

## The Influence of Organizational Culture on Performance of Non-Governmental Organizations in Samburu County, Kenya

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### Abstract

The purpose of the study was to examine the influence of organizational culture on the performance of non-governmental organizations in Samburu County, Kenya. A descriptive research design was adopted in the study. The target population included 84 NGOs in Samburu County, where the respondents were 92 directors, 146 operations managers, and 202 program coordinators. The study collected data using closed- and open-ended questionnaires from the respondents and also secondary data to measure performance. Furthermore, the Nassiuma formula was used to obtain a sample size of 66 directors, 89 operations managers, and 107 program coordinators who were selected using a simple random method. A pilot study was conducted in Laikipia County, whereby 8 NGOs were sampled using a simple random method. In regard to descriptive analysis, the study provided frequencies, percentages, means, and standard deviations. In regard to linear regression, the study provided a model summary, ANOVA, and the regression coefficient of the model through multivariate regression. The findings of the questionnaire indicated that the majority of the participants, 119 (53%), strongly agreed, and 87 (39%) agreed (mean of 4.32 and a standard deviation of 0.80), that diversity of staff was encouraged in the NGOs. Nevertheless, 110 (49%) strongly disagreed and 91 (40%) disagreed (mean of 2.61 and standard deviation of 1.65) that open communication was encouraged to enable quick, informed, and reliable decision-making. The coefficient for the constant is 15.413; organizational culture is 0.251. The results mean that when one unit of organizational culture was added, it increased the performance by 0.251. It is also notable that since the significance values were  $< 0.05$  and the t-statistic  $> 2$ , the organizational culture was considered significant towards improving the performance of NGOs. Based on the results, it was evident that most NGOs ensured that there was staff diversity in their scope of operations. The conclusion that was made on organizational culture was that there was workforce diversity that allowed collective sharing of ideas, founded on work values. Nevertheless, internal communication was noted to be ineffective, thereby causing a slow decision-making process in the NGOs. The main reason was due to an increase in bureaucracy by the management. The study recommends that the management develop structural policies that will determine the flow of information from the management to the staff. Basic infrastructure to facilitate the flow of information should be supported by the management for effectiveness. Additionally, the study recommends that the management should also develop timelines for making decisions within the NGOs.

**Keywords:** *Organizational Culture, performance of Non-Governmental Organization, Samburu County, Kenya.*

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## 1. Introduction

Non-governmental organizations [NGOs] are institutions established by individual investors whose aim is mainly to give back to the community through the implementation of humanitarian projects and their sustainability (Cordery et al., 2023). Their performance is relevant towards showcasing the ability of the managers to put effort into maximizing the shareholders' wealth towards implementing humanitarian-based projects bound by law and social orders (KIPPRA, 2019; Kirunda & Iumba, 2023). NGO performance provides a status check on the status of projects, the sustainability of projects, impact in the community, and stakeholder satisfaction. Different projects have different life cycles; hence, the need for consistent monitoring and evaluation of their status (Indangasi, 2023). Furthermore, if the projects are implemented, the desire to have sustainability is essential to enhance their impact in the community. Therefore, a repetition of such measures promotes the general well-being of the project's life cycle towards ensuring stakeholder satisfaction.

How an NGO performs is vital in a nation since it to raise the required resources from donations and shareholders' investments to reach out to the most rural areas. They additionally employ the qualified community members who become instrumental in providing knowledge and skills in decision-making and also manual labor (Arthur & Appiah-Kubi, 2020). NGOs are also considered more flexible in terms of coming to aid when a calamity strikes a region. The quick response they give not only saves lives but also protects property and promotes cohesion. Nevertheless, NGOs' performance has been marred by continued performance concerns, particularly in the context of strategic management drivers.

In developed nations, NGOs have ensured that donors are effectively managed to ensure long-term relationships. This is achieved through the establishment of donor-related activities that engage different donors in implementing projects. Furthermore, NGOs have a human resource department that seeks to manage employees' work life cycle. That is from recruitment, monitoring their staff productivity, till separation from the staff. Additionally, the management structure is more inclusive towards allowing the staff to contribute ideas on how to manage projects effectively. This gives the global community members a chance to live better lives without necessarily having to incur debt to afford these amenities.

In developing nations, such as in African states, NGOs have also ensured that they contribute towards environmental posterity (Lesorogol & Lesorogol, 2024). Additionally, the strategic management structure established has emphasized gender equality and children's rights protection (Rumble et al., 2024). This is to support all human beings, regardless of their gender or age, towards access to equitable resources and opportunities. Through this approach, every person in the society can get an education, acquire wealth, and gain access to business opportunities.

In Kenya, NGOs have implemented strategies that build a working relationship with the community leaders and members towards implementing a communal project that would change lives, such as digging boreholes and building schools, hospitals, houses, and other basic amenities paramount in a person's life (Sanadgol et al., 2021). Some NGOs have established long-term projects that provide medical care, education, and emotional support to people at subsidized rates. However, despite such developments, NGOs continue to struggle to ensure that they remain viable and thus are overly dependent on international funding. Locally, Orange

et al. (2024) determined how Kenya's NGOs were performing due to strategic leadership management, but noted that there were lapses in the transparency of communication channels. Owino and Omwenga (2022) evaluated how Migori County's NGOs performed as a result of the influence that project management practices had, but failed to examine the whereabouts of how the management structures aligned with the vision.

### **1.1 Problem Statement**

Non-government organizations have a role to ensure that the community surrounding them is able to attain enhanced living conditions, sustainable food provision, better healthcare, quality education, and long-term sources of income, among other provisions (Morelli, 2022). To be in a position to achieve these aspects, NGOs should ensure that they have an organizational culture that promotes productivity among their competent staff (Singirankabo & Wanjiku, 2023). There should be reliable management structures and donor fund management systems that consistently improve their performance since the needs of the less privileged escalate with time.

However, the performance of Kenyan NGOs has been negatively affected by an overall increase in expenditures, a decline in funding, and declining employment opportunities (USAID, 2021). According to the most current report of the NGO Coordination Board (2021), NGOs' expenditure culminated in a total of Kshs 185.5 billion, whereas they had received a total of Kshs 175.9 billion in 2021/2022. A similar trajectory was also witnessed when their expenditures for 2020/2021 were recorded to be Kshs 154.2 billion, whereas their income was Kshs 138.6 billion. The consistent deficit in Kenyan NGOs' spending patterns for the past two financial years showcases a management structure and organizational culture's weaknesses. In terms of funding, some large NGOs, such as United Nations agencies, experienced a 21.06% funding decline to 9,052,065,717 in 2021/2022, while faith-based organizations experienced a funding decline of 35.29% to 4,200,710,579 in 2021/2022.

### **1.2 Purpose of the study**

To determine the influence of organizational culture on the performance of non-governmental organizations in Samburu County, Kenya

### **1.3 Research Hypothesis**

H01: There was no significant influence of organizational culture on the performance of non-governmental organizations in Samburu County, Kenya

## **2. Literature Review**

### **2.1 Theoretical Review**

Wernerfelt (1984) developed the resource-based view theory, which provided that in any organization, there were internal and external resources that were available to be utilized, and when efficiently utilized, they led to a competitive advantage against other organizations. The internal resources included the skills of the staff, goodwill, and assets of the organization, whereas the external resources included organizational connections, external clients, and the public at large, among others (Owino & Omwenga, 2022). The vital aspect about these resources was that they needed to be unique to the organization, rare, and important, and lack the ability to be replicated so that the organization was in a position to capitalize on them to generate a massive impact in terms of revenue and social impact (Sanadgol et al., 2022). In explaining organizational culture, resource-based view theory connotes that the ability of NGOs to take pride in an internal resource, such as diversity, enabled them to have a lasting communal impact on society (Akpa et al., 2021). This was through inclusivity of all

stakeholders that had direct interaction with the organization. Notably, the leadership in place had to promote quality work values that aimed at enhancing ethics, integration, and teamwork (Ingosi & Juma, 2020). Through this mechanism, highly impactful projects were achieved through laid-down processes and procedures that promoted open communication and respect for humanity.

## **2.2 Empirical Review**

Xanthopoulou et al. (2022) examined how the public administration in the nation of Greece was able to perform due to strong organizational cultures in place. The various organizational cultures examined were dominant features, leadership in the organization, management of staff, strategic focus, success achievement formula, and organizational cohesion. The study was anchored on the competing values framework, whereby a sample of ninety-two departments, with four hundred and twenty-four respondents, were issued the questionnaires. The correlation results of 0.087 revealed that in the public sector, performance was not affected by work-related culture. That notwithstanding, Xanthopoulou et al. (2022) did not consider diversity and communication patterns as part of the organizational culture. Further, the study used the competing values framework, which was mainly used on private organizations; hence, it could have used frameworks applicable in the public sector.

Further, Mbabazi (2022) explored how Rwanda's NGO, known as the Economic Policy Research Network [EPRN], was able to not only implement but also improve the performance of the projects through work culture effectiveness. A case study design was adopted to include only one NGO, whose one hundred and fifty-four beneficiaries and twelve executive committee members were included. The beneficiaries were issued questionnaires, the executive committee was interviewed, and there was also secondary data collection. It was found out that various work-related cultures in terms of technology, short-term contracts, and Key Performance Indicators [KPI], such as setting targets, enabled the NGOs to improve their performance by 82.6%. Additionally, less time was wasted, and there was less resource wastage when work culture aspects like KPIs were in place. However, Mbabazi (2022) did not include the opinion of operations staff at the NGOs, such as program coordinators.

Ingosi and Juma (2020) evaluated how Nairobi's NGOs were able to enhance their project performance through organizational influence on culture. The key concentrates included shared values, leadership in place, and decision-making culture. A cross-sectional research design was adopted on the three hundred and twenty-eight NGOs targeted, with 33 of them sampled to be included in the study. Questionnaires were administered to the heads of projects in the 33 NGOs sampled through a stratified sampling method, with a response rate of 31 (94%). The study found that decision-making culture and leadership had a positive influence on performance, whereas a negative influence of shared values was registered on performance. That notwithstanding, Ingosi and Juma (2020) did not explore diversity and teamwork as part of work culture.

## **3. Methodology**

A descriptive research design was adopted in the study. The target population included 84 NGOs in Samburu County, where a sample size of 65 directors, 89 operations managers, and 107 program coordinators who were selected using a simple random method. A pilot study was conducted in Laikipia County, whereby 8 NGOs were sampled using a simple random method. The three types of validity that were examined included content, criterion, and construct validity. Additionally, the Cronbach alpha coefficient was used to assess the internal consistency of the questionnaires. The study conducted descriptive, linear regression. In regard

to descriptive analysis, the study provided frequencies, percentages, means, and standard deviations. In regard to linear regression, the study provided a model summary, ANOVA, and the regression coefficient of the model through multivariate regression.

**4. Results and Discussion**

**4.1 Response Rate**

The study sampled and issued questionnaires to sixty-six (66) directors, eighty-nine (89) operations managers, and one hundred and seven (107) program coordinators. The results are provided in Table 1.

**Table 1: Response Rate**

Respondents	Sampled	Response	Percentage
Directors	66	53	
Operations Managers	89	77	
Program Coordinators	107	95	
Total	262	225	86%

As shown in Table 1, out of 66 directors that were sampled, 53 returned filled-in questionnaires. Further, out of the 89 sampled operations managers, 77 returned filled-in questionnaires. Additionally, out of 107 sampled program coordinators, 95 returned filled-in questionnaires. This was a total of 225 (86%) from a total of 262 participants. According to Holtom et al. (2022), when the response rate was more than 70%, it was considered an excellent response. This means that the targeted respondents participated in large numbers and were willing to provide the necessary information relevant to the study.

**4.2 Reliability Results**

The study conducted a pilot study in Laikipia County, with eight NGOs sampled and included to assess the study items' internal consistency, as revealed in Table 2.

**Table 2: Reliability Results**

Instrument	Cronbach's Alpha
Organizational Culture	0.894
Performance of NGOs	0.853
Average	0.874

Table 2 indicates that the Cronbach Alpha coefficient for organizational culture is 0.894 and performance of NGOs is 0.853; and the average Cronbach Alpha is 0.874. Therefore, reliability results were more than 0.7, just as Yudhistir (2022) noted to represent the reliability of the questionnaires. Therefore, this was an indication that the research instruments had questions that were comprehensive and related directly to the strategic management drivers, such as organizational culture, competencies of employees, management structure, donor fund management, and performance of NGOs.



### 4.3 Descriptive Statistics of Performance of NGOs

The dependent variable was the performance of NGOs, which had an ordinal Likert scale whereby 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. Its indicators included financial transparency, monitoring and evaluation, stakeholder feedback, and fundraising efficiency. The questionnaire findings are provided in Table 3.

**Table 3: Descriptive statistic of the Performance of NGOS**

Statements N=225	1	2	3	4	5	Mean	Std Dev
Financial transparency in NGO	107 (48%)	83 (37%)	23 (10%)	7 (3%)	5 (2%)	2.45	1.73
Integrity through M & E	10 (4%)	15 (7%)	95 (42%)	80 (36%)	25 (11%)	3.16	1.42
Stakeholder feedback is promoted	6 (3%)	4 (2%)	10 (4%)	95 (42%)	110 (49%)	4.46	0.76
Humanitarian projects completed	6 (3%)	5 (2%)	25 (11%)	90 (40%)	100 (44%)	4.25	0.82
Staff keep accurate records	6 (3%)	10 (4%)	99 (44%)	87 (39%)	23 (10%)	3.24	1.48

The findings in Table 3 show that 110 (49%) of the respondents strongly agreed and 95 (42%) agreed (mean of 4.46 and std. dev. of 0.76) that stakeholder feedback was promoted through consistent communication to know their desires. Additionally, 100 (44%) of the respondents strongly agreed and 90 (40%) agreed (mean of 4.25 and std dev of 0.82) that there has been community impact as witnessed through a series of humanitarian projects completed, boosting the fundraising efficiency. Nevertheless, 107 (48%) of the respondents strongly disagreed and 83 (37%) disagreed (mean of 2.45 and std dev of 1.73) that financial transparency of different projects had been a priority in the NGO. The results meant that there were developed communication structures in place to ensure that the feedback from various stakeholders was maintained. Therefore, through such a structure, the personal desires towards the NGOs were easily communicated. Notably, the existence of such a reliable communication structure had made it possible for the community to express its desires in regard to areas of need.

### 4.4 Descriptive Statistics of Organizational Culture

Organizational culture was the first independent variable, and the study in this section aimed to examine the influence of organizational culture on the performance of NGOs. The indicators

measured were diversity, leadership, work values, and teamwork. Table 4 provides the descriptive results.

**Table 4: Descriptive Statistics of Organizational Culture**

Statements	1	2	3	4	5	Mean	Std Dev
N=225							
Diversity of staff is encouraged	5 (2%)	3 (1%)	11 (5%)	87 (39%)	119 (53%)	4.32	0.80
Leadership supports the cohesion of the NGO internally and externally	9 (4%)	14 (6%)	89 (40%)	75 (33%)	38 (17%)	3.26	1.48
Well-established work values	3 (1%)	4 (2%)	15 (7%)	95 (42%)	108 (48%)	4.19	0.93
Open communication is encouraged	110 (49%)	91 (40%)	14 (6%)	6 (3%)	4 (2%)	2.61	1.65
Teamwork with various stakeholders is ensured	6 (3%)	5 (2%)	108 (48%)	85 (38%)	21 (9%)	3.35	1.42

The majority of the participants, 119 (53%), strongly agreed, and 87 (39%) agreed (mean of 4.32 and a standard deviation of 0.80) that diversity of staff was encouraged in the NGOs. In addition, 108 (48%) strongly agreed and 95 (42%) agreed (mean of 4.19 and standard dev 0.93) that there were well-established work values that were known to guide the relationships of staff. Nevertheless, 110 (49%) strongly disagreed and 91 (40%) disagreed (mean of 2.61 and std. dev. of 1.65) that open communication was encouraged to enable quick, informed, and reliable decision-making. Based on the results, it was evident that most NGOs ensured that there was staff diversity in their scope of operations. Most NGOs in Samburu were noted to allow staff from different nationalities, genders, and diverse Kenyan regions to work in the organizations (Kitur, 2015; Nato, 2021).

What mattered was that the work values provided a framework through which the staff operated to determine their interactions with each other. According to Akpa et al. (2021), the existence of work diversity and values increased the efficiency of the organizational culture towards the attainment of the organizational goals. The results agree with the resource-based view theory, especially since diversity and work values provided a platform for sharing ideas, resolving conflicts, and implementing the management strategies to improve organizational performance.

#### 4.5 Regression Coefficients Results

A regression coefficient analysis was also examined, as indicated in Table 5, to determine the coefficients of the model of the study, which depicted  $Y = C + \beta_1 X_1 + e$

Where:

Y = Performance of NGOs

$\beta_i$  = Coefficients to be estimated

C= Constant

XI= Organizational Culture

**Table 5: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
(Constant)	15.413	2.086		7.388	.000
1 Organizational Culture	.251	.075	.246	3.347	.002

The coefficient for the constant is 15.413; organizational culture is 0.251. The results mean that when one unit of organizational culture was added, it increased the performance by 0.251. It is also notable that since the significance values were  $< 0.05$  and the t-statistic  $> 2$ , the organizational culture was considered significant towards improving the organizational performance of NGOs. Therefore, since the significance value is  $0.002 < 0.05$ , it enabled the study to reject the null hypothesis that organizational culture had no significant influence on the performance of NGOs. It was also deduced that organizational culture had the weakest strength on performance as compared to the competencies of employees, management structure, and donor fund management. Additionally, as part of organizational culture, as assessed by Ingosi and Juma (2020), power distance culture had a moderate correlation of 0.439 against the performance of a project. However, studies like Mbabazi (2022) contradicted the result by noting that work culture with an inclination toward technology had a high correlation of 0.729 against the performance rate of the project.



## 5. Conclusion

The conclusion that was made on organizational culture was that there was workforce diversity that allowed collective sharing of ideas, founded on work values. This enhanced a culture of not only delivering on assigned tasks to improve organizational performance, but also through a teamwork approach. Nevertheless, internal communication was noted to be ineffective, thereby causing a slow decision-making process in the NGOs. The main reason was due to an increase in bureaucracy by the management. This demotivated the workforce, particularly in the lower management levels, prompting increased internal politics.

## 6. Recommendations

To enhance organizational culture, the study recommends that the management develop structural policies that will determine the flow of information from the management to the staff. Basic infrastructure to facilitate the flow of information should be supported by the management for effectiveness. Additionally, the study recommends that the management should also develop timelines for making decisions within the NGOs. This will reduce the inconsistencies witnessed with regard to the slow decision-making process. Furthermore, the senior management should incorporate mentorship programs that aim to equip the staff with clear knowledge and experience in decision-making.

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