The impact of these project activities reflected itself in the subsequent changes in indicators like infant and child mortality rates, improvements in nutritional status of the young, average life expectancy, educational enrolment and literacy levels. These attainments were observed until the 1970s as a result of these social programs. Therefore, the role of played by NGOs during the early years of post-independence period remained marginal since the state provided most of the social services (Kazhibekova & Jusufovic, 2019).

Within the broader NGO sector, Health Non-Governmental Organizations (Health NGOs) have emerged as key institutions in strengthening health systems and improving access to healthcare services, particularly in developing countries (Ashal, *et al*, 2021). Health NGOs are organizations that focus specifically on health-related interventions such as disease prevention, health promotion, medical service delivery, health education, and support for vulnerable populations. These organizations often complement government efforts by addressing gaps in healthcare access, especially in underserved and marginalized communities (Mwaniki, Ngugi & Nyang’au, 2022). According to the World Health Organization (WHO), NGOs play a crucial role in supporting public health programs, responding to disease outbreaks, and promoting community-based health initiatives in many low- and middle-income countries (Khan, 2020).

Strategic orientations are “principles that direct and influence the activities of a firm and generate the behaviors intended to ensure its viability and performance” Due to increased globalisation and rapid changes in business environments, organizations way of transacting business is increasingly becoming turbulent. Under such an environment, business units should align their internal resources with their strategic focus such as marketing orientation, so as to remain competitive and also to achieve a superior organisational performance. (Ahlstrom,

2018). Strategic Orientation focuses on the way an organisation adjusts and interacts with its external environment. It has also been termed as strategic fit (Zhou & Li 2017). Since a firm's strategy should be multi-dimensional, different attributes of strategy should be pursued by a firm at the same time. By continuously seeking out new opportunities and ensuring strategic alignment, Lukas and Ferrell (2018) note that a firm's strategic orientation posture should take into account its market, competitor strategies, networking and entrepreneurial capacity. Consequently, by a firm developing an appropriate strategy that covers different operational angles, it is expected that it will remain competitive in the short and long-term period. Zhou and Li (2019) highlight that a firm performance is dependent upon its capacity to match its market demands with internal operations through adoption of appropriate technology and entrepreneurial posturing in order to achieve an increased performance as compared to its competitors.

According to Johnson and Scholes (2015) strategic orientation is considered as a critical component for not only profitability but the ultimate survival of any firm is depending on how an organization tends to use its available resources strategically (Chin-Chun & Zailani, 2016). Strategic orientation serves as a strategic tool to achieve competitive advantage through designed orientations that are market orientation and technology orientation which directs an organization to achieve superior performance through designed techniques which serves as a core reasons to achieve strategic advantages which are rare, valuable and imitable firm's resource. Building a proper linkage between the exploration of risky ideas and exploitation of old certainties serves as a medium to achieve competitive advantage over its direct and in direct competitors in the market (Hong & Yoo, 2019)

According to Zhou *et al.* (2019) strategic orientation is the company's strategic direction in creating the proper behaviour so as to achieve superior performance. Both market and innovation are the most strategic orientations for the company to achieve superior performance over a long term. Strategic orientations consist of four dimensions, namely market, learning, entrepreneurship and employee orientations. Strategic orientation is related to the decisions that businesses make to achieve superior performance (Ansoff, 2017). Strategic orientation is an organization's direction for reaching a suitable behavior in order to attain superior performance. Competitor and customer orientations are the most important for organizations to achieve long term success. Strategic orientation involves the implementation of strategic trending that guides the activities of an organization to embedded behaviors that achieve permanence in optimal conditions for the business Strategic orientation is therefore important in finding out the organization's chances and abilities support environment and to secure competitive advantage for itself. Gatignon and Xuereb (2019) postulate that strategic orientation as a firm's strategic direction in creating proper behaviors so as to achieve superior performance". Strategic orientation focuses on the way a firm adapts to and interacts with its external environments ( Zhou & Li, 2019 ). Strategic Orientation has also been described as strategic fit, strategic predisposition, strategic thrust, and strategic choice (Morgan & Strong, 2018).

### **Statement of the Problem**

Non-Governmental Organizations (NGOs) play a significant role in supporting socio-economic development and the delivery of essential services in Kenya, particularly in the health sector. According to the NGO Sector Report (2022/2023), Kenya has over 10,000 active NGOs, with approximately 12,643 organizations registered since the establishment of the NGO Coordination Board now known as the public Benefit Organizations (PBO) Authority. These organizations contribute significantly to national development through the provision of services in areas such as health, education, disaster response, and community development. In the 2022/2023 financial year alone, NGOs spent approximately KSh 197.9 billion on development projects, with a substantial portion of the funds directed toward health-related

interventions such as disease prevention, medical services, and health promotion programs (NGO Coordination Board, 2024).

Despite the substantial contributions made by NGOs to Kenya's development, many organizations continue to experience performance challenges that affect the success of their programs and projects. Reports indicate that although funding to the NGO sector has increased to about KSh 196 billion annually, the sector still experiences fluctuations in funding, limited accountability, and inefficiencies in project implementation (KNBS, 2024). Additionally, compliance challenges exist, as only 2,829 NGOs filed annual returns despite the existence of over 10,000 active organizations, suggesting weaknesses in organizational performance and management practices. These challenges raise concerns about the effectiveness and sustainability of NGOs, particularly those operating in critical sectors such as health (NGO Coordination Board, 2024).

Several studies have examined the relationship between strategic orientation and organizational performance in different contexts. For example, Paulo and Syed (2021) studied competitive threats, strategic orientation, and performance among Brazilian business-to-business firms, while Koerte and Bernard (2022) examined strategic orientation practices adopted by incumbent companies facing low-cost country competition. Similarly, Kimutai (2023) analyzed the influence of external environment, firm capability, and strategic responses on the performance of manufacturing firms in Uasin Gishu County. However, most of these studies have focused on private sector organizations and manufacturing firms, with limited attention given to non-governmental organizations, particularly health NGOs operating in Nairobi City County. Consequently, there remains a knowledge gap regarding how strategic orientation influences the performance of NGOs in the health sector. This study therefore sought to examine the effect of strategic orientation on the performance of health non-governmental organizations in Nairobi City County, Kenya.

## **Research Objective**

### **General Objective**

The general objective of this study was to examine the effect of strategic orientation on performance of health non-governmental organizations in Nairobi city county, Kenya

### **Specific Objectives**

- i. To determine the effect of stakeholder orientation on performance of health non-governmental organizations in Nairobi city county, Kenya
- ii. To assess the effect of technology orientation on performance of health non-governmental organizations in Nairobi city county, Kenya

## **LITERATURE REVIEW**

### **Theoretical Literature**

#### **Stakeholder Theory**

Stakeholder Theory developed by Edward Freeman (1984) is a conceptual framework that emphasizes the importance of recognizing and addressing the interests, needs, and influence of all parties that have a stake in an organization, rather than focusing solely on shareholders or owners (Ojo & Olabode, 2022). It posits that organizations do not operate in isolation; they are part of a network of relationships with individuals and groups who can affect or be affected by the organization's actions. These stakeholders can include employees, customers, suppliers, communities, regulators, and other entities that interact with the organization in various

capacities. The theory asserts that considering these relationships is crucial for achieving long-term organizational success and sustainability (Mashauri & Kapinga, 2021).

At its core, Stakeholder Theory challenges the traditional notion that the primary responsibility of a firm is to maximize profits for shareholders. Instead, it proposes that ethical, strategic, and managerial attention should be extended to all relevant stakeholders, balancing their sometimes-competing interests to create value not just financially but socially and environmentally as well (Kariuki & Wanyoike, 2021). This approach encourages organizations to foster transparency, accountability, and mutual trust, recognizing that neglecting stakeholder needs can lead to reputational, operational, and regulatory risks. By integrating stakeholder considerations into decision-making, organizations can enhance legitimacy, resilience, and overall performance in complex and dynamic environments (Muturi & Ombui, 2023). This theory was used to determine the effect of stakeholder orientation on performance of health non-governmental organizations in Nairobi city county, Kenya.

### **Technology Acceptance Model (TAM)**

The Technology Acceptance Model (TAM) proposed by Fred Davis (1986) is a theoretical framework designed to explain and predict how individuals come to accept and use new technologies (Njoroge, Ndegwa, & Oringo, 2025). At its core, TAM posits that the decision to adopt a technology is influenced primarily by two key perceptions: perceived usefulness and perceived ease of use. Perceived usefulness refers to the degree to which an individual believes that using a particular technology will enhance their performance or productivity, while perceived ease of use reflects the degree to which the technology is seen as free from effort or difficulty. These perceptions shape users' attitudes toward the technology, which subsequently influence their behavioral intention to adopt or continue using it (Sharma & Gupta, 2022).

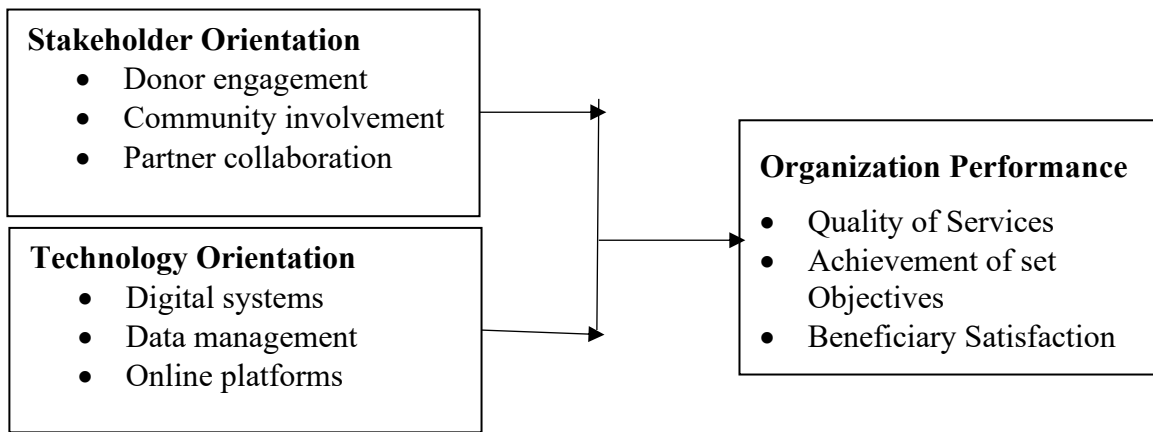
TAM emphasizes the psychological processes that underlie technology adoption, recognizing that even when a technology is available, its effectiveness depends on the willingness of individuals to integrate it into their routine activities (Obafemi & Adeoye, 2021). The model suggests a direct link between positive attitudes and the intention to use a system, highlighting that behavioral intention serves as a strong predictor of actual technology use (Namanya & Okello, 2023). Moreover, TAM acknowledges that external variables, such as system design, organizational support, and individual characteristics, indirectly impact technology acceptance by shaping perceptions of usefulness and ease of use (Ngari & Mwangi, 2023). By providing a structured approach to understanding technology adoption, TAM has become a widely applied model in fields such as information systems, management, and organizational behavior, offering insights into both user behavior and the factors that can facilitate or hinder successful technology implementation (Njoroge, Ndegwa, & Oringo, 2025). This theory was used to assess the effect of technology orientation on performance of health non-governmental organizations in Nairobi city county, Kenya.

### **Conceptual Framework**

A conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. When clearly articulated, a conceptual framework has potential usefulness as a tool to assist a researcher to make meaning of subsequent findings (Tromp & Kombo, 2019). In this study, strategic orientation was measured using constants namely stakeholder orientation, and technology orientation. The dependent variable is organization performance. The operationalization of the variables is shown in Figure 2.1.

**Independent Variable**

**Dependent Variable**



**Figure 2. 1: Conceptual Framework**

### **Stakeholder Orientation**

Stakeholder orientation refers to the strategic focus of an organization on identifying, understanding, and addressing the needs, expectations, and interests of all parties that can influence or are influenced by its activities (Freeman, Harrison & Wicks, 2020). It emphasizes building and maintaining strong, mutually beneficial relationships with stakeholders, ensuring their concerns are considered in decision-making and strategic planning. This orientation involves continuous communication, engagement, and responsiveness, allowing the organization to align its objectives with stakeholder priorities (Ojo & Olabode, 2022). By prioritizing stakeholder interests, organizations enhance trust, cooperation, and support, which contributes to improved performance, sustainability, and long-term success. Donor engagement refers to the deliberate and strategic efforts by an organization to build, maintain, and strengthen relationships with individuals, institutions, or entities that provide financial, material, or other forms of support (Mashauri & Kapinga, 2021). It involves consistent communication, transparency, and accountability to ensure that donors are informed about organizational activities, the use of resources, and the outcomes achieved. Effective donor engagement requires understanding the priorities, expectations, and motivations of donors, and aligning organizational strategies to demonstrate value and impact (Kariuki & Wanyoike, 2021). This approach not only fosters trust and confidence but also enhances the stability and sustainability of funding, enabling the organization to plan and implement its programs with greater certainty and effectiveness (Muturi & Ombui, 2023).

Community involvement refers to the active participation and meaningful inclusion of the population or beneficiaries that an organization serves in its activities, decisions, and planning processes (Freeman, Harrison & Wicks, 2020). It emphasizes listening to the perspectives, concerns, and priorities of the community to ensure that interventions are relevant, effective, and responsive to actual needs. Community involvement promotes a sense of ownership and empowerment among participants, which increases the likelihood of successful adoption and sustainability of organizational programs (Ojo & Olabode, 2022). It also enhances trust, accountability, and social support, creating a collaborative environment where stakeholders are invested in the outcomes of organizational initiatives. Organizations that prioritize community involvement are better able to adapt strategies to local contexts, strengthen social cohesion, and improve overall performance (Mashauri & Kapinga, 2021). Partner collaboration involves the structured cooperation between an organization and other entities, such as non-governmental organizations, government agencies, or private sector organizations, to achieve shared goals and enhance collective impact (Kariuki & Wanyoike, 2021). This type of collaboration emphasizes joint planning, resource sharing, knowledge exchange, and strategic alignment to maximize effectiveness and efficiency. Partner collaboration strengthens organizational capabilities by leveraging complementary expertise, networks, and technologies that may not

be available internally (Muturi & Ombui, 2023). It also enables organizations to tackle complex challenges that require coordinated action and pooled resources. Through effective collaboration, organizations can improve operational outcomes, reduce duplication of efforts, expand reach, and achieve results that would be difficult to accomplish independently (Freeman, Harrison & Wicks, 2020).

### **Technology Orientation**

Technology orientation refers to the strategic focus of an organization on adopting, integrating, and leveraging technological tools, systems, and innovations to enhance its operations, efficiency, and overall performance (Sharma & Gupta, 2022). It reflects an organization's commitment to staying updated with technological advancements, fostering technical expertise, and applying modern technologies to improve processes, decision-making, and service delivery (Obafemi & Adeoye, 2021). A strong technology orientation involves continuous investment in technological resources, training, and knowledge management to ensure that the organization can respond effectively to changing environments and maintain a competitive advantage. By prioritizing technology, organizations enhance their capacity for innovation, operational efficiency, and sustained growth (Namanya & Okello, 2023). Digital systems refer to the structured technological frameworks that organizations use to perform, automate, and manage operational tasks. These systems integrate hardware, software, and network components to facilitate efficient communication, coordination, and execution of activities (Ngari & Mwangi, 2023). A strong focus on digital systems enables organizations to streamline workflows, reduce manual errors, and improve the speed and accuracy of operations. The adoption of digital systems enhances organizational capacity by providing tools that support decision-making, resource allocation, and monitoring of performance across different functions (Njoroge, Ndegwa, & Oringo, 2025).

Data management involves the systematic collection, organization, storage, and analysis of information to support decision-making, strategic planning, and operational effectiveness. It ensures that accurate, timely, and relevant data is available for organizational processes and reporting (Sharma & Gupta, 2022). Effective data management includes the establishment of standards, procedures, and technologies to maintain data integrity, security, and accessibility. Organizations with robust data management practices can generate actionable insights, monitor performance, identify trends, and make informed decisions that improve efficiency and achieve strategic objectives (Obafemi & Adeoye, 2021). Online platforms are digital environments that organizations use to interact, communicate, and deliver services to stakeholders through the internet. These platforms enable collaboration, engagement, and information sharing among internal and external stakeholders (Namanya & Okello, 2023). By leveraging online platforms, organizations can expand reach, enhance accessibility, and facilitate real-time communication and service delivery. They support operational efficiency by providing centralized spaces for program management, feedback collection, and stakeholder interaction, ultimately contributing to improved performance and the achievement of organizational goals (Ngari & Mwangi, 2023).

### **Empirical Review**

#### **Stakeholder Orientation and Organization Performance**

Freeman, Harrison and Wicks (2020) investigated on the effect of stakeholder orientation on organizational performance among manufacturing firms in Germany. The study adopted a descriptive research design. The target population consisted of 120 manufacturing firms operating in major industrial regions of Germany. Data were collected using structured questionnaires administered to the respondents. The study found that stakeholder orientation had a positive and significant influence on organizational performance. The study concluded

that organizations that actively engage and align their strategies with stakeholder interests tend to achieve superior organizational performance.

Ojo and Olabode (2022) conducted a study on the effect of stakeholder orientation on organizational performance among commercial banks in Nigeria. The study adopted a descriptive survey research design. The target population comprised 22 licensed commercial banks operating in Nigeria. The study found that stakeholder orientation significantly improved organizational performance through enhanced customer loyalty, improved service delivery, and increased employee satisfaction. The study concluded that organizations that prioritize stakeholder interests are more likely to achieve sustainable performance outcomes.

Mashauri and Kapinga (2021) researched on the influence of stakeholder orientation on organizational performance among small and medium enterprises in Tanzania. The study adopted a correlational research design. The target population consisted of 310 registered SMEs operating in Dar es Salaam. The unit of observation included business owners and operational managers of the enterprises. The study found that stakeholder orientation had a positive and significant effect on organizational performance. The study concluded that organizations that maintain strong stakeholder relationships experience better operational and financial performance.

Kariuki and Wanyoike (2021) examined on the influence of stakeholder orientation on organizational performance among manufacturing firms in Nairobi County, Kenya. The study adopted a descriptive research design. The target population consisted of 85 manufacturing firms registered under the Kenya Association of Manufacturers. The unit of observation included senior managers and operations managers within the firms. The study found that stakeholder orientation positively and significantly influenced organizational performance by enhancing collaboration, improving customer satisfaction, and strengthening employee engagement. The study concluded that organizations that prioritize stakeholder needs and maintain strong stakeholder relationships achieve improved organizational performance

Muturi and Ombui (2023) assessed on the effect of stakeholder orientation on organizational performance among state corporations in Kenya. The study adopted a descriptive survey research design. The target population consisted of 187 state corporations in Kenya. The study found that stakeholder orientation had a positive and significant relationship with organizational performance, particularly in improving service delivery, operational efficiency, and stakeholder satisfaction. The study concluded that stakeholder orientation is a critical determinant of organizational performance in public sector organizations.

### **Technology Orientation and Organization Performance**

Sharma and Gupta (2022) assessed on the impact of technology orientation on innovation and organizational performance among manufacturing firms in India. The study adopted a cross-sectional survey design. The target population included 120 manufacturing firms across major industrial cities. Data were collected from operations managers. The study found that technology orientation significantly enhances organizational performance through increased process innovation and production efficiency. The study concluded that manufacturing firms that integrate advanced technologies into their operations achieve higher performance outcomes compared to less technologically oriented firms.

Obafemi and Adeoye (2021) researched on the effect of technology orientation on the performance of commercial banks in Nigeria. A descriptive survey research design was adopted. The target population comprised 25 banks operating in Lagos, with 150 bank managers and staff sampled. The study found that technology orientation positively influences financial performance, customer satisfaction, and operational efficiency. The study concluded that technology-driven banking practices enhance competitive advantage and organizational performance.

Namanya and Okello (2023) examined on technology orientation and hospital performance in Uganda. The study used a descriptive correlational design. The target population included 50 private hospitals, and the respondents were senior hospital administrators. The study found that hospitals with higher adoption of healthcare technology, such as electronic medical records and telemedicine, had significantly better operational and service performance. The study concluded that technological orientation in healthcare directly improves patient service delivery and hospital efficiency.

Ngari and Mwangi (2023) investigated on the effect of technology orientation on sustained competitive advantage among four- and five-star hotels in Kenya. The study adopted a descriptive correlational research design. The target population included senior managers from 50 hotels, with 283 respondents sampled. The study found that adoption of hotel management systems, online booking platforms, and digital customer engagement significantly improved competitive advantage and overall organizational performance. The study concluded that continuous investment in modern technologies enhances service efficiency and competitiveness in the hospitality industry.

Njoroge, Ndegwa, and Oringo (2025) conducted a study on the influence of technology orientation on the survival and performance of small and medium enterprises (SMEs) in Kiambu County, Kenya. The study employed a descriptive survey research design. The population included 1,362 SMEs, with 93 sampled. Data were collected via questionnaires. The study found that SMEs that invested in modern technological tools, digital marketing, and automated operations had significantly higher performance and sustainability. The study concluded that technology orientation is critical for SME growth and resilience in competitive markets.

## RESEARCH METHODOLOGY

The descriptive research design was employed where data was collected one point in time. Creswell and Creswell (2017) notes that a descriptive survey seeks to obtain information that describes existing phenomena by asking questions relating to individual perceptions and attitudes. In this study, the target population comprises health non-governmental organizations operating in Nairobi City County, Kenya. According to records from the Health NGOs Network (HENNET) and NGO directories, there are 31 health non-governmental organizations operating in Nairobi City County. Management employees in health sector NGOs in Nairobi City County were targeted.

The unit of analysis was all (31) NGOs in the health sector in Nairobi City County. The unit of observation was management level employees. The management employees was targeted since they are directly involved in formulation and implementation of strategies in the organization. These organizations are not profit making. The total target population for this study therefore comprised of 341 employees at different managerial levels currently working with the thirty-one health sector NGOs. The sample size was determined using the formula suggested by Yamane (1967). Therefore, a sample size of 184 respondents participated in the study.

Data was collected using a self-administered semi-structured questionnaire. Data obtained from the field was coded, cleaned, and entered into the computer for analysis using the SPSS version 25. Descriptive statistical included frequency, percentages, mean and standard deviation. Inferential statistical analysis used was multiple regression analysis and correlation analysis. The significant of each independent variable was tested at a confidence level of 95%.

## DATA ANALYSIS RESULTS AND DISCUSSION OF FINDINGS

The sample size of this study was 184. The researcher distributed 184 questionnaires to the respondents during data collection process and 164 were fully filled and returned to the researcher thus making a response rate of 89.1%. Kothari (2019) argues that a response rate which is more than 50% is considered adequate while excellent response rate is usually above 70%. This implies that the response rate in this study is good for making conclusions as well as recommendations.

### Descriptive Statistics Analysis

#### Stakeholder Orientation and Organization Performance

The first specific objective of the study was to determine the effect of stakeholder orientation on performance of health non-governmental organizations in Nairobi city county, Kenya. The respondents were requested to indicate their level of agreement on stakeholder orientation and performance of health non-governmental organizations in Nairobi city county, Kenya. The results were as shown in Table 1

From the results, the respondents agreed that the organization maintains regular communication with its donors to keep them informed (M=3.960, SD= 0.891). In addition, the respondents agreed that the organization involves donors in planning and decision-making processes (M=3.953, SD=0.879). Further, the respondents agreed that the organization considers community needs and priorities when designing its services (M=3.918, SD=0.784).

From the results, the respondents agreed that the organization organizes activities that foster active engagement with the local community (M=3.883, SD=0.627). In addition, the respondents agreed that the organization shares knowledge and resources with partners to enhance program effectiveness (M=3.876, SD=0.876). The respondents also agreed that the organization regularly evaluates and strengthens partnerships to improve outcomes (M=3.773, SD=0.686).

**Table 1: Stakeholder Orientation and Organization Performance**

	Mean	Std. Deviation
The organization maintains regular communication with its donors to keep them informed.	3.960	0.891
The organization involves donors in planning and decision-making processes.	3.953	0.879
The organization considers community needs and priorities when designing its services.	3.918	0.784
The organization organizes activities that foster active engagement with the local community.	3.883	0.627
The organization shares knowledge and resources with partners to enhance program effectiveness.	3.876	0.876
The organization regularly evaluates and strengthens partnerships to improve outcomes.	3.773	0.686
<b>Aggregate</b>	<b>3.894</b>	<b>0.791</b>

#### Technology Orientation and Organization Performance

The second specific objective of the study was to assess the effect of technology orientation on performance of health non-governmental organizations in Nairobi city county, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to technology orientation and performance of non-governmental organizations in Nairobi city county, Kenya. The results were as presented in Table 2.

From the results, the respondents agreed that the organization uses modern digital systems to improve operational efficiency (M=3.955, SD= 0.895). In addition, the respondents agreed that digital tools are regularly updated to support the organization’s activities (M=3.946, SD=0.886). Further, the respondents agreed that the organization systematically collects and stores data for decision-making (M=3.907, SD= 0.725).

From the results, the respondents also agreed that data is analyzed and used to improve program planning and implementation (M=3.902, SD= 0.881). In addition, the respondents agreed that the organization leverages online platforms to communicate with stakeholders effectively (M=3.898, SD=0.683). Further, the respondents agreed that online platforms are used to enhance service delivery and program outreach (M=3.884, SD=0.796).

**Table 2: Technology Orientation and Organization Performance**

	<b>Mean</b>	<b>Std. Deviation</b>
The organization uses modern digital systems to improve operational efficiency.	3.955	0.895
Digital tools are regularly updated to support the organization’s activities.	3.946	0.886
The organization systematically collects and stores data for decision-making.	3.907	0.725
Data is analyzed and used to improve program planning and implementation.	3.902	0.881
The organization leverages online platforms to communicate with stakeholders effectively.	3.898	0.683
Online platforms are used to enhance service delivery and program outreach.	3.884	0.796
<b>Aggregate</b>	<b>3.915</b>	<b>0.811</b>

**Organization Performance**

The respondents were requested to indicate their level of agreement on various statements relating to performance of health non-governmental organizations in Nairobi city county, Kenya. The results were as presented in Table 2.

From the results, the respondents agreed that the services provided by the NGO are reliable and consistent (M=3.871, SD= 0.897). In addition, the respondents agreed that the NGO delivers services that meet the needs of its beneficiaries effectively (M=3.804, SD=0.837). Further, the respondents agreed that projects implemented by the NGO are completed within the planned timeframe and budget (M=3.745, SD= 0.663).

From the results, the respondents agreed that the NGO demonstrates measurable progress toward its mission and objectives (M=3.618, SD= 0.771). The respondents also agreed that beneficiaries are satisfied with the support and services they receive from the NGO (M=3.614, SD=0.792). In addition, the respondents agreed that the NGO listens to and incorporates feedback from its beneficiaries to improve services (M=3.610, SD=0.887).

**Table 3: Organization Performance**

	Mean	Std. Deviation
The services provided by the NGO are reliable and consistent.	3.871	0.897
The NGO delivers services that meet the needs of its beneficiaries effectively.	3.804	0.837
Projects implemented by the NGO are completed within the planned timeframe and budget.	3.745	0.663
The NGO demonstrates measurable progress toward its mission and objectives.	3.618	0.771
Beneficiaries are satisfied with the support and services they receive from the NGO.	3.614	0.792
The NGO listens to and incorporates feedback from its beneficiaries to improve services.	3.610	0.887
<b>Aggregate</b>	<b>3.710</b>	<b>0.808</b>

**Correlation Analysis**

The present study used Pearson correlation analysis to determine the strength of association between independent variables (stakeholder orientation, and technology orientation) and the dependent variable (performance of health non-governmental organizations in Nairobi city county, Kenya).

**Table 4: Correlation Coefficients**

		Organization Performance	Stakeholder Orientation	Technology Orientation
Organization Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	164		
Stakeholder Orientation	Pearson Correlation	.870	1	
	Sig. (2-tailed)	.001		
	N	164	164	
Technology Orientation	Pearson Correlation	.888	.019	1
	Sig. (2-tailed)	.000	.193	
	N	164	164	164

The results revealed that there is a very strong relationship between stakeholder orientation and performance of non-governmental organizations in Nairobi city county, Kenya ( $r = 0.870$ ,  $p$  value =  $0.001$ ). The relationship was significant since the  $p$  value  $0.001$  was less than  $0.05$  (significant level). The findings conform to the findings of Ojo and Olabode (2022) that there is a very strong relationship between stakeholder orientation and organization performance.

The results also revealed that there was a very strong relationship between technology orientation and performance of health non-governmental organizations in Nairobi city county, Kenya ( $r = 0.888$ ,  $p$  value =  $0.000$ ). The relationship was significant since the  $p$  value  $0.000$  was less than  $0.05$  (significant level). The findings are in line with the results of Ngari and Mwangi (2023) who revealed that there is a very strong relationship between technology orientation and organization performance.

**Regression Analysis**

Multivariate regression analysis was used to assess the relationship between independent variables (stakeholder orientation, and technology orientation) and the dependent variable (performance of health non-governmental organizations in Nairobi city county, Kenya).

**Table 5: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823	.677	.676	.75148

a. Predictors: (Constant), stakeholder orientation, and technology orientation

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.677. This implied that 67.7% of the variation in the dependent variable (performance of health non-governmental organizations in Nairobi city county, Kenya) could be explained by independent variables (stakeholder orientation, and technology orientation).

**Table 6: Analysis of Variance**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	92.296	2	23.074	83.000	.000 <sup>b</sup>
1 Residual	44.124	161	.278		
Total	136.420	163			

a. Dependent Variable: performance of non-governmental organizations in Nairobi city county, Kenya

b. Predictors: (Constant), innovation orientation, stakeholder orientation, resource mobilization orientation and technology orientation.

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 83.000 while the F critical was 2.429. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of innovation orientation, stakeholder orientation, resource mobilization orientation and technology orientation on performance of health non-governmental organizations in Nairobi city county, Kenya.

**Table 7: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	0.239	0.061		3.918	0.000
	stakeholder orientation	0.357	0.090	0.356	3.880	0.001
	technology orientation	0.375	0.099	0.376	3.788	0.000

a. Dependent Variable: performance of health non-governmental organizations in Nairobi city county, Kenya

The regression model was as follows:

$$Y = 0.239 + 0.357X_1 + 0.375X_2 + \epsilon$$

The results also revealed that stakeholder orientation has significant effect on performance of non-governmental organizations in Nairobi city county, Kenya,  $\beta_1=0.357$ , p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings conform to the findings of Ojo and Olabode (2022) that there is a very strong relationship between stakeholder orientation and organization performance.

In addition, the results revealed that technology orientation has significant effect on performance of non-governmental organizations in Nairobi city county, Kenya,  $\beta_2=0.375$ ,  $p$  value= 0.000). The relationship was considered significant since the  $p$  value 0.000 was less than the significant level of 0.05. The findings are in line with the results of Ngari and Mwangi (2023) who revealed that there is a very strong relationship between technology orientation and organization performance.

### **Conclusions**

The study concludes that stakeholder orientation has a positive and significant influence on performance of non-governmental organizations in Nairobi city county, Kenya. Findings revealed that donor engagement, community involvement and partner collaboration influence performance of health non-governmental organizations in Nairobi city county, Kenya.

The study also concludes that technology orientation has a positive and significant influence on performance of health non-governmental organizations in Nairobi city county, Kenya. Findings revealed that digital systems, data management and online platforms influence performance of health non-governmental organizations in Nairobi city county, Kenya.

### **Recommendations**

The study recommended that health non-governmental organizations in Kenya should strengthen stakeholder orientation by enhancing regular engagement, communication, and collaboration with donors, beneficiaries, employees, government agencies, and community partners in order to better understand and address their expectations and needs.

The study also recommends that health non-governmental organizations in Kenya should enhance technology orientation through increased adoption of modern digital systems, data management tools, and communication technologies that improve operational efficiency and service delivery. Investing in technological infrastructure, staff digital skills, and online platforms for monitoring, reporting, and stakeholder engagement can strengthen organizational responsiveness and decision-making processes.

### **Areas for Further Research**

This study was limited to the effect of strategic orientation on performance of health non-governmental organizations in Nairobi city county, Kenya hence the study findings cannot be generalized to organization performance in other organizations in Kenya. The study therefore suggests further studies on the effect of strategic orientation on performance of other organizations in Kenya.

Further, the study found that the independent variables (innovation orientation, stakeholder orientation, resource mobilization orientation and technology orientation) could only explain 67.7% of performance of health non-governmental organizations in Nairobi city county, Kenya. This study therefore suggests further research on other factors affecting performance of health non-governmental organizations in Nairobi city county, Kenya.

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