

**ORGANIZATIONAL CULTURE ON PERFORMANCE OF
NONGOVERNMENTAL ORGANIZATION PROJECTS IN KENYA: A CASE OF
VOLUNTARY REPATRIATION PROJECT AT NORWEGIAN REFUGEE COUNCIL,
KAKUMA**

BY

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L50/86185/2016

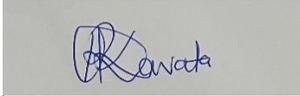
**RESEARCH PROJECT SUBMITTED FOR PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF MASTER OF ARTS IN PROJECT
PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI**

MARCH, 2023

DECLARATION

This research project is my original work and has not been presented for any academic award in any other university.

Sign:



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This research project has been submitted for examination with my approval.

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DEDICATION

I dedicate this research work to Rev. and Pst. Mavulu, my parents, who have continuously been a spring of inspiration, direction and encouragement throughout my life. Thank you to my beloved siblings, John and Grace, my partner, James. I love and adore each and every one of you.

ACKNOWLEDGMENT

I convey my heartfelt appreciation to Prof. Christopher Gakuu, University of Nairobi, who served as my research supervisor throughout the project's development. Additionally, I appreciate my lecturers for the assistance and guidance accorded in my studies. Although it is not possible to thank each and every one of them individually for their contributions, I am thankful and appreciative of the work they have done, as well as the lessons I have learnt from them. I pass my gratitude to fellow students for the support they have shown me and their encouragement.

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ABBREVIATIONS AND ACRONYMS

AIDS:	Acquired Immunodeficiency Syndrome
AU:	African Union
AVRR:	Assisted Voluntary Return and Reintegration
BOD:	Board of Directors
CEO:	Chief Executive Officer
HIV:	Human Immunodeficiency Virus
INGO:	International NGO
IOM:	International Organization for Migration
NACOSTI:	National Commission for Science, Technology and Innovation
NGO:	Nongovernmental Organization
NRC:	Norwegian Refugee Council
OAU:	Organization of African Union
OECD:	Organization for Economic Corporation and Development
RAS:	Refugee Affairs Secretariat
SPSS:	Statistical Package for Social Sciences
UNHCR:	United Nations High Commissioner for Refugees
USAID:	United States Agency for International Development
VolRep:	Voluntary Repatriation Program

ABSTRACT

This research aimed at investigating the influence of organizational culture on performance of Non-Governmental Organization projects in Kenya; a case of the voluntary repatriation project at Norwegian Refugee Council, Kakuma. The investigation was guided by the ensuing objectives; to determine the effect of organizational values on the performance of NGO projects in Kenya; to assess the influence of organizational rituals on the performance of NGO projects in Kenya; to examine the influence of organizational communication on the performance of NGO projects in Kenya; and to establish the influence of organizational norms on the performance of NGO projects in Kenya. The four dimensions of organizational culture that were examined include organizational values, organizational rituals, organizational communication and organizational norms which made the independent variables, while project performance was the dependent variable. Primary data was gathered via the use of questionnaires while secondary data was gained from scholars who have done studies in the subject matter. The Cronbach's alpha reliability was at 0.82 which was above the minimum index of 0.75. Descriptive statistics were used to analyze data and thereafter made inferences. 110 NRC employees in Kakuma formed the target population. Census sampling was used to select all 110 staff by the researcher. A distribution of semi-structured questionnaire was made to 110 NRC staff of the Voluntary Repatriation project in Kakuma. A response rate of 76% was observed as 84 questionnaires out of 110 were filled and reverted to the researcher. Data from the questionnaires was coded and analyzed using Statistical Package for Social Science (SPSS). Data was analyzed using frequencies, percentages, means and standard deviation and presented by the use of tables. Using Pearson's Correlation, the study established a correlation of 0.83 between organizational values and project performance. From the study, organizational rituals also had a close relationship with a correlation of 0.53. Furthermore, the study discovered that organizational communication and organizational values also have a positive correlation to the project performance at 0.48 and 0.32, respectively. According to the results of the research, the findings will serve as a foundation for the conclusion that the performance of the non-governmental projects project depends on the organizational culture adopted. Achievement of success for NGO projects increases with improvement in organizational values, organizational rituals, organizational communication and organizational norms by coming up with strategies and procedures that ensure that non-governmental organizations cultivate a robust culture where staff are fully aware of the culture, own it and abide by it.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

As of 2018, there were 70.8 million people displaced forcibly worldwide due to conflict, persecution or violations of human rights. 20.4 million of the displaced people are refugees who are subject to the authority of UNHCR (UNHCR, 2015). These numbers keep increasing daily. UNHCR seeks to provide three long-term solutions to address the predicament of refugees. The first solution is voluntary repatriation, if that is not possible, local integration or third country resettlement, if the first two solutions are not viable (UNHCR, 2013). Repatriation has increasingly been recognized as the most viable option for refugees as selected by the international community of states and UNHCR as the best answer to the global refugee problem (Omata, 2012). The logic behind repatriation is that refugees are permitted to voluntarily return home and re-establish themselves in the communities of their countries of origin (UNHCR, 2012).

Kenya is a party to the 1951 Refugee Convention and the OAU Convention of 1969 which are the key legal instruments that forms the basis of refugee protection at international and regional levels. According to the 1951 Convention, a refugee is not to be forced to return to a country where they may face persecution of any form or nature, and forms customary international law. The international human rights law and refugee law mutually strengthen one another in safeguarding the rights of refugees and other displaced populations. International refugee law affirms the right to access of voluntary repatriation for refugees by prohibiting sending back any person to countries where they fear for their safety. The 1969 OAU Convention which governs specific facets of difficulties related to refugee within Africa, regulates refugees' affairs within the African continent while ensuring refugee protection and coordination among member states. This instrument also contains specific provisions on voluntary repatriation.

The 1951 Convention confers a refugee protection mandate to UNHCR to coordinate international interventions on refugee protection. Article 1 (c) of the Convention specifies that international protection for refugees ends only under specific conditions including, where a refugee has brought themselves under the protection of the country of their nationality, or if they have lost their

nationality, have voluntarily re-attained it, or have voluntarily returned themselves to the country which they left, or if the person does not have a nationality, because of the conditions in relation with which they have been acknowledged as a refugee have stopped to exist, or are able to go back to the country of their prior habitual residence.

Voluntary repatriation is premised on protection principles and ideals that safeguard the wellbeing, dignity of returnees while ensuring transparency and voluntariness of return. Voluntary repatriation is considered, when feasible, one of the most preferred and often the most ideal solution for refugees among other available durable solutions for refugees. The Refugee Act 2006 is the legislation governing refugee affairs in Kenya. It offers the legal framework for the recognition and protection of refugees as well as administration of refugees' affairs within the Kenyan territory. The RAS has been recognized under Section 6 of the Refugee Act 2006 to deal with refugee affairs in Kenya. The Refugee Act 2006 enshrines refugee protection principles and stipulates administrative standards in refugee management. Under this Act, Kenya has shown support of safe, voluntary returns for refugees. A good illustration is their signing of the tripartite framework governing repatriation of Somali refugees. Since signing the tripartite framework in 2017, UNHCR has mandated the NRC to lead the project for voluntary repatriation of the Somali refugees.

In 2021, the government of Zambia and the Democratic Republic of the Congo (DRC) helped refugees from the DRC to voluntary return home. Through UNHCR intervention, the returnees were able to receive documents, cash assistance upon arrival and additional reintegration assistance (UNHCR, 2021).

In 2022, Tanzania in partnership with Burundi assisted members of 261 households to return safely to their country of origin through voluntary repatriation with the assistance of UNHCR. Similarly, Uganda has assisted refugees to return voluntary to Rwanda, Burundi and the DRC through the same project with the assistance of UNHCR. The project however has seen a significant number of refugees choosing not to return (ReliefWeb, 2022).

Many refugees desire to go back home. In order for voluntary repatriation to be successful, the country of origin needs to be fully committed in order for the returnees to be integrated (UNHCR, 2021).

In Indonesia, UNHCR has partnered with the IOM to assist refugees willing to return to their original countries through the AVR program. IOM notes that in order for the successful implementation of the program, there is a need for participation of different actors (IOM, 2023).

Project success is the goal of every project manager. Unfortunately, this does not always happen. There are inconsistencies in what is considered a successful project and hence the term project success has become ambiguous. In general, projects are considered to be successful when the objectives are accomplished within the budget and scheduled time.

Every project manager wants to have a successful project because they can be evaluated based on their track record of successful project management. It is critical for a project manager to know what makes some projects fail and others succeed, what goes wrong when a project fails and find ways on how to avoid this.

Nongovernmental organizations are initiated by a group of philanthropists that come together for a common good not necessarily with the intentions of making a profit but to identify and respond to growing needs in the society which can be developmental, social or humanitarian (Non-Governmental Coordination Board, 1990). However, concerns have been expressed about the capacity of NGOs to accomplish their desired goals and objectives. As a result, there have been a number of doubts about the performance of projects implemented by some NGOs. Furthermore, problems of non-performance have emerged recently, resulting in the closing of some NGOs not just in Kenya but also throughout the world. The most recent examples are Oxfam and Save the Children, both of which have had to shut part of their operations across the world (Non-profit Finance Fund, 2018).

On the contrary, over the last decade in Sri Lanka there has been an exponential upsurge in NGOs. This expansion has been due in great part to effective organizational culture (Silver & Ariyaratnam, 2012). Banks & Hulme, (2012) corroborate and show that before the growth seen in Sri Lanka NGOs, donors had complained about the decline of the performance of the NGOs occasioning failure by the said NGOs to create an effect. Furthermore, Banks and Hulme (2012) observed that these NGOs failed to achieve their envisioned effect due to a failed organizational culture in establishing robust communication mechanisms, resulting in the failure to complete the project within budget, as proposed by the Agency theory (Arwinge, 2013).

The situation is similar in Bangladesh, where, problems of diversion of aid, combined with financial misconducts, have had an effect on the functioning of NGOs in a nation where 90% of the rural population benefits from NGOs (Ahmed, Hopper, & Wickramasinghe, 2011). The net result is that the projects have had limited or no influence on the intended population. As a consequence, some NGOs in Bangladesh have been deregistered by the Bangladeshi authorities.

In Botswana, NGO effectiveness in creating robust norms, particularly when interacting with external stakeholders has been shown (Collen et al., 2016). Positive effects have been realized on the accomplishments of these particular NGOs, which have shown demonstrable results in the decrease of HIV/AIDS in the Southern African nation (Ramiah & Reich, 2006). A similar approach was used in the Eastern African nation of Uganda by the USAID, in which evidence of effective implementation of HIV and Aids health programs have been seen. These cases suggest a tie between organizational culture and performance of NGOs.

Most importantly, the cases of Sri Lanka and Bangladesh demonstrate that organizational values must be critically and objectively established in order to avoid project failure or, in the negative extreme, tarnish the reputation of the NGO, leading to its eventual closure, as in the case of the Bangladesh. Both cases of Botswana and Uganda have contributed to this discussion by emphasizing the significance of norms and effective communication in the successful execution of projects in their respective countries. As in the Uganda case study, it is important for effective communication with stakeholders to be broad so as to ensure it encompasses both internal and external stakeholders.

Some of Kenya's approximately 8,893 active NGOs are dealing with problems such as failing projects and a tarnished image as a result of issues related to organizational culture (NGO Board, 2019). Even in organizations that have established strong cultures, failure to communicate effectively can result in the inability of these NGOs to achieve their objectives, which has a negative impact on donor funding to these NGOs and, as a result, on the long-standing viability of these organizations. Communication is at the core of the connection between the NGO and the donor. It is difficult for donors and other stakeholders to comprehend the accomplishments if there is no effective communication. In this context, result-based programming emerges as a way for donors to hold NGOs accountable by rigorously reporting or communicating the change of

resources to outcomes and connecting them to the effects in order to substantiate funding allocations. As a consequence, in order for a result-based program to be successful, the values, rituals, communication, and norms of the organization must be in place (Abdel-Kader et al., 2011).

The findings of a PricewaterhouseCoopers research, which examined 200 companies and their 10,640 projects in 30 different countries from various sectors, revealed that only 2.5% of companies are successful in completing 100% of their projects (Threlfall, 2014). An article published by the Daily Nation in 2013 stated that some projects in Kenya have been considered to be useless since all they do is use up public resources without giving anything back and in most cases are used as a front to steal from the public. Some of the government's failed projects include an effort to construct a maize cob processing facility in Eldoret, a fertilizer plant in Mombasa, and a molasses plant in Kisumu.

According to Kotter and Heskett (2008), there are two levels of organizational culture. One level is where a group of people share values and those values persist over time even when the members of the group change. This level of organizational culture is often deep, less visible and difficult to change. The second level which is more visible involves people's behavior or style of an organization.

A strong organizational or corporate culture adapts values that are similar among different organizations and in such, staff feel free to correct their bosses if they go against norms. Strong culture helps organizations achieve goals because of motivation to employees.

A study on the causes of project failure is therefore important to help project managers to carry out successful projects.

1.2 Statement of Problem

The research background above has demonstrated that organizational culture may have an impact to performance of NGOs (OECD, 2005). In recent years, organizational culture was regarded a for-profit organization's exclusive domain; but, as donor expectations have grown, it has gradually become a point of focus to NGOs. According to Abdel-Kader et al. (2011), organizational culture has gotten a lot of attention recently since there has been an upsurge in scandals and crises, which is nothing new to NGOs in Kenya.

NGOs Co-ordination Board in Kenya reports show even though NGOs spend approximately 10% of the nation's annual budget, complaints on failure of these agencies to implement projects successfully are lodged. 54% of these were from officials of the NGO while investigations internally unearthed 20% of the cases (NGO Board, 2018). The 2018 report on financial performance of NGOs shows poor communication, weak organizational values, rituals among the concerned organizations. It indicates that only 9% of total aids in the year 2018 were obtained from income producing undertakings. This implies that if its donors remove their support, NGOs may be unable to carry out their missions (NGO Board, 2018). NGOs' organizational culture and how it relates to the capacity to effectively accomplish the desired effects within budget and time constraints are topics that have received limited attention in literature. Because of this, the research examines the influence of organizational culture on the performance of NGO projects in Kenya, with a particular emphasis on the VolRep project at the NRC, in an attempt to close the gap that has been identified.

The NRC is an NGO organization operating in Kenya with its origin in Norway. The organization was established to assist people affected by crises and climate change. In Kenya, NRC works with UNHCR to advocate and ensure that Somali refugees return safely to their country with dignity and with opportunities to re-establish themselves. NRC mostly works with refugees in located in Dadaab Refugee Camp where they have partnered with UNHCR and the Kenyan government to provide resources to help the refugees who decide to return to Somalia voluntarily start off their news lives in their country of origin. Although NRC has been successful in the voluntary repatriation project, a number of them have returned to Dadaab Refugee Camp. Although NRC, prides in an organizational culture that enhances creativity and ownership, research shows that non-governmental projects in Kenya often fail due to weak organizational culture.

1.3 Purpose of the study

The study's aim was to investigate the influence of organizational culture on the performance of NGO projects in Kenya; a case of the voluntary repatriation project at Norwegian Refugee Council.

1.4 Objectives of the Study

The following specific objectives which aimed at addressing the problem mentioned above have guided the proposed study.

- i. To determine the influence of organizational values on the performance of NGO projects in Kenya.
- ii. To assess the influence of organizational rituals on the performance of NGO projects in Kenya.
- iii. To examine the influence of organizational communication on the performance of NGO projects in Kenya
- iv. To establish the influence of organizational norms on the performance of NGO projects in Kenya.

1.5 Research questions

- i. In what ways do organizational values influence performance of NGO projects in Kenya?
- ii. How do organizational rituals influence performance of NGO projects in Kenya?
- iii. To what extent does organizational communication influence performance of NGO projects in Kenya?
- iv. What is the influence of organizational norms on the performance of NGO projects in Kenya?

1.6 Significance of the Study

The researcher expects to utilize the study results to provide recommendations for how international NGOs may enhance their performance. It is anticipated that the results and recommendations will provide sufficient justification for NGOs to intervene with an aim of performance improvement. The research is also important to the management of INGOs, who will benefit from learning more about how their organizational culture affects the performance of their projects. On the basis of this knowledge, it is anticipated that INGOs would create effective cultures in their organizations.

Experts and researchers will benefit as the conclusions and suggestions from the study will offer a wealth of information for future reference. The findings and recommendations will be used by humanitarian partners, regulatory bodies such as the NGOs Coordination Board, and others regionally and globally to institute an organizational culture that will ensure the successful implementation of the projects. Furthermore, humanitarian standards such as the Core

Humanitarian Standards will significantly benefit from the findings of this research since they will allow them to better understand project performance and the influence of organizational culture.

1.7 Delimitation of the study

The study was conducted in Turkana County, Kenya at the Kakuma Refugee Camp. Kakuma has hosted the Kakuma Refugee Camp since 1992. It is situated near the border of Sudan and Kenya and is host to thousands of refugees from Ethiopia, Somalia, Sudan, South Sudan and other countries like Uganda, Rwanda, Burundi, Democratic Republic of Congo and Eritrea. This camp presently serves over 180,000 men, women and children who have fled neighboring countries due to wars.

The study implemented a survey research design based on purposeful sampling. Although the research design and sampling techniques used in this study are deemed adequate for the purposes of the investigation, alternative sampling techniques like simple random sampling, may be explored for future research.

1.8 Limitation of the study

There are other factors that influence project success apart from organizational culture which is the focus of the study. However, the study assumed that all other factors are constant since all factors cannot be exhausted in this study. Another obstacle was the availability of resources to complete the research, which was particularly difficult considering the scope of the study and the quality of work required by the institution. However, before beginning the study, the researcher was able to raise sufficient money from family and friends. The money that was raised was utilized to cover the costs of the research project. The findings of the research were not hampered by these limitations. The researcher went to great lengths to prevent and reduce, to the greatest extent feasible, the potential consequences of these limitations.

1.9 Assumptions of the Study

This study's assumption was based on the ability of the respondents to provide reliable and correct information by answering questions truthfully and factually. It assumed the instruments the researcher used for the study would give appropriate data that would be used data analysis and

presentation. These assumptions sufficed and all the respondents provided reliable and correct information and the tools were validated and found reliable for the stud.

1.10 Definitions of Significant Terms Used in the Study

Organizational Culture: It is the way people in an organization behave that is influenced by an organization's norms, rituals, values, and the way communication is done.

Communication: It is the process on interaction between members of an organization through the sending and receiving of messages that helps them to achieve organizational goals.

Values: These are beliefs which can be individual or shared that help members of an organization to make decisions that add to the goals and objectives of an organization.

Rituals: These are practices or activities carried out in an organization on a routine basis that contribute to the organization's ability to accomplish its goals and objectives.

Norms: These refer to acceptable behavior within an organization in which there is a certain way of doing things.

Project success: Refers to a project that is achieved within the parameters of budget, scope and time.

Project Team: This is a group of people that come together to work on a project to ensure that the project is executed within budget, scope and time.

Project Management: This is the process where tools, techniques and processes are applied in order to accomplish the project goal or achieve the project objectives.

1.11 Organization of the Study

The first chapter of the study has introduced the proposed research by looking at the background of the study, providing information of the statement of the problem, purpose and objectives of the study. It also looks at the research questions that the study seeks to answer, the delimitations,

limitations and assumptions of the study as well as definitions of significant terms that are used in the study. The second chapter discusses the review of literature and covers voluntary repatriation projects and the dimensions of organizational culture under study which are organizational values, organizational rituals, organizational communication and organizational norms. Chapter two also discusses organizational culture and how it may influence the performance of a project, theoretical framework and knowledge gaps in reference to the study. The third chapter details the research design, target population, sampling procedure and sample size, methods of data collection procedure, data analysis techniques and ethical considerations. The fourth will outline data analysis, presentation and interpretation after data has been collected. The fifth chapter will include the summary of findings, discussions on the findings, drawing conclusions and making recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The research findings of other researchers in the topic under study are presented here. It conducts a review of the theoretical literature on previous research from both a global and a local standpoint. In addition, the chapter fills in the gaps that have been discovered that have not been well addressed or have been left out by previous researchers in order to arrive at a solution to the research problem.

2.2 Voluntary Repatriation

Out of the three durable solutions provided by UNHCR, resettlement has received significant attention but only about 1% of refugees are resettled to third countries. Local integration, the second solution, has not received as much attention but it is considered to only benefit a small number of refugees. Voluntary repatriation as the third possible solution for refugees is considered to be the most common and frequently promoted solution by UNHCR. Although refugees who profit from voluntary repatriation have been on the decline, voluntary repatriation has been significant and hence requires critical inspection (UNHCR, 2015).

The terms returnees and repatriates are more abstruse than that of refugee. This is because the terms have not formally been used in international legal documents. The word returnee is being used more frequently in place of the term repatriate in voluntary repatriation documents to refer to voluntary repatriated refugees who have returned to their home country. Returnees are individuals who were under the UNHCR mandate when they were outside their home country and who remain individuals of concern for a short period of time when their return to their home country. The term returnee can also be used to refer to an individual who was internally displaced but has since returned to their previous residential place (UNHCR, nd). Repatriation in this context refers to the return by an individual to their country where individuals legally regain citizenship. Returnees also refer to individuals who return to their country but who never left in the first place because they were born to parents who are refugees and who had fled their country of origin. These individuals are commonly referred to as second-generation refugees. Second-generation refugees as a result

of first-generation refugees who spend long periods of time in the country of asylum (Hyndman & Giles, 2016).

Repatriation often refers to organized return of refugees but it can also mean individual return of individuals to their home country. Return to country of origin can be voluntary or forced but in all cases there is a long-term commitment to settle in the home country. Mostly, individuals view their return as permanent. However, permanency is a commitment as opposed to a guarantee as it is not assured (Long & Oxfeld, 2004). While humanitarian or government programming may select to describe returnees as individuals who are formally repatriated in an orderly structure, and mainly for the individuals who have officially been acknowledged as refugees, the word is frequently used much more largely in day to day sense. When a refugee returns to their country of origin, they are, in the simplest sense, supposed to become like other citizens of the country. However, considering this individual as a returnee sets them apart again (Daley, 2013).

In some cases, returnees got back to the countries of asylum and one of the reasons is that the returnee has experience and ties in the country that they fled to. Returnees find themselves back in the country of asylum as it may be hard to reintegrate in the communities and reestablish their sources of livelihoods as to meet their basic needs as well as struggling with violations of their rights and political instability after conflict (Falisse & Niyonkuru, 2015). There is little research that has studied the practices of individuals who have ostensibly profited from repatriation as a durable solution. This often brings complications when it comes to refugee migration differentiation (Long, 2011). When it comes to forced migration and long-term solutions, there is a bias in legislative and program approaches (Long, 2011). The bias is a supposition that when refugees, asylum seekers and IDPs benefit from one of the three solutions, they will not want or need to migrate, all factors held constant.

The bias in policy and program approaches has also found itself in academic research as researchers assume that returning is the end of the cycle of being a refugee which in a sense translates to the end of migration (Black & Koser, 1999). Long (2011) feels that the sedentary bias leads to the assumption that with continued movement of refugees means that the reintegration process has failed. On the other hand, other academics in their work have sought to get the right information of when the refugee cycle ends and view return as a new beginning. With this view

on return as a new beginning, it is assumed that the movement of the refugees is over and they will remain in the location (Hammond, 2004).

Fresia (2014), in his work, places interest in the migration of Mauritania refugees in Senegal which has continued 15 years after exile. This migration is specific to youth and men to Senegal cities and other countries in West Africa. This challenges the assumption that continued movement of refugees means that the reintegration process has failed. This is because when the Mauritanian border reopened, the refugees continued to cross as before to meet family needs and their own (Fresia, 2014). The transnationalism blurs the lines between the categories of migrants and refugees, especially when the migration to other countries is vital to sustain livelihoods. It also places consideration on who cannot move, what immobility is created, and who creates it (Bakewell, 2008).

When individuals continue to migrate for survival reasons, it helps to elucidate the consequences of repatriation programs that encourage individuals to return to their country and become self-sufficient without being able to provide them with resources to meet their needs and their families' and the realism of inadequate human safety in areas that have experienced conflict (Daley, 2013). Fresia (2014), concludes that due to the fact that repatriation as a durable solution is viewed sedentary, it does not reflect the complexities of movement of people. Therefore, focusing on repatriation brings a limitation to restoration of the individual's rights.

2.3 Organizational Culture and Project Performance

Organizations maintain a certain set of shared beliefs and values that define their culture (Morgann, 1986). The sets of beliefs and values define how the organization implements its policies and runs activities. To do this, the culture of an organization brings a sense of direction on how the organization runs its activities (Hardy (1993). Within the organization, the management and employees may create their own culture through statements of stories, slogans, principle, ceremonies, heroes, symbols, climate and the physical environment. Thus, culture creation in an organization is not a reserve of the management or employees, but culture is created by the management and employees.

The involvement of each individual in an organization in determining the culture of the organization is key in creating sustainable change in the organization (Clarke, (1994). This is supported by Schein (2010), by indicating that members of an organization create a new culture through learning from assumptions devised, discovered or established as they learn to cope with emerging difficulties. Other authors like Barbra Senior (2001) add weight to the relationship between organizational members and culture creation by opining that organizational culture provides adaptability, focus, direction, and guidance through a combination of consistent way of life and resilience to shocks.

However, other authors have provided different perception of organizational culture. For instance, Trompenaars and Prud'homme (2004) are of the opinion that organizational culture connects different value orientations. They conclude that such connection of different value orientations simplifies the corporate life. Overall, all these authors contend that there are four dimensions of organizational culture which include communication, values, rituals, and norms. This is in tandem with findings by Holland & Ritvo (2008) that organization's culture is the collaboration of attitudes, belief, values, norms, customs, history and traditions.

Empirical studies conducted by Denison and Mishra (1995) and Peters and Waterman (1982) indicate there may be a connection between organizational culture and performance. They noted that a powerful culture is needed in order to attain superior performance in an organization. This is because a powerful culture brings about consistency in performance. Peters and Waterman (1982) continue and opine that high performing organizations had cultural behaviors that differentiated them from low performing ones.

According to Denison (1984), Japanese firms were able to economically perform much better than American firms because they used organizational culture to help motivate staff as well as form a common set of beliefs and values. However, Alvesson (2002), points out that even though there have been studies linking organizational performance of Japanese firms to culture like in the case of Peter and Waterman (1982) and Denison (1984), the theory has been shaken due to the decrease in performance of the Japanese firms after the publications and the problems in those firms. Even so, he goes on to point out that there is still a strong case that can be made on the culture-performance relationship.

Other researchers were convinced of a connection between an organization's culture and performance (Zhang & Wang, 2013). They found that there is a strong opinion that was becoming important in determination of organizational success or failure in relation to organizational culture. In addition, Zhang, et al (2013), found that when an organization allows employees to participate in the culture, the organizations perform better. This is in line with the other studies which bring the idea that personal behavior contributes to the culture of the organization.

Project success can be measured if the project goals, project requirements and project deliverables are well defined from the beginning. Project goals should follow the specific, measurable, accurate, realistic and time-bound approach. A project is considered to be successful if the specifications and the preconditions of the product or service are met. Deliverables or project outputs are quantifiable outcomes, results or any other specific objects that must be produced to enable one to come to the conclusion of a project. Deliverables, just like goals, have to be verifiable and specific. When project parameters are well defined from the beginning of the project, project success can be easily established (Yasser, Mamun, & Suriya, 2014).

As Wyatt (2004), affirmed, when stakeholders decide to disregard project principles of project success then projects fails. Perkins (2006) argued that the lack of dedicated resources, lack of clear deliverables, the lack of a contingency plan, cultural conflicts and needless complexities in the system are aspects that lead to project failure. Studies have been done to identify why projects fail. A good number of these studies have identified risk factors responsible for project failure. These risk factors include project management and leadership, commitment and belief patterns, user involvement and training, organizational structure and culture, setting scope and objective, user involvement and training, developer expertise, estimation and choice of methodology, technology planning (Wyatt, 2004). Yasser *et al.*, (2014), concluded that a choice in a wrong project manager, unexpected termination of the project and lack of top management support can lead to project failure.

Cooper, Cartwright and Earley (2001) in their work argue that organizational culture can stabilize the behavior of individuals in an organization which gives direction and can influence performance in a positive way. Giberson et al. (2009) further support this by indicating that organizational

culture plays a vital part when it comes to pushing organizational behavior towards a desired direction.

Organizational culture has been recognized as a significant part of how an organization performs. Its role in internal integration and external adaptation is important and therefore also plays a key role in performance. Organizational culture plays an integral part in modeling the behavior of employees. A strong culture can be a strong medium that helps employees to have desirable behavior. When employees have the desirable behavior in an organization, it gives birth to good use of resources that lead to desirable performance in an organization. There are very few studies that have been done on organization culture even though it provides a moderately steady and prudent path to improving the performance of an organization. Studies in the insurance and manufacturing industries have shown that there are possible links between performance and organizational culture (Owino & Kibera, 2019).

2.3.1 Organizational values and project performance

There have been different views on the definition of values. Some view values as how people treat objects while others consider values to be people's behavior but most agree that values should be considered in terms of values as they relate to an individual as opposed to how individuals treat objects (Nwadei, 2004). Essentially, values dictate the behavior of group members because they hold these values with high importance. Shared values work towards motivating members towards achieving the group's goals and objectives. When staff own the organizational values, there is little to no supervision because they are motivated by the organizational values (Driskill & Brenton, 2005).

Each individual in an organization has their own values that they come with to the organization. When these values are combined together, organizational values are formed. Therefore, a relationship can be traced between individual values and organizational values which in turn give birth to organizational culture. Organizational values can act as a motivating factor towards motivating employees and they reflect the organization's mission and goals. The lack of proper discussions on organizational values can result to poor performance among staff resulting to the same effect in the organization and its projects. In a research carried out in Slovenia of 33

companies, Gorenak & Kosir (2012), established a high probability of a correlation between organizational values and project performance.

Although organizational values may differ depending on purpose, it is largely believed that values in an organization are vital and they have an effect on the project's success. They serve as standards of conduct for a group of people. There are individual and organizational values and it is important for these two to merge well. An employee can be dissatisfied with a job as a result of misfit of their values and the organization's. A good fit of individual and organizational values ensures that the organization has a strong culture. It enhances job satisfaction which contributes positively to performance and in turn enhances the performance of employees which positively reflects on the performance of projects (Diskiene & Gostautas, 2013).

Fitzgerald & Desjardins (2004) in their study note that when the organizational values are in line with the employees' values, the employees have increased job satisfaction, increased commitment in their work and the organization resulting in increased performance indicating a possible connection between organization values and performance.

When members of a team have shared values, these shared values influence the team to work towards the same direction. An empirical study conducted by Jetu & Riedi (2013), points out that there may be a relationship between values of project team members and project success. For this reason, it is important for project managers to consider organization values when coming up with a project team as this may influence project performance.

2.3.2 Organizational rituals and project performance

Thomas (2005) describes a ritual as a rule that guides our day-to-day work behavior. Islam & Zyphur (2009) proposed the definition of a ritual as an action conducted socially in which the members of the social group demonstrate in a specific event. Examples of rituals in an organization can be things like training of new staff, weekly meetings, staff appreciation, town hall meetings among others (Littlejohn & Foss, 2009).

Martin (2012) points out that rituals are key themes of organizational culture because they require active participation of the members of the organization. This means that rituals have the ability to influence motivation in the organization. He goes on to boldly state that rituals are essentially

linked to performance. Rituals are important in an organization because they are a way of showing the values and culture of the organization. Rituals work by contributing to the work in the organization and help it to achieve its mission as well as achieve daily tasks and assignments.

Martin (2012) states that they generate a sense of community, order and can be used to alter the organizational culture. Rituals are not easy to understand and thus, the power they have of influencing the organizational culture is often underestimated. In most cases, an organization's staff do not notice their rituals because they have become a way of life. However, it is important for an organization to identify its rituals and how they influence the organizational culture (Thomas, 2005).

Even though research has been conducted on rituals as they relate to organizational culture, very few researchers have delved into how rituals in an organization affect its performance. It can be concluded however, that since rituals have a big influence on organizational culture, then they can influence or affect performance.

2.3.3 Organizational Communication and project performance

Organizational communication is the process where groups and individuals transact in different ways within different areas in the organizational in order to meet organizational goals (Smidts et al, 2001). Mumby (2012) defines organizational communication as the process of creating, negotiating harmonized systems in order to achieve the organizational goals. Several authors note that communication is vital when it comes to improving the commitment of employees and obtaining desirable outcomes. Organizational commitment and productivity are largely affected by how organizational goals and the roles that employees play are communicated (Anderson and Martin, 1995).

In order to communicate effectively in an organization, it is imperative to have a good comprehension of communication. In the simplest form, communication is sending messages or information through a medium and there has to be some form of feedback (Kliem, 2007). Communication is vital in the managing of projects. Setting the right expectations and carefully planning how communication is going to take place in a project with the shareholders is tremendously significant to success of the project. Communication is vital to keeping project

stakeholders and the project team up-to-date and on track to achieve the project objectives (Dow & Taylor, 2010).

Communication in projects can be done in three main ways, verbal where communication is by speaking to another person, written is where documentation is used to communicate and visuals where non-verbal communication like body language is used. Verbal communication is basically a conversation. Verbal communication can be face to face or through the phone. For telephone communication, it is important to take note of your tone to ensure that it comes off the same as when someone talks to you in person. (Dow & Taylor, 2010). In most organizations, written communication may be used more often than oral communication. In some situations, written communication seems more credible than oral communication. For example, when there is a new policy, it would be more believable to have the policy communicated in written form than communicated verbally. Examples of ways that organizations can communicate through written communication by using emails, reports, memos and even text messages. Communication in an organization can also occur visually. This is where data can be represented through charts, tables and graphs. Regular and timely communication is important because it helps the team stay connected (Dow & Taylor, 2010). Communication can further be categorized in terms of vertical and lateral flow. When communication flows vertically, it can be downward communication where managers communicate to employees or upwards where employees communicate to managers to inform them of project progress. Lateral communication on the other hand occurs between people of the same group (Robbins et al, 2009).

With the intricacy of communication in mind, it is easy to appreciate how complications in communication come about. Effective and timely communication is essential to project success. It is possible that communication gaps exist because individuals have differing views on what constitutes successful communication. This is one of the primary causes for communication gaps (Lunenburg, 2010). There are people who are detailed-oriented and others who big-picture oriented (Oswald et al, 2016). It is therefore important to keep this in mind as one may be relaying detailed information to a big-picture oriented person and hence resulting in some form of miscommunication.

It is critical for the project manager to use overall team building between the project team and the stakeholders to facilitate better communication between the parties involved in the project. Training in communication skills may be facilitated by the project manager, and he or she can also ensure that ground rules have been established from the outset of the project. To ensure that there is some form of unified group, the team can have a team building activity to assist members be more comfortable with each other (Burger, 2010). In order for effective communication, it is imperative that members to have some rules like trying not to interrupt others, actively listening to others and not jumping to conclusions. It is also important to know the communication preferences of others as well as the communication needs in order to ensure communication is effective.

A project has a very high chance of not succeeding if it is led by someone who is unable to effectively communicate to the team members and the stakeholders. The responsibility to know how to communicate effectively lies with the project manager (Momballou, 2006). A project will have a lot of challenges and problems if there is ineffective or poor communication.

Formal communication in an organization has been endorsed by the organization and is often in written form. This form of communication is usually pre-planned and includes down to up, up to down, cross and horizontal communication (Agarwal & Garg, 2012). Informal communication has normally not been endorsed by the organization. It is out of the control of the management and it is usually used for self-interest. It typically reflects the employees' organizational view and can be useful in getting information that can be used to work towards the success of the organization (Enyia & Eze, 2016).

In general, communication meets our social, physical and identity needs as well as helping us to achieve goals and as such effective communication is essential. Communication competence is the ability to get what you want from other people and still maintain the relationship. Competent communicators have a wide range of skills and behaviors that enable them to choose a specific behavior for a specific situation to enable them to communicate effectively (Adler & Proctor, 2016).

Research shows effective communication leads employees to meaningful relationships and has a connection to job performance and turnover rates. The way information flows through the

organization is directly connected to the way employees view their relationship to each other and the organization (Femi, 2014). According to Burger (2010), communication brings change. It is vital to a team's performance.

Lunenburg (2010) indicates in his research that the lack of proper communication within an organization limits organizational effectiveness. The lack of proper communication in a project has a negative effect on project performance and can lead to project failure. In a project, it is imperative for project managers to do communication management because it enables managers to cover all aspects of communication within a project. Managers and staff should understand their roles in communication (Dow & Taylor, 2010).

Femi (2014), through research shows effective communication produces shared appreciation between workers and management which aids in creating candid connections between both parties in the organization. The study proceeds to show that poor communication in an organization can affect the performance of workers which in turn may negatively affect the performance of a project. This is because communication is used as a tool for expressing what needs to be done and as a result leading to performance. Organizations should remove any barriers to effective communication and managers should frequently offer feedback to subordinates to eliminate any confusion. Communication keeps the people involved informed to achieve objectives and also helps to identify and tackle issues and challenges that may arise (Dow & Taylor, 2010).

Christensen and Rees (2002), in their study indicate that organizational communication plays a part in the performance of a project. They showed that effective communication with team members is important for project performance. An empirical study conducted by Monavvarian and Asri (2012), found that project performance can be influenced by effectiveness communication.

2.3.4 Organizational Norms and project performance

Norms are a description of the way people think and behave. They are behaviors which become practices once they have been done routinely (Frese, 2015). Stamper, Liu, Hafkamp & Ades, (2000), describe a norm as a general disposition or character to the world shared by community members. This means that norms are shared views or ideas among members of a community.

The existence of norms in a community directs how people think and behave. Shared norms define a culture. The lack of norms in a community means that people's behavior is chaotic but when people conduct themselves in an organized manner, they conform to societal norms. Not all people will conform to the organizational norms all the time but informal norms can dictate how far from the norms an individual can go. Norms can be represented in different ways including communication, signs or behavior so as to preserve or spread them and help people to follow them. A norm can be described as a force that makes people behave in a specific way (Stamper *et al*, 2000).

Norms can directly or indirectly influence the behavior of people in a group. They are patterns of behavior and they are accepted by people in a group. As such, norms can influence or impact an environment. Norms call for commitment and demand conformity among members (Frese, 2015). Shahzad, Luqman, Khan, & Shabbir (2012), in their research, note that norms are not visible but if an organization wants to perform well, this is the first place to look. They go on to note that norms can increase the performance when it comes to achieving set goals.

In relation to organizational norms and project performance Rennesund & Saksvik, (2010) in their study note that organizational norms act as a guide for what is expected which in turn dictate behavior that can contribute to project performance. Further, the study indicates a possible link between organizational norms and project efficacy. In a study conducted by Sun (2008), it was noted that through the use of norms, managers can use organizational culture as a tool for management control. The study goes on to note that norms among other organizational culture themes can be used to control the behavior of employees. This way the organization promotes commitment which helps employees work together towards achieving the goals of the organization.

2.5 Theoretical framework

This section covers the theories that are relevant to this study. This study utilizes the Herzberg's Motivation Theory – Two Factor Theory and the McClelland's theory of needs.

2.5.1 Herzberg's Motivation Theory – Two Factor Theory

Developed by Herzberg in 1959, the Herzberg's motivation theory focuses on factors that influence people's attitudes towards work. The theory looks at the two factors that affect job

satisfaction as influenced by Maslow's hierarchy of needs. This theory looks at motivation factors and hygiene factors. Motivation factors encourage staff to work harder and includes recognition in the workplace, work achievements, the work itself, advancements, responsibilities and possibilities of growth. Although the hygiene factors will not motivate workers to perform harder, their absence may result in a lack of motivation among those who work in the workplace. These include salaries, work conditions, interpersonal relations in the workplace, supervisor's relationships with their subordinates and organization policies and administration.

The variables that influence motivation may be classified as intrinsic and extrinsic factors. Herzberg regarded motivation factors to be intrinsic to the work, while hygiene factors were thought to be extrinsic to the job. Herzberg further observed in his study that motivation factors work to increase and improve job satisfaction hence improving motivation while hygiene factors work towards improving motivation by reducing job dissatisfaction (Alshmemri, Shahwan-Akl, & Maude, 2017).

The Herzberg's Motivation Theory is appropriate to the study as aspects of motivation and hygiene factors are part of organizational culture which is under study. While studying the influence of organization culture on performance of NGO projects, the researcher looked at four themes of organization culture; organizational values, organizational rituals, organizational communication and organizational norms. The indicators of independent variables are connected to the motivation and hygiene factors of the theory. Employee performance can improve if employees are motivated. This means that employees have good working relationships and working conditions which can be linked to the organizational culture themes of organizational values, organizational rituals, organizational communication and organizational norms.

2.5.2 Theory of Change

Popularized by Weiss (1995), theory of change is widely used to refer to an approach of planning, participation and evaluation in organizations so as to promote change. The idea behind the theory of change is to determine the long-term goals and then mapping backwards how to achieve those goals by making connections between activities and outcomes in every step of the process. The theory emerged in the 1990s as a new method of evaluating the philosophies that motivate initiatives for political and social change.

The theory of change can be used to explain the process of change by drawing links. The identified changes are mapped out to show every outcome as it logically relates to other outcomes. The relationships between the outcomes are then discussed in detail to demonstrate why one result is considered to be a requirement for another. The if-then statement is used in the theory of change; if this is done, then these are the anticipated consequences. The results of each stage serve as prerequisites for the outcomes of the stages that follow (Taplin et al., 2013).

The goal of any project is to achieve desired objectives. The theory therefore is pertinent to this study because the study focuses on performance of projects. According to the theory of change, once organizations identify the goals of a project, they work backwards to ensure that all the mini-steps work towards achieving the goals. This means that organizations look at their own processes and procedures to guarantee they are working towards realizing the goals. By looking at organizational culture and its effect on project performance, this study will investigate different aspects within an organization and how they work towards achieving the goals of the project.

2.6 Conceptual Framework

This study's conceptual framework is as presented in Figure 1. The model illustrates the four dimensions of organizational culture; organizational values, rituals, communication, and norms. These dimensions were chosen after recognition that they are likely to have the maximum impact on attitudes and employee conduct. Project performance is the dependent variable.

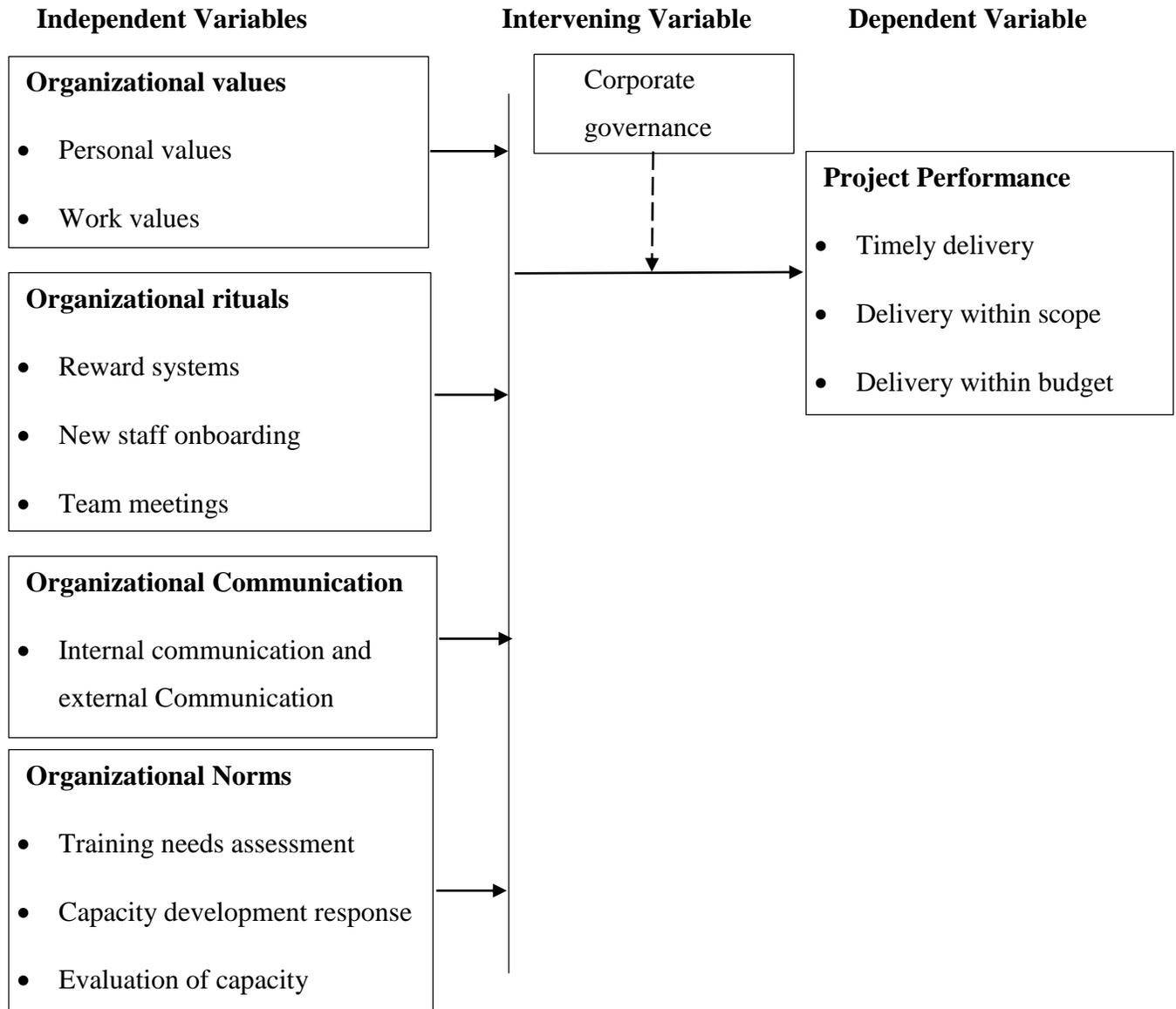


Figure 2.1: Conceptual Framework

2.7 Knowledge Gap

Table 2.1: Knowledge Gap

Variable	Author and Year	Findings	Contribution to the Study	Knowledge Gap
Organizational values	Gorenak & Kosir (2012)	Studied multiple directorships and organizational culture and profitability of commercial firms.	The study focuses on organizational values and the part they play in an organizational culture.	The study and its conclusion looked at profit making firms rather than NGOs.
Rituals	Martin (2012)	The study looked at mapping the corporate culture and how it is implemented	By focusing on mapping corporate culture, the study looked into different aspects of behaviors of staff within an organization.	The researcher did not relate the study findings to project performance
Communication	Kock <i>et al.</i> , (2011)	Studied communication in for profit organizations	The study looks into communication whose elements can also be used for not for profit organizations.	The study focused on limited companies rather than NGOs.
Norms	Frese, (2015)	Studied the relationship between norms and staff attitudes and behavior	The study focuses on staff attitudes and behavior which can be considered as an aspect of the culture of an organization.	The study focused only on staff attitudes and little to do with their relationship with project performance

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research design, the study's target population, sample size and procedures of sampling, research instruments, data collection methods, and data analysis methods are discussed in this chapter.

3.2 Research Design

A research design is a structure or plan the researcher intends to apply in order to answer research related questions (Kumar, 2019). Descriptive research design was used to collect data. Surveys in the form of questionnaires were administered to the respondents for quantitative data and qualitative data. The methods involved respondents filling in the surveys to allow the researcher to collect the relevant information hence assisting in getting relevant information on respondents' experiences, knowledge and attitudes towards the influence of organizational culture in the VolRep project as well as how the project is performing. This research design was selected as it has the ability to provide accurate information.

3.3 Target Population

110 employees of the Voluntary Repatriation project at the Norwegian Refugee Council made up the study's target population.

Table 3.1: Target Population

Cluster	Population
Accounting	6
Audit	4
Executive	5
Operations	75
Other	20
Total	110

Source: NRC HR (2021)

3.4 Sampling Procedure and Sample Size

According to the procedures specified in this subtopic, the researcher chose respondents as indicated in this subtopic in order to gather information.

3.4.1 Sample Size

In research, a sample is a subgroup of elements that is gotten from a large population while a sample size is the number of units that has been drawn from the population (Lavrakas, 2008). Census sampling was used by the researcher to select all 110 staff of the Norwegian Refugee Council to take part in the study.

Table 3.2: Sample Size

Cluster	Population	Sample Size	% Representation
Accounting	7	7	100
Audit	5	5	100
Executive	8	8	100
Operations	70	70	100
Others	20	20	100
Total	110	110	100

3.5 Data Collection Instruments

The study aimed to provide answers to the questions of the research by using primary and secondary sources of data. Using self-administered digital questionnaires with open and closed ended questions to assist the researcher in gathering research relevant information from respondents, primary data was gathered for this study. In addition, the researcher examined previous reports from the Norwegian Refugee Council so as to triangulate the data gathered from the survey respondents.

3.5.1 Questionnaire

The questionnaires were constructed with closed ended questions that contained preset answers, allowing respondents to choose responses. These questions made it easy for coding of the responses. In order to comprehend the reasons behind the responses, the researcher included questions that allowed for the respondents to expound on their responses by typing.

3.5.3 Pilot Testing of the Instruments

A pilot test using the same parameters was conducted over 10 participants of the Church World Service which is 10% of the sample size. Church World Service (CWS) located in Nairobi, Kenya is an organization which has the same characteristics as those of NRC. The validity and reliability of the research tools was confirmed through pre-testing and pilot studies (Garg & Kothari, 2014). The reliability was computed and aimed at attaining an index of 0.75 using Cronbach's alpha. The findings of the pilot testing have not been included in the making conclusions but were used to gauge the ease of use of the questionnaire.

3.5.4 Validity

The validity of the data gathered describes how effectively the data collected covers the actual field of study (Taherdoost, 2016). For the purpose of determining whether or whether the research instruments properly assess respondents' experiences, knowledge, and attitude with respect to culture and performance in their organization prior to data collection, the researcher conducted a preliminary investigation. In addition, the researcher determined the validity of the research instruments preceding data collection to define the degree to which they accurately measure these experiences, knowledge, and attitude. The supervisor was consulted for his expert opinion in order to ensure that the content and construct validity were correct. The content validity of the instrument indicated how well it would evaluate the connection between culture and performance, while the construct validity of the instrument assessed how well it would tap into the theoretical idea in the research.

3.5.5 Reliability

The researcher determined reliability of the data collection tool by piloting the tool over 10

respondents from CWS, a population with similar characteristics with the target population. This was done over a test-re-test of tools where the tools were issued twice within two weeks to check their consistency. In both occasions, nine questionnaires were filled and returned. Data from the pilot study was subjected to statistical analysis using SPSS to establish the Cronbach's alpha (Kothari, 2004). The Cronbach's alpha reliability was at 0.82 which was above the minimum requirement value of 0.75. The results of the Cronbach's alpha verified the data collection tool's reliability in order to proceed with the research.

3.6 Data Collection Procedure

To acquire authorization for data collecting, an introduction letter from the university as well as a research permit from NACOSTI. Data collection was started by the researcher after this point. The questionnaire was uploaded to KoboCollect, a free online platform for conducting surveys, which is particularly popular among NGOs. An experienced and trained research assistant assisted with the link to the online questionnaires was shared with the respondents. In order to guarantee that emergent issues were addressed promptly, the researcher conducted periodic remote monitoring to ensure that any emerging issues were addressed promptly. Daily uploads of the completed surveys were made, and a briefing was held with the assistant to identify any difficulties or developing concerns that had been identified. Thereafter, the data was examined, interpreted, and presented in tables.

3.7 Data Analysis Techniques

Descriptive statistics were used to analyze the data that was collected. The respondent's responses were downloaded in excel format from KoboCollect. The responses were later modeled for transformation in SPSS in order to produce frequencies in tables that could be understood to respond to research questions. The researcher examined and interpreted the open-ended and closed-ended responses, as well as material from secondary sources qualitative in nature.

3.8 Ethical considerations

For the safety and protection of the respondents, the researcher made sure that the research was conducted ethically. Furthermore, the researcher made certain that the study was conducted in an honest and ethical manner throughout the whole procedure. In order to accomplish this, the

researcher formalized the research by requesting authorization to conduct the research from the university, the Ministry of Education through NACOSTI, and the selected NGOs. Prior to gathering any information from the respondents, the researcher obtained their informed permission and respondents were permitted to take part in the study voluntarily. The respondents were guaranteed of the use of the information gathered for academic purposes only and that it would be handled as such.

3.9 Operationalization of Variables

Table 3.3 provides a summary of the Operationalization of Variables, which includes the variables of the study, their indicators, measurement scale, data collection tools and methods of data analysis for each objective.

Table 3.3: Operationalization of Variables

Variable	Indicators	Measurement scale	Data collection tool	Analysis of data
Organizational values	<ul style="list-style-type: none"> ▪ Personal values ▪ Work values 	Nominal	Questionnaire	<ul style="list-style-type: none"> ▪ Mean ▪ Standard Deviation ▪ Correlation
Organizational Rituals	<ul style="list-style-type: none"> ▪ Reward systems ▪ New staff onboarding ▪ Team meetings 	Nominal	Questionnaire	<ul style="list-style-type: none"> ▪ Mean ▪ Standard Deviation ▪ Correlation
Organizational Communication	<ul style="list-style-type: none"> ▪ Internal and external communication 	Nominal	Questionnaire	<ul style="list-style-type: none"> ▪ Mean ▪ Standard Deviation ▪ Correlation
Organizational Norms	<ul style="list-style-type: none"> ▪ Training needs assessment 	Nominal	Questionnaire	<ul style="list-style-type: none"> ▪ Mean ▪ Standard Deviation ▪ Correlation

	<ul style="list-style-type: none"> ▪ Capacity development response ▪ Evaluation of capacity 			
Project Performance	<ul style="list-style-type: none"> • Timely delivery • Delivery within scope • Delivery within budget 	Nominal	Questionnaire	<ul style="list-style-type: none"> ▪ Mean ▪ Standard Deviation ▪ Correlation

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

As mentioned earlier, investigating influence of organizational culture on performance of NGO projects was been a major purpose of the present study. As a consequence, this chapter offers specifics on the findings of descriptive analysis. The findings were collected, analyzed and presented in this chapter beginning with the characteristics of respondents based on a set of demographics. In addition, this chapter provides descriptive analysis of variables in which composite percentages and frequencies were taken into account and their significance level on the voluntary repatriation project at Norwegian Refugee Council.

4.2 Questionnaire Return Rate

The study focused on selected staff from Norwegian Refugee Council. Semi-structured questionnaires were handed out to 110 NRC staff in the VolRep project in Kakuma. A response rate of 76% was observed in this study since 84 questionnaires out of 110 were filled and sent back. According to Bryman and Bell (2007), a minimum response rate of 50% is adequate for analysis, showing the response rate was within the required rate of response deemed significant.

Table 4.1: Response Rate

Questionnaires	Frequency	%
Response	84	76
Non-response	26	24
Total	110	100

4.3 Demographic Characteristics of Respondents

It was from the information gathered in this study that general information on respondents was derived. The demographics of the respondents include their level of education, age, gender, department they work in and length of time worked in the organization. Detailed information about the respondents is given in this section.

4.3.1 Level of Education

In order to identify the capacity of the respondents to articulate issues relevant to the study, the researcher established their education level. The findings were sought and a majority at 54% (45) showed that they had attained a bachelor's degree, followed by 30% (25) who reported having attained certificate level. Another 15% (13) said that they had other levels of education and 1% (1) had a PhD. This implies that majority of staff at NRC have a bachelor's degree meaning that they have a good understanding of what is required of them in the work place in relation to the organizational culture and how it affects the performance of a project.

Table 4.2: Highest Level of Education

Highest Level of Education	Frequency	%
PhD	1	1
Masters	0	0
Degree	45	54
Certificate	25	30
Other	13	15
Total	84	100

4.3.2 Age of Respondents

The figure 4.2 below presents survey findings with regards to respondents' age. 44% (37) of the respondents aged 50-59 years followed by 29% (24) aged between 30 and 39 years and the other 27% (23) said they aged between 40 and 49 years.

Table 4.3: Age of Respondents

Age	Frequency	%
20-29	0	0
30-39	24	29
40-49	23	27
50-59	37	44
60 and over	0	0
Total	84	100

4.3.3 Gender of Respondents

The researcher collected data regarding respondents' genders and presented the finding in table 4.5. 73% (61) are male and 27% (23) are female. From the findings, majority of the staff at NRC are male.

Table 4.4: Gender of Respondents

Gender	Frequency	%
Male	61	73
Female	23	23
Total	84	100

4.3.4 Department

Table 4.5 below present's survey findings with regards to the department with which the respondents work. This information helped the researcher understand the spread of the positions within the project implementation team and how they understand and experience the different organizational cultures and how they influence performance of projects. Most of the respondents, 69% (58), said they worked in operations followed by 17% (14) in other departments. 6% (5) reported that they are executives and the rest in finance and audit at 6% (5) and 2% (2) respectively. From the findings, majority were from the operations department implying majority of the respondents are involved with day-to-day functions of the project and in a good position to express how organizational culture affects the voluntary repatriation project.

Table 4.5: Department

Department	Frequency	%
Accounting	5	6
Audit	2	2
Executive	5	6
Operations	58	69
Others	14	17
Total	84	100

4.3.5 Length of time worked in the organization

The length of time respondents worked at NRC shows 32% (27) stated having worked with NRC for more than 10 years followed by 25% (21) for less than a year. Another 23% (19) had worked for between 6 to 10 years, 20% (17) for one to five years. From the findings, a majority of the respondents have worked at NRC for over five years. The implication is that majority had a good understanding of how the organizational culture and its effects on the voluntary repatriation project.

Table 4.6: Length of time worked at NRC

Length of time worked at NRC (Years)	Frequency	%
Less than 1	21	25
1-5	17	20
6-10	19	23
Over 10	27	32
Total	84	100

4.4 Influence of organizational values on the performance of VolRep project

Organizational values was the first independent variable for the current study. Using a likert scale of one (1) to five (5) where one indicates strongly disagree and five strongly agree, the respondents filled in their responses and as presented.

Table 4.7: Organizational Values

	SA		A		U		D		SD		Total	Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%	F		
The values of this organization are clear, focused, and easy to comprehend	30	35	22	26	20	24	4	5	8	10	84	3.74	1.25
Employees adhere strictly to the organizational policies and procedures	13	15	14	17	16	19	16	19	25	30	84	2.69	1.44
The service charter of our organization is explicitly oriented on enhancing service delivery	12	14	10	12	30	36	22	26	10	12	84	2.90	1.19
The VolRep staff maintain a database of client contacts for the purpose of accessibility	8	10	9	11	6	7	30	36	31	36	84	2.20	1.30

Fairness is	4	5	9	11	15	18	34	40	22	26	84	2.27	1.11
shown by													
managers in													
the													
administration													
of work													
policies													
Composite												2.76	1.26

A composite mean of 3.74 resulting in 1.25 as the standard deviation indicated acknowledgement that the values of NRC are clear, focused and easily conceptualized. This implies that majority of the staff at NRC believe that the values of the organization are clear, focused and easy to comprehend. 35% (30) strongly agreed, followed by 26% (22) who agreed. 24% (20) respondents were undecided while 10% (8) and 5% (4) strongly disagreed and disagreed respectively.

On whether all employees adhere strictly to the organizational policies and procedures, the composite mean, 2.69 and standard deviation, 1.44, indicating that on average the respondents were either unsure or in disagreement on whether employees at the NRC strictly adhere to organizational policies and procedures. 30% (25) of the respondents strongly disagreed, while 19% (16) respondents both disagreed or were undecided. Those who strongly agreed were 15% (13) while 17% (14) agreed with the statement.

A composite mean of 2.90 resulting in 1.19 as the standard deviation indicates the average response on whether NCR's service charter is clearly focused on improving service delivery was undecided. This implies that majority of NRC staff are unsure of whether their service charter clearly focuses on improvement of service delivery. 36% (30) respondents recorded being undecided followed by 26% (22) who disagreed and another 12% (10) strongly disagreed. Those who strongly agreed were 14% (12) while 12% (10) agreed.

Regarding whether VolRep staff keep record contacts of clients for ease of accessibility, the standard deviation, 1.30, and composite mean, 2.20, indicates an average response of disagreement in regards to the statement. This implies most of the staff at NRC do not maintain a database of

contacts of clients for accessibility. A majority of the respondents, 36% (31), strongly disagreed followed by 36% (30) who agreed while 7% (6) were undecided. 11% (9) agreed and another 10% (8) strongly agreed.

On whether fairness is shown by managers in the administration of work policies, 1.11 was the standard deviation with a 2.27 as the composite mean. 40% (34) of the respondents were in disagreement that managers showed fairness in the administration of work policies while 26% (22) strongly disagreed. A further 18% (15) respondents were undecided while 11% (9) and 5% (4) respondents agreed and strongly agreed respectively. This implies that majority of the employees at NRC do not believe that managers exercise fairness in administering work policies.

4.5 Influence of organizational rituals on the performance of VolRep project

The second variable with regards to organizational culture in this study was the organizational rituals of NRC. Using a likert scale, the responses were as below.

Table 4.8: Organizational Rituals

	SA		A		U		D		SD		Total	Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%	F		
We celebrate success in our organization NRC promotes skills and knowledge	9	11	11	13	34	40	22	26	8	10	84	2.89	1.09
We usually have formal team meetings to assess how	15	18	18	21	13	16	27	32	11	13	84	2.99	1.33

team														
members														
are doing														
We														
sometimes														
have														
common	21	25	9	11	8	10	18	21	28	33	84	2.73		1.61
lunch or														
dinner for														
bonding														
There is a														
platform for														
coaching	0	0	7	9	10	12	23	27	44	52	84	1.76		0.96
employees														
to thrive														
Composite												2.84		1.28

The survey findings presented above indicate that the mean response on whether NRC celebrates success was 2.89 falling between undecided and agree with standard deviation of 1.09. This implies that even though a good number of staff agree that NRC celebrates success, majority of them have not seen any evidence of this and are unsure. Specifically, 40% (34) respondents were undecided about the statement, followed by 26% (22) who disagreed while 10% (8) strongly disagreed. 13% (11) agreed and the remaining 11% (9) strongly agreed.

On whether NRC promotes skills and knowledge, the mean response was strongly agree with 3.81 being the composite mean and 1.39 being the standard deviation. This implies that majority of the staff agree that the organization promotes skills and knowledge. 46% (39) respondents strongly agreed, followed by 20% (17) who agreed while 12% (10) remained uncertain. Those who disagreed and strongly disagreed were 11% (9) respondents for each.

The other question the respondents were asked was whether they usually have formal team meetings to assess how team members are doing. The composite mean for responses to this question was 2.99 indicating a near neutral response while the standard deviation was 1.33. That notwithstanding a vast number of respondents 32% (27) indicated that they disagreed with this statement while another 13% (11) strongly disagreed. 16% (13) respondents remained neutral even as 21% (18) agreed and 18% (15) strongly agreed.

Concerning if the respondents sometimes have common lunch or dinner for bonding, the composite mean was 2.73. This implies that a near undecided response but skewed towards disagree with a standard deviation of 1.61. 33% (28) respondents strongly disagreed with this statement as 21% (18) disagreed and 10% (8) remained neutral. The other 28% (21) and 11% (9) strongly agreed and agreed respectively.

Lastly, the respondents were asked whether they have a platform for coaching employees to thrive. With 1.76 as composite mean indicates disagreement with 0.96 as the standard deviation was 0.96. 52% (44), strongly disagreed while 27% (23) respondents disagreed. 12% (10) respondents remained undecided while 9% (7) agreed. No respondents strongly agreeing with the statement.

4.6 Influence of organizational communication on the performance of VolRep project

Organizational communication was looked at as the third variable for this study. Using the likert scale, the results were as shown.

Table 4.9: Organizational Communication

	SA		A		U		D		SD		Total	Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%	F		
Our communication strategy has improved our relationship with stakeholders	8	10	25	30	12	14	22	26	17	20	84	2.82	1.31

Our communication has helped us meet the expectations of our stakeholders	3	4	23	27	16	19	20	24	22	26	84	2.58	1.24
Our communication has helped us engage effectively with each other in the organization	13	15	14	17	16	19	16	19	25	30	84	2.69	1.44
Our communication has helped us engage effectively with our stakeholders	12	14	10	12	30	36	22	26	10	12	84	2.90	1.19
Our communication practice facilitates proper project monitoring and control	8	10	9	11	6	7	30	35	31	37	84	2.20	1.30
Composite												2.64	1.3

The average response on whether NRC's communication strategy has improved NRC's relationship with stakeholders was 2.82 rounded off to undecided with a standard deviation of 1.31. Nonetheless, a majority of respondents at 30% (25) reported that they agreed followed by 26% (22) who disagreed, 20% (17) who strongly disagreed, 14% (12) were undecided while 10% (8) respondents strongly agreed.

Regarding whether the communication has helped NRC meet the expectations of their stakeholders, the average response was 2.58 with a standard deviation of 1.24 indicating that a near indecision on the statement skewed to the positive side. Specifically, majority of the respondents at 27% (23) agreed followed by 26% (22) who strongly disagreed while 24% (20) disagreed. 19% (16) respondents were undecided and 4% (3) strongly agreed.

When asked if NRC's communication has helped NRC staff engage effectively with each other in the organization, the respondents recorded a mean response of 2.69 also indicating near undecided. As was evident, 30% (25) strongly disagreed, even as 19% (16) disagreed and another 19% (16) remained undecided. Those who agreed were 17% (14) and 15% (13) strongly agreed.

The respondents were further asked if NRC's communication has helped them engage effectively with the stakeholders. The composite mean was 2.90 indicating that they were neutral to the statement with a standard deviation of 1.19. A majority at 36% (30) respondents recorded being undecided followed by 26% (22) who disagreed and another 14% (12) strongly agreed. 12% (10) respondents reported strongly disagreeing and another 12% (10) said they agreed.

Lastly, the respondents were asked whether NRC's communication practice facilitates proper project monitoring and control. The respondents provided their responses where on average they disagreed with the statement leading to 2.20 as the composite mean and 1.30 as the standard deviation of 1.30. In detail, 37% (31) respondents strongly disagreed as 35% (30) disagreed followed by 11% (9) who agreed, 10% (8) who strongly agreed while 7% (6) remained undecided.

4.7 Influence of organizational norms on the performance of VolRep project

The last independent variable for the study was organizational norms where using a five point likert scale, the responses on agreement with NRC's norms are presented as shown:

Table 4.10 Organizational Norms

	SA		A		U		D		SD		Total	Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%	F		
Training and identifying prospective future leaders are made easier with empowerment	4	5	9	11	15	18	34	40	22	26	84	2.27	1.11
Employees must all have the same stance when it comes to decision-making processes	9	11	11	13	34	40	22	26	8	10	84	2.89	1.09
When making choices, employees are considerate of one another's needs	4	5	9	11	15	18	34	40	22	26	84	2.27	1.10
Innovation creates opportunities for NRC	9	11	11	13	34	40	22	26	8	10	84	2.89	1.09
Employees prefer team	39	46	17	20	10	12	9	11	9	11	84	3.81	1.39

work to
individualism

Composite	2.82	1.16
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The survey findings presented above indicate that in general, the respondents disagreed with the statement as 2.27 represented the composite mean and 1.11 the standard deviation that training and identifying prospective future leaders are made easier with empowerment. In detail, 40% (34) respondents recorded disagree as 26% (22) said they strongly disagree. 18% (15) were undecided, 11% (9) agreed while 5% (4) of the respondents strongly agreed.

On whether employees must all have the same stance when it comes to decision-making processes, the general response was undecided with 2.89 being the mean and 1.09 the standard deviation. Specifically, 40% (34) respondents reported being undecided, followed by 26% (22) who disagreed and 13% (11) who agreed. 11% (9) respondents strongly agreed while 10% (8) strongly disagreed.

The respondents were asked if when making choices, employees are considerate of one another's needs. At 2.27 for the mean and 1.10 for standard deviation, the respondents disagreed with the statement implying the majority did not believe that NRC staff do not consider one another's needs when making choices. With majority at 40% (34) disagreeing followed by 26% (22) respondents who strongly disagreed. 18% (15) respondents remained neutral as 11% (9) agreed and 5% (4) strongly agreed.

The researcher further asked the respondents whether innovation creates opportunities for NRC and the respondents on average were undecided at 2.89 with 1.09 being the standard deviation. Majority of the respondents at 40% (34) reported being undecided, 26% (22) said they disagreed followed by 13% (11) who agreed, then 11% (9) who strongly agreed, and another 10% (8) who strongly disagreed.

On whether employees prefer team work to individualism, findings indicate on average the respondents strongly agreed with a composite mean of 3.81 and 1.39 as the standard deviation.

Majority of the respondents, 46% (39) strongly agreed with the statement, 20% (17) agreed, 12% (10) remained undecided while 11% (9) disagreed and another 11% (9) strongly disagreed.

4.8 Performance of the VolRep Project

The dependent variable for the study was performance of VolRep project. Respondents recorded feedback on project performance elements on a Likert scale with one (1) representing Not at All and five (5) representing Very High Extent. The findings were sought and are presented as shown:

Table 4.11: VolRep Project Performance

	Not at All		LE		ME		HE		Very High Extent		Total	Mean	Std. Dev.
	F	%	F	%	F	%	F	%	F	%			
Increase timely delivery of project activities	15	18	18	21	13	16	27	32	11	13	84	2.99	1.33
There is no budget variations at the end of the project	21	25	9	11	8	10	18	21	28	33	84	2.73	1.60
The project activities are delivered	0	0	7	9	10	12	23	27	44	52	84	3.76	0.96

within the right scope														
The perception of the organization has improved	8	10	25	30	12	14	22	26	17	20	84	2.82	1.31	
Composite												3.08	1.3	

On how much organizational culture influences timely delivery of project activities, the mean response was neutral at 2.99 with 1.33 being the standard deviation. Majority agree that organizational culture influences timely delivery of project activities. Most respondents at 32% (27) indicated an agreement with the statement to a high extent, followed by 21% (18) to a low extent. 18% (15) did not agree with the statement at all, 16% (13) indicated agreement to a moderate extent and 13% (11) to a very high extent.

Regarding the influence of organizational culture on budget variations, responses recorded 2.73 for the mean and 1.60 for the standard deviation. This implies majority agree. 10% (8) showed agreement to a moderate extent, 11% (9) low extent, 21% (18) high extent, 28% (21) not at all and a majority at 33% (28) agreed with the statement to a very high extent.

With 0.96 standard deviation and 3.76 mean, respondents said project activities are delivered within the right scope implying that majority of staff at the NRC are in agreement with this stated. At 52%, 44 of the respondents agree with the statement to a very high extent and 27% (23) to a high extent. 12% (10) said to a moderate extent and 9% (7) to a low extent.

Lastly, at 2.82 for mean and 1.31 for standard deviation, 30% (25) reported agreement to a low extent. 26% (22) agreed to a high extent, 20% (17) very high extent, 14% (12) moderate extent

and 10% (8) did not agree at all indicating a split view that the perception of the organization has improved.

4.9 Inferential Statistics

The study applied the Person’s Correlation to study. The results are as show in the table below.

4.9.1 Correlations Analysis

The aim of doing a correlation analysis was to come to accurate conclusions about the data by linking the dependent and independent variables. Typically, the coefficient of correlation is between -1 and +1. The presence of positive correlation, on the one hand, shows when the independent variable increases, the dependent variable does the same. A negative correlation, indicates an increase in independent variable is a decrease in dependent variable. In order to determine how strongly the variables under investigation were linked, a statistically significant threshold of 5% was used.

Table 4.12: Pearson’s Correlations

		VolRep Project performance
Organizational Values	Pearson Correlation	.83**
	Sig. (2-tailed)	.00
Organizational rituals	Pearson Correlation	.53**
	Sig. (2-tailed)	.00
Organizational communication	Pearson Correlation	.48**
	Sig. (2-tailed)	.00
Organizational norms	Pearson Correlation	.32
	Sig. (2-tailed)	.00

*The significance of the correlation was tested at the 0.05 level (2-tailed).

Findings show a positive correlation of 0.83, neutral level of significance of 0.00 between organizational values and VolRep project performance indicating an increase in organizational values results in an increase in the project performance. In addition, 0.53 for organizational rituals indicates a positive relationship between the performance of the VolRep project and organizational rituals. With a value 0.48, a positive correlation was established in reference to how performance of VolRep project is affected by organizational communication. Additionally, a positive

correlation of 0.32 was established indicating a positive correlation between the performance of VolRep project and organizational norms.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section offers an overview of the results, as well as conclusions and suggestions for further research. Using the processed data from the previous chapter, this chapter provides specifics related to this research's objectives.

5.2 Summary of Findings

An analysis of findings for influence of organizational culture on performance of NGO projects, influence of organizational values on the performance of NGO projects, influence of organizational rituals on the performance of NGO projects, influence of organizational communication on the performance of NGO and influence of organizational norms on the performance of NGO projects is summarized in this chapter. The research focused on NRC's VolRep project where 110 questionnaires were distributed and yielded a 93% response rate of 84 respondents.

5.2.1 Organizational Values and Project Performance

The study established a positive correlation of 0.83 between performance of a project and organizational values. With 3.74 being the mean, respondents strongly agreed that NRC has clear, focused and easily conceptualized values. The study found that a number of respondents believe all NRC employees adhere strictly to the organizational policies and procedures resulting in a mean of 2.69. In regards to the NRC service charter being clearly focused on improving service delivery, a majority at 36% were undecided resulting in a mean of 2.90. On keeping record contacts of clients for ease of accessibility, 36% of respondents each disagreed and strongly disagreed resulting in a mean of 2.20. When it came to the statement that fairness is shown by managers in the administration of work policies, a majority of respondents at 40% disagreed contributing to a mean of 2.27. With a composite mean of 2.76, a significant number of respondents believe that different aspects of values influence project performance which is in line with the positive correlation of 0.83.

5.2.2 Organizational Rituals and Project Performance

With a composite mean of 2.84, the study confirmed a positive correlation of 0.53 between organizational rituals and project performance. With 2.89 being the mean, a number of respondents felt that staff at NRC celebrate successes. With 3.81 being the mean, 46% of the respondents strongly concur that NRC promotes skills and knowledge. On whether staff members have formal meetings to assess how team members are doing, 21% of the respondents concur resulting in a mean of 2.99. On whether staff sometimes have common lunch and dinner for bonding, a majority at 33% strongly disagreed while 25% strongly agreed contributing to a mean of 2.73. On whether there is a platform for coaching employees to thrive at NRC, more than half of the respondents strongly disagreed resulting in an overall mean of 1.76. The standard deviation of 1.28 further implies most of the respondents believe the presence of a relationship between the organizational rituals and the performance of a project.

5.2.3 Organizational Communication and Project Performance

It was also discovered that organizational communication and VolRep performance had a close relationship evidenced by a positive correlation of 0.48, 2.64 for composite mean and 1.3 for standard deviation. Majority at 30% agreed that NRC's communication strategy has improved relationships with stakeholders contributing to a mean of 2.82. On whether NRC's communication has helped staff meet expectation of stakeholders, a majority at 27% agreed contributing to a mean of 2.58. With 2.69 being the mean, most respondents strongly disagreed that NRC's communication has helped staff engage effectively with each other within the organization while a majority were undecided on whether NRC's communication has helped effective engagement with stakeholders resulting in 2.90 for the mean. Most respondents strongly disagreed that NRC's communication practices facilitate proper project monitoring and control resulting in a mean of 2.20.

5.2.4 Organizational Norms and Project Performance

A correlation between VolRep project performance and organizational norms was established in this research with a positive correlation of 0.32. The composite mean, 2.82, and standard deviation, 1.16, implies a positive correlation between organizational norms and the performance of an organization. On whether training and identifying prospective future leaders are made easier with empowerment at NRC, a majority disagreed contributing to a mean of 2.27. On whether all

employees share the same stand in decision making, 11% and 9% agreed and strongly agreed resulting in a mean of 2.89. On whether VolRep staff respect each other when making decisions a mean of 2.27 was obtained. With 2.89 for the mean, most respondents were undecided on whether innovation creates opportunities for NRC while 46% indicated that VolRep employees prefer team work to individualism resulting in a 3.81 mean.

5.3 Discussion of Findings

The study findings are discussed in this section as they relate to each of the variables of the study.

5.3.1 Organizational Values and Project Performance

From the research, there is a favorable connection between organizational values and project performance. It was found that when employees understand the values of the organization, project performance can be improved. An understanding of the organizational values by the employees ensures that their behavior aligns to the goals of the organization and this leads to a positive influence on the performance of the project. This was in agreement with Gorenak and Kosir (2012), who noted that investing in organizational values can pay off in terms of improving performance. Diskiene & Gostautas (2013), opined that organizational values can enhance performance since they are linked with job satisfaction. In addition, Jetu & Riedi (2013) noted that organizational values help employees to work towards the same direction which in term helps the organization to achieve desired goals. The study found that when members of an organization share the same values it influences team work which has a positive effect of the project performance since it fosters team work. Team work has an ability to impact motivation of employees.

5.3.2 Organizational Rituals and Project Performance

From the research, there is a connection between organizational rituals and project performance. Certain rituals in an organization work towards improving teamwork and team spirit. This is in line with Martin (2012) and Thomas (2005) noted that identifying an organization's rituals and how they influence culture is very important because they have the ability to influence motivation thereby influencing performance.

When teams take time to meet and have discussions about their work or even private lives, these meetings can foster stronger relationships among team members which can greatly influence team cohesion. In addition, ensuring that there are systems in place that ensure employees continuously

develop their skills and knowledge and that successes are celebrated would positively motivate employees and hence improve project performance.

5.3.3 Organizational Communication and Project Performance

The research found that organizational communication and project performance are linked. This is in agreement with Lunenburg (2010), Christensen and Rees (2002) and Monavvarian and Asri (2012) who indicate that communication plays a part in effectiveness and performance. It is critical for communication within an organization to be effective because it ensures improved relationships and attaining project goals. In any project, the team members need to know what is expected of them. Effective communication enhances understanding of what is required to accomplish project goals. Whether communication in a project is verbal or written, the most important thing is that there is understanding.

In addition, effective communication fosters good relationships between team members because they are able to understand each other better and work better with each other. Effective communication also has the ability of improving the relationship of the organization with its stakeholders. Therefore, there is importance in investing to ensure communication between employees and communication with stakeholders is effective. The consequence is improving project performance as there is more synergy within the project.

5.3.4 Organizational Norms and Project Performance

The research also found a connection between organizational norms and project performance. This is in line with Rennesund & Saksvik, (2010) whose study noted that organizational norms dictate expected behavior by acting as a guide which in turn influences project performance. With norms being practices that people do routinely, it is important to cultivate norms that promote an organizational culture that favors project performance. Organizations need to invest in trainings to enhance mutual respect and understanding. With organizational norms acting as a guide, employees are able to discern what kind of behavior is expected in line with the organizational culture.

5.4 Conclusions

In conclusion, this study's findings offer support for the assertion that performance of the VolRep project relies on the organizational culture adopted. This offers a justification for the explanation

of why certain projects are executed within scope, budget and time while others are not. It may also be concluded from the research that the improvement of the success of a project is linked to the organizational culture.

The study wanted to determine the influence of organizational values on the performance of NGO projects in Kenya. It was noted that there is a link between organizational values and performance of NGO projects. The employees need to properly understand organizational values. To enable this, the organization needs to ensure that staff are trained and encouraged to strictly adhere to the organizational policies and procedures to ensure that employees are working towards the same direction. The organization also needs to provide training to managers in order to ensure that they are fairly administering work policies.

The study also sought to assess the influence of organizational rituals on the performance of NGO projects in Kenya. The study findings showed a correlation between the rituals in an organization and the performance of a project. It was noted that the organization adequately promotes skills and knowledge but rarely celebrates successes and provides coaching for employees to thrive. Putting an emphasis on ways the organization can implement rituals that enhance team unity would greatly improve the performance of projects.

The study also established a connection between organizational communication and project performance by examining the influence of organizational communication on the performance of projects. It was noted that communication within the VolRep project has enabled the organization to meet the expectations of the stakeholders but fell short in enhancing communication between employees in the organization and facilitating proper project monitoring and control. Ensuring that there is effective communication throughout the organization and in all stages of the project cycle would ensure that project performance is enhanced.

Finally, the study sought to find the influence of organizational norms on the performance of NGO projects in Kenya. It was established that there is a link between organization norms and the performance of a project. In this study, it was found that employees at the VolRep project preferred team work to individualism but felt that employees do not adequately respect each other's needs. Training on the organizational values and their importance would enable employees to work better together as a team. Training would also ensure that staff are able to consider each other before

decisions are made. Overall, this would ensure that employees are better motivated when it comes to achieving the project goals.

Ultimately, an NGO's project success increases with improvement in organizational values, organizational rituals, organizational communication and organizational norms. It is important for organizations to find ways to improve different aspects of their organization culture to increase the odds of improving project performance.

5.4 Recommendations

With the findings, analysis and conclusions of the study, the researcher recommends that;

NGOs should enhance organizational culture practices to ensure effectiveness in the delivery of project. When NGOs enhance organizational culture, they are able to set guidelines and expectations of behavior by the staff that will ensure that the organizations achieve the desired goals of a project.

NGOs should come up with strategies and procedures to ensure mainstreaming of a robust culture within the organization. A robust culture ensures that staff are aware of what is expected of them and strive to achieve the project goals. As a result, staff are fully aware of the culture of the organization and the benefits that come with the awareness of the organizational culture.

In order experience the full benefits of an organizational culture to the organization, NGOs should involve all staff in implementing the organizational culture to ensure that everyone in the organization owns the culture. NGOs should ensure participation by all stakeholders. When staff own the culture, they are motivated to abide by it.

5.5 Areas for Further Research

The focus was on how organizational culture influences project performance of non-governmental organizations. The study only focused on four aspects of organizational culture; values, rituals, communication and norms. There is need for studies to be conducted on other aspects of organizational culture and how they influence project performance.

Further, the study only focused on how organizational culture influences project performance of non-governmental organizations. There is need to conduct a study to find out how organizational culture affects project performance in other organizations.

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APPENDIX I: LETTER OF INTRODUCTION

Dear Sir/Madam,

RE: COLLECTION OF DATA

I am a student at University of Nairobi undertaking a research project on, **“Influence of organizational culture on the performance of NGO projects in Kenya: A case of the voluntary repatriation project at Norwegian Refugee Council, Kakuma.”**. The data being gathered is for academic purposes only, and a copy of the results will be provided to you if you so desire. Any information you provide will be handled with absolute secrecy, and your identity or the name of your company will not be included in any way in the final report.

Your assistance in this matter will be highly appreciated.

Yours faithfully

Rachel Kavata.

APPENDIX II: QUESTIONNAIRE

Questionnaire No: _____

Tick in the box where applicable

Part A - General Questions

Section One: General Information

1) What is your highest level of education?

PhD []

Masters []

Bachelor's degree []

Diploma []

Certificate []

Other []

2) In years, please indicate your age bracket.

20-29 []

30-39 []

40-49 []

50-59 []

60 years and over []

3) What is your gender?

Male []

Female

4) Which department do you work in this organization?

Accounting

Audit

Executive

Operations

Others (Specify)

5) How long, in years, have you worked for this organization?

Less than 1

Between 1-5

Between 5-10

Over 10

Section Two: Organizational culture and project performance

This section will look at different elements of organizational culture and their influence on project performance. Please respond by placing a cross mark (X) under the selection of your choice beside each listed factor. 5 = Strongly Agree; 4 = Agree; 3 = Undecided; 2 = Disagree; 1 = Strongly Disagree,

1. Organizational values and project performance

	1	2	3	4	5
The values of this organization are clear, focused, and easy to comprehend					
All employees adhere strictly to the organizational policies and procedures					
The service charter of our organization is explicitly oriented on enhancing service delivery					
The VolRep staff maintain a database of client contacts for the purpose of accessibility					
Fairness is shown by managers in the administration of work policies					

2. In your opinion, how else do organizational values influence the project performance in NGOs?

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.....

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3. Organizational Rituals and project performance

Statements	1	2	3	4	5
We celebrate success in our organization					
NRC promotes skills and knowledge					
We usually have formal team meetings to assess how team members are doing					
We sometimes have common lunch or dinner for bonding					
There is a platform for coaching employees to thrive					

4. In your opinion, how else do organizational rituals influence the project performance in NGOs?

.....

.....

.....

5. Organizational Communication and project performance

Statement	1	2	3	4	5
Our communication strategy has improved our relationship with stakeholders					
Our communication has helped us meet the expectations of our stakeholders					

Our communication has helped us engage effectively with each other in the organization					
Our communication has helped us engage effectively with our stakeholders					
Our communication practice facilitates proper project monitoring and control					

6. In your opinion, how else do organizational communication influence the project performance in NGOs?

.....

.....

.....

7. Organizational Norms and project performance

Statement	1	2	3	4	5
Training and identifying prospective future leaders are made easier with empowerment					
Employees must all have the same stance when it comes to decision-making processes					
When making choices, employees are considerate of one another's needs					
Innovation creates opportunities for NRC					
Employees prefer team work to individualism					

8. In your opinion, how else do organizational norms influence the project performance in NGOs?

.....

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.....

Section C: Project Performance

1. To what extent has organizational culture improved performance of the VolRep project with regards to the following indicators. Use the Likert scale where 1 = Not at all, 2 = Low extent, 3 = Moderate extent, 4 = High extent, and 5 = Very high extent.

Indicators	Not at all	Low extent	Moderate extent	High extent	Very high extent
Increase timely delivery of project activities					
There is no budget variations at the end of the project					
The project activities are delivered within the right scope					
The perception of the organization has improved					