

**INFLUENCE OF STRATEGIC MANAGEMENT DRIVERS ON
ORGANIZATIONAL PERFORMANCE OF NON-GOVERNMENTAL
ORGANIZATIONS IN SAMBURU COUNTY, KENYA**

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SEPTEMBER, 2025

DECLARATION AND RECOMMENDATION

Declaration

I declare this thesis is my original work that has never been presented in any other university for award of any degree.

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DEDICATION

I dedicate my thesis to Tom Lalampaa (Dad), Grace Lalampaa (Mum), My Siblings,
Wilfred Ngatia (Husband), and Crystal Naitoti (daughter) for their selfless love.

ACKNOWLEDGEMENT

I acknowledge God's providence for being my pillar of strength throughout my life and this course. Through the guidance of my two supervisors, Dr. Felix Chesigor, PhD, and Ruth Kanyaru, I have been able to document the various chapters of this thesis to uttermost excellence and authenticity. I am grateful to my family for providing the moral support needed to keep pushing to the end. My sincere appreciation is also accorded to the KeMU fraternity for providing an ambience that promoted scholarly excellence coupled with a quality research process that seeks to provide solutions to society. The contributions made by lecturers and administration staff do not only reflect self-dedication but also a family that cares about the success of my studies. My colleagues and friends who have stood with me throughout the coursework and now in the thesis process, I am grateful.

ABSTRACT

The organizational performance of Kenyan NGOs has been negatively affected by an overall increase in expenditures, a decline in funding, and declining employment opportunities. The general objective was to investigate the influence of strategic management drivers on the organizational performance of non-governmental organizations in Samburu County, Kenya. The specific objectives were to examine the influence of organizational culture, competencies of employees, management structure, and donor fund management on the organizational performance of non-governmental organizations in Samburu County, Kenya. The resource-based view theory, agency theory, and contingency theories were the main theories of the study. The study employed a descriptive research design targeting 81 NGOs in Samburu County, involving 66 directors, 89 operations managers, and 107 program coordinators was selected through simple random sampling. A pilot study involving 8 NGOs in Laikipia County tested the research tools. Validity was assessed through content, criterion, and construct validity, while reliability was measured using the Cronbach alpha coefficient. Data analysis included descriptive statistics (frequencies, percentages, means, and standard deviations), Pearson correlation, and multivariate regression, with results presented through model summaries, ANOVA, and regression coefficients. The findings reveal that while NGOs in Samburu promote staff diversity (92% agreed) strong work values (90% agreed), policy frameworks (89% agreed, 40% agreed), and cost control (86% agreed), they struggle with internal communication (89% disagreed), limited staff interaction (89% disagreed), lack of managerial respect (92% disagreed), and absence of funding models (86% disagreed). Hypothesis testing showed all four predictors significantly influenced NGO performance: organizational culture ($\beta=0.251$, $p=0.002$), employee competencies ($\beta=0.433$, $p=0.017$), management structure ($\beta=0.516$, $p=0.004$), and donor fund management ($\beta=0.354$, $p=0.022$). Management structure had the strongest impact, followed by employee competencies, donor fund management, and lastly, organizational culture. It is thus recommended that to enhance organizational culture, the management develop structural policies that will determine the flow of information from the management to the staff. On the established management structures, the recommendations are that there should be a consensus developed by both the management and staff on their interaction. The study recommends that NGOs need to restructure their funding models to include own-source revenue from established income-generating projects. The attention of the study was drawn to NGOs in the ASAL region, like Samburu County. Other studies could consider other ASAL regions like Mandera, Garissa, Isiolo, and Turkana with the aim of establishing how strategic management drivers enhance performance.

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ABBREVIATIONS AND ACRONYMS

GARC	Growth, Adaptation, Resilience, and Competition
KeMU	Kenya Methodist University
KiPPRA	Kenya Institute for Public Policy Research and Analysis
KPI	Key Performance Indicators
MCAT	Management Competency Assessment Tool
NACOSTI	National Commission for Science, Technology and Innovation
NGO	Non-governmental Organization
SPSS	Statistical Package for the Social Sciences
UNHCR	United Nations High Commissioner for Refugees
YMCA	Young Men’s Christian Association

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

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

How an NGO performs is vital in a nation since it is able to raise the required resources from donations and shareholders investments to reach out to the most rural areas. They additionally provide employment to the qualified community members who become instrumental in providing knowledge and skills in decision-making and also manual labor (Arthur & Appiah-Kubi, 2020). NGOs are also considered more flexible in terms of coming to aid when a calamity strikes a region. The quick response they give not only saves lives

but also protects property and promotes cohesion. Nevertheless, NGOs' organizational performance has been marred with continued concerns, particularly in the context of strategic management drivers.

1.1.1 Global Perspective

Globally, NGOs in America have experienced poor management of grants and planning, affecting the overall attainment of projected communal goals (US. Department of State, 2024). Over time, NGOs in Sweden have seen an increased span of employee turnover affecting the overall implementation of strategic goals (United Nations [UN], 2024). This is because recruitment of new staff may require adept training and development, which at times is not available in the staff policy framework. NGOs in Belgium have also experienced a lack of clear communication on the formulated strategies by the management to the operations staff (United Nations High Commissioner for Refugees [UNHCR], 2022). In a nation such as Spain, NGOs lack quality strategic plans and experience poor strategic networking, hence threatening the sustainability of most NGO projects (Gul & Morande, 2023). In China, there is a limited supply of enough donor fund management strategies to support desired strategic projects, while in India, there are increased funding allocation issues.

1.1.2 Regional Perspective

Regionally, there has been increased duplication of projects among NGOs, which makes it hard to ascertain the real intention of the many NGOs in existence in South Africa (Tshiyoyo, 2022). In Ghana, Fuseini et al. (2022) noted that there is embezzlement of NGOs's funds due to frail monitoring and evaluation structures. According to Kermani and

Reandi (2023), there are high expenditures on recurring expenditures such as salaries instead of allocating 70% towards the communal project in Malawi. In Egypt there is a general lack of gender equity in the staff population, while in Uganda, NGOs fall short of limited diversity, which takes a toll on the organizational culture (World Bank, 2021).

1.1.3 Local Perspective

Local NGOs over-rely on international donors to support their operations, which negatively affects the sustainability of the implemented strategies and leaves the organizations at the mercy of international donors. For example, a report by the NGOs Coordination Board (2021) noted that out of the Kshs 175.9 billion that was raised in 2021/2022, 85% was from international nations and only 15% was raised from within Kenyan donors. According to Owino and Omwenga (2022), local NGOs also lack clear strategies to guide teamwork and communication. There is also poor financial accountability and a disconnect between the management and the staff on how their objectives connect with the vision (Dadu et al., 2024; Nato, 2021). In some local NGOs, the lingering excessive bureaucracy still lurks, whereby decisions cannot be made effectively without express authorization from the management team members (Kamunya, 2021; Kawiti & Okello, 2022). Kenyan NGOs have also experienced poor strategic planning in the implementation of the funding models and poor cost control mechanisms that support quality financial reporting.

1.1.4 Strategic Management Drivers

Strategic management drivers are defined as initiatives/propelling forces that create a competitive advantage for an NGO to enable it to achieve its objectives, mission, and vision (Bader, 2024). Strategic management drivers put into perspective the priorities of both

internal and external forces to promote growth, adaptation, resilience, and competition [GARC]. The study examined four strategic management drivers, which include organizational culture, competencies of employees, management structure, and donor fund management (Maritim & Obuba, 2024; Nato, 2021; Supriya et al., 2023; Xanthopoulou et al., 2022).

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

Global studies such as Amanyire et al. (2024) examined how Fort Portal City's NGOs were able to enhance their organizational performance as a result of having competent managers but did not include accountability and time management as part of competence assessment. Yuan et al. (2024) conducted an empirical test on vital influencing factors affecting the organizational performance from an internal perspective. However, the study only considered internal factors and not the interaction of the managers with the external environment, the staff, and the alignment of their strategies to the vision. Supriya et al. (2023) examined how the organizational performance of an organization was a predictor of staff competencies but did not explore time management, accountability, and consistency in achieving goals as part of staff competencies.

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

In Kenya, NGOs have implemented strategies that build a working relationship with the community leaders and members towards implementing a communal project that would change lives, such as digging boreholes and building schools, hospitals, houses, and other basic amenities paramount in a person's life (Sanadgol et al., 2021). Some NGOs have established long-term projects that provide medical care, education, and emotional support to people at subsidized rates. However, despite such developments, NGOs continue to struggle in ensuring that they remain viable and thus are overly dependent on international funding. Locally, Orenge et al. (2024) determined how Kenya's NGOs were performing due to strategic leadership management but noted that there were lapses in the transparency of communication channels. Owino and Omwenga (2022) evaluated how Migori County's NGOs performed as a result of the influence that project management practices had but failed to examine the whereabouts of how the management structures aligned with the vision.

1.1.5 NGOs in Samburu County

There were 12,162 NGOs in Kenya and 81 NGOs in Samburu County, were registered by the NGOs Coordination Board (2021). Other ASAL regions such as Baringo County had

184 NGOs; Laikipia had 124 NGOs; Kajiado had 346 NGOs; and Kwale had 132 NGOs. Therefore, the low number of NGOs in the county of Samburu indicated low vibrance towards the implementation of sustainable humanitarian projects in the region. According to the Samburu County Government (2022), NGOs in the county had experienced a series of low funding, cash flow issues, and limitations on budgetary implementation towards the enhancement of various communal programs.

Samburu County is located in the former Rift Valley Province, covering an area of 21,000 km². The county is subdivided into Samburu West, East, North, and Central. It is a county located in a region exhibiting arid and semi-arid climatic regions, which forces the residents to travel from one place to the other in search of pastures for their livestock (60% of the population), while 30% combine pastoralism and farming. This was because most of the residents 'kept livestock for a living. However, the regions faced high levels of poverty; hence, most households were unable to obtain basic needs such as food, shelter, clothing, and education.

According to Kenya Institute for Public Policy Research and Analysis (KIPPRA, 2019), the poverty rate of Samburu County in 2015/2016 was 75.8%, with 42.2% of them being in extreme poverty. This poverty rate increased with time, whereby in 2020/2021, 78% of residents were considered poor despite 60% of the population in Samburu County being under 20 years of age (United States Agency for International Development [USAID], 2021). Therefore, this showed that despite having a relatively young population, the poverty menace has greatly affected the county government of Samburu County. Therefore, this had attracted NGOs who aimed to ensure that basic life needs were accessible to the residents of Samburu County.

1.2 Statement of the Problem

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

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

Therefore, the declined funding system posed uncertainty about their long-term project implementation. Considering employee competencies in the NGOs, the NGOs Coordination

Board (2021) reported that there was a 20% staff turnover in 2021/2022, which reflected that the NGOs were losing competent staff who previously offered their knowledge and skills to enable the NGOs to achieve their objectives. Additionally, only 38.8% of Kenyan NGOs in 2021/2022 had taken the initiative of equipping their staff with in-job training seminars and workshops, whereas the other 61.2% did not (NGOs Coordination Board, 2021). Therefore, the study examined how strategic management drivers such as organizational culture, competencies of employees, management structure, and donor fund management influence the organizational performance of non-governmental organizations in Samburu County, Kenya.

1.3 General Objective

To investigate the influence of strategic management drivers on organizational performance of non-governmental organizations in Samburu County, Kenya.

1.4 Specific Objectives

- i. To find out the influence of organizational culture on organizational performance of non-governmental organizations in Samburu County, Kenya.
- ii. To establish the influence of competencies of employees on organizational performance of non-governmental organizations in Samburu County, Kenya.
- iii. To determine the influence of management structure on organizational performance of non-governmental organizations in Samburu County, Kenya.
- iv. To investigate the influence of donor fund management on organizational performance of non-governmental organizations in Samburu County, Kenya.

1.5 Research Hypothesis

H₀1: Organizational culture has no influence on organizational performance of non-governmental organizations in Samburu County, Kenya

H₀2: Competencies of employees have no influence on organizational performance of non-governmental organizations in Samburu County, Kenya

H₀3: Management structure has no influence on organizational performance of non-governmental organizations in Samburu County, Kenya

H₀4: Donor fund management has no influence on organizational performance of non-governmental organizations in Samburu County, Kenya

1.6 Significance of the Study

The study may provide an opportunity for various respondents, such as directors, operations managers, and program coordinators, to express their opinions on how various strategic management drivers have affected performance, the challenges they have undergone, and local solutions developed. This may shed more light on other NGOs' management teams to learn about various local solutions that NGOs have applied in their context. They could adopt various strategies that would propel their respective performances to a higher level.

The general public, particularly where NGOs exist, may get vital information on various financing needs trajectories. This information may enable them to make decisions on how best they could support the local and international NGOs with personal finances and material support as a measure of ensuring that the organizations are able to attain their set objectives since it will benefit the entire community and beyond.

The government may learn from firsthand information on the progress of NGOs as far as their organizational culture, competencies of employees, management structure, and financing system. Through understanding key areas such as financing, it may enable the government to develop policies that ensure that donor funding is legitimate to avoid international financial crimes such as proceeds of crime and crimes against humanity.

The donors may get quality data that they could use to make judgments on the amounts of finances they should allocate to various NGOs in Samburu County. The financial information obtained through secondary reports may be instrumental to the donors. They could also use this information to seek further clarification on disparities in financing from previous financial beneficiaries.

The beneficiaries that get direct and indirect support from the NGOs may also find the study useful. This is because they may understand the reality of the situation and the reason for inconsistent help from the NGOs. Therefore, this information may enable them to source alternative sources of help, especially when the desired support from the NGOs delays or does not come forth.

Future researchers may also benefit from the study since they might get to know how NGOs in Samburu County have been faring and the recommendations of the study on critical aspects like organizational culture, competencies of the employees, management structure, and donor fund management. New knowledge may be added in the field of strategic management when the influence of strategic management drivers on the organizational performance of non-governmental organizations in Samburu County, Kenya, may be known.

1.7 Scope of the study

Samburu County was the location of the study, with a concentration of key strategic management drivers such as organizational competencies of employees, management structure, and donor fund management. The study included directors, operations managers, and program coordinators who were issued questionnaires. The study also examined various secondary data reports, such as documents and reports from NGOs. The reports ranged from 2020 to 2023 as a measure of ascertaining the level of organizational performance across a span of four years. The study was conducted on June and July 2025.

1.8 Limitations of the Study

Samburu County was characterized by hot and harsh climatic conditions with a sparse population distributed over a vast piece of land, mostly doing nomadic pastoralism. Therefore, the road terrains were not developed, hence it was difficult to access some interior and rural regions using vehicles. There was a second limitation of inconsistent bookkeeping of financial records, particularly in the local NGOs. This affected the accessibility of reliable balance sheets and income statements. The limitation of poor terrain was countered through adopting the commonly used transport methods, such as the use of motorcycles and camels, where the roads were completely impassable, such as through the sand. The limitation of poor bookkeeping was countered by comparing the financial records provided by the NGOs vis-à-vis the financial reports provided by the NGOs Coordination Board.

1.9 Assumptions of the Study

The assumption that NGOs considered in the study had reliable management structures, financial systems, staff, and existent organizational culture formed the foundation of the study. The study also assumed that the NGOs considered for the study had implemented at least more than 3 communal projects.

1.10 Operational Definition of Terms

Competencies of the Employees-Includes the knowledge, skills, and experiences of the staff, which makes them most suitable to work in a non-governmental organization and which facilitates decision-making (Katongo & Phiri, 2023).

Donor Fund Management-Ability of an NGO to maintain viable relationships with different categories of donors with the intention of maintaining long-term financial commitments (Munene & Nyaga, 2021).

Financial System-This is the mechanism adopted to source, manage and account for funds to support various organizational projects and processes (Mikeladze, 2021).

Management Structure-A management structure includes different levels of decision-makers that are appointed through merit to make suitable policies that provide guidance on the direction of operations in an NGO (Munyugi & Kirima, 2024).

Non-governmental Organization-NGOs are institutions established by individual investors whose aim is mainly giving back to the community through the implementation of humanitarian projects and their sustainability (Lansing et al., 2023).

Organizational Culture-The behaviors and processes that organization staff are able to adopt and live up to their standards in the duration they will work with the organization (Akpa et al., 2021).

Performance-The ability of the managers to put effort into maximizing the shareholders wealth towards implementing humanitarian-based projects bound by law and social orders (Kawiti & Okello, 2022).

Strategic Management Driver-This is any initiative/propelling force that creates a competitive advantage for an NGO to enable it to achieve its objectives, mission, and vision, Maritim and Obuba (2024) In this study, the study examined four strategic management drivers, which were organizational culture, competencies of the employees, management structure, and donor fund management.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter reviews the three theories, which are resource-based view, agency, and contingency theories. Thereafter, a literature review based on organizational culture, competencies of the employees, management structure, and donor fund management is also provided. The chapter concludes with the conceptual and operational framework.

2.2 Theoretical Review

The resource-based view theory guided organizational culture and competencies of employees. The agency theory guided the management structure, while the contingency theory guided the donor fund management.

2.2.1 Resource-based View Theory

Wernerfelt (1984) developed the resource-based view theory, which provided that in any organization, there were internal and external resources that were available to be utilized, and when efficiently utilized, it led to a competitive advantage against other organizations. The internal resources included the skills of the staff, goodwill, and assets of the organization, whereas the external resources included organizational connections, external clients, and the public at large, among others (Owino & Omwenga, 2022). The vital aspect about these resources was that they needed to be unique to the organization, rare, and important and lack the ability to be replicated so that the organization was in a position to capitalize on them to generate a massive impact in terms of revenue and social impact (Sanadgol et al., 2022).

In explaining organizational culture, resource-based view theory connoted that the ability of NGOs to take pride in an internal resource such as diversity enabled them to have a lasting communal impact on society (Akpa et al., 2021). This was through inclusivity of all stakeholders that had direct interaction with the organization. Notably, the leadership in place had to promote quality work values that aimed at enhancing ethics, integration, and teamwork (Ingosi & Juma, 2020). Through this mechanism, highly impactful projects were achieved through laid-down processes and procedures that promoted open communication and respect for humanity.

In explaining the competencies of employees, resource-based view theory provided that the staff were the most critical assets of an organization. The employees gave life to NGOs since their day-to-day decision-making promoted quicker achievement of objectives, mission, and vision. This decision-making was also a window towards problem-solving characteristics among the staff. According to Kawiti and Okello (2022), when skilled staff channeled their thinking capacities towards an assignment, they were able to not only find solutions but also consistent and reliable ones. Further, employee competencies in time management enabled the organization to make better use of resources in attaining the desired goals (Supriya et al., 2023). Therefore, since time is money, having reliable staff that avoid wasting time on irrelevant things led to increased productivity. In the long run, accountability was enhanced since every staff member had a sense of responsibility towards giving their best in the attainment of assigned tasks.

Resource-based view theory had been previously used by several studies in the context of NGOs. Past studies such as Indangasi (2023) utilized the theory when examining how Kenyan NGOs were able to remain sustainable after implementing diversified revenue

streams. In addition, Kawiti and Okello (2022) used the theory in explaining how NGOs that were health-based in Kenya were able to enhance their organizational performance as a result of internal appraisal. Further, the resource-based view theory was also used by Oluoch et al. (2022) in ascertaining how Kenyan NGOs promoted the sustainability of their finances influenced by resource portfolios. Additionally, Munene and Nyaga (2021) adopted the theory to explain how Nairobi's NGOs increased their organizational performance due to planning their strategies.

Resource-based view theory was criticized by Priem and Butler (2001) on the basis that there was no clear description of how it played along in adding value to an organization, particularly when resources were used in trading. That is, there was no direct linkage on how various internal and external resources resulted in improved sales in an organization. However, since the context of the study was based on NGOs' performance, which mainly dealt with humanitarian projects rather than trading, the weakness did not affect the study.

2.2.2 Agency Theory

Jensen and Meckling (1976) developed agency theory, which stated that the governing mechanism of an organization was mainly based on balancing the conflicting interests through an agreed relationship between the principals and agents. This meant that in any organization, owners or directors had high expectations of the direction that the operations should follow. The personnel appointed to make sure that the operations follow the business plan of the owners are the managers (Kabera & Kinyua, 2024). Therefore, as the organization went through the various business cycles, the interests of the managers and owners 'conflicted severely since the owners expected increased profitability (Maritim &

Obuba, 2024). To avoid this conflict from affecting the operations of the organization, a stipulated working relationship was established through a management structure.

Therefore, in explaining the management structure, agency theory emphasized the need for the managers and owners to come to a consensus on having strategies that were consistently developed to match the ever-changing business demands (Orenge et al., 2024). This ensured that the communal impact was in tandem with the reality of the business environment and consistent engagement with staff. The easier it was for the staff to liaise with the management, the more effective it was for the operations of the organization to align with the vision, hence appropriate relations with the owners (Singirankabo & Wanjiku, 2023). Notably, any disconnect between the managers and staff found its way to the owners due to deviation from the intended vision and mission.

Therefore, this advocated for a clear chain of command through established bureaucracy on levels of decision-makers. Additionally, agency theory also took into perspective the external environment whereby any interactions of the NGO with stakeholders were critical in shaping its existence (Chesimo, 2020). The fact that an NGO had to implement community projects meant it needed reliable interaction with the external environment. The ability to liaise with community leaders enabled the NGOs to easily implement the projects for the most deserving community members and locality (Munyugi & Kirima, 2024). Additionally, the interaction with donors enabled the NGOs to acquire the much-needed financial and material support to make it a reality.

Agency theory had been used by previous studies, particularly in the context of NGOs. A study such as Munyugi and Kirima (2024) adopted the theory in examining how Isiolo County's NGOs were able to improve their organizational performance as a result of

implementing strategies that managed risk. Further, Kamunya (2021) also used agency theory in determining how Nairobi's NGOs were able to implement various projects to the highest satisfaction level through risk management. Notably, Chesimo (2020) used the theory when examining how Nairobi County's NGOs maintained their organizational performance in the midst of fraud management.

Agency theory was criticized by Zogning (2022) because it assumed that the owners of an organization and managers were rational actors with well-defined objectives and hence simplistic, but in a real business environment, irrational behavior often came into play. This meant that agency theory contemplates that at the point of commencing the relationship between the owners and managers, everything was laid down, which was often hard to come by in the real world. However, this criticism did not affect the study since the management structure in place emphasizes the development of strategies, engagement with staff, alignment with vision, interaction with the external environment, and a well-defined bureaucracy.

2.2.3 Contingency Theory

Vroom and Yetton (1978) developed contingency theory, which stated that there was no assured way for an organization to ensure the success of its operations. All that mattered was how resources were optimized and decision-making factors. This meant that a part of ensuring that there was success in an organization required acute measures to make decisions that maximized donor fund management (Nato, 2021). Therefore, the consideration of constantly developing systems that limited donation wastages was essential for the success of the organization.

In explaining the donor fund management contingency theory, emphasis was placed on operations control in such a manner that NGOs operated within the stipulated budgets, maintained consistent relations with different donors, and promoted inclusivity of potential donors into the activities of the NGO (Kermani & Reandi, 2023). This promoted effectiveness in undertaking projects in such a reliable manner that it might have increased the chances of the NGO operating over a long duration of time (Mikeladze, 2021). Additionally, consistent reporting methods that were acknowledged by the government were paramount to increased donor confidence in their operations.

Notably, optimizing donor resources gave NGOs a chance to access alternative forms of financing within the scope of the organization or externally (Kirunda & Irumba, 2023). Further, the intention to optimize resources required adept measures of developing and implementing decision-making models that were in tandem with the business demands (Munyugi & Kirima, 2024). Different decision-making models provided a foundation for backing decisions by the managers to improve the performance. Therefore, the applicability of a suitable model was mainly based on several factors relating to the nature of operations, objectives, mission, and vision of the NGOs.

The contingency theory had been previously applied by various authors contextualizing it in NGO performance. Kigenza and Irechukwu (2023) adopted the contingency theory in exploring how Rwanda's non-profit-making organizations, such as World Vision, were able to perform as a result of strategic planning. Further, Gowon et al. (2022) adopted the theory in examining how NGOs had the ability to conceptualize organizational strategies through having reliable contingency plans. Additionally, Hakim et al. (2019) also adopted the

contingency theory in determining how Lebanon's NGOs were able to manage their projects through an optimal structure.

Contingency theory was criticized by Mitchell et al. (2017) on the basis that in a scenario whereby there were critical internal and external issues that affected the long-term leadership process, the only solution was to change the leader. However, this criticism did not affect the study since NGOs undergo different business cycles, which had different organizational performance outcomes. Therefore, it was impractical to always change a leader/manager of an NGO whenever there was low performance. Therefore, to be certain of the organizational performance status of NGOs, the study also examined various secondary data reports, such as balance sheets and income statements, to ascertain the organizational performance of NGOs. The reports ranged from 2020 to 2023 as a measure of ascertaining the levels of organizational performance across a span of four years.

2.3 Organizational Culture and Organizational performance

An organizational culture is a behavior and process that organization staff are able to adopt and live up to their standards in the duration they will work with the organization (Akpa et al., 2021). In other terms, they are locally agreed norms that enable the staff to do their best in their roles to deliver the utmost satisfaction to the clients. Various elements that encompassed organizational culture included the work values in existence that support respect for professionalism and excellence in service delivery (Mbabazi, 2022). Additionally, the leadership method adopted was also a factor of consideration if organizational culture was to be sustained. This was because when there was good leadership that promoted growth, diversity, open communication, and teamwork, it was enhanced.

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

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

Akpa et al. (2021) conducted a literature review on how the organizational performance of the organizations was affected by their work culture in Nigeria. The study reviewed various reports, articles, and other previously published documents. The results indicated that in an organization when there is an existence of clearly defined work ethics, the staff are able to have a similar mindset that seeks to promote the ethical relationships that are guided by values. These values were related to consistent task delivery, appropriate communication structure, and compliance with laid-down rules and processes. In the long run, the staff were able to have a sense of belonging since they knew they were appreciated and valued in the organization. Therefore, it was easier for them to commit their time and energies towards achieving the set objectives. Regrettably, the literature review was always associated with some elements of authors' biasness, which could have misguided the study by Akpa et al. (2021).

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

2.4 Competencies of Employees and Performance

Competencies of the employees included the knowledge, skills, and experiences of the staff, which made them most suitable to work in a non-governmental organization and which facilitated decision-making (Kabera & Kinyua, 2024). Additionally, competent staff were highly involved in providing strategic solutions to various problems since they had both experience and the mental capacity to handle upcoming issues (Morelli, 2022). Notably, the ability to manage time was also considered as part of employee competence since it promoted accountability towards enhancing their productivity at the NGOs (Supriya et al., 2023).

Morelli (2022) explored how NGOs' staff were able to acquire, strengthen, and display their skills and competencies in the cause of doing business. The study noted that the purpose of the NGOs has changed to a point that they were more active and independent on the objectives they have purposed to achieve. Therefore, the need to have competent staff was such that they were able to conduct project management, fundraise, communicate, monitor and evaluate, and strategically account for the donor funds. Additionally, NGOs established a need to have staff that were innovative, had the ability to solve problems, and liaise with team leaders at various levels of management and also colleagues. In regard to what the NGO had been doing to attract and retain these types of staff, Morelli (2022) noted that the staff were undergoing experimental learning methods to enhance their behaviors and technical skills. The learning methods included mentorship, workshops, networking, and questionnaires to assess the extent of learning capacities among the staff.

Sandhu and Liang (2021) assessed the competency levels of India NGOs' public project managers. Through a case study approach, the study collected data from the senior managers using focus group discussions and surveys as guided by the Management Competency

Assessment Tool [MCAT]. The study found out that various managers had different confidence when executing their competencies. Those that were incompetent demonstrated limited capability in healthcare environment knowledge, poor decision-making not backed by information, poor communication skills, and unappealing interpersonal capacities.

The solution recommended was to offer training, mentoring, and teamwork to the managers. However, Sandhu and Liang (2021) considered the competency level of NGOs with an inclination to the public health sector and not any other. Additionally, the study did not include operations staff to authenticate and provide the challenges they underwent and how their competencies enabled them to get solutions when implementing strategies developed by the managers.

Supriya et al. (2023) examined how the organizational performance of an organization was a predictor of staff competencies. The competencies considered were technical skills, ability to solve problems, critical thinking, leadership, and interpersonal skills. These competencies were established to enhance employee productivity, innovation, customer service, teamwork, leadership, and problem-solving capabilities that spur increased performance. The study noted that organizations could establish competency analysis, develop a competency framework, and have a system that managed competencies, training, and development as measures of enhancing competencies. However, Supriya et al. (2023) did not explore time management, accountability, and consistency in achieving goals as part of staff competencies.

Kabera and Kinyua (2024) evaluated how Kiambu County's NGOs improved their organizational performance due to established communities of practice. Targeting three hundred and twenty-four NGOs, the study had one hundred and seventy-nine managers in

charge of programs as sampled using the stratified method. The managers answered the questionnaires, and based on the responses, it was revealed that communities of practice such as employee engagement, member satisfaction, participation, and exchange of knowledge significantly affected the organizational performance of the NGOs. However, Kabera and Kinyua (2024) noted that most staff in the NGOs had insufficient training on how to link the lessons related to competence to day-to-day work-related activities.

Orenge et al. (2024) determined how Kenya's NGOs were performing due to strategic leadership management. A descriptive research design was adopted, which enabled the implementation of the stratified sampling method to have a sample size of three hundred and twenty-six respondents. These respondents were managers in the top, middle, and low levels from one hundred and fifty-nine NGOs. These respondents answered the questionnaires, which were analyzed through descriptive and inferential methods. It was noted that when there was competency development among the staff and involved stakeholders, the NGO's organizational performance increased tremendously. However, Orenge et al. (2024) noted that there were lapses in the transparency of communication channels such that the structures established to derive feedback from the various stakeholders were missing, hence affecting the alignment of purposes to NGOs' objectives.

2.5 Management Structure and Performance

A management structure includes different levels of decision-makers that are appointed through merit to make suitable policies that provide guidance on the direction of operations in an NGO (Oracha et al., 2024). Basically, the success of an organization was heavily reliant on the management processes in place since any cause of action cannot be executed without the authorization of the management (Orenge et al., 2024). Management structures entailed

vital aspects such as strategy development, alignment of operations with the vision, bureaucracy level, and interaction of the management team with the staff and external environment. According to Amanyire et al. (2024), when all these aspects were considered, the organizational performance of NGOs was assured.

Yuan et al. (2024) conducted an empirical test on vital influencing factors affecting the organizational performance of organizations from an internal perspective. The main respondents included nine hundred and ninety of the staff in the Internal Revenue Service of America. According to the study, when there were many managers, the organizational performance was negatively affected, while the average working hours in a week of the managers and the amount they were paid to perform their tasks affected the organizational performance of the NGOs. That notwithstanding, Yuan et al. (2024) only considered internal factors and not the interaction of the managers with the external environment, the staff, and the alignment of their strategies to the vision.

Singirankabo and Wanjiku (2023) examined how Rwanda's NGOs that were international performed on projects and communication practices at play. A target population of one hundred and seventy workers was included and sampled through a stratified method. Their opinions were collected by questionnaires and interviews. It was established that when there were a dialogue and consultation done related to the schedules, cost, and quality of the projects, it correlated effectively with participatory communication. That notwithstanding, Singirankabo and Wanjiku (2023) failed to include project members and other stakeholders, such as beneficiaries, to also ascertain the importance of the projects.

Owino and Omwenga (2022) evaluated how Migori County's NGOs performed as a result of the influence that project management practices had. One hundred and fifty-two staff of

Migori's NGOs were included to answer questionnaires that had open- and closed-ended questions. The research design was descriptive with the inclusion of agency, contingency, and the limits theories. The study established that the various management structures, such as planning, engagement with stakeholders, monitoring, and evaluation, were common and resulted in increased performance. The study further recommended the need for the managers to consistently interact with the stakeholders as a way of strategy development. That notwithstanding, Owino and Omwenga (2022) failed to examine the whereabouts of how the management structures aligned with the vision and the bureaucracy system in place.

Maritim and Obuba (2024) assessed how Mombasa County's NGOs organizational performance was influenced by practices related to strategic implementation. Nine hundred and six staff were included, which was composed of board members, presidents, and treasurers. The board members answered questionnaires while the rest of the respondents were interviewed. Guidance from strategic fit theory was the foundation of the study. The outcome was that the presence of working management structures such as rules, processes, support from leaders, allocation of resources, and a working culture that supported the employees and management enhanced performance. However, Maritim and Obuba (2024) did not provide information on how the reliability test was done. This was in terms of the pilot study's location or respondents.

2.6 Donor Fund Management and Performance

Donor fund management is the mechanism adopted to source, manage, and account for funds to support various organizational projects and processes (Indangasi, 2023). A financing system is the bloodline of any organization since it gives the purchasing power to acquire goods and services needed to achieve the set objectives (United States Agency for

International Development [USAID], 2021). Therefore, having the ability to control costs, establish well-defined financial reporting methods, train the staff to have financial literacy, and develop and adopt funding models that could enable the organization to withstand the test of time in various business cycles (Mikeladze, 2021). Therefore, accessibility to diverse financing alternatives becomes a reality towards enhancing the organizational performance of NGOs.

Mikeladze (2021) assessed the role that NGOs played in the management of donor-related finances. The study commenced by revealing that as a result of a lack of staff, most times NGOs appoint personnel that are not qualified and lack public relations and financial literacy, exposing the entire organization to the risk of collapse. This was because when there was little donor fund management, limited funding in an NGO was expected. Therefore, to ensure sustainability, there was a need for developing acute plans to outsource for donations and account for the donated funds as a method of facilitating donor fund management. This accountability entailed the availability of a clear reporting system dispensed at any point upon the donor's request. According to Mikeladze (2021), this will only be a reality through the establishment of financial policies and procedures that guide every party in the NGO. That notwithstanding, Mikeladze (2021) did not provide an explanation of the role that NGOs have in ensuring accessibility of financing alternatives/income diversification nor the efficiency of the funding models.

Arthur and Appiah-Kubi (2020) explored how Ghana's NGOs, such as the Young Men's Christian Association [YMCA], were able to manage donor-related finances and hence lead to improved performance. The main concern for the study was that most NGOs in Ghana hardly survived for long, which was mainly contributed to by issues to do with weak donation

systems. That notwithstanding, YMCA had, over the longest time, been successful in the nation, with over fifty years of existence in the nation. According to the results derived, YMCA had invested in qualified management staff whose role was to ensure that the instigate checks and balances of the existent donor fund management system. The weakness noted was that irregular external audits had caused a loophole for financial laxity and malpractices at the YMCA. However, Arthur and Appiah-Kubi (2020) did not evaluate the decision-making models in place to promote efficiency for the sustainability of the YMCA strategic projects.

Kirunda and Irumba (2023) evaluated how Uganda's NGO-like Musana Community Development Organization Iganga was able to improve its organizational performance due to financial accountability. The study noted that there had been increased misappropriation of funds and embezzlement due to low understanding of financial regulations. Therefore, through a descriptive research design, the study included fifty-two participants who answered questionnaires. These were senior management, finance officers, and external auditors. The study established that when there was an application of financial standards, an increment in donor support was paramount, leading to enhanced performance. Therefore, there was the need for the top-level management to understand the critical role they play towards managing the integrity of NGO resources, which includes finances. Regardless, the opinion from the middle-level operations management team, such as program implementation officers, was not included by Kirunda and Irumba (2023). Further, the perspective of financial reporting methods used as a causal reason for the drastic reduction of donors was not considered.

Katongo and Phiri (2023) assessed how Zambia's NGOs associated with health were able to ensure financial sustainability. The major complaint was that as a result of the reduction of

donors' contributions among the NGOs, their sustainability was threatened. One hundred and six NGO representatives bearing the titles of directors were sampled through a systematic method where their responses were noted through questionnaires. Based on the results provided, it was established that when NGOs majorly diversified their incomes, managed strategic plans, and related well with donors for consistent funding, among other factors, they were able to positively influence the sustainability of the financial systems. Nevertheless, Katongo and Phiri (2023) did not consider evaluating how NGOs were controlling donor-related activities and the applicability of funding models in place.

Nato (2021) examined how an NGO such as the Kenya Red Cross Society was able to improve its organizational performance due to elaborate financial sustainability effects. Ten departments were included, whereby one hundred and ninety-eight staff were sampled through a stratified method and answered the questionnaires. Nato (2021) noted that when there was diversification of funds, adept financial planning, management of financial risk, and management of relationships with donors, organizational performance was enhanced. Nevertheless, Nato (2021) indicated that thirty-nine randomly selected staff from the Kenya Red Cross were selected for the pilot study. The study could have used a different NGO as a basis for the pilot study.

2.7 Summary of Gaps

After critical review of studies related to organizational culture, the study noted that Xanthopoulou et al. (2022) did not consider diversity and communication patterns as part of the organizational culture. Further, the study used the competing values framework, which is mainly used in private organizations; hence, it could have used frameworks applicable in the public sector. Mbabazi (2022) did not include the opinion of operations staff at the NGOs,

such as program coordinators. The literature review was always associated with some elements of authors' biasness, which could have misguided the study (Akpa et al., 2021). Ingosi and Juma (2020) did not explore diversity and teamwork as part of work culture.

The examined studies on competencies of employees pointed out several gaps, such as when Sandhu and Liang (2021) considered the competency level of NGOs with an inclination to the public health sector and not any other. Additionally, the study did not include operations staff to authenticate and provide the challenges they underwent and how their competencies enabled them to get solutions when implementing strategies developed by the managers. Supriya et al. (2023) did not explore time management, accountability, and consistency in achieving goals as part of staff competencies. Kabera and Kinyua (2024) noted that most staff in the NGOs had insufficient training on how to link the lessons related to competence to day-to-day work-related activities. Orenge et al. (2024) noted that there were lapses in the transparency of communication channels such that the structures established to derive feedback from the various stakeholders were missing, hence affecting the alignment of purposes to NGOs' objectives.

On management structure, the study noted that Yuan et al. (2024) only considered internal factors and not the interaction of the managers with the external environment, the staff, and the alignment of their strategies to the vision. Singirankabo and Wanjiku (2023) failed to include project members and other stakeholders, such as beneficiaries, to also ascertain the importance of the projects. Owino and Omwenga (2022) failed to examine the whereabouts of how the management structures aligned with the vision and the bureaucracy system in place.

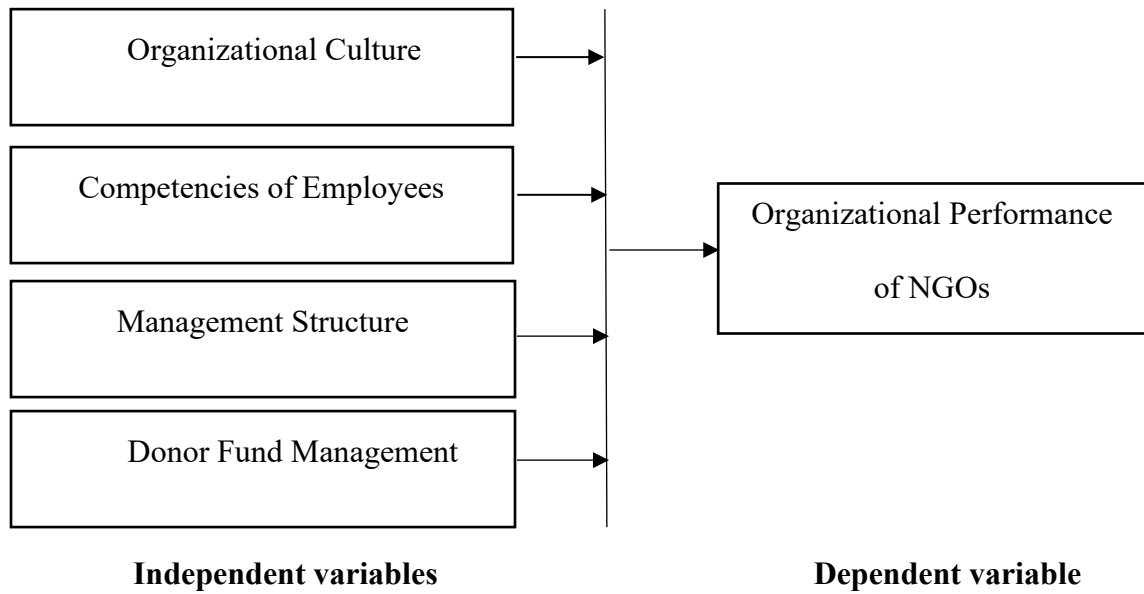
Notably, the gaps related to the donor fund management, such as those from Mikeladze (2021), did not provide an explanation of the role that NGOs have in ensuring the efficiency of the decision-making models to incorporate the donors. Arthur and Appiah-Kubi (2020) did not evaluate the models in place to promote donor fund efficiency for the sustainability of the YMCA strategic projects. Additionally, the opinion from the middle-level operations management team, such as program implementation officers, was not included by Kirunda and Irumba (2023). Further, the perspective of financial reporting methods used as a causal reason for the drastic reduction of donors was not considered. Katongo and Phiri (2023) did not consider evaluating how NGOs were controlling donor activities and the applicability of funding models in place.

2.8 Conceptual Framework

The dependent variable was the organizational performance of the NGOs and is located on the right side of Figure 2.1. The independent variables were the organizational culture, competencies of employees, management structure, and donor fund management. They are located on the left of Figure 2.1.

Figure 2.1

Conceptual Framework

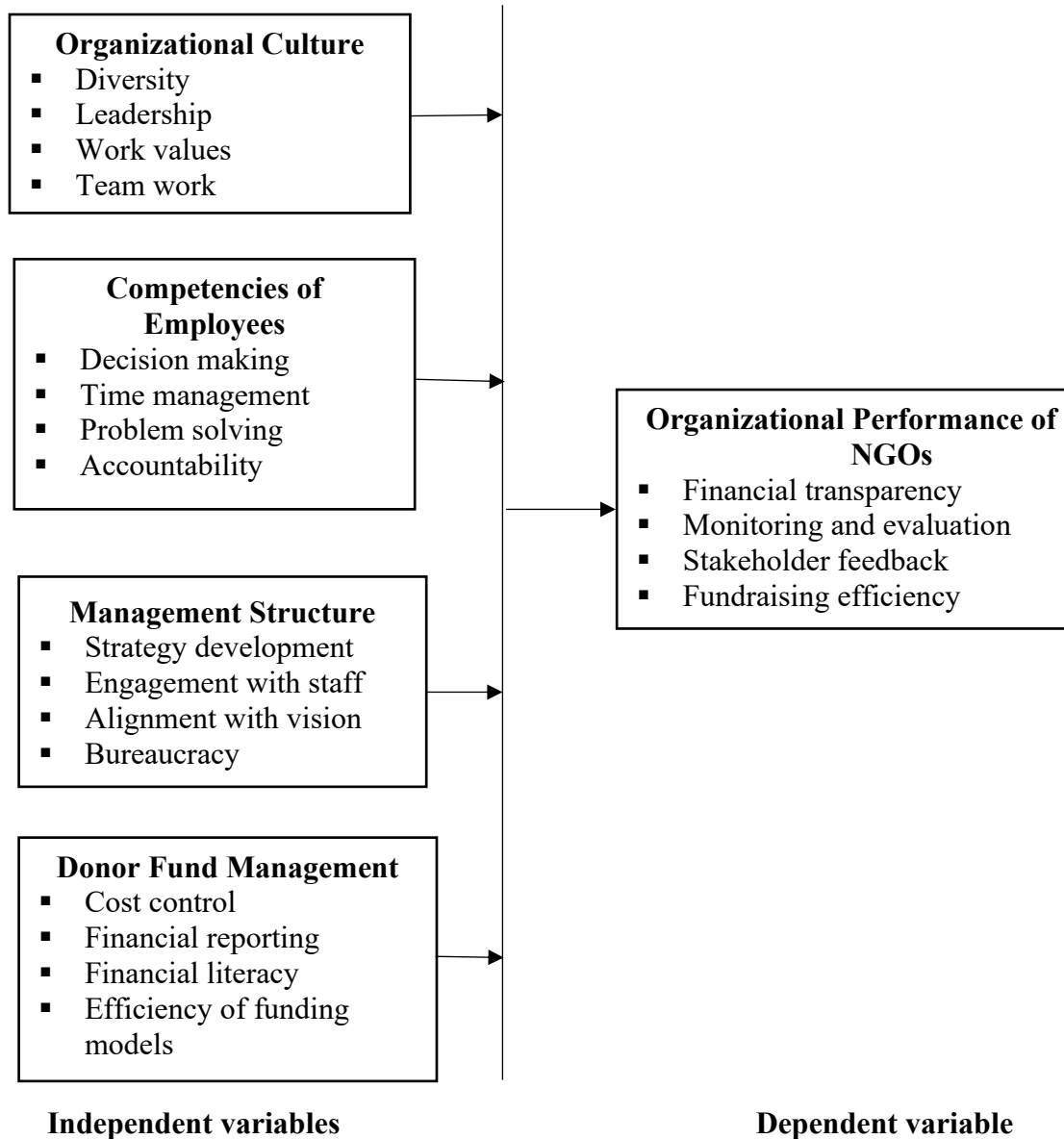


Source: Author (2025)

2.9 Operational Framework

Figure 2.2

Operational Framework



Source: Author (2025)

Organizational performance of NGOs was examined through financial transparency, monitoring and evaluation, stakeholder feedback, and fundraising efficiency (Kermani & Reandi, 2023). Organizational culture had indicators such as diversity, leadership, work values, and teamwork (USAID, 2021). Competencies of employees had indicators such as decision-making, time management, problem-solving, and accountability (Morelli, 2022). Management structure had indicators such as strategy development, engagement with staff, alignment with vision, and bureaucracy (Maritim & Obuba, 2024). Donor fund management had indicators such as cost control, financial reporting, financial literacy, accessibility to financing alternatives/income diversification, and efficiency of funding models (Chesimo, 2020).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter provides the data collection procedure, analysis, and presentation mechanisms that will be adopted by the study. A vivid description of the design that was used is provided with a clearly defined target population and sampling procedures. Thereafter, the instruments for collecting data are provided, inclusive of a pilot study to ascertain the reliability and validity. The chapter concludes with the ethical considerations that were adopted to ensure that the process was safe and appropriate to the respondents.

3.2 Research Design

Descriptive research design was adopted in the study since it evoked the need to determine the characteristics of a population (Siedlecki, 2020). In the context of this study, the design was vital in determining the characteristics such as the organizational culture, competencies of the employees, management structure, and financing systems applicable to NGOs. According to Mahat et al. (2024), the ability of a study to have a plan that provides the basis for description of how organizational culture affects the organizational performance of NGOs; what types of employee competencies were present in most NGOs; when do management structures become more effective; and where do different financing systems become most appropriate towards improving the NGO's performance? The most emphasis about descriptive research design was on the notion that obtained information was done in a systematic manner to be in a position to describe how various strategic management drivers affect NGO's performance.

3.3 Target Population

The unit of analysis included 81 NGOs in Samburu County (see appendix IV) (NGO Board, 2021). According to the Samburu County Government (2022), the NGOs were considered since they were experiencing challenges related to inadequate sponsors/donors as compared to the high number of beneficiaries, stiff competition from other NGOs, poor management of funds leading to misappropriation and embezzlement of funds, and poor monitoring and evaluation of projects to emphasize accountability. Further, the unit of observations included 92 directors, 146 operations managers, and 202 program coordinators (NGO Board, 2021). This resulted in a population of 440 respondents. All locally established NGOs had more than two board members who mainly were directors to be allowed to operate in Kenya as part of statutory requirements from the government (NGO Board, 2021).

3.4 Sampling Technique

The study used a simple random sampling method across all the 84 NGOs in Samburu County. The reason for using simple random method is so that all the respondents got a chance to be included in the study equally. The process of obtaining samples of directors, operations managers, and program coordinators that were used as representative of the entire population was obtained using Nassiuma's (2000) formula. This is because it is a widely used method for determining a precise and statistically sound sample size for research involving finite populations. The formula is as shown:

$$n = \frac{NC^2}{C^2 + (N-1) e^2}$$

Where:

n = Sample size

N =Population

C =co-efficient of variation as 0.3

e = standard error, as 0.02

The sample size of the directors was

$$n = \frac{92 \times 0.3 \times 0.3}{0.3 \times 0.3 + (92-1) 0.02 \times 0.02}$$

$$n = 66$$

The sample size of the operations managers was

$$n = \frac{146 \times 0.3 \times 0.3}{0.3 \times 0.3 + (146-1) 0.02 \times 0.02}$$

$$n = 89$$

The sample size of the program coordinators was

$$n = \frac{202 \times 0.3 \times 0.3}{0.3 \times 0.3 + (102-1) 0.02 \times 0.02}$$

$$n = 107$$

This resulted in a sample size of 262 respondents who included 66 directors, 89 operations managers, and 107 program coordinators.

Table 3.1*Sampling Frame*

Respondents	Target Population	Sampled Population	Sampling Method
Directors	92	66	Simple random method
Operations managers	146	89	Simple random method
Programme coordinators	202	107	Simple random method
Total	440	262	

3.5 Research Instruments

The study collected data using closed- and open-ended questionnaires to the respondents and also secondary data to measure organizational performance from various NGOs documents and reports. The questionnaires were relevant to ensure that the huge number of the respondents got a chance to contribute to the study effectively. Furthermore, they had some questions that required their direct opinion for the purpose of collecting qualitative data. The questionnaires had a structured format that included an ordinal Likert scale. Thus, 1-strongly disagreed, 2-disagreed, 3-neutral, 4-agreed, and 5-strongly agreed (Appendix II). The questionnaires had various segments based on each objective and contained a total of 5 questions in each segment. The study also examined various secondary data reports, such as NGO documents and reports, to ascertain the organizational performance of NGOs. The reports ranged from 2020 to 2023 as a measure of ascertaining the levels of organizational performance across a span of four years.

3.6 Piloting of Research Instruments

A pilot study was conducted in Laikipia County whereby 8 NGOs were sampled using a simple random method. Mugenda and Mugenda (2003) determined that a pilot study's population should be comprised of 10% of the sample size. Therefore, since there were 84 NGOs, the study used 8 of them, which was a 10% population. The NGOs in Laikipia County were selected since they were also located in a region that was also identified as an arid and semi-arid region. Additionally, the NGOs experienced performance-related issues due to continued tribal clashes and consistent conflicts between herding communities (United States Agency for International Development [USAID], 2024). This instability affected the smooth operations of various humanitarian projects across the county. Therefore, the study included pilot respondents such as 7 directors, 9 operations managers, and 11 program coordinators who were selected. Notably, Kunselman (2024) revealed that a pilot study contained 10% of the sample size.

3.6.1 Validity

The three types of validity that were examined included content, criterion, and construct validity (Lim, 2024). On content validity, the study ensured that the questionnaires had measured all the relevant segments containing variables that were needed to be measured in accordance with the indicators under each variable. This meant that there were different segments as pertaining to strategic management drivers examined in this study and performance. Criterion validity, which was also referred to as concrete validity, was examined through ascertaining whether the strategic management drivers (organizational culture, competencies of the employees, management structure, and donor fund management) had an influence on the organizational performance of NGOs. On construct

validity, the study ascertained if the results provided on strategic management drivers in the study predictively measured performance. The ascertainment was done through comparing the results with past findings, and any inconsistencies were explained.

3.6.2 Reliability

Cronbach's alpha coefficient was used to assess the internal consistency of the questionnaires (Yudhistir, 2022). This method was suitable since reliability from 0.7 to 1 was an indication that the collection of questions related to organizational culture, competencies of the employees, management structure, and donor fund management had the ability to steadily examine similar characteristics as strategic management drivers and performance. Through this method, the ability of the questionnaires to be used repeatedly and trusted to lead to similar outcomes was ascertained.

3.7 Data Collection Procedure

The study appointed three research assistants since the localities of the NGOs were distributed all over Samburu County. The role of the research assistants was to travel by road and issue questionnaires to various respondents in the selected NGOs. They were outsourced from the locality; hence, they were knowledgeable about the terrain of the county. They were briefed by the researcher on the main and specific objectives of the study. Later on, they were also trained on communication and confidence skills, which were vital towards the interactions with the respondents as they distributed and collected the questionnaires.

On the day of data collection, the researcher and research assistants visited various NGOs as per the three sub-counties, which were Samburu Central, North, and East. The researcher issued questionnaires to NGOs in Samburu Central, while the three research assistants

issued the questionnaires to the other two sub-counties. When the receiving managers were approached by the research team, they were introduced to the objectives of the study and the authorization sought after. Thereafter, consent was sought from individual respondents using the consent letter (Appendix I). On agreement, the research team distributed the questionnaires and waited for them to complete them. After they were done filling in the questionnaires, the research team thanked the respondents and proceeded to store the questionnaires in a safe place.

3.8 Data Analysis and Presentation

The data collected through questionnaires were sorted such that all the incomplete questionnaires were eliminated. The study conducted descriptive and multivariate analysis. In regard to descriptive analysis, the study provided frequencies, percentages, means, and standard deviations. In regard to multivariate analysis, the study provided model summary and analysis of variance. Thereafter the study also provided the regression coefficient of the model through multivariate analysis, as stipulated below:

$$Y = C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y = Organizational performance of NGOs

β_i = Coefficients to be estimated

C = Constant

X₁ = Organizational Culture

X₂ = Competencies of the Employees

X₃ = Management Structure

X4 = Donor fund management

e = Error term

3.9 Diagnostic Tests

3.9.1 Normality Test

Normality was examined to ensure that the data was symmetrical, and hence the Kolmogorov-Smirnov test was used (Chen & Genton, 2023). Normality was determined when the p-values of budget, liquidity policies, bookkeeping, cash surplus investments, and financial organizational performance were more than 0.05. There was also provision of a normality plot of the variables inclined on the dependent variables to observe the line of best fit.

3.9.2 Linearity Test

The linearity test was used to examine the relationship between organizational culture, competencies of employees, management structure, donor fund management on organizational performance, respectively (Jarantow et al., 2023). The data was considered to exhibit a linear relationship when the p-values of the organizational culture, competencies of employees, management structure, donor fund management on organizational performance, were more than 0.05.

3.9.3 Multicollinearity Test

The multicollinearity test was determined to examine the correlation effect of the independent variables with each other (Oke et al., 2022). That was their observable difference between the independent variables and their ability to remain unique and not absorbed in each other's characteristics. If they did not possess unique characteristics, it was

determined that there was a multicollinearity issue. The study used tolerance level and Variance Inflation Factor (VIF), and according to Oke et al. (2022), if the tolerance level was above 0.2 and VIF below 5, the data did not contain multicollinearity.

3.9.4 Autocorrelation Test

The autocorrelation test was also another form of test done on the data set (Turner, 2019). This test was essential towards examining the collective influence that cash cashflow management techniques had on financial performance. Durbin Watson was the method used to determine the correlation effect such that 0-2 indicated positive correlation, whereas 2-4 indicated negative correlation (Turner, 2019).

3.9.5 Heteroskedasticity Test

This was a test done to determine the consistency of variance of errors in a regression model especially on organizational culture, competencies of staff, management structure, and donor fund management. It involved use of scatter plots to prove that the data values/residues are equally distributed rather than being clustered together.

3.10 Ethical Considerations

Authorization from the KeMU postgraduate and a NACOSTI permit were pursued. Other ethical considerations that were undertaken included confidentiality, whereby the respondents were required to provide the name, contacts, and address. The researcher also ensured that respondents issued their consent before answering the questionnaires. If a respondent did not wish to take part in the study, they were not coerced or intimidated to do so. Additionally, the study did not fabricate past results and present them as the current

study's results. Notably, any referrals made from previous articles, theses, and other reports were acknowledged through in-text citations and referencing.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents data analysis results in tabular format. The data was analyzed in accordance with the study objectives. The analysis begins with response rate, reliability results, demographic information, and diagnostic tests, followed by descriptive, correlation, and regression analysis of the research variables.

4.2 Response Rate

The study sampled and issued questionnaires to sixty-six (66) directors, eighty-nine (89) operations managers, and one hundred and seven (107) program coordinators. The results are provided in Table 4.1.

Table 4.1

Response Rate

Respondents	Sampled	Response	Percentage
Directors	66	53	80.3%
Operations Managers	89	77	86.5%
Program Coordinators	107	95	88.7%
Total	262	225	86%

As shown in Table 4.1, out of 66 directors that were sampled, 53(80%) returned filled-in questionnaires. Further, out of the 89 sampled operations managers, 77 (87%) returned filled-in questionnaires. Additionally, out of 107 sampled program coordinators, 95 (89%) returned filled-in questionnaires. This was a total of 225 (86%) from a total of 262

participants. According to Holtom et al. (2022), when the response rate was more than 70%, it was considered an excellent response. This means that the targeted respondents participated in large numbers and were willing to provide necessary information relevant to the study.

4.3 Reliability Results

The study conducted a pilot study in Laikipia County, with eight NGOs sampled and included to assess the study items' internal consistency, as revealed in Table 4.2.

Table 4.2

Reliability Results

Instrument	Cronbach's Alpha
Organizational Culture	0.894
Competencies of Employees	0.786
Management Structure	0.875
Donor Fund Management	0.932
Organizational performance of NGOs	0.853
Average	0.868

Table 4.2 indicates that the Cronbach Alpha coefficient for organizational culture is 0.894; competencies of employees is 0.786; management structure is 0.875; donor fund management is 0.932; organizational performance of NGOs is 0.853; and the average Cronbach Alpha is 0.868. Therefore, reliability results were more than 0.7, just as Yudhistir (2022) connoted to represent reliability of the questionnaires. Therefore, this was an indication that the research instruments had questions that were comprehensive and related directly to the strategic management drivers, such as organizational culture, competencies of employees, management structure, donor fund management, and organizational performance of NGOs.

4.4 Demographic Information

In this part, respondents provided information about their position in the NGO, education level, work experience, NGO years of operation, and the sector in which the NGO served in the community. The results are presented in Table 4.3.

Table 4.3

Demographic Information of the Respondents

Job Position	Frequency	Percent	Cumulative Percent
Directors	53	24	24
Operations Managers	77	34	58
Program Coordinators	95	42	100
Total	225	100	
Highest Education Level	Frequency	Percent	Cumulative Percent
PhD	49	22	22
Master's degree	73	32	54
Bachelor's degree	94	42	96
Diploma	9	4	100
Total	225	100	
Work experience in NGO	Frequency	Percentage	Cumulative Percent
Over 15 years	29	13	13
11-15 years	42	19	32
5-10 years	76	34	66
3-5 years	30	13	79
1-2 years	25	11	90
Less than 1 year	23	10	100
Total	225	100	
Number of Years the NGO has existed	Frequency	Percentage	Cumulative Percent
Over 20 years	66	29	29
10-20 years	85	38	67
1-9 years	59	26	93
Less than 1 year	15	7	100
Total	225	100	
Sector in which the NGO serve	Frequency	Percentage	Cumulative Percent
Health	92	41	41
Education	72	32	73
Commerce	61	27	100
Total	225	100	

Table 4.3 shows that 95 (42%) of the respondents were program coordinators, 77 (34%) were operations managers, and 53 (24%) were directors. Additionally, 94 (42%) of the respondents had bachelor's degrees, 73 (32%) had master's degrees, and only 9 (4%) had diplomas as their highest level of education. Moreover, the majority of the respondents, 76 (34%), had a work experience of 5 to 10 years, 42 (19%) had work experience of 11 to 15 years, and 23 (10%) had worked for less than 1 year. Further, on how long the NGOs had been in existence, the majority of the NGOs, 85 (38%), had operated for 10 to 20 years, 66 (29%) had existed for over 20 years, and 15 (7%) had operated for less than one year. In terms of which sector the NGO served in the community, 92 (41%) served in health, 72 (32%) in education, and 61 (27%) in commerce.

From the provided results, it was notable that there were a considerably high number of respondents in various organizational positions. These staff had relevant and adequate education and work experience at their current NGO for more than 5 years. This enabled them to contribute significantly to their respective job roles. The NGOs were also noted to have been in operation in Samburu County for longer periods of time, serving mostly in health, education, and commerce. Therefore, established NGOs that had an adequate number of qualified staff were essential towards laying down solid structures that enhanced organizational culture, employee competence, management, and donor funding operations.

According to Lansing et al. (2023), existing in an environment for long was a contributory element towards building trust with community members and also donors. Therefore, when combined with skilled and experienced staff, the NGO is able to operate within quality systems of interactions that improve organizational performance. Additionally, having

served in particularly one organization for long reduces operational inefficiencies and increases the timely strategic implementation process (Ghonim et al., 2020).

The implication of the results is that most of the staff being in mid to senior positions, having high academic qualifications, and considerable working experience, was a positive indication on their effectiveness in the NGOs. It is also implied that Samburu's NGOs had specialized mainly in three sector which were health, education and commerce, a suggestion that their longevity in the sector could be interpreted as stability in operations. Therefore, a combination of qualified staff and stable operations that had been in place for a long-term, strengthened internal systems, incorporated stakeholder's trust and supported long-term engagements with the donors.

4.5 Descriptive Statistics of Organizational Performance of NGOs

The dependent variable was the organizational performance of NGOs, which had an ordinal Likert scale whereby 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. Its indicators included financial transparency, monitoring and evaluation, stakeholder feedback, and fundraising efficiency. The questionnaire findings are provided in Table 4.4.

Table 4.4*Descriptive Statistics of Organizational performance of NGOs*

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

The findings in Table 4.4 show that 110 (49%) of the respondents strongly agreed and 95 (42%) agreed (mean of 4.46 and std. dev. of 0.76) that stakeholder feedback was promoted through consistent communication to know their desires. Additionally, 100 (44%) of the respondents strongly agreed and 90 (40%) agreed (mean of 4.25 and std dev of 0.82) that there has been community impact as witnessed through a series of humanitarian projects completed, boosting the fundraising efficiency. Nevertheless, 107 (48%) of the respondents strongly disagreed and 83 (37%) disagreed (mean of 2.45 and std dev of 1.73) that financial transparency of different projects had been a priority in the NGO. The results meant that

there were developed communication structures in place to ensure that the feedback from various stakeholders was maintained. Therefore, through such a structure, the personal desires towards the NGOs were easily communicated. Notably, the existence of such a reliable communication structure had made it possible for the community to express their desires in regard to areas of need.

This was witnessed through the number of humanitarian projects that had been implemented within the existence of the NGOs in Samburu County. Agreeing with the results, Lansing et al. (2023) revealed that consistent communication enabled the stakeholders to offer ideas and general recommendations on projects that had more impact. This resulted in increased high-profile projects whose impact was immense in a particular community setting. Further, collaboration that was witnessed when community members trusted the management of NGOs made it easier to access future local and international funding to support even more projects (Oracha et al., 2024). However, the findings of this study revealed that not all NGOs were directly reporting all financial transactions. This negatively affected the financial transparency of the implementation of different projects.

According to NGO Board (2021), vague reporting was mainly noticed in local NGOs as compared to international NGOs. However, the baseline for justification was that as long as they complied with the statutory law, there was no need for further exposure of financial records to the public. This narrative was disagreed with by Singirankabo and Wanjiku (2023), who indicated that the organizational performance yardstick was the transparency efforts placed by the management of the NGOs.

The implications of the results indicate that there were strong and stable communication structures that enhanced feedback from the stakeholders, which were relevant towards

supporting communities to effectively point out their needs. This form of interaction was a contributory element towards seen impact within the community such as through completed projects and boosting funding mechanisms. Nevertheless, ignoring financial transparency was a suggestion that there was an accountability problem, whose impact caused the stakeholder's trust to diminish. Therefore, in as much as the NGOs were operating within the required legal capacities, low prioritization of transparent activities tainted their confidence.

4.5.2 Findings of the Open-ended Question

Additionally, there was an open-ended question that sought information in regard to different challenges faced in maintaining consistent performance. The problems noted are grouped into four themes, which were shortage of funds, tough regulations, taxation, and poor management. In regard to the shortage of funds, the respondents indicated that there were numerous projects that required consistent funding. However, since local funding was a problem, it became almost automatic to rely on international donors, who at times failed to send huge amounts as documented in the project proposals. The funding problem has consistently been mentioned by previous studies like Gul and Morande (2023) as the breaking points that determine whether an NGO will perform or even whether their operations will be a going concern.

Furthermore, the respondents complained that there were tough regulations to ensure that the NGOs did not support money laundering or sponsor criminal actions. Therefore, they were required to explicitly provide a thorough explanation of the various sources of funds and consistent monitoring of the NGO's operations. Additionally, on the third theme, the taxations from the government were also another challenge affecting the organizational

performance of the NGOs. Increased taxation measures led to declined revenue, which directly affected the operations of the NGOs. Previous studies like Cordery et al. (2023) also cited taxation and regulations as major issues affecting the NGOs in ASAL regions.

The last theme on poor management was also mentioned as a major issue affecting the NGOs. Poor management deprived the NGOs of a chance to implement the strategies effectively due to increased resource wastage or embezzlement. Over time, inefficiencies were noted to increase in organizations that had poor management structures (Ghonim et al., 2020).

There was secondary data collection from various reports to determine the organizational performance level of the NGO. The outcome is provided in Table 4.5.

Table 4.5

Secondary Data of NGOs' Performance

	2020	2021	2022	2023	Mean	Std dev
Number of projects completed	2.92	2.86	3.33	3.82	3.23	1.45
Number of sustainable projects	3.12	3.53	4.20	4.48	3.83	1.11
Impact in the community	2.82	3.80	3.92	4.43	3.74	1.19
Stakeholder satisfaction levels	3.22	3.94	4.60	4.75	4.12	0.92

Based on the outcome in Table 4.5, it is notable that the NGOs had experienced high organizational performance in stakeholder satisfaction level (mean of 4.12 and std dev of 0.92) and also number of sustainable projects (mean of 3.83 and std dev of 1.11). Nevertheless, the number of completed projects attracted the lowest organizational performance rate (mean of 3.23 and std. dev. of 1.45). Therefore, the results are interpreted to mean that the existence of the NGOs in Samburu was highly regarded, with stakeholders experiencing immense satisfaction with various operations they were conducting. A possible reason could have been stable, sustainable projects that had been implemented within the county. Nevertheless, there were lapses in the completion rate of diverse projects, hence negatively affecting their organizational performance rate. According to Kigenza and Irechukwu (2023), the slow completion rate could have been caused by shortages of funding, particularly since they relied on external donors for existence. The results agree with the open-ended question whereby the respondents noted that shortages of cash were a major concern, and from the reports, the study noticed their negative impact on stalled projects.

The implication of the results is that NGOs had management to provide strong stakeholder satisfaction through development of sustainable projects in the community. This was considered that they had solidified long-term plans to support different community needs. Nevertheless, inability to complete most projects in required timelines, is interpreted in terms of possible issues in execution of projects, pointing the need to enhance the implementation efficiency to meet the expectations of the stakeholder.

4.6 Descriptive Statistics of Organizational Culture

Organizational culture was the first independent variable, and the study in this section aimed to examine the influence of organizational culture on the organizational performance of NGOs. The indicators measured were diversity, leadership, work values, and teamwork. Table 4.6 provides the descriptive results.

Table 4.6

Descriptive Statistics of Organizational Culture

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

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

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

An interesting finding discovered in the study was the absence of open communication systems. This, therefore, was an indication of a bureaucratic system that required authorization of decisions based on the managerial ranks, hence negatively affecting internal communication. The NGOs were thus noted to maintain an external communication structure that supported stakeholder feedback, but not internally. In support of the results, United Nations High Commissioner for Refugees (UNHCR,2022) revealed that external

communication is normally confused with internal communication, but the two can exist separately. The management may have opened a window of external communication due to shared benefits, but that is not extended internally. Notably, the excessive regulatory requirements from the government may be one of the reasons why the management ensured that the decision-making process was based on several approvals to affirm that every operation was in line with governmental demands (Kermani & Reandi, 2023).

The implication of the results is that Samburu's NGOs had incorporated staff diversity mechanisms by insisting on strong work values that promoted respect in every staff interaction. Nevertheless, the study noted there was minimal open communication between the management and the staff delaying decisions as per the required timelines. The weakness could affect the agility and effectiveness of the NGOs; notwithstanding staff commitment they had.

4.6.2 Findings of the Open-ended Question

Additionally, there was an open-ended question that sought information in regard to different challenges faced in promoting consistent organizational culture. The challenges noted were grouped into two themes, which include internal politics and a slow decision-making process. On internal politics, the respondents noted that not being able to align with a specific group of staff resulted in strained communication patterns and culture. The politics were mainly brought about by conflicting ideas on how strategies should be implemented. Tshiyoyo (2022) indicated that organizational politics were an impediment towards established culture since staff have to pledge allegiance to specific informal groups, and failure to do so means resources such as information are not evenly distributed. Furthermore, there was also a slow decision-making process, particularly in the context of

approval processes. The respondents expressed that it took more time to get necessary approvals from the management. According to Nato (2021), the decision-making process becomes tough to accomplish since every action that is a result of the made decision is accompanied by accountability measures.

4.7 Descriptive Statistics of Competencies of Employees

Competencies of employees was the second independent variable, and the study sought to examine the influence of competencies of employees on the organizational performance of NGOs. The indicators measured were decision-making, time management, problem-solving, and accountability. Table 4.7 provides the descriptive results.

Table 4.7*Descriptive Statistics of Competencies of Employees*

Statements	1	2	3	4	5	Mean	Std Dev
N=225							
Employees competency is assessed	7 (3%)	10 (4%)	98 (44%)	87 (39%)	23 (10%)	3.27	1.36
Time management is of essence	3 (1%)	8 (4%)	25 (11%)	89 (40%)	100 (44%)	4.15	0.90
There are various interaction platforms	106 (47%)	94 (42%)	10 (4%)	8 (4%)	7 (3%)	2.34	1.88
Consistency in achieving the set objectives is emphasized	6 (3%)	5 (2%)	11 (5%)	90 (40%)	113 (50%)	4.35	0.84
There are well known accountability measures	9 (4%)	14 (6%)	89 (40%)	75 (33%)	38 (17%)	3.19	1.447

One hundred and thirteen 113(50%) respondents strongly agreed and 90(40%) agreed (mean of 4.35 and standard deviation of 0.84) that consistency in achieving the set objectives was emphasized by the management. Additionally, 100(49%) strongly agreed and 89(40%) agreed (mean of 4.15 and Std. dev. 0.90) that time management was of the essence towards

completion of tasks by the staff. However, 106(47%) of the respondents strongly disagreed and 94(42%) disagreed (mean of 2.34 and standard deviation of 1.88) that there were various interaction platforms that enabled the employees to contribute towards problem solving at the NGO. The results found that the NGOs' management had placed a strong emphasis on ensuring that employee productivity was attained consistently. This was an assurance that the formulated strategies were implemented consistently to minimize low performance. To attain such a crucial goal, the management monitored how the staff were keeping time, particularly in the context of task completion.

Kirunda and Irumba (2023) revealed that the time management factor enabled the management to acknowledge the average time taken to complete individual tasks. Through such methods, the management was able to determine if a particular staff member took more or less time in accomplishing a strategy (Amanyire et al., 2024). Nevertheless, the study noted that the interaction platforms required to ensure teamwork between the management and the staff were low. Notably, declined interactive platforms that could be used by the staff to make contributions on how to resolve issues led to poor implementation of strategies (Ingosi & Juma, 2020).

The outcome does not support resource-based view theory since the NGOs were noted not to take advantage of the internal competencies of staff. Therefore, this did not enhance their competitive advantage against other similar organizations. Munene and Nyaga (2021) disagreed with the outcome on the basis that the extent of interaction between the management and the staff was much better in NGOs as compared to the government organizations. Therefore, this meant that employees had more of a platform to speak out on their ideas. However, Oracha et al. (2024) contradicted this by specifying that bureaucracy

level in NGOs varies since local NGOs failed to support employee initiatives as compared with the international NGOs.

The implication of the findings is that the management of the NGOs had ensured that it attained the set targets through effective time management, which was a reflection of productivity and willingness to implement strategies. However, there were less platforms established within the NGO environment for the staff to interact with the management at a problem-solving scale. This therefore, limited their engagement patterns and innovation, reserved for specific senior staff within the hierarchy of the leadership. In a simpler term, there were less effort portrayed by the management to collaborate with their staff in decision making.

4.7.2 Findings of the Open-ended Question

Additionally, there was an open-ended question that sought information in regard to different challenges faced in promoting competencies of employees. The notable challenges are grouped into three themes that included limited growth opportunities, tenure of work, and lack of clear roles and responsibilities. In regard to limited opportunities, the staff noted that there was no clear career progression path and were not involved in decision-making. Their presence was mostly included in the execution of strategies in various departments. Additionally, the respondents also noted that short-term contracts also negatively affected their competency levels. Lastly, the respondents also indicated that over time the various assigned roles were based on the monthly direction that the NGO was undertaking. To ensure that the employees remained engaged, the NGO management consistently gave them different job roles on a rotation basis in various departments depending on business

demands. According to Supriya et al. (2023), undefined job roles increased confusion, reduced job effectiveness, and minimized accountability measures by various work staff.

4.8 Descriptive Statistics of Management Structure

Management structure was the third independent variable, and the study sought to investigate its impact on the organizational performance of NGOs. Measured indicators included strategy development, engagement with staff, alignment with vision, and bureaucracy. Table 4.8 provides the descriptive results.

Table 4.8

Descriptive Statistics of Management Structure

Statements	1	2	3	4	5	Mean	Std Dev
N=225							
There is a policy framework guiding	7 (3%)	8 (4%)	13 (6%)	87 (40%)	110 (49%)	4.46	0.73
Managers show respect to their juniors	112 (50%)	94 (42%)	10 (4%)	3 (1%)	6 (3%)	2.67	1.66
Work supervision is done	4 (2%)	6 (3%)	30 (13%)	76 (34%)	109 (48%)	4.21	0.83
Managers are ambassadors to stakeholders	5 (2%)	3 (1%)	105 (47%)	93 (41%)	20 (9%)	3.32	1.194
Bureaucracy is put in place by management	13 (6%)	10 (4%)	110 (49%)	57 (25%)	35 (16%)	3.18	1.47

Table 4.8 shows that 110(49%) of the respondents strongly agreed and 87(40%) agreed (mean of 4.46 and std. dev. of 0.73) that there was a policy framework guiding strategy development so as to increase the efficiency of the management. Further, 109(48%) of the respondents strongly agreed and 76(34%) agreed (mean of 4.21 and std. dev. of 0.83) that work supervision was done so as to make sure all assigned tasks align effectively with the vision. However, 112(50%) of the respondents strongly disagreed and 94(42%) disagreed (mean of 2.67 and a standard deviation of 1.66) that the managers showed respect to their juniors as they engaged in NGO operations. It was thus noted that the management structure was supported by a strong policy framework towards guiding through the strategy development process. This framework was also focal in ensuring that the supervision was done in accordance with the organizational management structure to attain the vision.

A previous study, like Sandhu and Liang, (2021), found out that the existence of a policy framework increased the decision-making process as per the organizational structure. Nevertheless, the rift between the management and staff was more than what met the eye. According to the respondents, junior officers were not respected while undertaking the NGOs operations. However, Tshiyoyo (2022) disagreed with the findings by noting that both the management and staff operated within work policies that encouraged respect between parties. In contradiction, Odhiambo (2019) indicated that local NGOs were the main culprits when rifts between the management and staff were mentioned. This was mainly due to underdeveloped working regulations that safeguarded the scope of work of the junior staff. Further, Kermani and Reandi (2023) also complained that, inasmuch as the management may not speak ill of the junior staff, different treatment, underpayment, lack

of medical insurance, late payment of salaries, and increased workload were common methods.

The implication of the results is that NGOs had managed to set strong policy frameworks that aided in supervising the staff's roles. Therefore, the management was considered effective from the perspective of making sure that the staff performed their tasks as aligned with strategic objectives. However, what was noted lacking was limited respect accorded to the staff by the management negatively affecting their work psych, trust and ability to remain with the NGO for a long time.

4.8.2 Findings of the Open-ended Question

Additionally, there was an open-ended question that sought information in regard to the challenges faced in promoting quality management structure. The named challenges included resistance to change by the staff, weak governance systems, and lack of adequate resources. In regard to resistance to change by the staff, it was mentioned that when the management was not effectively creating a solid working relationship, it led to reduced interest in various formulated strategies, leading to consistent rejection. Furthermore, governance systems that were weak in terms of holding each person accountable led to increased resource wastage and malpractices. Additionally, limited resources were also another challenge that affected the quality management structure in the NGOs. This was due to the fact that strategies were required to be implemented within the shortest time frame. According to Munyugi and Kirima (2024), limited resources led to increased procrastination and hence negatively affected the organizational performance of the NGOs.

4.9 Descriptive Statistics of Donor Fund Management

Donor fund management was the fourth independent variable, and the study aimed to investigate the influence of donor fund management on the organizational performance of NGOs. Measured indicators included cost control, financial reporting, financial literacy, accessibility to financing alternatives/income diversification, and efficiency of funding models. Table 4.9 provides the descriptive results.

Table 4.9

Descriptive Statistics of Donor Fund Management

Statements	1	2	3	4	5	Mean	Std Dev
N=225							
Cost control measures to manage escalating expenses	3 (1%)	4 (2%)	24 (11%)	94 (42%)	100 (44%)	4.16	0.93
Quality reporting of project accomplishments	4 (2%)	6 (3%)	14 (6%)	91 (40%)	110 (49%)	4.48	0.78
Periodical training offered is to the staff	8 (4%)	10 (4%)	101 (45%)	95 (42%)	11 (5%)	3.80	1.19
Accessibility to financing alternatives	4 (2%)	6 (3%)	97 (43%)	81 (36%)	37 (16%)	3.15	1.43
Availability of Funding models	112 (50)	82 (36%)	20 (9%)	8 (4%)	3 (1%)	2.68	1.67

The outcome reveals that 110(49%) strongly agreed and 91(40%) agreed (mean of 4.48 and a standard deviation of 0.78) that there was quality reporting of project accomplishments done so as to increase confidence among the donors. In addition, 100(44%) of the respondents strongly agreed and 94(42%) agreed (mean of 4.16 and a standard deviation of 0.93) that there were cost control measures to manage escalating expenses at the NGO. However, 112(50%) of the respondents strongly disagreed and 50(36%) disagreed (mean of 2.68 and a standard deviation of 1.67) that there were funding models to increase the efficiency of the availability of funds.

From the results, it can be deduced that to facilitate quality donor fund management, the NGOs had made sure that the reporting structure was provided effectively. The data that was mainly reported included the accomplished projects that the NGOs had effectively managed to ensure that the donors could easily follow through their progress. Through such measures, NGOs were sure that current and potential donors got as much information as they needed to enable them to make informed decisions. Such measures were also noted to have been incorporated by Oluoch et al. (2022) for increased knowledge among the donors and other interested parties on organizational operations. It was also found out that NGOs were incorporating cost control to facilitate proper utilization of resources through quality checks and balances that minimized the organizational spending.

That notwithstanding, it was noted that there were few effective funding models that increased the chance of savings within the provided budgets, hence attracting more funding for adequate use of current resources. This meant that most NGOs relied on only one source of income (international support), failure of which led to declined effectiveness (Dadu et al., 2024). There were few effective models that sought to increase the efficiency of fund

availability. A similar complaint was also made by the NGOs Coordination Board (2021), which revealed that overreliance on international funding led to stagnation of quality funding models to increase revenue streams.

The implications of the results are that quality reporting and cost control was given priority in an effort to enhance trust to the donors by the management. Nevertheless, operating without funding models had exposed the NGOs uncertainty on financial low and stability of their operations. Therefore, lack of strategies to fund the operations, it was difficult to have long term plans that can bring about changes within the community.

4.9.2 Findings of the Open-ended Question

Additionally, there was an open-ended question that sought information in regard to describing different challenges faced in promoting donor fund management. The named challenges related to two themes, which were limited sources of funding, particularly in the context of donors that were not willing to commit large sums of money for specific projects. There was also the limitation on internal governance from the management on the general management of donors. The management in some instances was unable to demonstrate the practicality of donor-funded projects. The responses also note that the changing short- and long-term NGO needs made it hard to fully align with the donor funding specifications.

4.10 Diagnostic Test

There were various diagnostic tests examined to ensure that before data was analyzed, it had attained the bare minimum of regression assumptions as required in statistics. Several tests, such as normality, linearity, multicollinearity and autocorrelation, and heteroskedasticity, are provided in sections 4.5.1 to 4.5.5.

4.10.1 Normality Test

Normality was examined to ensure that the data was symmetrical through the Kolmogorov-Smirnov Z method as revealed in Table 4.10.

Table 4.10

Normality Test

		Organizational Culture	Competencies of Employee	Management Structure	Donor Fund Management	Organizational performance of NGOs
N		225	225	225	225	225
Normal Parameters ^{a,b}	Mean	14.52	14.56	14.62	14.93	14.27
	Std. Deviation	2.886	2.941	3.096	3.010	3.212
Most	Absolute	.098	.104	.112	.086	.092
Extreme	Positive	.098	.104	.101	.086	.071
Differences	Negative	-.096	-.077	-.112	-.079	-.092
Kolmogorov-Smirnov Z		1.464	1.557	1.678	1.288	1.380
Asymp. Sig. (2-tailed)		.128	.216	.307	.072	.084

Table 4.10 shows that the sig value for organizational culture is 0.128; competencies of employees is 0.216; management structure is 0.307; donor fund management is 0.072; and organizational performance of NGOs is 0.084. Therefore, having a significance value of more than 0.05 indicates that the data used for analysis was normal. Normal data, according to Chen and Genton (2023), has to be symmetrical since it is derived from a population that is within the mean. In relation to the variables, the values of the organizational culture, competencies of employees, management structure, donor fund management, and organizational performance of NGOs were all centered around the mean.

4.10.2 Linearity Test

The study was conducted to test the relationship between strategic management drivers like organizational culture, competencies of employees, management structure, donor fund management, and organizational performance of NGOs. Table 4.11 provides the results.

Table 4.11

Linearity Test

			Sum of Squares	df	Mean Square	F	Sig.
Organizational performance of NGOs * Organizational Culture	Between Groups	(Combined)	160.460	13	12.343	1.211	.273
		Linearity	5.989	1	5.989	.588	.444
		Deviation from Linearity	154.471	12	12.873	1.263	.242
	Within Groups		2150.002	212	10.190		
	Total		2310.462	225			
Competencies of Employee	Between Groups	(Combined)	95.119	14	6.794	.644	.126
		Linearity	31.971	1	31.971	3.031	.083
		Deviation from Linearity	63.148	13	4.858	.460	.094
	Within Groups		2215.343	211	10.549		
	Total		2310.462	225			
Management Structure	Between Groups	(Combined)	108.547	14	7.753	.739	.333
		Linearity	2.554	1	2.554	.244	.222
		Deviation from Linearity	105.994	13	8.153	.778	.186
	Within Groups		2201.915	211	10.485		
	Total		2310.462	225			
Donor Fund Management	Between Groups	(Combined)	80.168	14	5.726	.539	.108
		Linearity	11.438	1	11.438	1.077	.301
		Deviation from Linearity	68.730	13	5.287	.498	.294
	Within Groups		2230.294	211	10.620		
	Total		2310.462	224			

Table 4.11 shows that the significance value for organizational culture is 0.242; competencies of employees is 0.094; management structure is 0.186; and donor fund

management is 0.294. As a result, the significance value was greater than 0.05, indicating that there was a linear relationship between strategic management drivers and NGOs' performance. In the context of the study, it was an indication that a change of organizational culture, competencies of employees, management structure, and donor fund management led to a subsequent change in organizational performance.

4.10.3 Multicollinearity

The study performed a multicollinearity test to determine the distinct traits of the strategic management drivers' variables compared to one another. Table 4.12 provides the results.

Table 4.12

Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Organizational Culture	.487	2.053
Competencies of Employees	.951	1.052
Management Structure	.322	3.103
Donor Fund Management	.476	2.141

Table 4.12 shows that organizational culture had a tolerance value of 0.487 and a VIF value of 2.053; competencies of employees had a tolerance value of 0.951 and a VIF of 1.052; management structure had a tolerance value of 0.322 and a VIF of 3.103; and donor fund management had a tolerance value of 0.476 and a VIF of 2.141. As a result, all variables had a tolerance value greater than 0.1 and a VIF less than 10, indicating that the characteristic pattern of organizational culture, competencies of employees, management structure, and donor fund management were maintained even after interacting with each independent variable.

4.10.4 Autocorrelation Test

The level of influence of strategic management drivers on organizational performance of NGOs, was assessed through Durbin Watson. Table 4.13 provides the results.

Table 4.13

Model	Durbin-Watson
1	1.327
<i>Autocorrelation Test</i>	

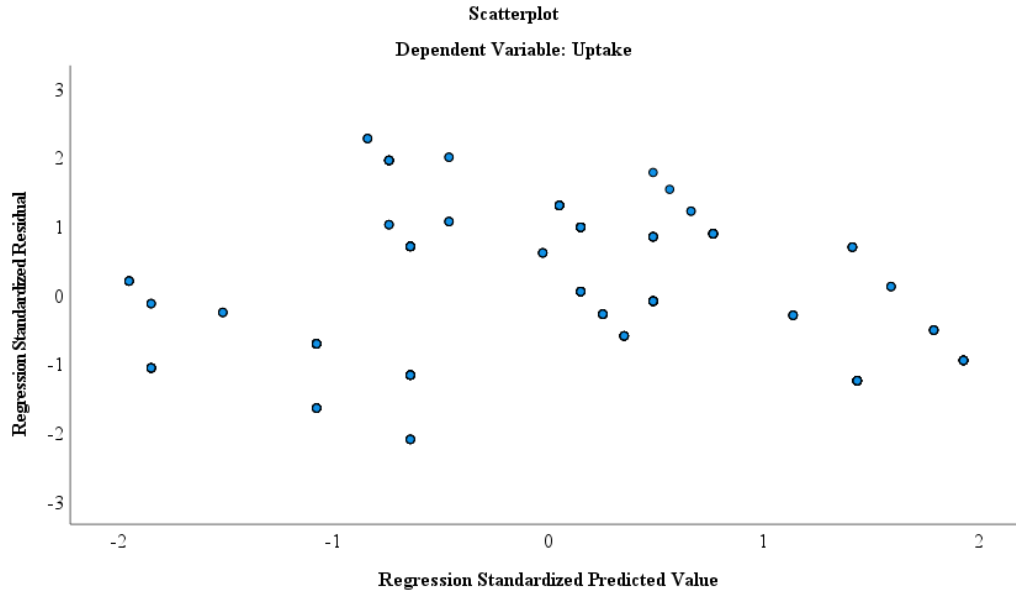
Table 4.13 shows that the Durbin-Watson value was 1.327, indicating that it was between 0 and 2, which was an indication of positive correlation. Therefore, the result was an indication that strategic management drivers had a positive influence on the organizational performance of the NGOs.

4.10.5 Heteroskedasticity Test

Figure 4.1 reveals the scatter plots of the residuals as part of the heteroskedasticity test in this study.

Figure 4.1

Heteroskedasticity Test



As the scatter plots are indicated in Figure 4.1, the plots were scattered and not clustered, which revealed that there was no heteroskedasticity issue with the data.

4.11 Correlation Analysis

The study had research hypotheses that stated that there was no significant influence of organizational culture, competencies of employees, management structure, donor fund management on organizational performance of NGOs in Samburu County, Kenya. The results are provided in Table 4.14.

Table 4.14*Correlation Analysis*

		Performance of NGOs	Organizational Culture	Competencies of Employee	Management Structure	Donor Fund Management
Performance of NGOs	Pearson	1				
	Correlation					
	Sig. (1-tailed)					
	N	225				
Organizational Culture	Pearson	.451	1			
	Correlation					
	Sig. (1-tailed)	.024				
	N	225	225			
Competencies of Employee	Pearson	.618*	.076	1		
	Correlation					
	Sig. (1-tailed)	.003	.127			
	N	225	225	225		
Management Structure	Pearson	.841	.493	.102	1	
	Correlation					
	Sig. (1-tailed)	.001	.083	.064		
	N	225	225	225	225	
Donor Fund Management	Pearson	.570	.320	.181	.054	1
	Correlation					
	Sig. (1-tailed)	.014	.002	.013	.012	
	N	225	225	225	225	225

Table 4.13 indicates that the correlation coefficient for organizational structure was $r=0.451$ at $\alpha < 0.024$ and 99% significance level; correlation coefficient for competencies of employees was $r=0.618$ at $\alpha < 0.003$ and 99% significance level; correlation coefficient for

management structure was $r=0.841$ at $\alpha < 0.001$ and 99% significance level; correlation coefficient for donor fund management was $r=0.570$ at $\alpha < 0.014$ and 99% significance level. Therefore, the results show that there was a positive correlation between strategic management drivers and organizational performance of NGOs since all the strategic management drivers had a significance of less than 0.05.

4.12 Multiple Regression Analysis

In the examination of multiple regression analysis, various inferential statistics, such as model summary, ANOVA, and regression coefficient analysis, were conducted. A model summary was performed to determine the percentage influence of strategic management drivers on the organizational performance of NGOs, as shown in Table 4.15.

Table 4.15

Model Summary of Strategic Management Drivers

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.856 ^a	.732	.005	.204	1.327

From the findings shown in Table 4.15, the value of R is 0.856, while R-square is 0.732. This indicates the study's variables, which are organizational culture, competencies of employees, management structure, and donor fund management, significantly influenced the organizational performance of NGOs in Samburu County at a percentage of 73.2%. Other factors that were not considered in this study accounted for 26.8%. This outcome is an indication that the strategic management drivers examined in this study had a high influence on the organizational performance of NGOs. Through collective implementation,

the synergetic influence was higher as compared to when implemented separately. The importance of this statistical test was to ascertain the impact that NGOs would experience when combining donor fund management, management structure, organizational culture, and competencies of employees.

In determining the influence that strategic management drivers had on the organizational performance of NGOs in Samburu County, Kenya, ANOVA analysis was done as indicated in Table 4.16.

Table 4.16

ANOVA Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1692.219	4	13.055	151.226	.002 ^b
	Residual	618.243	221	10.265		
	Total	2310.462	225			

The results in Table 4.16 indicate that the significance value is 0.02 at an F-statistic of 151.226. It is the interpretation of the study that having a significance value that was lower than 0.05 points out that there were strategic management drivers that had a positive influence on the organizational performance of NGOs in the context of Samburu County. A positive influence is an indication that strategic management drivers were considered relevant in addressing the organizational performance concern of the NGOs. The results are timely in the wake of the closure of international NGOs like USAID due to the withdrawal of a major donor (the USA government) (ICVA, 2025).

Other local NGOs have continued facing risk of operations due to poor management structure, while others have faced numerous complaints related to organizational culture and employee competencies (Kitur, 2015). The findings justify, on the one hand, when the organizational performance of NGOs is not linked to either one or all of the strategic management drivers, experiencing negative outcomes. On the other hand, positive influence is experienced when strategic management drivers are incorporated for a turnaround in performance.

A regression coefficient analysis was also examined, as indicated in Table 4.17, to determine the coefficients of the model of the study, which depicted $Y = C + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$

Where:

Y = Organizational performance of NGOs

β_i = Coefficients to be estimated

C = Constant

X_1 = Organizational Culture

X_2 = Competencies of the Employees

X_3 = Management Structure

X_4 = Donor fund management

e = Error term

Table 4.17*Regression Coefficients*

Model	Unstandardized Coefficients		Standardize d Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	4.413	2.086		2.120	.000
Organizational Culture	.251	.075	.246	3.347	.002
Competencies of Employee	.433	.174	.428	2.489	.017
Management Structure	.516	.132	.512	3.909	.004
Donor Fund Management	.354	.125	.349	2.832	.022

Based on the results, the resultant model is $Y = 15.413C + 0.251X_1 + 0.433X_2 + 0.516X_3 + 0.354X_4 + 2.086e$. The coefficient for constant is 4.413; organizational culture is 0.251; competencies of employees is 0.433; management structure is 0.516; and donor fund management is 0.354, with a standard error of 2.086. The results mean that when one unit of organizational culture, employee competencies, management structure, and donor fund management were added, they increased the organizational performance by 0.251, 0.433, 0.516, and 0.354, respectively. It is also notable that since the significance values were < 0.05 and the t-statistic > 2 , the strategic management drivers were considered all significant towards improving the organizational performance of NGOs.

Therefore, a strategic management driver, like the organizational culture, enhanced the existence of work values. These values provided a clear work path that promoted teamwork and increased diversity of ideas and experience. Additionally, the leadership in place

improves clear direction and resource allocation structure to improve efficiency (USAIN, 2021). Additionally, employee competence is also an enhancer towards increased performance, due to the ability of the staff to manage their time effectively, engage in problem-solving activities, and maintain accountable actions (Morelli, 2022).

Notably, when allowed, their decision-making prowess increases novel ideas that can be converted into grand strategies. Additionally, the structure that provides the management framework increases engagement platforms with the staff to inform and interact with them (Maritim & Obuba, 2024). The management is considered critical in strategy development since their authoritative strategies enable the entire NGO to align with the vision and maintain the chain of command. Lastly, being able to manage the expectations of the donors was also noted to immensely lead to improved performance. The main consideration is on enabling reporting of financial records to enhance information availability as well as increase additional funds from external sources (Chesimo, 2020).

4.13 Testing of Hypothesis

The study had four null hypotheses that indicated that:

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

H₀₂: There was no significant influence of competencies of employees on organizational performance of non-governmental organizations in Samburu County, Kenya

H₀₃: There was no significant influence of management structure on organizational performance of non-governmental organizations in Samburu County, Kenya

H₀₄: There was no significant influence of donor fund management on organizational performance of non-governmental organizations in Samburu County, Kenya

4.12.1 Testing Hypothesis One

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

In testing H₀₁, the p – value for organizational culture in Table 4.16 was used, which was 0.002 with a corresponding standard error of 0.075 and t-statistics of 3.347. The positive regression coefficient value 0.251 and p-value of $0.002 < 0.05$, implies that organizational culture, as a predictor variable, positively influenced the organizational performance of NGOs. The findings enabled the study to reject the null hypothesis that organizational culture had no significant influence on the organizational performance of NGOs. It was also deduced that organizational culture had the weakest strength on organizational performance as compared to competencies of employees, management structure, and donor fund management. Additionally, as part of organizational culture as assessed by Ingosi and Juma (2020), power distance culture had a moderate correlation of 0.439 against the organizational performance of a project. However, studies like Mbabazi (2022) contradicted the result by noting that work culture with an inclination toward technology had a high correlation of 0.729 against the organizational performance rate of the project.

4.12.2 Testing Hypothesis Two

H₀₂: There was no significant influence of competencies of employees on organizational performance of non-governmental organizations in Samburu County, Kenya

In testing H_{02} , the p – value for competencies of employees in Table 4.16 was used, which was 0.017 with a corresponding standard error of 0.174 and t-statistics of 2.489. The positive regression coefficient value 0.433 and p-value of $0.017 < 0.05$, implies that competencies of employees as a predictor variable, positively influenced the organizational performance of NGOs. The findings enabled the study to reject the null hypothesis that competencies of employees had no significant influence on the organizational performance of NGOs. Therefore, competencies of employees were noted to have the stronger correlation with organizational performance as compared to organizational culture and donor fund management. However, it exhibited weaker strength as compared to management structure. Past studies that have looked into the correlation of employee competencies, like Orenge et al. (2024), discovered that there was a strong positive correlation of 0.782 on NGOs' performance. The finding qualifies the relevance of the employee competencies in enhancing the organizational performance of the NGOs.

4.12.3 Testing Hypothesis Three

H_{03} : There was no significant influence of management structure on organizational performance of non-governmental organizations in Samburu County, Kenya

In testing H_{03} , the p – value for management structure in Table 4.16 was used, which was 0.004 with a corresponding standard error of 0.132 and t-statistics of 3.909. The positive regression coefficient value 0.516 and p-value of $0.004 < 0.05$, implies that management structure as a predictor variable, positively influenced the organizational performance of NGOs. The findings enabled the study to reject the null hypothesis that management structure had no significant influence on the organizational performance of NGOs. Therefore, based on the results, management structure was considered to exhibit the

strongest correlation with organizational performance as compared to organizational culture, competencies of employees, and donor fund management. Therefore, as a fact proved through the correlation results, if NGOs have a goal to enhance their performance, their management structure is an important pillar. Comparatively, strategic implementation structures were noted to have a correlation of 0.574 against organizational performance by Maritim and Obuba (2024).

4.12.4 Testing Hypothesis Four

H₀₄: There was no significant influence of donor fund management on organizational performance of non-governmental organizations in Samburu County, Kenya

In testing H₀₄, the p – value for donor fund management in Table 4.16 was used, which was 0.022 with a corresponding standard error of 0.125 and t-statistics of 2.832. The positive regression coefficient value 0.354 and p-value of $0.022 < 0.05$, implies that donor fund management as a predictor variable, positively influenced the organizational performance of NGOs. The findings enabled the study to reject the null hypothesis that donor fund management had no significant influence on the organizational performance of NGOs. Therefore, based on the results, donor fund management had a moderately high correlation with the organizational performance of NGOs. On the one hand, the strength was weaker as compared to the competencies of employees and management structure. On the other hand, donor fund management had a much stronger correlation as compared to organizational culture. Therefore, based on the results, donor fund management had a moderately high correlation with the organizational performance of NGOs.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings of the study, offers conclusions and recommendations, and suggests future studies. All conclusions, discussions, and suggestions align with the general and specific objectives. The general objective was to investigate the influence of strategic management drivers on the organizational performance of NGOs in Samburu County, Kenya. The specific objectives were to evaluate the influence of organizational culture, competencies of employees, management structure, and donor fund management on the organizational performance of NGOs in Samburu County, Kenya. The target population included 84 NGOs in Samburu County, where the respondents were 65 directors, 89 operations managers, and 107 program coordinators who were selected using a simple random method. Closed- and open-ended questionnaires were used to collect data from the respondents.

5.2 Summary of Results

In the investigation on what influence strategic management drivers had on the organizational performance of NGOs, a summary of the results is provided as per each objective.

5.1.1 Organizational Culture and Organizational performance of NGOs

It was clear from the results that the majority of NGOs made sure their workforces were diverse, particularly in the context of different countries, genders, and local regions. What was important was that the work values gave the employees a framework to work within

when deciding how to engage with one another. However, internal communication suffered as a result of the bureaucratic system that needed administrative ranks to authorize choices. As a result, the NGOs were observed to have an outward communication framework that encouraged stakeholder input, but not an inside one. The challenges faced in promoting consistent organizational culture were mainly about internal politics and slow decision-making processes. The positive regression coefficient value 0.251 and p-value of $0.002 < 0.05$, implies that organizational culture, as a predictor variable, positively influenced the organizational performance of NGOs.

5.1.2 Competencies of Employees and Organizational Performance of NGOs

According to the findings, the management of the NGOs had made sure that staff productivity was regularly prioritized. This served as a guarantee that the developed tactics were applied consistently in order to reduce poor performance. The management kept an eye on the employees' timekeeping, especially when it came to finishing tasks, in order to achieve this important goal. Additionally, the study also established that there were not many platforms for the management and staff to work together as a team. Notably, the staff's inability to use interactive platforms to contribute to problem-solving led to subpar strategy implementation. The challenges faced in promoting competencies of employees included limited growth opportunities, tenure of work, and lack of clear roles and responsibilities. The positive regression coefficient value 0.433 and p-value of $0.017 < 0.05$, implies that competencies of employees as a predictor variable, positively influenced the organizational performance of NGOs.

5.1.3 Management Structure and Organizational Performance of NGOs

The results of the study noted that there was a robust policy framework that served to support the management structure and provide guidance throughout the strategy creation process. In order to achieve the goal, this framework was also crucial in making sure that the monitoring was carried out in compliance with the organizational management structure. However, there was more to the management-staff divide than first appeared due to low respect accorded to the junior officials. The challenges faced in promoting quality management structure included resistance to change by the staff, weak governance systems, and lack of adequate resources. The positive regression coefficient value 0.516 and p-value of $0.004 < 0.05$, implies that management structure as a predictor variable, positively influenced the organizational performance of NGOs.

5.1.4 Donor Fund Management and Organizational Performance of NGOs

Based on the findings, it was noticed that the NGOs had ensured adequacy in the reporting structure for purposes of supporting high-quality donor fund management. Data regarding completed projects that the NGOs had successfully managed was frequently reported. By taking these steps, NGOs made sure that both present and potential donors had access to the information they required to make wise judgments. Despite this, it was seen that there were not many efficient funding models that raised the likelihood of savings within the allocated budgets, thereby drawing in more funds for the proper use of existing resources. The positive regression coefficient value 0.354 and p-value of $0.022 < 0.05$, implies that donor fund management as a predictor variable, positively influenced the organizational performance of NGOs.

5.1.5 Organizational Performance of NGOs

According to the findings, communication systems were established to guarantee that the input from different stakeholders was preserved. Therefore, it was easy to express personal preferences in the NGOs through such a system. The community was hence able to communicate their demands in relation to regions of need thanks to the establishment of such a dependable communication network. Nevertheless, not all NGOs were disclosing all money transactions directly, which had a detrimental effect on the financial transparency of various projects' implementation. Additionally, the different challenges faced in maintaining consistent organizational performance included a shortage of funds, tough regulations, taxation, and poor management. The correlation coefficient was $r=0.451$ at $\alpha < 0.024$ and a 99% significance level.

The secondary data results were that stakeholders in Samburu were extremely satisfied with the numerous operations that the NGOs were carrying out, and their existence was highly valued. However, there were delays in the execution of certain projects, which had a detrimental effect on their organizational performance rate. Challenges included funding shortages and regulations.

5.3 Conclusions of the Study

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

was due to an increase in bureaucracy by the management. This demotivated the workforce, particularly in the lower management levels, prompting increased internal politics.

Additionally, a positive significant influence of competencies of employees existed on the organizational performance of NGOs. It was noted that the management was keen on what the employees were doing and how they spent their time by consistently monitoring them. Efforts to ensure that the staff were productive were enhanced, thus reducing wastage of organizational resources. However, the study discovered that there were fewer opportunities for teamwork between the management and the staff. This posed a significant loss of a chance for the NGOs to get diverse opinions from employees on how they would improve their organizational performance and solve recurrent problems. It was also concluded that employees' competencies were also underutilized due to limited growth opportunities and lack of clarity on respective job roles.

The management structures were noted to exhibit strong influence on the organizational performance of NGOs. This was mainly due to a robust policy framework in place that enabled the management to make strategies within known processes and organizational structure. However, the management was noted to disregard the operations of the junior staff. As a result, this has caused increased staff resistance. Furthermore, the management structure in place was also encountered with inadequate resources to implement their strategic decisions in the NGOs.

The management of donors positively influenced the organizational performance of the NGO. There was an enhanced reporting structure that provided donors with information on implemented projects. Nevertheless, the study discovered that NGOs failed to have

sustainable funding models that would be relevant towards management of resources to increase savings as well as improve other secondary revenue streams. The long-term effect was over-reliance on donor funding, causing operational inconsistencies when funding was delayed or stopped altogether.

5.4 Recommendations of the Study

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

On the competencies of employees, the recommendations are that there should be a consensus developed by both the management and staff on their interaction. This could be done through increased retreats and assignment of common tasks by senior management to staff. This will enable the two teams to understand the strengths and weaknesses of each for purposes of learning and training.

On management structures, the directors of NGOs could consider providing training programs that will enhance the knowledge of the staff with relevant knowledge that is acceptable to the management. Additionally, the study recommends that there is a need for the senior management to increase the recruitment of resource management experts such as

risk managers and accountants. These experts would be instrumental in cautioning against overspending and misuse of resources as part of improvement measures.

The study recommends that NGOs' management need to restructure their funding models to include their own source revenue. This will provide additional resources that can be used to manage the operations when donations are subsidized or ultimately stop. The sources of revenue could come from established income-generating projects such as animal keeping, crop farming, and investments. The purpose of such a consideration is to safeguard the longevity of the NGOs. There should also be public forums developed by the program coordinators, where the community is able to contribute ideas on various projects that could be implemented at minimal cost for revenue generation.

5.5 Suggestion for Future Studies

The attention of the study was drawn to NGOs in the ASAL region, like Samburu County. Other studies could consider other ASAL regions like Mandera, Garissa, Isiolo, and Turkana with the aim of establishing how strategic management drivers enhance performance. Future studies could also consider extending the scope to include governmental agencies that are directly involved in humanitarian projects in ASAL regions. The results could be compared to assess if there is any difference in performance. Additionally, the current study did not include the community members as part of the respondents; hence, it could be a point of focus for studies with an intention of extending the study within NGOs in Samburu County.

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APPENDICIES

Appendix I: Consent Letter

Procedure to be followed

I'll need to ask you some questions retain the questionnaire and a checklist using the information you submit. You can opt out of this study if you don't want to take part. You will not be punished or harassed if you refuse to participate in the study, and your decision will not be used against you or have an influence on your job/health. Keep in mind that taking part in the study is completely voluntary. You are free to ask any questions you have about the study at any time. You have the right to refuse to answer any questions or to terminate an interview at any time. You are also free to exit the study at any moment without compromising the services you are already delivering.

Discomforts and risks

The nature of the queries you'll be asked will not be about personal topics hence will not cause discomfort to you. You have the option of refusing to answer either way. You can also terminate the answering of the questions at any moment.

Benefits

The study will provide an opportunity to various respondents such as directors, operations managers and program coordinators to express their opinions on how various strategic management drivers have affected organizational performance the challenges they have undergone and local solutions developed. This will shed more light to other NGOs' management team to learn on various local solutions that NGOs have applied in their context. They could adopt various strategies that would propel their respective performances to a higher level.

Rewards

Anyone who wishes to engage in the study will not be compensated.

Confidentiality

The interviews will be held in a secure area at the NGO premises. The questionnaire will not include your name and will be kept in a secure area at the University.

Contact Information:

If you have any questions, please contact the supervisors listed below:

Dr. Felix Chesigor, PhD

Postgraduate Coordinator

Email: felix.chesigor@kemu.ac.ke

Ruth Kanyaru

Email: rutkish@gmail.com

Participant's Statement

The remark concerning my participation in the study that was made before is obvious to me. I was given the opportunity to ask questions, and all of my concerns were satisfactorily addressed. I am absolutely oblivious to the fact that I am taking part in this study. I understand that my information will be kept private and that I can withdraw from the study at any time. I understand that regardless of whether I stop the research or not, I will not be treated unfairly at work, and that my decision will have no bearing on how I am treated.

Participant Signature..... Date.....

Investigator's Statement

I, the undersigned, have explained the procedures to be followed in the study, as well as the risks and rewards associated, to the participant in a language he or she understands.

Name of Interviewer.....Brenda Senewa Lalampaa.....Date.....

Interviewer Signature.....

Appendix II: Questionnaires

This is a questionnaire seeking to address the influence of strategic management drivers on organizational performance of non-governmental organizations in Samburu County, Kenya.

Please provide your opinion by ticking in the spaces provided.

SECTION A: DEMOGRAPHIC INFORMATION

1. What is your job position in this NGO?

- a) Director ()
- b) Operations manager ()
- c) Program coordinator ()

2. What is your highest education level?

- a) PhD ()
- b) Master's degree ()
- c) Bachelor's degree ()
- d) Diploma ()
- e) Certificate ()

3. What is your work experience in this NGO

- a) Over 15 years ()
- b) 11-15 years ()
- c) 5-10 years ()
- d) 3-5 years ()
- e) 1-2 years ()
- f) Less than 1 year ()

4. How long has this NGO been in existence?

- a) Over 20 years ()
- b) 10-20 years ()
- c) 1-9 years ()
- d) Less than 1 year ()

5. In which sector does your NGO serve the community through?

- a) Health ()
- b) Education ()
- c) Commerce ()
- d) Any other.....

SECTION B: ORGANIZATIONAL CULTURE

The section has questions that will enable the study to evaluate the influence of organizational culture on organizational performance of non-governmental organizations in Samburu County, Kenya. Kindly tick where you feel your opinion lies. 1-strongly disagree, 2-disagree, 3-neutral, 4, agree, 5- strongly agree.

No	Statement	1	2	3	4	5
1.	Diversity of staff is encouraged in this NGO					
2.	The leadership is well prepared to support the cohesion of the NGO internally and externally					
3.	There are well established work values that are known to guide the relationships of staff					
4.	Open communication is encouraged to enable quick, informed and reliable decision making					
5.	The NGO strives to ensure that there is team work with various stakeholders that interact within its activities.					

6. Describe different challenges faced in promoting consistent organizational culture

SECTION C: COMPETENCIES OF EMPLOYEES

The section has questions that will enable the study to examine the influence of competencies of employees on organizational performance of non-governmental organizations in Samburu County, Kenya. Kindly tick where you feel your opinion lies. 1-strongly disagree, 2-disagree, 3-neutral, 4, agree, 5- strongly agree.

No	Statement	1	2	3	4	5
1.	Employees competency is assessed based on how they make decisions					
2.	Time management is of essence towards completion of tasks by the staff					
3.	There are various interaction platforms that enable the employees to contribute towards problem solving at our NGO					
4.	Consistency in achieving the set objectives is emphasized by the management					
5.	There are well known accountability measures set to increase sense of responsibility among the NGO workers					

6. Describe different challenges faced in promoting competencies of employees

SECTION D: MANAGEMENT STRUCTURE

The section has questions that will enable the study to explore the influence of management structure on organizational performance of non-governmental organizations in Samburu County, Kenya. Kindly tick where you feel your opinion lies. 1-strongly disagree, 2-disagree, 3-neutral, 4, agree, 5- strongly agree.

No	Statement	1	2	3	4	5
1.	There is a policy framework guiding on strategy development so as to increase the efficiency of the management					
2.	The managers show respect to their juniors as they engage in NGOs operation					

3.	Work supervision is done so as to make sure all assigned tasks align effectively with vision					
4.	The managers act as ambassadors of the NGOs to external stakeholders.					
5.	Bureaucracy is put in place by the management to reduce work laxity and non-attendance to assigned duties by the staff					

6. Describe different challenges faced in promoting quality management structure

SECTION E: DONOR FUND MANAGEMENT

The section has questions that will enable the study to investigate the influence of donor fund management on organizational performance of non-governmental organizations in Samburu County, Kenya. Kindly tick where your feel your opinion lies. 1-strongly disagree, 2-disagree, 3-neutral, 4, agree, 5- strongly agree.

No	Statement	1	2	3	4	5
1.	There are cost control measures to manage escalating expenses at the NGO					
2.	There is quality reporting of project accomplishments done so as to increase confidence among the donors.					
3.	Financial literacy is gained through periodical training offered to the staff					
4.	Accessibility to financing alternatives has enabled this NGO have sustainable sources of income					
5.	There are funding models to increase the efficiency of availability of funds					

6. Describe different challenges faced in promoting donor fund management

SECTION F: ORGANIZATIONAL PERFORMANCE OF NGOS

The section has questions that will enable the study to assess the organizational performance of non-governmental organizations in Samburu County, Kenya. Kindly tick where your feel your opinion lies. 1-strongly disagree, 2-disagree, 3-neutral, 4, agree, 5- strongly agree.

No	Statement	1	2	3	4	5
1.	Financial transparency of different projects has been a priority in this NGO					
2.	This NGO promotes integrity and overall efficiency through monitoring and evaluation					
3.	Stakeholder feedback is promoted through consistent communication to know their desires					
4.	There has been community impact as witnessed through series of humanitarian projects completed boosting the fundraising efficiency					
5.	There are clear financial management staff to keep accurate records of the income and expenditure of the NGOs.					

6. Describe different challenges faced in maintaining consistent performance

Appendix III: Secondary Data Collection Form

	2020	2021	2022	2023
Number of projects completed				
Number of sustainable projects				
Impact in the community				
Stakeholder satisfaction levels				

Appendix IV: Target Population

	NGO	Directors	Operations Managers	Program Coordinators
1.	World Vision	2	1	2
2.	ChildFund	1	2	3
3.	Samburu Women Trust	1	3	3
4.	Samburu Children's Programme (SCP)	1	2	3
5.	The Samburu Project	1	3	3
6.	UCESCO Africa	1	2	2
7.	Y-ACT	1	1	3
8.	Samburu Girls Foundation	2	3	2
9.	Samburu Development Forum (SDF)	1	1	3
10.	BOMA project	1	2	2
11.	Food and Agriculture Organization (FAO)	1	3	2
12.	Samburu Community Support Programme	2	1	3
13.	Samburu Handicap Education and Rehabilitation Programme	1	1	3
14.	Samburu F Development Project	2	2	3
15.	Hope for Samburu Organization	1	2	3
16.	Samburu Pastoralists Project Disadvantaged Children	2	2	2
17.	Samburu Integrated Programme	2	3	3
18.	Samburu Wings of Mercy Disabled Child Care	1	2	3
19.	Pastoralists Resilience Development Initiative (PAREDI)	1	1	3
20.	Samburu Empowerment Network	1	1	3
21.	Coalition on Violence against Women (COVAW)	1	1	3
22.	Asante Africa Foundation - Kenya Hq Offices	1	2	2
23.	Amref Health Africa in Kenya	1	2	1
24.	Africayetu	1	1	2
25.	Zizi Afrique Foundation	1	2	3
26.	Network Empowering Samburu Transformation (NEST)	1	1	2
27.	Emergency Medicine Kenya Foundation	1	2	2
28.	World Wide Fund	1	1	3

29.	International Mercy Corps	1	1	2
30.	CARE International	1	1	2
31.	Save the children	1	2	1
32.	The United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	1	2	2
33.	Kenya Red Cross Society (KRCS)	1	1	1
34.	ActionAid International Kenya	1	2	2
35.	International Rescue Committee (IRC)	1	1	1
36.	Samburu Women Empowerment Programme (SWEP)	1	2	3
37.	International Institute of Rural Reconstruction	1	1	3
38.	Catholic Relief Services (CRS)	1	1	3
39.	Plan International Kenya	1	1	2
40.	Pathfinder International	1	2	1
41.	Action Against Hunger Kenya	1	2	2
42.	Concern Worldwide	1	1	3
43.	Beacon of Hope	1	2	2
44.	Practical Action	1	1	2
45.	Self Help Africa (SHA)	1	2	3
46.	I Choose Life – Africa (ICL)	1	1	2
47.	Population Services International Kenya (PS Kenya)	1	1	2
48.	The Northern Rangelands Trust (NRT)	1	1	1
49.	Ananda Marga Universal Relief Team	1	2	2
50.	Find the Cure Kenya	1	2	1
51.	AMURT Kenya	1	1	3
52.	SAFE Kenya	1	2	3
53.	Tree of Life Africa	1	1	3
54.	Uzazi Salama Project	1	2	3
55.	KIOS Foundation			
56.	Pastoralist Community Initiative and Development Assistance (PACIDA)	1	1	3
57.	Heinrich-Böll-Stiftung	1	1	3
58.	International Work Group for Indigenous Affairs (IWGIA)	1	2	1
59.	Acted Kenya	1	2	3
60.	Development Aid	1	2	3
61.	Sport en Commum	1	1	2

62.	Community Safety Initiative	1	2	3
63.	Minority Rights Group	1	2	3
64.	Trekking The Planet	2	2	3
65.	Earth Smiles	1	2	4
66.	Namunyak Community Conservancy	1	2	3
67.	Sarara Foundation	1	3	3
68.	Ewaso Lions	2	3	2
69.	Global Fund for Children	2	3	3
70.	HOPE worldwide Kenya	1	3	3
71.	Grevy's Zebra Trust	1	3	3
72.	Reteti Elephant Sanctuary	1	3	3
73.	Samburu Warriors	1	2	3
74.	West Gate Community Conservancy	2	2	3
75.	Kalepo Foundation	1	3	3
76.	Ltungai Conservancy	2	3	3
77.	Meibae Conservancy	1	3	2
78.	Nalowuon Conservancy	1	3	4
79.	Ngila Unit	2	1	3
80.	Nkoteiya Conservancy	1	2	3
81.	Sera Conservancy Trust	1	1	3
	TOTAL	92	146	202

Appendix VIII: Map of Samburu County

