

Effect of Organisation Culture on Employee Performance in Non Governmental Organizations

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Abstract- Culture may have a big influence on the performance of all organizations worldwide. This is a practice that cannot just be assumed as it has both positive and negative effects as far as performance is concerned. It is more serious when it comes to non-Governmental organizations, since in most cases they involve international Governments. The main focus of the study was the non-governmental organizations in Kenya with a specific focus on World Vision Kenya. The specific objectives of the study were to establish the link between competitive culture and performance in Non-Governmental Organizations, to explore the effect of entrepreneurial culture on performance in Non-Governmental Organizations, to assess the level of bureaucratic culture and its influence on overall performance in Non-Governmental Organizations, to examine the influence of consensual culture on performance in Non-Governmental Organizations, and finally to identify the preferred cultural integrations in Non-Governmental Organizations in Kenya. The research design adopted for this study was a descriptive survey in which the research seeks to collect data from a target population of employees working in World Vision Kenya, using questionnaires to determine the correlation between organization culture and employee performance. The target population comprised of 960 employees in World Vision Kenya, a sample size of 484 was taken from the overall target population.

Data was analyzed qualitatively and quantitatively and through use of statistical package for social scientists (SPSS). The study concluded that organization culture has a great influence on performance as it dictates how things are done, organization's philosophy, work environment, performance targets and organizations stability. At World Vision Kenya there is an integration of cultures ranging from competitive culture, entrepreneurial culture, bureaucratic culture and consensual culture. Of the four cultures, employees prefer integration to consensual and entrepreneurial or competitive and entrepreneurial cultures. This owes to the fact that employees seek a work environment that maximizes their ability to be innovative, creative, and independent of micro-management, cohesion with fellow colleagues among others.

I. INTRODUCTION

Non-governmental organizations (NGO) are legally constituted organizations created by [natural](#) or legal people that operate independently from any form of [government](#). The term originated from the [United Nations](#), and normally refers to organizations that are not a part of a government and are not conventional for-profit businesses. In the cases in which NGOs

are funded totally or partially by governments, the NGO maintains its non-governmental status by excluding government representatives from membership in the organization. World Vision is a Christian humanitarian organization dedicated to working with children, families, and their communities worldwide to reach their full potential by tackling the causes of poverty and injustice. It is a Non Governmental organization founded in the United States in 1950. It is an international Christian relief and development organization whose goal is "working for the well being of all people, especially children." Working in six continents, World Vision is one of the largest Christian relief and development organizations in the world. Its headquarters are in Federal Way, Washington. World Vision was started by Dr. Bob Pierce, a young Christian minister in China and then Korea. World Vision contributes to people's needs in five major areas; emergency relief, education, health care, economic development, and promotion of justice. World Vision Kenya (WVK) began work in Kenya in 1974 during a time of severe drought and famine that affected most parts of the country. After helping to feed the hungry, World Vision then moved into longer-term community development activities and now works with communities all over Kenya. There are many lives that have been touched by this non-Governmental organization.

II. STATEMENT OF THE PROBLEM

Most organizations put more efforts on the focus of only intrinsic and extrinsic reward systems give less concern on the traditional cultural activities. According to Kandula (2006) the key to good performance is a strong culture. He further maintains that due to difference in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. A positive and strong culture can make an average individual performance and achieve brilliantly whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement. Therefore organizational culture has an active and direct role in performance management (Ahmed, 2012). Organizational culture is correlated with job satisfaction (Anis et al. 2011; Sharma & Bajpai, 2010), job performance (Bergman et al., 2000; Samad, 2007; Ward & Davis, 1995; Yousef, 2000) and employee retention (Anis et al. 2011).

However, organization culture has received relatively low levels of empirical investigation among the possible antecedents of employee performance (Lok & Crawford, 2004). Although empirical research has been carried out there has been little

evidence to prove the effect of organization culture on organization performance (Mckinono et al. 2003). In a study of Hong Kong and Australian managers, Lok and Crawford (2004) found a positive effect of organization culture on employee performance. Zain et al. (2009) examined the effect of four dimensions of organization culture namely teamwork, communication, reward and recognition, and training and development on employee performance and found that all the four dimensions of organization culture were important determinants of performance. Mahmudah (2012) reports a significant relationship between organization culture and service delivery. However Lahiry (1994) indicated a weak association between organization culture and performance.

Concerns have been raised on whether there are any significant relationships between the culture in organizations and employee burnout, type of coping strategies, and employee engagement. Whether there is an inverse relationship between emotional exhaustion and organizational culture (Bergman et al., 2000; Mathieu and Zajac, 1990, Samad, 2007; Ward & Davis, 1995; Yousef, 2000). Management of human resources may perhaps force not merely the restructuring of cultural values but to consider the overture of different cultural practices which perhaps leads to a superior organizational performance. This study will attempt to analyze to what extent an organizations culture has an effect on performance in Non Governmental organizations with specific reference to World Vision.

III. LITERATURE REVIEW AND OBJECTIVE FORMULATIONS

Competitive Culture and Performance

Corporate culture and reputation are intangible assets organizations use to create a competitive strategic advantage to differentiate themselves from other firms to enhance firm performance. Numerous articles cite how corporate culture may be an important intangible predictor of reputation, but only a few researchers have empirically tested the relationship between culture and reputation. Culture not only enhances financial performance, but also is positively relates to reputation.

Research on corporate reputation has identified antecedents and consequences of reputation to better explain how a firm may benefit and best strategically position itself through its reputation. Fombrun (1990). Different studies using different designs and methodologies have found that while financial performance is an important predictor of reputation, financial performance has accounted for as little as 11 to 15 percent of the variance (Hammond and Slocum, 1996; Roberts and Dowling, 2002) to as much as 38 to 59 percent (e.g., Brown and Perry, 1994; Fombrun and Shanley, 1990), leaving at least 40 to 89 percent of the variation unexplained by economic variables. Therefore, while researchers have been able to demonstrate that economic factors predict reputation (Sabate and Puente, 2003), less is known about the non-economic factors influencing reputation. Different researchers have explored the non-economic factors in different ways. Eberl and Schwaiger (2005) examine how competence and sympathy may influence reputation and Rindova, Williamson, Petkova and Sever (2006) use a stakeholder approach to better capture the predictors of reputation, perceived quality and prominence. The quest to

identify key variables that predict reputation is important, since without this knowledge researchers cannot advise firms how they might enhance their reputation to augment their competitive advantage to increase their financial performance.

Research on reputation suggests that culture plays an important role in reputation development (Fombrun and Shanley, 1990; Fombrun, 1996; Dukerich and Carter, 2003; Alsop, 2004), since the internal (culture) and external (reputation) elements interact and inform each other (Hatch and Schultz, 2000). Preliminary empirical research shows a correspondence between culture attributes and reputation attributes (Flatt and Kowalczyk, 2000; Kowalczyk and Pawlish, 2002; Kowalczyk, 2005). In a similar study on culture, Carmeli (2004) found that culture interacts with communication and the industrial relations climate (workplace atmosphere) to predict external prestige of a firm (a similar variable to reputation).

Culture and reputation are considered intangible assets because each add value through differentiation, is rare, difficult to imitate, and without substitution (e.g., Barney, 1991; Hall, 1993; Fombrun, 1996; Porter, 1996; Roberts and Dowling, 2002; Kaplan and Norton, 2004). Empirical evidence confirms that a favorable reputation leads to higher financial performance and strategic advantage, such as reducing competitive rivalry and mobility barriers to deter market entry (Caves and Porter, 1977; Milgrom and Roberts, 1982), charging premium prices (Benjamin and Polodny, 1999), creating greater stability in stock prices (Vergin and Qoronfleh, 1998), reducing operating costs and attracting talent to a firm (Fombrun, 1996). Firms with good reputations are more likely to sustain a superior financial performance over time (Roberts and Dowling, 2002).

IV. THEORITICAL REVIEW AND CONCEPTUAL FRAMEWORK

A: Consistency Theory

According to the consistency theory, organizations tend to be effective because they have strong cultures that are highly consistent, well-coordinated and well integrated (Davenport, 1993; Saffold 1988). Employee behavior is rooted in a set of core values and leaders and followers are skilled at reaching an agreement even when they have differing views (Block, 1991). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Senge, 1990).

B: Involvement Theory

This theory is based on the idea that involvement and participation will contribute to a sense of responsibility and ownership and hence organizational performance and loyalty (Baker, 2002). Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels (Becker, 1964; Lawler, 1996; Likert, 1961). Executives, managers and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization (Katzenberg, 1993; Spreitzer, 1995).

C: Adaptability Theory

This theory is based on the idea that norms and beliefs that enhance an organization's ability to receive, interpret and translate signals from the environment into internal organizational and behavioral changes will promote its survival, growth and development. Ironically, organizations that are well integrated are often the most difficult ones to change due to the deep levels of adaptability acquired over time (Kanter, 1993). Adaptable organizations are driven by their customers, take risks and learn from their mistakes and have the capability and experience at creating change (Nadler, 1998; Senge, 1990). Such organizations are continuously changing their systems to promote improvements and provide value for their customers (Stalk, 1988).

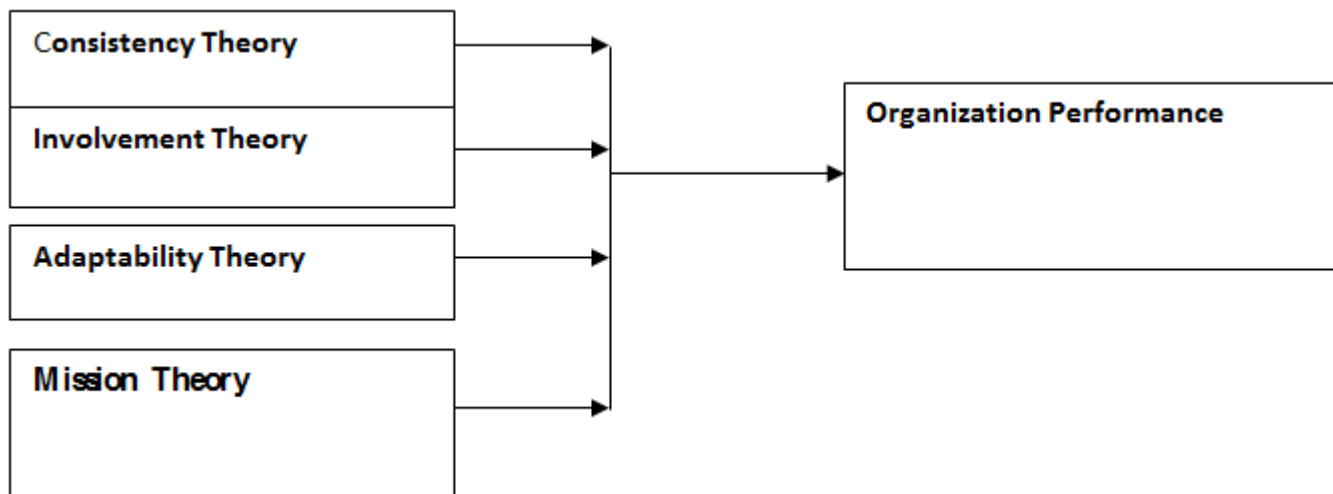
D: Mission Theory

A shared sense of purpose, direction and strategy can coordinate and galvanize organizational members toward collective goals (Baker, 2002). Successful organizations have a

clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future (Mintzbert, 1994; Ohmae, 1982; Hamel & Prahalad, 1994). When an organization's underlying mission changes, changes also occur in other aspects of the organization's culture (Ahmad, 2012).

These theories focus on different aspects of culture but more importantly, they stress different functions of culture. Consistency theory and mission theory tend to promote stability whereas involvement theory and adaptability theory allow for change and adaptability. Consistency theory and involvement theory see culture as focusing on internal organizational dynamics while mission theory and adaptability theory see culture as addressing the relation of the organization to its external environment (Baker, 2002).

Figure 2.1: Theoretical Framework



Scholars and practitioners have constantly argued that both financial and non-financial measures should be used to determine the organizational performance (Harold & Darlene, 2004; Kaplan & Norton, 1992; Rajendar & Jun Ma, 2005). Performance is a broader indicator that can include productivity, quality and consistency. On the other hand, performance measures can include results, behaviors (criterion-based) and relative (normative) measures, education and training concepts and instruments, including management development and leadership training for building necessary skills and attitudes of performance management (Richard, 2002).

Furthermore, Kotter and Heskett (1992) found that companies with "adaptive values" are strongly related with superior performance over a long period of time as compared to just short-term performance. This has been also supported by both Collins and Porras (1994) and DeGeus (1997) in their work in long lived, financially successful companies. Thus in studying the relationship between cultural and performance, it is vital that both financial and non financial measures are used to get a more comprehensive results.

Culture and Performance

A high degree of organization performance is related to an organization, which has a strong culture with well integrated and effective set of values, beliefs and behaviors (Cameron & Quinn, 1999; Deal & Kennedy 1982; Denison, 1990; Juechter & Fisher, 1998; Kotter & Heskett, 1992). However, many researchers noted that culture would remain linked with superior performance only if the culture is able to adapt to changes in environmental conditions. Furthermore, the culture must not only be extensively shared, but it must also have unique qualities, which cannot be imitated (Lewis, 1998; Lim, 1995; Ouchi, 1981; Pascale & Athos, 1981). Several empirical studies have supported the positive link between culture and performance (Calori & Sarnin, 1991; Gordon & DiTomaso, 1992; Kotter & Heskett, 1992). Moreover, there are recent studies done by Chatman and Jehn (1994), Denison and Mishra (1995) and Kotter and Heskett (1992), have contributed significantly to the field of culture and performance studies whereby Contemporary Management culture is being treated as variable for a specific research purpose.

For example, Denison and Mishra (1995), utilizing a more rigorous methodology, discovered that cultural strength was significantly correlated with short-term financial performance. Schneider (1990) also found that the organizations focuses clearly on the cultures are more successful. It is because focused cultures provide better financial returns, which include higher return on investment (ROI), higher return on assets (ROA) and higher return on equity (ROE). The finding of a study also has been reported that industry moderates the link between corporate culture and performance (Gordon & Christensen, 1993). These

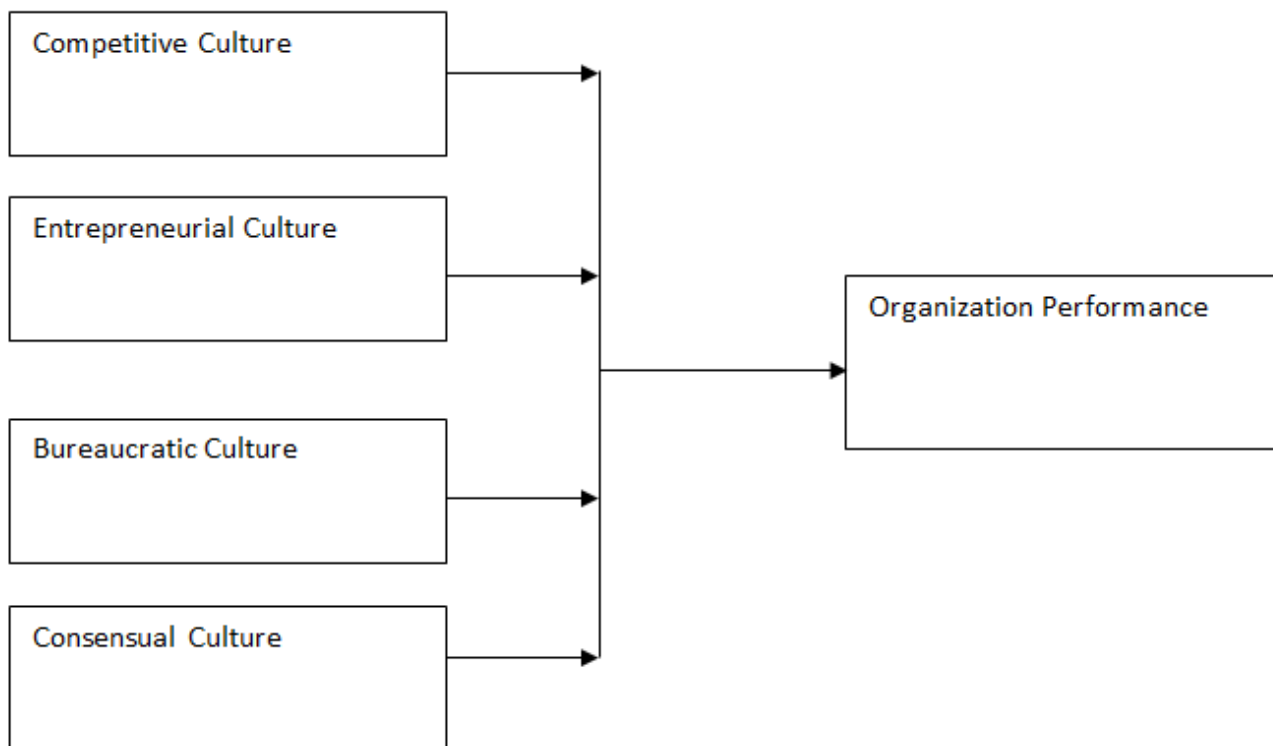
findings have advanced understanding of the determinants and performance effects of corporate culture.

There are some aspects of corporate culture may enhance performance in one national setting, but they may not be effective, and may even be dysfunctional, in another (Chow, Kato & Merchant, 1996; Lincoln & Kalleberg, 1990; Steers, 1989). Thus, one of the main reasons for the common popularity and interest in the study of organizational culture is due to the argument or assumption that certain organizational cultures lead to superior organizational performance.

Conceptual Framework

Independent Variable

Dependent Variable



Competitive Culture and Performance

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Bureaucratic Culture and Performance

An organization that values formality, rules, standard operating procedures, and hierarchical co-ordination has a bureaucratic culture. Long - term concerns of bureaucracy are predictability, efficiency, and stability. Its members highly value standardized goods and customer service. Behavioural norms support formality over informality. Managers view their roles as being good coordinators, organizers, and enforcers of certain rules and standards. Tasks, responsibilities, and authority for all employees are clearly defined. The organization's many rules and processes are spelled out in thick manuals and employees believe that their duty is to 'go by the book' and follow legalistic processes. According to Deshpande and Farley (1999), in the bureaucratic culture, values like formalization, rules, standard operating procedures, and hierarchical coordination.

Clan/Consensual Culture and Performance

Tradition, loyalty, personal commitment, extensive socialization, teamwork, self management, and social influences are attributes of clan culture. Its members recognize an obligation beyond the simple exchange of labour for a salary. The members understand that their contributions to the organization may exceed any contractual agreements. The individual's long-term commitment to the organization is exchanged for the organization's long-term commitment to the individual. Individuals believe that the organization will treat them fairly in terms of salary increases, promotions, and other forms of recognition. Consequently, they hold themselves accountable to the organization for their actions. Deshpande and Farley (1999) aver that in the consensual culture, elements of tradition, loyalty, personal commitment, extensive socialization, teamwork, self-management, and social influence are important in the organizational values.

Entrepreneurial Culture and Performance

High levels of risk taking, dynamism, and creativity characterize an entrepreneurial culture. There is a commitment to experimentation, innovation, and being on the leading edge. This culture doesn't just quickly react to changes in the environment, it creates change. Effectiveness means providing new and unique products and rapid growth. Individual initiative, flexibility, and freedom foster growth and are encouraged and well rewarded. Deshpande and Farley (1999) state that in the entrepreneurial culture, the emphasis was on innovation, risk taking, high level of dynamism, and creativity.

Market/Competitive Culture and Performance

The achievements of measurable and demanding goals, especially those that are financial and market-based, characterize a market culture. Hard - driving competitiveness and a profit orientation prevail throughout the organization. In a market culture, the relationship between individual and organization is contractual. The individual is responsible for some levels of rewards in return. A market culture does not exert much informal, social pressure on an organization's members. They don't share a common set of expectations regarding management style or philosophy. The absence of a long-term commitment by both parties results in a weak socializing process. Deshpande and Farley (1999) state that in the competitive culture, values relating to demanding goals, competitive advantage, marketing superiority, and profits were emphasized.

These four culture types all represent different types of management philosophies or styles. The cultures of these organizations are governed by how these companies are run or the beliefs of the founders of the organization. Essentially, the cultures in these organizations are driven top - down, with emphasis on the type of business or industry that this organization serves

V. METHODOLOGY

This study was based on descriptive research design primarily using questionnaires to determine the effects of organization culture on employee performance in NGO's in Kenya. The advantages of descriptive studies is that it is a scientific method of investigation where data is collected and analyzed to describe the current conditions, terms or relationships concerning a problem. Mugenda (2008) further points out that descriptive study is limited in geographical scope and hence tend to be logistical, easier and simpler to conduct. They also provide the foundation upon which correlational studies emerge. The study was correlational in that it investigated the effects of organization culture on employee performance.

The data collected was analyzed quantitatively using the Statistical Package for Social Science (SPSS). The computed data was also analyzed using descriptive statistics including frequencies, means, and percentages. Interpretation of the data was done within the frame of reference of the research problem. Linear regression formula was used to determine the relationship between the dependent and independent variables as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Whereby:

Y = employee performance

β_0 = constant

$\beta_1, \beta_2, \beta_3, \beta_4$ = coefficients of the determinants of employee performance

X_1 = Competitive culture

X_2 = entrepreneurial culture

X_3 = bureaucratic culture of behaviors and norms

X_4 = consensual culture

ε = Error term

Mugenda and Mugenda (2003) asserted that, the accuracy of data to be collected largely depended on the data collection instruments in terms of validity and reliability. Validity as noted by Robinson (2002) is the degree to which result obtained from the analysis of the data actually represents the phenomenon under study. Validity was ensured by having objective questions included in the questionnaire. This was achieved by pre-testing the instrument to be used to identify and change any ambiguous, awkward, or offensive questions and technique. Reliability on the other hand refers to a measure of the degree to which research instruments yield consistent results (Mugenda & Mugenda, 2003). In this study, reliability was ensured by pre-testing the questionnaire with a selected sample from one of the departments which was not included in the actual data collection. To ensure a high response rate, frequent follow up visits to the respondents and confidentiality was assured. Diplomatic pleading for response was applied as a response enhancement strategy. The respondents promised a summary of the findings of the research. This motivated them to participate in the process. Reliability was measured through Cronbach's Alpha which measures the internal consistency. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value. Nunnally (1978) stated that reliability of a research instrument can be indicated at a minimal Alpha value of 0.6. The pilot study enabled the researcher to be familiar with researchers and its administration procedure as well as identify items that require modification. The result helped the researcher to correct inconsistencies arising from the instruments, which ensured that they measure what was intended.

VI. DATA ANALYSIS, PRESENTATION AND DISCUSSION

General information of the respondents was established as a basis for assessing appropriateness of the respondents and access of relevant information. This also helped in classifying and analyzing the data in accordance to different demographic profile. For the purposes of the study, the profile included: position in World Vision Kenya, gender and number of years in service at the organization.

The findings on the position of the respondents at World Vision Kenya are represented as shown in the figure below. The findings reveal that 83.7% were junior staff in the organization, 11.7% were in supervisory level while 4.6% were managers. Thus, employees in different hierarchical levels of organizational structure were represented.

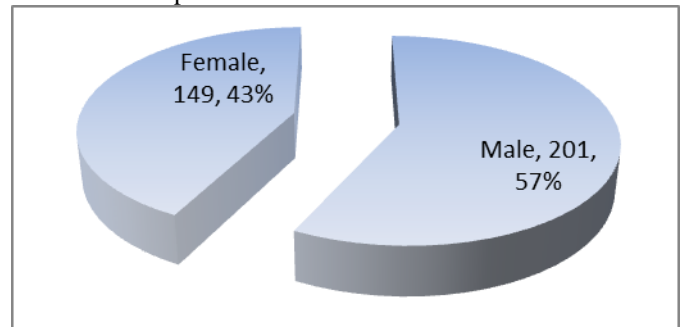


Figure : Gender of the Respondent

Finding on the gender of the respondents was presented in Figure 4.5. From the findings, 57% were female while 43% were male. This shows that quite a majority of the World Vision Kenya employees are female. Besides, both gender (male and female) were well represented owing to a paltry disparity of 14%.

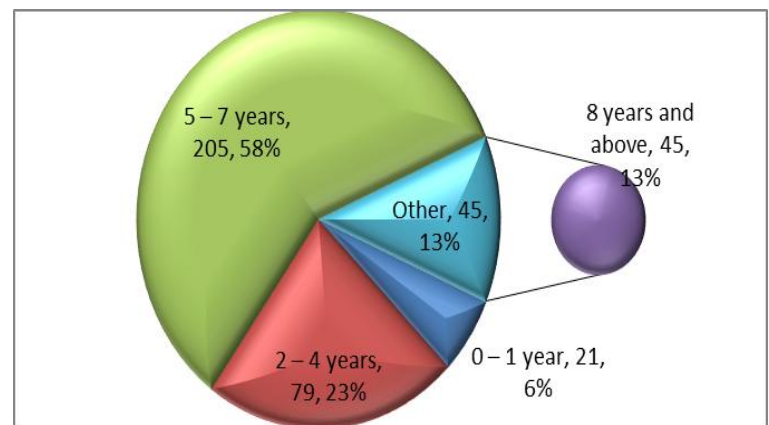


Figure : Length of Service in Organization

The Figure above presents the findings on work experience in terms of the number of years that the respondent had worked at World Vision Kenya. The findings show that 58% of the respondents had worked at the organization for 5 – 7 years, 13% for at least 8 years while 23% had worked for 2 – 4 years, 6% for less than one year. Thus, majority of the respondents had worked at the organization for at least 5 years which points at their adequate acquaintance with the prevailing organizational culture.

Competitive Culture

Table : Competitive Culture

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Mean	STDEV
My performance goals are clear and measurable	0	0	6	188	156	4.43	0.528
My performance goals are achievable	0	24	96	181	49	3.73	0.784
I have the necessary skills to achieve my goals	0	0	53	167	130	4.22	0.689
I am familiar with the overall organization strategic plans	0	0	25	160	165	4.40	0.619

The respondents were, thus, requested to state their level of agreement or otherwise with certain indicators of competitive culture. A 5-point Likert scale was used to rate the various indicators whereby 1 point was accorded to ‘strongly disagree’, 2 points to ‘disagree’, 3 points to ‘uncertain’, 4 points to ‘agree’ and 5 points to ‘strongly agree’.

Results presented in Table show that: employees’ performance goals at World Vision Kenya are clear and measurable as indicated by a weighted mean of 4.43; employees were familiar with the overall organization strategic plans given a mean of 4.40; employees have the necessary skills to achieve

their goals given a mean of 4.22; and, their performance goals are achievable given a mean of 3.73. Carmeli (2004) established that organization culture interacts with communication and the industrial relations climate (workplace atmosphere) to predict external prestige of a firm. Thus, according to Carmeli, competitive culture has got to do with the work climate existing within an organization and how it encourages high performance of employees. In concurrence, the findings established that World Vision Kenya establishes goals that are clear, achievable and measurable and organization assigns to the employees, tasks that they have the requisite skills to achieve.

Table : Entrepreneurial Culture

Statement	Never	Rarely	Sometimes	Frequently	Very Frequently	Mean	STDEV
I am encouraged to be innovative within my role	6	78	106	102	58	3.37	1.054
I am empowered to perform my role to the best of my ability	0	49	153	110	38	3.39	0.858
My supervisor trusts me to perform within my role without micro managing me	8	51	99	122	70	3.56	1.037
I am encouraged to think independently in the course of carrying out my duties	5	60	87	143	55	3.52	0.996

The employees were probed with questions seeking to determine whether World Vision Kenya creates work environment that fosters innovation, independence and creativity. Likert scale was used for this purpose. Results presented in the table show that: World Vision Kenya supervisors trust employees to perform within their role without micro managing them given a weighted mean of 3.56; the employees are encouraged to think independently in the course of carrying out their duties with a

mean of 3.52; employees are empowered to perform their role to the best of their ability given a mean of 3.39; and, employees being encouraged to be innovative within their role had a mean of 3.37. This depicts that World Vision Kenya fosters entrepreneurial culture in which employees are encouraged to think ‘outside the box’, be innovative, work independently and produce the best result they could.

Table : Bureaucratic Culture

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Mean	STDEV
I am familiar with the organizations standard operating procedures (SOPs)	0	0	81	167	102	4.06	0.721
Hierarchy structure of management within the organisation is clearly defined	0	0	21	198	131	4.31	0.579
Rules set out within the organization are practical	0	21	69	157	103	3.98	0.855
Rules set out within the organization are fair	0	42	80	130	98	3.81	0.976

Using Likert scale to rank several indicators of bureaucratic culture as applicable within the organization, the results were presented as shown above. The findings show that: hierarchy structure of management within World Vision Kenya is clearly defined (mean of 4.31); The employees are familiar with the organizations standard operating procedures (SOPs) (4.06); rules

set out within the organization are practical (3.98); and, rules set out within the organization are fair (3.81). Therefore, it has a clearly spelt out hierarchical structure with standard operating procedure. The rules and procedure guiding operations and behaviour are well spelt out, clear and practical.

Table : Consensual Culture

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Mean	STDEV
I feel valued at my place of work	0	49	89	142	70	3.67	0.950
Employees work together as a team in the organization	0	38	95	114	103	3.81	0.981
My colleagues are warm and sociable	0	46	92	158	54	3.63	0.897
I am committed to the values of the organization	0	30	95	103	122	3.91	0.977
I am loyal to the vision, mission and goals of the organisation	0	25	96	107	122	3.93	0.951
The traditions of the organization are preserved and maintained	0	0	101	106	143	4.12	0.826

World Vision Kenya places a premium on teamwork, traditions, loyalty, participation, personal commitment, and consensus or socialization. The table above, presenting the findings, shows that: the traditions of WVK being preserved and maintained had a mean of 4.12; employees being loyal to the vision, mission and goals of the organisation had a mean of 3.93; employees being committed to the values of the organization had a mean of 3.91; employees working together as a team in the

organization had a mean of 3.81; employee feeling valued at their place of work had a mean of 3.67; and, employees' colleagues being warm and sociable had a mean of 3.63. Thus under this culture, the organization can be a friendly place to work where people share a lot of themselves and the leaders are considered to be mentors and perhaps, even parent figures. At WVK, the study established that employees work together as a team, colleagues are sociable and are valued by the organization.

Table: Types of organization culture integrations

	Frequency	Percentage
Competitive and Entrepreneurial	101	28.9
Entrepreneurial and Bureaucratic	46	13.1
Consensual and Entrepreneurial	156	44.6
Consensual and Competitive	21	6.0

All 4 cultures combined	26	7.4
Total	350	100.0

The respondents were further asked to indicate the types of organization culture integrations they were comfortable working in. This indicates that 44.6% of the respondents were comfortable working in an integration of consensual and entrepreneurial culture; 28.9% were comfortable in a competitive and entrepreneurial culture; 13.1% were comfortable in an entrepreneurial and bureaucratic culture; 6.0% preferred consensual and competitive; while, 7.4% of the

respondents were comfortable working in a integration of all the 4 cultures. This shows that majority of the respondents are comfortable working in integrated consensual and entrepreneurial culture followed by competitive and entrepreneurial culture. Consensual and entrepreneurial cultures, by imparting on employees at World Vision Kenya the sense of being valued, role independence and teamwork, creativity and innovation leads to higher employee performance and organization commitment.

Table: Organization Performance

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Mean	STDEV
I am highly involved in achieving the overall goals and objectives of WVK	0	21	89	157	83	3.86	0.844
The Organization is characterized by high performance, visibility and outreach in its catchment areas	0	41	91	120	98	3.79	0.981
I am satisfied with my job at WVK and I intend to stay in the organization	0	28	120	131	71	3.70	0.881
WVK has strove and succeeded in creating value for each dollar/fund invested in the Organization's work	0	32	74	135	109	3.92	0.939
Organization's culture has created stability in WVK amid environmental turbulence	0	7	43	167	133	4.22	0.732
Employees are motivated to meeting the challenges of the task assigned and finding a better way to do things	0	11	132	136	71	3.76	0.806
The entire organization pulls towards a common goal encouraged by its culture and mission	0	8	68	167	107	4.07	0.766
There is greater accountability for end results within the organization	0	11	73	159	107	4.03	0.799

The study inquired about the Organization's performance given the work culture present at World Vision Kenya. This shows that: organization's culture has created stability in at the workplace amid environmental turbulence (mean of 4.22); the entire organization pulls towards a common goal encouraged by its culture and mission (4.07); there is greater accountability for end results within the organization (4.02); It has strove and succeeded in creating value for each dollar/fund invested in the Organization's work (3.92); employees are highly involved in achieving the overall goals and objectives of the organization (3.86); the Organization is characterized by high performance,

visibility and outreach in its catchment areas (3.79); employees are motivated to meeting the challenges of the task assigned and finding a better way to do things (3.76); and, employees are satisfied with their job at World Vision Kenya and intend to stay in the Organization (3.70). Mulcahy and Betts (2005) observed that culture of fostering respect and establishing a new team relationship as evidenced here and were successful in both improving staff satisfaction and reducing turnover intention. Likewise, the findings show that the employees were satisfied with their job and intended to stay in the organization.

Regression Analysis

Table 4.1: Model Summary

R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
0.847(a)	.718	.702		1.324	1.941

a. Predictors: (Constant) Competitive Culture, Entrepreneurial Culture, Bureaucratic Culture, Consensual Culture

b. Dependent Variable: Organization Performance

Multivariate regression model was applied to determine how organization culture in WVK affects the employee performance. Multiple linear regressions used in this model was:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Whereby: Y is employee performance; α_1 is regression constant; $\beta_1 - \beta_4$ are regression coefficients; X_1 is competitive culture; X_2 is entrepreneurial culture; X_3 is bureaucratic culture; X_4 is consensual culture; and, ϵ is error term.

R is the correlation between the observed and predicted values of employee performance implying that the association of

0.844 between organization culture (competitive culture, entrepreneurial culture, bureaucratic culture and consensual culture) and employee performance was very good.

R-Square is coefficient of determination and measures the proportion of the variance in the dependent variable - employee performance - that is explained by variations in the independent variables - competitive culture, entrepreneurial culture, bureaucratic culture and consensual culture. This implied that 71% of variance or correlation between dependent and independent variables. That is, 71% of variations or changes in employee performance are caused by organization culture at WVK. However, it does not reflect the extent to which any particular independent variable is associated with employee performance.

Table : ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3.841	4	0.9605	4.307	0.021(a)
Residual	7.714	345	0.0223		
Total	11.556	349			

a. Predictors: Constant, Competitive Culture, Entrepreneurial Culture, Bureaucratic Culture, Consensual Culture

b. Dependent Variable: Employee Performance

The ANOVA statistics was used to present the regression model significance. An F-significance value of $p = 0.021$ was established showing that there is a probability of 2.1% of the regression model presenting a false information. Therefore, the model is significant.

Table : Regression Coefficients
Source: Author, (2013)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.406	.375		3.640	0.710
Competitive Culture	0.081	.495	.057	2.931	0.032
Entrepreneurial Culture	1.917	.646	1.792	2.803	0.041
Bureaucratic Culture	0.768	.428	.591	1.906	0.023
Consensual Culture	2.671	.590	2.029	1.672	0.017

a. Dependent Variable: Organization Performance

The regression compares the magnitude of the coefficients of the independent to determine which one had more effects on performance. From Table 4.12, the following regression model is established.

$$\text{Perf} = 1.406 + 0.081X_1 + 1.917X_2 + 0.768X_3 + 2.671X_4$$

P = 0.021

Where X_1 = Competitive Culture, X_2 = Entrepreneurial Culture, X_3 = Bureaucratic Culture, X_4 = Consensual Culture

The regression constant shows that when the independent variables (competitive culture, entrepreneurial culture, bureaucratic culture and consensual culture) are constant at zero, the employee performance value would be 1.406. This shows

that without the four organization cultures, WVK would perform dimly.

It was established that employee performance would raise by 0.081 with every unit positive increase in competitive culture provided that other factors (entrepreneurial culture, bureaucratic culture and consensual culture) are constant. This statistic is significant at 95% confidence level ($p = 0.032$). Entrepreneurial culture would lead to an increase in employee performance by factor of 1.917 with P value of 0.041 should other factors be held constant.

Additionally, holding other factors (competitive, entrepreneurial and consensual culture) constant, a unit increase in bureaucratic culture would lead to a 0.768 increase in organization performance ($p = 0.023$). Consensual culture would lead to an increase in employee performance by a factor of

2.671 and significant at $p = 0.017$ should competitive culture, entrepreneurial culture and bureaucratic culture be kept constant. This indicates that organization culture would positively influence employee performance. From the findings, consensual culture as it encourages team spirit and synergies thereof, employees' value recognition and cohesion with colleagues, has the highest influence on performance. This is in contrast with competitive culture which adopts a management by objective approach and encourages internal competition of employees (Gifford, Zammuto, and Goodman, 2002). This negatively affects cohesion and might lead to employee-employee sabotage hence have the least influence in organization's overall performance.

Besides, entrepreneurial culture encourages employees to be innovative, seek newer ways of solving a problem, discourages micro managing hence enhances employees' intrinsic motivation to perform (Park and Kim, 2009). Therefore, entrepreneurial culture greatly, positively influences organization performance and is only second to consensual culture.

VII. CONCLUSIONS AND RECOMMENDATION

From the study it can be concluded that organization culture has a great influence on performance as it dictates how things are done, organization's philosophy, work environment, performance targets and organizations stability. At World Vision Kenya there is a concoction of cultures ranging from competitive culture, entrepreneurial culture, bureaucratic culture and consensual culture. Of the four cultures, employees prefer an integration of consensual and entrepreneurial or competitive and entrepreneurial cultures. This owes to the fact that employees seek work environment that maximizes on their ability to be innovative, creative, and independent of macro-management, cohesion with fellow colleagues among others.

The study found out that on competitive culture, World Vision Kenya needs to help its employees set performance goals that are easily achievable. They can do this by ensuring Managers have one to one's with staff they manage to discuss and formulate practical work goals as well as best practice to achieve these goals. On entrepreneurial culture, it is recommended that the Managers here must empower employees by delegating more to enhance the confidence of its employees which results in more creativity and innovation; delegate tasks that are challenging rather than mundane. The organization needs to set out rules that are viewed as fair and practical by employees to promote a bureaucratic culture. This can be achieved by having open lines for feedback for example having a suggestion box as a tool for airing views and feedback concerning rules set out by Management. The findings indicated that World Vision Kenya is more inclined towards a consensual culture; however, it can improve more by having team building initiatives to help enhance team spirit within the organization. These activities could also be used as an avenue to communicate the values and goals of the organization.

VIII. AREAS OF FURTHER STUDY

This study was based on NGO's, future studies need to be carried out in other sectors to determine the influence of Organization culture on performance. Further studies can also be carried out to identify the various levels of Organization Culture, their relevance to Organizations and how these levels can be embedded into the Organization Culture. There are several non-governmental organizations which need to be further researched on. This will give a more comprehensive answer to the culture issues.

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