

**INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE  
OF HEALTH NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI COUNTY,  
KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENT FOR THE AWARD OF DEGREE OF MASTER'S IN BUSINESS  
ADMINISTRATION, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES,  
UNIVERSITY OF NAIROBI**

**2022**

## DECLARATION

This research project is my original effort, and it has not been presented for a degree or elsewhere in a college or university.

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## SUPERVISOR'S APPROVAL

This research project prepared by Jacqueline Mbuva titled, "Influence of Organizational Culture on Employee Performance of Health Non-Governmental Organizations in Nairobi County, Kenya" has been handed in for assessment with my endorsement as the appointed University supervisor.

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## **ACKNOWLEDGEMENTS**

I acknowledge Almighty God for the good health throughout my research work. My sincere thank goes to everyone who played a role to ensure I formulated and completed this research project. I also like to extend my sincere gratitude to Prof. Martin Ogutu, for providing invaluable guidance throughout this research.

## **DEDICATION**

I dedicate this project to my daughter Sasha, Charles Maindi family, my friends Dinah Muthuka and Joyce Gachoka and colleagues who supported me throughout this research period.

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## **ABBREVIATIONS AND ACRONYMS**

ANOVA	-	Analysis of Variance
COVID 19	-	Corona Virus Disease 2019
DCT	-	Dynamic Capabilities Theory
HR	-	Human Resource
ICT	-	Information and Communication Technology
KPIs	-	Key Performance Indicators
NGO	-	Non-Governmental Organization
NGOs	-	Non-Governmental Organizations
SD	-	Standard Deviation
SPSS	-	Statistical Packages for Social Scientists

## **ABSTRACT**

Organizational culture defines how employees and management react and manage their operations in the firm. The values, plans and systems that define and help people operate in firms are engrained in culture. Despite this, cultural management to promote firm success is still a challenge in many firms. To reduce and solve this gap, this study sought to evaluate the effects of organizational culture on employee performance of health Non-Governmental Organizations in Nairobi County, Kenya. The inquiry was based on cross-sectional models and descriptive values. The information in the inquiry was gained from different stakeholders among NGOs in Nairobi. Specifically, the respondents in the study were managers of NGOs associated with health service delivery in Nairobi. The inquiry used field data which used gained through the use of questionnaire. The inquiry established that firm culture is important in promoting workers plans, behaviors and activities. This results into high performance and success in the management of the entity. Effective culture encourages employees to work hard, manage their issues and relate well with the top management. The study can help influence policy interventions in firms, especially in relation to promotion of good work environment and effective performance and success of the workers. It is important that management of NGOs in the health industry adopt flexible work plans, motivate their workers and ensure that work environment is free from anxiety as well as stress. The symbols, values and figures used in NGOs within the health sector should support the employees systems and need. This is important towards achieving success in the long run in the firms.

## **CHAPTER ONE:**

### **INTRODUCTION**

#### **1.1 Background of the study**

Modern organizations, in the modern day and age, organizations believe that they have culture; consisting of unwritten customs, behaviors and beliefs which they allude to when making decisions, in leadership and in organizational structure. This is believed to arise from the traditions of the organization, its history and also the values upheld by the leadership, such as humility, integrity, service and compassion (Kyazze, 2018). According to Dave and Jeanne, (2011), the culture of the organization dictates how business is conducted, and with a strong and positive corporate culture, employees are bound to do the right thing, effectively and efficiently steering the direction of the organization.

The success of an organization and its sustainability can be attributed to the performance of the employees, and this performance can be improved to yield overall corporate performance (Armstrong and Baron, 1998). The people of the organization are key in bringing about competitive advantage to the firm, profits, good corporate image and also general success and therefore their capabilities and motivation should be developed and nurtured. The employees should be supported to grow them on an individual level, which would have an impact on the growth of their professionalism and improve their performance of duties (Omondi, 2014).

This research was underpinned on Edgar Schein's model of organizational culture, the Denison model of organizational culture and the dynamic capabilities theory. The Edgar Schein's model of

organizational culture indicates that values and beliefs are important in managing change and culture in organizations. The Denison model of organizational culture supports the view that managers must adapt to manage their culture and infuse new changes to support the organization activities and programs. However, dynamic capabilities theory indicates that firms should use different ways in solving problems and promoting performance of their employees.

In Kenya, many firms are adopting different cultural values and programs to promote their organizational and employee performance. This is because it has been noted that effective cultural management improve employee values and productivity. As such, many firms in the healthcare sector are infusing cultural values in their day to day operations. However, analysis on how this affects the employee performance levels is still a challenge since past studies providing conflicting results, especially among NGOs dealing with the healthcare industry. Therefore, this study sought to determine the effects of corporate culture on employee performance of health NGOs in Nairobi County, Kenya.

### **1.1.1 Organizational Culture**

Culture, as explained by Kotter and Heskett, (1992), is a set of philosophies, mannerisms and values which are upheld by and within a society. Schein (2011) also defined culture as a whole set of principles, attitudes, behaviors and modus operandi adopted by a group. This can be further be explained as a list of important values and behaviors adopted a society and its members from their kinsmen and their surroundings. Mutjaba, (2008) explains it as to be a ‘normative glue’ which holds together an organization. In agreement with Mutjaba, (2008), Schein, (2004) explains that

corporate culture is defined as the patterns in regards to behavior and the standards that bind the two together.

Armstrong (2009) explains four corporate culture elements which include organizational environment, leadership style, work processes and systems. Many studies in relation to organizational culture have used the four elements to assess their impacts on employee productivity and the organization at large.

Corporate culture is deemed as a powerful tool in implementation of strategy as it has a great impact on employee productivity as well as the organization in general (Peters & Waterman, 1999). Organizational culture can be linked to employee performance and influences how they carry out their duties at the workplace. It is said that corporate culture gives employees motivation to work towards the goals of the organization. As explained by a culture which is positive, strong and that encourages employees towards the set objectives, boosts productivity and in turn raises the performance of the employees (Odhiambo, 2016).

### **1.1.2 Employee Performance**

Employee performance is explained as the degree of accomplishment an employee achieves in fulfilling organizational vision, mission and the goals. This can also be defined as the degree of accomplishment of the work or job of an employee, which entails major elements such as competency and efficiency (Kyazze, 2018). Employee performance as explained by Odhiambo (2016) is the aggregate outcome of an employee's activities, and can be characterized or grouped into; low and medium performance levels. The author further states that the employee productivity

can be measured through; creativity, efficiency, effectiveness, innovation, customer relations, flexibility and efforts towards achieving organizational goals.

Employee performance is a key aspect in the organization as it determines the growth of the company and builds the dedication towards the organization and its goals (Mohammed, 2017). As employees match their objectives with those of their workplaces, they will be entitled to do better and put considerable efforts to the organization to see it prosper and the management tend to reward them for this kind of commitment. As the management rewards their efforts based on their performance, the employees' performances levels become high, which leads to job satisfaction. Employee performance is therefore considered as the backbone of any organization, and more focus should be given to it, to improve it, which will effectively lead to the overall company performance.

As explained further by Omondi, (2014) employee performance can be measured using indicators referred to as Key Performance Indicators (KPIs). These are methods that are used by institutions to measure the ability of their work force, be it employees and management and are later compared with the overall well-being or success of the organization. The author indicates that employee performance could also be measured or weighed through skills acquired, work relationships of employees, adaptability levels of the employees, degree of motivation among other factors. These factors are very important to managers as they able to gauge the effectiveness of their employees and how much effort they put in striving to achieve their personal goals which are aligned to the organizational goals.

### **1.1.3 Non-Governmental Organizations in the Healthcare Industry in Nairobi County**

According to the Non-Governmental Organizations Co-ordination Act (Cap 19), revised in 2012, an NGO is a denationalized and discretionary collection of people or agencies, which are not profit-driven or run for business reasons but have organized themselves to participate in providing different benefits to the public. This could be done at a national or international level, for the promotion of the welfare of the society, charity purposes, or even research purposes. The NGOs could decide to venture into various sectors; which include but are not limited to; health, relief, agriculture, education, trade, disaster management, environment and supply of amenities and services (Non-Governmental Organizations Coordination Act, 1990).

NGOs in Kenya are registered by the NGO Co-ordination Board, which is mandated by the laws of Kenya to align the duties undertaken by these organizations to the development priorities of the country. As at 30<sup>th</sup> June 2019, the Board has registered a 11,262 Non-governmental organizations, which 8,893 of them are active representing 79% of NGOs cumulatively registered by the Board. The Board registers both national and international NGOs whose operations are divided into various sectors. These sector include; health, HIV/AIDS, education, agriculture, ICT, gender, human rights, to mention but a few. The health sector under the NGOs Board has recorded the highest utilization of funds, leading at 17%, recording usage of funds worth approximately Kenya shillings 13 billion (NGOs Co-ordination Board, 2019).

The Kenyan health system is given a boost by the health NGOs. According to the Annual NGOs Report of 2020, leading NGOs in fund utilization on different projects were those under the health sector, including; AMREF Health Africa, PATH, St. John's, Family Healthcare, Ima World

Health, Center for Health Solutions, Action Aid International Kenya, LVCT Health and so many more NGOs which are at the forefront in promoting sustainable programs in relation to health. Nairobi County has recorded high number of NGOs with projects, and most of them deal with health (NGOs Co-ordination Board, 2019). The Annual Report of NGOs have noted that every year, the preferred location to register and base newly formed NGOs is in Nairobi County at 15%. The leading sectors that these NGOs mostly prefer to operate are in health, education and relief. A total of 838 NGOs have been reported to be implementing various health-related projects under Kenya's health sector. Therefore, health has been noted to be one of the leading sector players recording the highest amount of funds being used and its activity rate being high, followed by education and other sectors under the NGO Board (NGOs Co-ordination Board, 2019).

## **1.2 Research Problem**

Every organization is influenced by the culture they adopt and hold, and is different in organizations. Organizational culture includes the undocumented rules, conducts and principles that dictate how the organization runs, making of decisions and direction of the firm. Every firm has a way of doing things and over time, develops norms and procedures that the staff and management adopts and is embedded within them. Employees are a critical aspect of an organization and its prosperity and failure depends on the individual employee productivity which will either affect positively or negatively the overall organizational performance. Employee productivity improves, by establishing a strong and conducive culture of the organization (Mohammed, 2017).



Managements in most organizations majorly focus on financial indicator of performance, such as net profits, but do not consider or give much attention to non-financial indicator of performance, of which culture is major, in shaping conducts, principles and modes of operation in the organization. These are important in achieving performance as much as financial indicators of the firm. Unfortunately, employee productivity has been left in the HR department in most organizations, who sometimes do not view corporate culture as an important contributor towards the performance of the employees (Omukaga, 2016). This shows that there is a failure of the management and the employee as well to acknowledge the impact and the importance that organizational culture has impacted on the productivity and the well-being of the employees, and how it holistically affects organizational productivity.

From the view above, the study aimed to understand how cultures in firms influence employees' performance. The study targeted to fill the gaps left in previous inquiries. Previous inquiries mostly adopted western readings and were done before 2022. As such, this study sought to deliberate on the effects of the culture of the organization towards the level of performance of workers among health-care NGOs in Nairobi. In his study, Mohammed (2017) noted that many studies have been done on the impact of corporate culture on employee performance. However, different studies have focused on different aspects of corporate culture, according to a specific organization, a specific industry or a country. This therefore has led to non-convergence in empirical investigations which are different in these aspects and therefore can only be relied upon if focus is on the same context.

This study focused on specific organizations in Kenya, which are the NGOs in Nairobi County. Reviews of past studies confirmed that there has also not been adequate empirical evidence that

have explored the connection between the aspects of corporate values and the productivity of employees. Studies that have been done on corporate culture and how it might impact productivity of employees have not been exhaustively researched in developing countries such as Kenya. This has therefore created a significant gap in literature and also in the context of the studies done. Many of the past studies have been done in wider dimensions, like in the global context; United States, India and in the African context, in Nigeria and Ghana. This leaves a conceptual, contextual and methodology gap and this study aimed to bridge these lacunae by solving the research question; what is the impact of organizational culture on the performance of employees of health NGOs in Nairobi County, Kenya?

### **1.3 Research Objective**

To establish the influence of organizational culture on employee performance of health non-governmental organizations in Nairobi County, Kenya

### **1.4 Value of the Study**

This study would be important in the development of strategies to the management and more so the HR department of the institutions, to implement or enhance the policies that would develop and nurture the employees to enhance their performance. Through the findings, NGOs and their boards would learn more about the influence of corporate culture on employee performance. This would enable them to address their culture to make it a more positive and conducive one, address weaknesses in the culture to restructure it, as it would improve the employee and organizational performance.

The analysis would also be of benefit to the various key players in the NGOs operations in the country, who will be able to understand the circumstances affecting the cultures of the organizations under the Board. These would enable them to put across various strategies which could improve or better the working environment of the employees, which would in turn boost their performance and general well-being at the workplace. Acknowledging the impact of the culture at the workplace on the performance of the employees would attract donors and well-wishers to the organization, as it would be much easier to partner with a knowledgeable group of individuals.

The study would be of use to researchers and academicians who would use the study to enhance, add or critic the sentiments and findings which the study brought forth. The study would also be imperative since it would present empirical literature on the topic. The study which would propose further areas of study would be important to researchers who would explore further on the study.

## **CHAPTER TWO:**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents current studies on the topic. Literature in this chapter are on the impact of organizational culture on employee performance of healthcare NGOs. The chapter also covers empirical review as well as knowledge gaps and theoretical framework.

#### **2.2 Theoretical Foundation**

This study incorporated three theories as follows; Edgar Schein's model of organizational culture, the Denison model of organizational culture and the dynamic capability theory.

##### **2.2.1 Edgar Schein's Model of Organizational Culture**

This theory was proposed by Edgar Schein, a former professor of management studies at MIT. The model of organizational culture as postulated by Edgar Schein states that values, beliefs, and culture of an organization are not conceived in a single day; rather the culture originates from the everyday experience of employees, structural changes in the organization, and influence from the external environment (Schein, 2018).

The model posits that there are three main levels that lead to a defined organizational culture namely, artifacts, values, and assumed values. The first level called artifacts depict the attributes that can be easily viewed or felt such as; the dress code, facilities, and behaviors of employees. The second level called values entails the thought processes and attitudes of employees while the last level known as assumed values consists of the innate attributes that cannot be quantified but rather thought to be motivating the employees in making their decisions. The strength of this model

is that it defines the building components of an organizational culture thus enabling the management to make informed decisions in shaping the workplace culture (Schein, 2019). However, the model does not solve the problem of how the values and assumed values of employees can be assessed within an organization.

This model is relevant because it guides the management to make gradual changes to the organizational culture by modifying the artifacts, values, and assumed values until the desirable culture is attained. Culture is important in setting key values, long term goals as well as the company's mission and vision. This means that organizations must consider cultural factors in their major operations to increase and promote their optimal performance.

### **2.2.2 Denison Model of Organizational Culture**

This concept was founded by Daniel Denison (1990) which linked organizational culture to performance. It is based on the impression that behaviors and principles that improve an organization's abilities to get and convert signals from the environment into internal organizational and behavioral changes will boost its growth and survival. This means that managers within organizations must adopt flexible ways of managing their operations.

Typically, the theory assumes that well integrated organizations are normally the hardest ones to change due to deep-rooted adaptability (Kanter, 1993). Adaptable organizations are customer-driven, take risks, learn from mistakes, and capable of creating change (Nadler, 1998; Senge, 1990). Such organizations are constantly tweaking their systems to allow for improvements and give customers value for money (Stalk, 1988).

This theory is relevant to this study since it highlights the importance of organizational culture in motivating and managing operations in organizations. With flexible systems, management can incorporate new systems and support the organizations workers. This is important towards achieving high performance in organizations.

### **2.2.3 Dynamic Capability Theory (DCT)**

Dynamic Capability Theory was founded by Teece, Pisano and Shuen in 1997. The pioneers described it as the organization's capability to develop as well as redefine internal and external powers to achieve success. The flexibility in management is part of this model plans. It indicates that management should review conditions and systems in the market and adopt plans that promote firm success. This is the basis of management and flexibility in thinking process (Helfat et al., 2007). This theory assumes that firms are managed by different managers who have different thinking style and they can promote the firm success from different points. The theory supports different behaviors and thinking of the workers. It is based on teamwork and participatory leadership systems (Nelson & Winter, 1982). It supports analysis of issues facing the firm and adapting based on current market changes.

This theory relates to this study since it indicates that dynamic capabilities are a firm's ability to develop, change or improve its resource base and increase employee performance. The primary assumption of the dynamic capabilities framework is that intrinsic competencies should be used to improve immediate competitive positions which could be utilized to create longer-term competitive advantage and high performance. For organizations to be competitive, they should

leverage on their dynamic capabilities. Dynamic capabilities are thus vital in forging organizational competitiveness and improving employee productivity.

### **2.3 Organizational Culture and Employee Performance**

According to the research conducted by Billis and MacKeith (2013) about growth and change in NGOs, organizational culture influences the productivity of employees since all the workplace decisions and behaviors are guided by the ethics or values at the workplace. Employees will always align their input to organizational vision and mission which they are working for. As a result, employees working in health Non-Governmental Organizations (NGOs) will always strive to acquire the culture of providing healthcare interventions and creating public health awareness to the targeted populations.

The findings of Shiva and Suar (2012) on the study of transformative leadership in NGOs supported that health NGOs have missions of promoting healthy living among vulnerable members of a community thereby the workplace culture in such organizations might be of a different approach as compared to a typical healthcare facility. Analysis also reveals that the consideration of organization culture allows companies to consider key values, opinions and views of workers and this is important in promoting the performance of the workers in almost all sectors. The culture of an organization is deemed to be one of the greatest assets of an organization and could also be a liability, depending on how the organization values it.

Corporate culture is an important corporate strategy which leads and assures the organization of its success (Manyonyi, 2012). Culture of an organization could be an asset if it impacts positively

to the employees and creates a competitive advantage against other firms. It could be a liability if it is not productive and affects the performance of employees in a negative manner (Ndwiga, 2012). In addition, employees and managers of successful organizations attribute their success to their strong and competitive culture which is considered an asset and positive towards the organizational performance as a whole.

The success of an agency is attributed to the contribution that every member makes into the organization. Therefore, the contribution made by each employee is considered important and should be harmonized to yield greater results and enhanced organizational performance (Dave and Jeanne, 2011). It is for this reason leaders of an organization put more focus on the culture of the institution so as to harmonize the practices, attitude, behavior and ways of doing activities so as to improve the performance of the employees, and in turn bolster the productivity of the organization (Onyambu, 2013). An emphasis is also put by managers to create this kind of conducive environment, which is a positive organization culture, so that the employees are driven to deliver their best and line their personal objectives to organizational.

The principles of an organization are also considered essential during implementation of strategies in an organization (Omukaga, 2016). The employees are either going to adopt and embrace the changes or strategies positively and help in their success or resist and avoid these changes due to the overall culture within the workplace. Employees are willing to work and direct their energies towards the accomplishment of the goals of the organization if they feel part of a conducive and positive corporate culture (Odhiambo, 2016). Therefore, organizational culture can affect how



employees come up with their personal and professional goals to achieve. It also affects how they perform individually, professionally and how they perceive issues at the workplace.

## **2.4 Empirical Studies and Research Gaps**

Gregory et al. (2009) studied the organizational culture (values) and effectiveness in the United States of America and noted that the idea organizational culture influences firm effectiveness is a concept implicitly held by executives. The study examined employee attitudes as a possible moderator of the correlation between organizational culture, and various metrics of organizational effectiveness. The study implemented cross-sectional design and the results of this study, which was performed in 99 health centers across the US, prove that employee attitudes moderate the culture-effectiveness relations. However, the study was done in the United States and its implications may not apply within the Kenyan context.

Another study was conducted by Mannion and Davies (2018) about understanding organizational culture for medical care quality improvement. The study involved qualitative assessment of the healthcare facilities in the United Kingdom (UK) and the researchers found that an effective organizational culture was key determinant of the success of healthcare facilities in the UK. Furthermore, the researchers recommended that organizations should use models like the lean six sigma to introduce a supportive organizational culture; this can be achieved by defining the culture of the organization and training employees on the importance of adopting the values or ethics of the company. However, this study mainly focused on healthcare quality aspects rather than employee performance leaving a conceptual gap. This is the void that the current study aimed to fill.

Kokt and Ramarumo (2015) investigated the impact of organizational culture on job stress in accommodation facilities in South Africa. The researchers used structured questionnaires and quantitative methods in determining the correlation between organizational culture and job stress. The findings of this study affirmed that indeed an effective organizational culture motivated employs to fulfil their job goals while unfavorable culture caused job stress, burnout, and high employee turnover (Kokt and Ramarumo, 2015).

According to the study done by Adisa, Mordi, and Osabutey (2017), they explored the repercussions of organizational culture on the work-life balance in Nigeria. The researchers designed a qualitative study targeting medical doctors from the diverse geopolitical zones of Nigeria. In the findings, the researchers established that factors of organizational culture like; working hours, support from the management, financial rewards, and teamwork influenced the productivity of medical doctors in Nigeria (Adisa, Mordi & Osabutey, 2017).

Another study was conducted by Jackalas, Martins, and Ungerer (2016) which focused on the impacts of organizational culture on employee motivation in Botswana. The researchers confirmed that variables of organizational culture such as; good relations in the workplace, training, collaboration, and extrinsic motivation influenced productivity of employees, where the study using quantitative analysis. However, these studies were done outside Kenya.

Ng'ang'a and Wesonga (2012) carried out a study which aimed to investigate the impacts of organizational culture on the performance of organizations which deal with education and are part of the education sector. The study was based on qualitative analysis of public learning institutions

in Kenya and the findings indicated that components of institutional culture like; learning strategy, availability of resources, mission, attitude, and behaviors have high level of influence in education performance (Ng'ang'a & Wesonga, 2012).

On the same note, a study was carried out by Mwangi and Waithaka (2018) which focused on the impact of culture of organizations on the performance of public tertiary institutions. The researchers collected data using questionnaires followed by quantitative analysis which indicated that issues like cultures involving power, persons, tasks and roles are all impactful towards institutional performance in Kenya (Mwangi & Waithaka, 2018).

Another research was conducted by Wanjohi (2014) pertaining to the impact of organizational culture on practice involving management in Kenya. The researcher used cross sectional study and qualitative analysis which indicated sufficient evidence that organizational culture is impacted by management practices which motivate employees. However, this study was done in 2014 and cannot apply with the post COVID-19 pandemic times. The gap identified from the literature is that none of the studies succinctly explained the topic. Therefore, the study sought to build on the knowledge from the literature which was used to expound this specific topic of study.

## **CHAPTER THREE:**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter outlines the plans of inquiry that was made in achieving the study objectives. The chapter also covers the target population and sample method that were used to guide the study. The methods and procedures adopted are also indicated.

#### **3.2 Research Design**

This is the guideline that indicates how the research was done. It gives the framework used by the researcher to get data, measure the findings, and analyze the data obtained from the respondents (Creswell & Plano, 2011). Kothari (2004) noted that design help to plan for any inquiry. This is highly appropriate since it had great reliability as well as low on cost and convenient large populations.

This research study adopted a cross-sectional research design; which was important in this study since the study focused on several health Non-Governmental Organizations in Nairobi County, Kenya. This design involves collecting and analyzing data across an entire population sample to provide a deep view within a particular period. Kothari (2004) support the view that this descriptive survey method can be used to generalize the study outcomes to the general population. Thus, the design allowed for the collection of large amounts of data and generalization of the findings.

### 3.3 Population of the Study

This notable feature of a research helps researchers make informed decisions (Mugenda and Mugenda, 2003). This current study's target population is composed of the registered health non-governmental organizations in Nairobi, Kenya. According to the NGO board, there are about 1,200 health NGOs in Nairobi County, Kenya. These formed the study population and data were collected among these populations.

### 3.4 Sampling Technique

Creswell and Plano (2011) argue that a sampling frame consists of an objective list of the study population where the researcher will obtain a sample from. Thus, all the members of the target population will form the sampling frame. According to the authors, this list should be comprehensive and bear the correct names the population members (Creswell & Plano, 2011). The sampling frame involved the senior managers of health Non-Governmental Organizations in Nairobi County, Kenya. In addition, the sample size was calculated by using Yamane's formula, which was pioneered in 1967, which is the best for descriptive studies involving large populations due to its simplicity. Below is the formula:

$$n = \frac{N}{(1 + Ne^2)}$$

$N$  – Total Population = 1200  
 $e$  – Level of error = 0.05  
 $n$  – Sample size

$$n = \frac{1200}{(1 + 1200 \times 0.05^2)} = 300$$

This means that the study involved 300 senior managers. The study population was divided as shown in table 3.1 below:

**Table 3.1: Distribution of study sample**

<b>Strata of the population (employees)</b>	<b>Population</b>	<b>Sample</b>
Top-level management	100	50
Mid-level management	100	50
Low –level management	200	70
Non-management	800	130
<b>Total</b>	<b>1200</b>	<b>300</b>

Source: Researcher, 2022

### **3.5 Data Collection**

Primary data was gathered using questionnaires which included semi-structured questions. Semi-structured questions helped to assess and deliberate on the impact of organizational culture on employee performance among health NGOs. The use of questionnaire allowed the study to be done within a short time among all the target population.

The questionnaire that was used covered three different sections. Section A contained generic information, while section B contained questions concerning the culture of the organization. The last section which is section C covered the employee performance among health NGOs in Nairobi County, Kenya. The study objectives were assessed using a five-point Likert scale which ranged from SD= Strongly Disagree, D= Disagree, U= Uncertain, A- Agree, SA= Strongly Agree and this gave the respondents different levels of agreements to the statements provided in the questionnaire.

### 3.6 Data Analysis

The study adopted statistical data analysis. The data was then processed in the Statistical Packages for Social Scientists (SPSS-version 20). After data collection and sorting, the data was evaluated using descriptive statistics to get the mean and standard deviation variations. Creswell and Plano (2011) noted that descriptive statistics provide well outlined data with values. The data analyzed was displayed in tables for easier and simple understanding. The research study incorporated multiple linear regression which was used to examine the extent of analysis since it included evaluation of concepts within the objective through extracting more insights of the topic. This helped to review organizational culture and how it impacted employee performance among health NGOs in Nairobi County, Kenya. A linear regression analysis model was applied to establish the correlation between organizational culture and performance of employees among health NGOs in Nairobi County, Kenya. The model is as presented below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \epsilon$$

Where: Y= is the dependent variable representing employee performance

$\beta_0$ = is a constant beta factor, which will be the value of Y when all Xs are zero

$\beta_1 - \beta_6$ = Beta regression coefficients

$X_1$ = Shared values

$X_2$ = Artefacts and symbols

$X_3$ = Rules and policies

$X_4$ = Beliefs and values

$X_5$ = Teamwork

$X_6$ = Flexible working conditions

$\epsilon$ = Error Factors which accounts for all other organizational culture factors not represented in the model.

## CHAPTER FOUR:

### DATA ANALYSIS, RESULTS AND DISCUSSION

#### 4.1. Introduction

This study investigated the influence of organizational culture on performance of health NGOs in Nairobi, Kenya. Primary data was collected and this chapter presents the data collected and also discusses the analysis of the primary data. The outcome of the data analysis is documented as well.

#### 4.2. Response Rate

300 senior managers purposely sampled from the health Non-Governmental Organizations in Nairobi were included for the study and physical questionnaires were issued to these participants. However, 278 questionnaires were received back dully completed. This translates to a 92.67% response rate. Collis and Hussey (2017) explain that a response rate is critical in determining a test's statistical power, thus the larger the response rate the higher the statistical power which implies credibility of research findings. Therefore, a response rate of 92.67% is acceptable for statistical accuracy. Table 4.2 below gives the summary of the response rate.

**Table 4.2: Response rate**

Questionnaires	Number	Percentage
Filled and collected	278	92.67
Non-responded	22	7.33
Total	300	100.0

Source: Researcher, 2022



### 4.3 Participant Demographics

The researcher sought to understand the demographic statistics of the participants and therefore analyzed their age, gender, highest level of education attained and job experience. The participant demographics do influence the responses given. The table 4.3 below shows the gender, age, their management level, length of service and highest education level of the study participants.

**Table 4.3: Participants demographics**

<b>Gender/Sex</b>	<b>Frequency</b>	<b>Percentage</b>	<b>C. Percentage</b>
Female	104	37.4	37.4
Male	174	62.6	100
Total	278	100	
<b>Age</b>			
0 – 25 years	21	7.6	7.6
26 - 30 years	67	24.0	31.6
31 – 35 years	84	30.2	61.8
Above 35 years	106	38.2	100
Total	278		
<b>Management Level</b>			
Senior Management	87	31.3	31.3
Middle level	106	38.1	69.4
General staff	85	30.6	100
Total	278	100.0	
<b>Length of Service</b>			
0-5 years	162	58.2	58.3
5-10 years	91	32.8	91.0
11-15 years	25	9.0	100
Total	278	100.0	
<b>Highest Education Level</b>			
Diploma	48	17.3	17.3
Bachelors	158	56.8	75.1
Masters	43	15.5	90.6
Doctorate	26	9.4	100
Total	278	100.0	

Source: Researcher, 2022

#### 4.4 Organizational Culture

The researcher aimed to investigate the application of common principles of organizational culture in the health non-governmental organizations sampled. The responses were measured using a range of SD= Strongly Disagree, D= Disagree, U= Uncertain, A- Agree, SA= Strongly Agree on statements posed in the questionnaire. The principles of organizational culture, which were the independent variables, and they included shared values, artefacts and symbols, rules and policies, beliefs and values, teamwork and flexible working conditions. Table 4.4 and 4.5 below show an analysis of the responses given in terms of mean and standard deviation.

**Table 4.4: Organizational culture principles**

No.	Statement	N
1	The organization has adopted shared values in their major operations	278
2	The organization has adopted artefacts and symbols in their major operations	278
3	The organization has adopted different beliefs and values in their major operations	278
4	The organization has adopted rules and policies in their major operations	278
5	The organization has adopted flexible working conditions in their major operations	278
6	The organization has adopted team work in their major operations	278
7	The organization has adopted employee engagement and relationship building activities in their major operations	278
<b>Overall mean</b>		<b>278</b>

Source: Researcher, 2022

**Table 4.5: Analysis of organizational culture principles**

<b>No.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>Mean</b>	4.715827	3.431654676	4.913669	4.370504	3.406475	4.438849	4.327338129
<b>Std. Error</b>	0.027099	0.034975706	0.019044	0.03033	0.04094	0.033118	0.030409901
<b>Median</b>	5	3	5	4	3	4	4
<b>Mode</b>	5	4	5	4	3	4	4
<b>SD</b>	0.451833	0.583161553	0.317527	0.505701	0.682606	0.552188	0.507034381
<b>Sample variance</b>	0.204153	0.340077397	0.100823	0.255733	0.465951	0.304911	0.257083864
<b>Kurtosis</b>	-1.08188	-0.701841933	16.12613	-1.31717	0.524153	-0.06052	0.955947823
<b>Skewness</b>	-0.96226	-0.446402899	-3.92861	0.284648	1.336941	-0.40369	0.315725224
<b>Range</b>	1	2	2	2	3	3	2
<b>Minimum</b>	4	2	3	3	2	2	3
<b>Maximum</b>	5	4	5	5	5	5	5
<b>Sum</b>	1311	954	1366	1215	947	1234	1203
<b>Count</b>	278	278	278	278	278	278	278

Source: Researcher, 2022

The statistical analysis of the outcomes of this study as presented in table 4.5 above show that all the parameters of organizational culture studied were present in most of the health non-governmental organizations. Most respondents strongly agreed that each of their organizations have shared values (mean 4.7158 and SD = 0.4518). Also, most of the participants strongly agreed that their organizations had in place their specific beliefs and value (mean 4.914; SD = 0.318). They also agreed that there were rules and policies (mean 4.371; SD = 0.5057), team working (mean 4.439; SD = 0.5522) and employee engagement and relationship building frameworks at mean 4.3273 and SD = 0.5070.

## 4.5 Employee Performance

Employee performance was the dependent variable in this study, therefore, to underscore the correlation between organizational culture and employee performance, the respondents were asked questions with leading statements and the answers were given. The analysis is documented in table 4.6 below.

**Table 4.6: Impact of organizational culture on employee performance**

Statement	N	Mean	SD
1 The organizational values and systems has led to high quality of work among employees	278	4.67226	0.47009
2 The organization culture supports collaborative working relationship among the employees	278	3.78417	0.78121
3 The organization culture promotes productive work levels among employees	278	4.62950	0.60931
4 The organization culture is based on high problem-solving skills among employees	278	4.23381	0.61216
5 The organization culture has led to high job satisfaction among employees	278	3.58273	0.81413
6 The organization culture supports high level of creativity and flexible work among employees	278	4.13309	0.82837
<b>Overall mean</b>	<b>278</b>	<b>4.17259</b>	<b>0.68588</b>

Source: Researcher, 2022

The statistical analysis on the relationship between organizational culture and performance of employees in the health NGOs shown in table 4.6 above show that most participants strongly agreed that presence of values had led to heightened quality of work, promoted productive work, enhanced problem solving skills and enhanced creativity and flexible working (mean = 4.67226; SD = 0.47009, mean 4.6295; SD = 0.6093, mean 4.2338; SD = 0.6122 and mean 4.1331; SD = 0.82837 respectively). Likewise, most respondents agreed that organizational culture enhanced collaborative working relationships and high job satisfaction with means above 3.5000. The

overall mean for all the parameters measured was 4.17259, implying that the respondents strongly agreed with the statements regarding how organizational culture had impacted performance of the organizations.

#### 4.6 Regression Analysis

Regression analysis is critical in statistical analysis because it helps to formulate the linear model that relates the dependent and independent variables. The resulting linear equation from regression analysis is used to predict the outcome variable if one of the independent variable's coefficients is kept constant. SPSS was used to formulate linear regressions for the variables under investigation. The analysis entails the summary model, ANOVA and regression coefficients.

##### 4.6.1 Summary of the regression model

**Table 4.7: Model summary**

Regression statistics	
Multiple R	0.557721
R Square	0.311052
Adjusted R Square	0.295742
Standard Error	66.97866
Observations	277

Source: Researcher, 2022

From the summary of the regression model in table 4.7 above, the R-square is 0.311052; this means that only 31% of the variation in the performance of the organizations is explained by the independent variables that include shared values, artefacts and symbols, beliefs and values, rules and policies, flexible working conditions, teamwork, employee engagement and relationship building.

## 4.6.2 ANOVA

Analysis of variance is important in explaining the fitness of the model by considering the F-statistic and the values of the significance represented as F. It offers the extent to which the regression equation can be relied on in predicting the impact of organizational culture on performance of employees.

**Table 4.8: Analysis of Variance**

	df	Sum of Squares	Mean Square	F	Significance(F)
<b>Regression</b>	6	546869.3	91144.89	20.31699	1.33E-19
<b>Residual</b>	270	1211258	4486.141		
<b>Total</b>	276	1758127			

Source: Researcher, 2022

From the analysis above in table 4.8, the F-value is lower than 0.05. The F-statistic is shown as 20.32 and the level of significance is 0.000. The p-value is significant and it indicates that the independent variables are reliable and fit for use in predicting the dependent variable.

## 4.6.3 Coefficients

**Table 4.9: Coefficients**

	Coefficients	Standard Error	t value	P-value
<b>(Constant)</b>	127.0692	72.66997	1.748579	0.0815
<b>Shared values</b>	38.64978	9.296134	4.157619	4.32E-05
<b>Artefacts and symbols</b>	-31.2142	5.285954	-5.90513	1.06E-08
<b>Rules and policies</b>	6.993341	6.664022	1.049417	0.294924
<b>Beliefs and values</b>	-7.67821	6.610322	-1.16155	0.246445
<b>Teamwork</b>	11.84481	5.078607	2.332296	0.02042
<b>Flexible working conditions</b>	-22.365	5.172427	-4.32388	2.16E-05

Source: Researcher, 2022

The coefficients shown in table 4.9 above show that most the p-values are below 0.05 except in rules and policies as well as in beliefs and values. From the analysis, all the p-values are greater than the significant value (0.0000 expressed to 4dp), thus the null hypotheses are not rejected, which implies that the population means vary significantly and hence the model is good of fit with the variables. The regression equation which is now;  $y = \text{employee performance} = \text{shared values} + \text{artefacts and symbols} + \text{rules and policies} + \text{beliefs and values} + \text{teamwork} + \text{flexible working conditions}$ . Thus  $\text{employee performance} = 127.07 + 38.65 - 31.21 + 6.99 - 7.68 + 11.84 - 22.37$ . This means that for each increase in unit of shared values and beliefs, performance increases by 38.65 units, an increase in unit of rules and policies increases performance by 6.99 units and a unit increase in teamwork increases performance by 11.8 units. However, the model shows that a unit increase in artefacts and symbols decreases performance by 31.3 units and also a unit increase in flexible working conditions decreases performance by 22.37 units.

#### **4.7 Discussions of the Findings**

This study intended to determine the impact of organizational culture on the performance of employees and from the analysis of the data collected, it can be concluded that culture of an organization impacts employee performance in health NGOs. The statistical analysis on the impact of organizational culture on performance showed that most that presence of values had led to heightened quality of work, promoted productive work, enhanced problem-solving skills and enhanced creativity and flexible working. Likewise, it was established that organizational culture enhanced collaborative working relationships and high job satisfaction. These findings supports Mohammed (2017) who established that the performance of the employees improves, by establishing a strong and conducive culture of the organization. It also concurs with Billis and

MacKeith (2013) who found out that organizational culture influences the productivity of employees because all the workplace decisions and behaviors are guided by the ethics or values at the workplace.

The regression analysis and analysis of coefficients part of the descriptive statistics indicated that for each increase in unit of shared values and beliefs, performance of the organization increased by 38.65 units; this establishment is in tandem with Mwangi and Waithaka (2018) who indicated that issues such as cultures involving power, tasks, people and roles are all impactful towards institutional performance in Kenya. In addition, a unit increase in rules and policies increased performance by 6.99 units and a unit increase in teamwork increased performance by 11.8 units. The findings concur with Adisa, Mordi and Osabutey (2017) who designed a qualitative study targeting medical doctors from the diverse geopolitical zones of Nigeria and found out that factors of organizational culture such as working hours, support from the management, financial rewards, and teamwork influenced the productivity of the medical doctors. However, the model showed that a unit increase in artifacts and symbols decreases performance by 31.3 units and also a unit increase in flexible working conditions decreases performance by 22.37 units. This means that the use of artifacts and symbols as well as flexible work conditions have no significant impact on performance of employees. Generally, the findings in this research have supported previous findings by Manyonyi (2012) and Odhiambo (2016) who both noted that culture of an organization is an important corporate strategy which leads and assures the organization of its success and that a culture that is positive, strong and that encourages employees towards the set objectives enhances productivity which leads to higher productivity.



## **CHAPTER FIVE:**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1. Introduction**

This outlined the summary obtained from responses presented at data collection as well as a review of the analysis. The chapter focuses on discussing the findings based on the concepts and theories that explain the organizational culture and organizational performance. It also offers a summary of the overall study, highlighting the limitations associated with the research methodologies used and the implications of these findings to organizations. Eventually, this chapter provides the content that fills the literature gap and it contributes to the available theory while offering framework for more studies.

#### **5.2. Summary of the Findings**

This study was aiming to find out the influence of organizational culture on the employees of health NGOs in Nairobi, Kenya. A random sample of 300 respondents, who are employees of the identified organizations, mainly from top management was identified and questionnaires administered to them. All the 278 respondents who responded agree organizational culture impacted employee performance, specifically, presence of shared values in an organization led to heightened quality of work, promoted productive work, enhanced problem solving skills and enhanced creativity and flexible working.

The regression analysis on the other hand also indicated that shared values and beliefs, enhance employee performance of the organization increased by 38.65 units. It also established that presence of rules and policies increased employee performance by 6.99 units while teamwork increased performance by 11.8 units. Therefore, the findings show that the factors of

organizational culture such as working hours, support from the management, financial rewards, and teamwork influenced the productivity of the employees. Regression analysis also indicated that presence of artifacts and symbols and flexible working conditions decreases performance. In summary, the study established that corporate culture is an important strategy which leads to organizational success because a strong culture drives employees towards the set objectives thus enhancing productivity. Also, strong organizational culture enhances collaborative working relationships and increased job satisfaction.

### **5.3. Conclusions**

The analysis of the responses of this study leads to a conclusion that organizational culture is significant in promoting effective employee management and thus impacting employee performance. Employee performance translated into organizational performance. Therefore, by striving to improve employee performance, an organization will be moving towards enhancing its performance. It has also been established that not all organizational culture aspects are applicable for all organizations; this means that each organization should frame its own culture according to its needs and objectives. For health non-governmental organizations, artefacts and symbols as well as flexible working environmental may have negative impact on employee performance. Nonetheless, such aspects may have positive impacts on employee performance in an organization dealing with production of goods rather than those offering services. The study has expounded the important role played by presence of values, teamwork, rules and policies in organizations in guiding employees. The findings of this study reinforce and adds information to regarding the critical importance of organization culture by concurring with previous studies such as those of Manyonyi (2012), Billis and MacKeith (2013), Odhiambo (2016), Adisa, Mordi and Osabutey

(2017), Mohammed (2017) and, Mwangi and Waithaka (2018). Consequently, organizations should endeavor to improve their organization cultures by crafting them according to specific needs.

#### **5.4. Limitations**

This study was limited in scope because it only considered health non-governmental organizations in Nairobi, Kenya. This may have offered a small sample that may not be a good representative of all the health non-governmental organizations in Kenya or globally. Secondly, the researcher used the performance metrics as perceived by the respondents, which may be misleading or biased. Consequently, the study should have considered performance metrics on the organization by looking into the success of the organization through metrics in secondary data of the organizations. Also, data on employee turnover could have provided a guide on underscoring the level of employee satisfaction, which is a measure of performance. Cultural demographics of the respondents were not considered yet they could imply different working experiences. For instance, the Asians, the Europeans and the Africans have different cultures and thus hold different cultural views which require multicultural management within organizational cultures. The study was also limited to a few (six) aspects of organizational culture, thus not exhaustive hence not offering reliable results for generalization.

#### **5.5. Recommendations**

The study has established that organizational culture has a crucial role in shaping the employee attitude and work. Specifically, the study has established that strong organizational culture that includes presence of values lead to improved work quality, promote productive work, enhance

problem solving skills and enhance creativity and flexibility in working. Also, strong organizational culture enhances collaborative working and teamwork thus leading to high job satisfaction. Therefore, organizations should have clarity in their organizational culture and have in place unique values based on beliefs that are known and understood by each employee.

Also, organizations should have clear rules and regulations as well as policies that are enshrined in the organization's code of ethics and charter. Importantly, organizations should have frameworks for promoting collaboration and teamwork among its employees.

The organizations should have a culture of rewarding teams rather than individuals as this would promote teamwork among employees. The leaderships of organizations should also take an appropriate hierarchy that gives employees autonomy and freedom to perform within their capabilities.

Finally, even though it has negligible impact on employee performance according to this study, organizations should allow employees who deem it fit to have flexible working conditions such as leeway because it would motivate them to perform. The use of artefacts and symbols in organizations may not promote success but they are critical in branding and market communication of the organization and its products.

## **5.6 Implications**

This study will be important as its findings will provide essential information to the leadership of organizations, not only the health sector NGOs in Nairobi that will drive their thoughts and actions towards employee performance using the organizational culture. The leadership and management will be tuned to adopt and even change the culture to lean towards adopting rules and policies that will be beneficial towards the development of employees and improve on their performance.

This research will also enlighten the administration of organizations to embrace beliefs and values which seek to cherish the employees and their contributions towards the organization, which will make them a part of the decision making processes, and will in turn boost their performance. This study will also be of great advice towards the management; where according to the study, teamwork was seen to improve employee performance. Leadership of organizations will be more open to work being done in teams where accountability and spontaneity will be highly embraced. These are key factors in the performance of work and in the long term, the performance of employees.

In this research, flexible working conditions and artefacts and symbols were proven to insignificantly impact on the performance of employees. However, management of organizations will be open-minded to also consider flexible working conditions and environment which will provide spontaneity and reduce boredom and redundancy, which may lead to low employee performance. Management will also be advised to consider artefacts and symbols which will relate to the organization's culture and vision which will be able to present them in a respectable manner towards their customers and the other stake holders in their specific sector.

### **5.7 Suggestions for Future Research**

This research was based on work culture and how it changes the workers level of efforts and output. Therefore, future studies should be focus on specific aspects and types of organizational culture, for instance, market culture, adhocracy culture, and hierarchy culture because each type impacts employees differently. Likewise, this study looked into only six parameters of organizational culture; therefore, other studies should seek to review the effect of organizational culture on enhancing success of employees using additional constructs of organizational culture. Future

studies should work to review common values of culture in firms. While this research considered the importance of respondent demographics, future studies should strive to evaluate the limiting effects of cultural differences of employees relative to the organizational culture on their performance. In addition, since this used primary data and statistical data analysis, future studies should use both primary and secondary data by looking into performance indicators in the organizations and correlate them to the study parameters to support the performance claims made by respondents.

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## APPENDICES

### Appendix I: Research Questionnaire

#### **SECTION A: GENERAL INFORMATION**

**What is the Name of the Health Non-Governmental Organizations you are working in?**

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**What is your role?**

at the Senior Management

at the Middle position

General Staff

Others (Specific).....

**What is your Age?**

a.20-twenety– 25-twenty five

b.26-twenty six– 30-thirty

c. 31-thirty one– 35-thirty five

d. Above thirty six years

**Which is your highest level of education?**

Diploma level

Degree level

Masters and above

Doctorate level

Other types (Please specify)\_\_\_

**What are the cumulative years of experience working within the health Non-Governmental Organizations in Nairobi, Kenya?**

Less than three years [ ]

3-three –5-fiveyears [ ]

6-six –10-tenyears [ ]

More than Ten years [ ]

**For how long have you worked in this organization?**

a) 0-Zero-5-Five years [ ] b) 6-six-1Ten years [ ]

c) 11-Eleven-15-Fifteen years [ ] d) 16-Sixteen years and above

**SECTION B: ORGANIZATIONAL CULTURE**

**SD= Strongly Disagree, D= Disagree. U= Uncertain, A- Agree, SA= Strongly Agree**

<b>Organizational Culture Statement</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
The organization has adopted shared values in their major operations	1	2	3	4	5
The organization has adopted artifacts and symbols in their major operations	1	2	3	4	5
The organization has adopted different beliefs and values in their major operations	1	2	3	4	5
The organization has adopted rules and policies in their major operations	1	2	3	4	5
The organization has adopted flexible working conditions in their major operations					
The organization has adopted team work in their major operations	1	2	3	4	5
The organization has adopted employee engagement and relationship building activities in their major operations	1	2	3	4	5

**SECTION C: EMPLOYEE PERFORMANCE**

**SD= Strongly Disagree, D= Disagree. U= Uncertain, A- Agree, SA= Strongly Agree**

<b>Workers Performance Statement</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
The organizational values and systems has led to high quality of work among employees	1	2	3	4	5
The organization culture supports collaborative working relationship among the employees	1	2	3	4	5
The organization culture promote productive work levels among employees	1	2	3	4	5
The organization culture is based on high problem solving skills among employees	1	2	3	4	5
The organization culture has led to high job satisfaction among employees	1	2	3	4	5
The organization culture supports high level of creativity and flexible work among employees	1	2	3	4	5