INFLUENCE OF MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE: A CASE OF COMPASSION *INTERNATIONAL IN IMENTI NORTH DISTRICT, MERU COUNTY*

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DECLARATION

This research project is my original work and has not been presented for a degree award in any other university or institution of higher learning.

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This research project has been submitted for examination with our approval as University supervisors.

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DEDICATION

This research project is dedicated to my parents Wilson Kinoti and Susan Karambu for their motivation, support and encouragement throughout my education.

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TABLE OF CONTENTS

DECLARATION ii
DEDICATION iii
ACKNOWLEDGEMENT iv
TABLE OF CONTENTS v
LIST OF FIGURES viii
LIST OF TABLES ix
ABBREVIATIONS AND ACRONYMS x
ABSTRACT xi
CHAPTER ONE: INTRODUCTION 1
1.1 Background to the Study 1
1.2 Statement of the Problem 4
1.3 Purpose of the Study 5
1.4 Objectives of the study 5
1.5 Research Questions 5
1.6 Significance of the Study 5
1.7 Delimitation of the Study 6
1.8 Limitations of the Study 6
1.9 Assumptions of the Study 6
1.10 Definitions of Significant Terms 6
1.11 Organization of the study 7
CHAPTER TWO: LITERATURE REVIEW 8
2.1 Introduction 8
2.2 Assessment of organizational performance 8
2.3 Relationships associated with Organizational Performance 9
2.3.1 Relationship between job satisfaction and organizational performance 9
2.3.2 Relationship between organizational commitment and organizational performance. 10
2.3.3 Relationship between leadership and organizational performance 10
2.3.4 Relationship between infrastructure and organizational performance 10
2.4 Management practices and Organizational performance 11
2.5 Relationship between knowledge management and organizational performance 13
2.6 Management practices enhancing knowledge sharing 14
2.6.1 Influence of Job design on organizational performance 14

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KIKUYU LIBRARY

2.6.2 Influence of teamwork on organizational performance 16
2.6.3 Influence of participatory decision making on organizational performance 18
2.6.4 Influence of organizational communication on organizational performance 20
2.7 Summary of Literature review 21
2.8 Conceptual Framework 21
CHAPTER THREE: RESEARCH METHODOLOGY 23
3.1 Introduction 23
3.2 Research Design 23
3.3 Target population 23
3.4 Sampling procedure and sample size 24
3.4.1 Sample size determination 24
3.4.2 Sampling procedure 24
3.5 Methods of Data Collection 25
3.6 Validity of the research instrument 25
3.7 Reliability of the research instrument 25
3.8 Methods of Data Analysis & Presentation 26
3.9 Ethical Issues 26
3.10 Operationalization of variables 27
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION 29
4.1 Introduction 29
4.2 Questionnaire response rate 29
4.3 General information 29
4.3.1 Gender of the respondents 30
4.3.2 Age of the respondents 31
4.3.3 Education level of the respondents 32
4.3.4 Number of years respondents had served with Compassion International 34
4.4 Role of job design on organizational performance in Compassion International 35
4.5 Role of teamwork on organizational performance in Compassion International 37
4.6 The role of participatory decision making on organizational performance in Compassion International 39
4.7 The relationship between organizational communication and organizational performance in Compassion International 41
4.8 Regression analysis 42

CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS 45
5.1 Introduction 45
5.2 Summary of findings 45
5.2.1 General Information 45
5.2.2 The role of job design on organizational performance in Compassion International 45
5.2.3 The role of teamwork on organizational performance in Compassion International . 46
5.2.4 The role of participatory decision making on organizational performance in Compassion International 46
5.2.5 The relationship between organizational communication and organizational performance in Compassion International 47
5.3 Discussion of the findings 47
5.3.1 The role of job design on organizational performance in Compassion International 47
5.3.2 The role of teamwork on organizational performance in Compassion International . 48
5.3.3 The role of participatory decision making on organizational performance in Compassion International 48
5.3.4 The relationship between organizational communication and organizational performance in Compassion International 49
5.4 Conclusion 49
5.5 Recommendations 50
5.6 Recommendations for further research 51
REFERENCES 52
APPENDICES 65
Appendix I: Letter of Transmittal 65
Appendix II: Questionnaire for Project Staff 66
Appendix III: Questionnaire for CPC 70
Appendix IV: Questionnaire for Part Time Staff 73
Appendix V: Krejcie model for population size and sample 75
Appendix VI: Summary of expenses and children sponsored by Compassion International between 2009 - 2011 76
Appendix VII: Target Population and the Audit Score per project 77
Appendix VIII: Distribution of Respondents 78

LIST OF FIGURES

Figure 1: Conceptual Framework 22

LIST OF TABLES

Table 3.1: Target Population 23
Table 3.2: Sample size 24
Table 3.3: Operationalization of variables 27
Table 4.1: Gender of the respondents 30
Table 4.2: Composition of Part Time Staff 30
Table 4.3: Composition of Project Staff 30
Table 4.4: Composition of Church Partnership Committee (CPC) 31
Table 4.5: Age of Part time Staff 31
Table 4.6: Age of Project Staff 32
Table 4.7: Age of Church Partnership Committee (CPC) 32
Table 4.8: Education level of Part time Staff 33
Table 4.9: Education Level of Project Staff 33
Table 4.10: Education Level of Church Partnership Committee (CPC) 33
Table 4.11: Number of years Part time Staff had served with Compassion International 34
Table 4.12: Number of years Project Staff had served with Compassion International 34
Table 4.13: Number of years Church Partnership Committee had served with CI 35
Table 4.14: Skill variety and organizational efficiency 35
Table 4.15: Task significance and organizational effectiveness 36
Table 4.16: Interdependencies and organizational performance 37
Table 4.17: Co-worker relationships and organizational performance 37
Table 4.18: Distribution of responsibility and organizational performance 38
Table 4.19: Learning and organizational performance 39
Table 4.20: Empowerment and organizational performance 40
Table 4.21: Deliberation and organizational performance 40
Table 4.22: Reduction of barriers and organizational performance 41
Table 4.23: Information flow and organizational performance 42
Table 4.24: Results of multiple regression between organizational performance (dependent variable) and the combined effect of the selected predictors 43
Table 4.25: Summary of One-Way ANOVA results of the regression analysis between organizational performance and predictor variables 43
Table 4.26: Regression coefficients of the relationship between organizational performance and the four predictive variables 44

ABBREVIATIONS AND ACRONYMS

CDC	Child Development Center
CDSP	Child Development through Sponsorship Program
CI	Compassion International
CIK	Compassion International Kenya
CIV	Complementary Interventions
CPC	Church Partnership Committee
CSP	Child Survival Program
HRM	Human Resource Management
KAG	Kenya Assemblies of God
KE	Kenya
KM	Knowledge Management
LDP	Leadership Development Program
MCK	Methodist Church in Kenya
OP	Organizational Performance
PDM	Participatory Decision Making
PF	Partnership Facilitator
PS	Project Staff
SPPS	Statistical Package for Social Scientists
USA	United States of America

ABSTRACT

There is growing realization that knowledge sharing is critical to performance achievement. To ensure that knowledge is shared among the employees of an organization, various management practices are applied. However the impact of the management practices enhancing knowledge sharing on organizational performance has not yet been established in Compassion International. This study sought to examine the relationship between management practices and organizational performance in Compassion International. The purpose of the study was to establish the influence of management practices on organizational performance, a case of Compassion International in Imenti North District, Meru County. The study used descriptive research design. The target population for this study was the project staff, part time staff and church partnership committee of the nine projects in Imenti North with the target population being 145. Cluster sampling and random sampling enabled the researcher to sample 88 of the 145 respondents. This study used both primary and secondary data. Primary data was collected by use of three sets of questionnaires, with each category of respondents having its questionnaire. Descriptive statistics was used for data analysis. The study found job design, teamwork, participatory decision making and organizational communication to have a positive relationship to organizational performance in Compassion International. The practices were found to complement each other with the teamwork being the core management practice. Overall, job design had the least effect on the organizational performance in Compassion International, followed by participatory decision, then team work, while organizational communication had the least effect to the organizational performance in Compassion International. The study conclude that the success of Compassion International could be attributed to the careful selection of the management practices which enabled the transfer of knowledge enhancing learning and the alignment of the strategies to meet the organizational goal.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Organizational performance (OP) is an indicator which measures how well an enterprise achieves their objectives (Hamon, 2003). Organizational performance is concerned with product or service quality, product or service innovation, employee attraction, employee retention, customer satisfaction, management/employee relation and employee relation (Delaney and Huselid, 1996). Human resources have been identified to be both valuable and a source of competitive advantage (Legge, 1995). According to Bontis (1999), the human elements of the organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organization. Delery (1998) observed that the methods used by an organization to manage its human resources can have a substantial impact on many organizationally relevant outcomes.

An organization's success depends heavily on its ability to adapt to its environment and its ability to tie people into their roles in the organization, conduct its transformative process, and manage its operations (Armstrong, 2006). Studies have showed empirical evidence that demonstrated a linkage between a firm's human resource management (HRM) practices and performance. In America, Wright, *et al.*, (2005) explored the effect of HRM practices on firms' performance in 45 business units in America and Canada and established a causal association between HRM practices and business performance. In Israel, Harel and Tzafrir (1999) found that HRM practices had positive relationship with firms' performance in public and private sectors. Harel and Tzafrir (1996) argued that HRM practices improve employee's knowledge, skills and abilities through enhanced motivation.

In Kenya, several studies have been carried out on human resource development and organizational performance. Maritim (2007) studied training and development programmes and their impact to effective organizational performance and concluded that training increases organizational performance. Koskey (1997) studied the impact of organizational development management strategies on working conditions and performance in an institution of higher learning. The study found out that adoption of organizational development

strategies had the potential to influence management practices, working conditions and performance in institutions of higher learning.

With the success of Compassion International, research to link the organization's management practices to organizational performance is of great concern to stakeholders. Compassion began in 1952 in South Korea, when Evangelist Rev. Everest Swanson felt compelled to help children orphaned by the Korean conflict (www.compassion.com). According to Compassion International Kenya (2008) Compassion International exists as an advocate for children, to release them from their spiritual, economic, social and physical poverty and enable them to become responsible and fulfilled Christian adults. According to CI Annual Report 2010-2011, there is a world-wide ministry with more than 1.2 Million children under child sponsorship in twenty six countries. These countries are mostly in Africa, South America, Central America & Caribbean and Asia. In Africa, Compassion International works Burkina Faso, Ghana, Togo, Rwanda, Ethiopia, Uganda, Tanzania and Kenya. In South America their projects are in Bolivia, Brazil, Colombia, Ecuador and Peru. While in Central America and Caribbean; Dominican Republic, El Salvador, Guatemala, Nicaragua, Haiti, Honduras and Mexico and in Asia; Thailand, Indonesia, India, Singapore, Philippines and Bangladesh (www.compassion.com).

Compassion International works in partnership with Partner Countries. Partner Countries are countries where sponsors of the children are drawn. These countries include the Netherlands, Australia, Canada, USA, France, Great Britain, New Zealand, Italy, Germany and South Korea (www.compassion .com). In order to achieve its Mission there are four programs: the Child Development through Sponsorship Program (CDSP), the Child Survival Program (CSP), the Leadership Development Program (LDP) and Complementary Interventions (CIV).

Compassion International Kenya (2008) describes the programs: Child Survival Program (CSP) *focuses on children under 4 years of age. The program is designed to help children* survive and thrive in the critical developmental years. Child Development through Sponsorship Program (CDSP) focuses on children between the ages of 3 years to 22 years; *there is a range of child development activities to ensure holistic development of the child* and efforts are made to build a meaningful relationship between the child and a sponsor. Leadership Development Program (LDP) focuses on most gifted and service-oriented

graduates of the CDSP, by providing the opportunity of a university education and intensive Christian leadership training. While the Complementary Intervention (CIV) comprises of interventions that complement the other three programs; these interventions are designed to have impact on the same beneficiaries.

Compassion International has experienced tremendous growth in the past three years in its programs. According to CI Annual Report 2007-2008, the CSP experienced 27% growth to 15,425 children; the CDSP on the other hand experienced a 12% increase equivalent to 111,928 children and a 15% increase in the LDP program. During the same period the expenses incurred by the organization for training decreased from $ 6,687,203 in 2008 to $ 6,071,829 in 2009 (Appendix VI).Growth of CI programs means an increase in the number of projects, employees and operations undertaken by the management. This is evident in all the countries that CI operates.

Compassion International activities in Africa started in 1980 with Kenya, Uganda and Rwanda as pioneers (www.compassion.com). However among the three countries, Kenya has shown the greatest growth, with 285 projects and 74,900 children against Uganda with 260 projects and 71,600 children and Rwanda with 190 projects and 52,600 children, statistics as at July 2010 (www.compassion.com). As at July 2011, Kenya had 312 projects. These projects are distributed in seven provinces of Kenya; 19 in Central, 49 in Coast, 108 in Eastern, 26 in Nairobi, 20 in Nyanza, 65 in Rift Valley and 25 in Western province. Among the 108 projects in Eastern province, there nine projects situated in Imenti North District of Eastern province. These are KE 700 MCK Kaaga CDC, KE 701 MCK Runogone CDC, KE 703 Mwana Mutethia CDC, KE 704 Murerwa CDC, KE 705 Mwenda CDC, KE 706 MCK Kambereu CDC, KE 707 MCK Kiburine CDC, KE 323 KAG Meru CDC and KE 708 Muguna CDC.

Compassion International (CI) projects in Imenti North district have continually posted above average results yearly during the annual audit results, with a mean of 80% in the 2010-2011audit (Appendix VII). In CI, the audit score of a project reflects the quality of plans and efficient accomplishment of the plans towards the organizational goal. In order to achieve its mission on the lives of children, CI works in partnership with the local churches. According to CIK (2008) the church's role in the partnership is to provide the physical facilities, office and compound, recruit the CPC who eventually oversee the day-to-day activities of the local

CDC. Compassion International on the other hand, provides the resources and facilitation of the programs towards the organizational goal with the Partnership Facilitator (PF) coordinating CI's responsibilities within the partnership. Project staff and part time staff are recruited according to the number of children and programs ran in that project.

1.2 Statement of the Problem

Bollinger and Smith (2001) study recognised knowledge as a resource that is valuable to an organization's ability to innovate and compete and that knowledge exist within the individual employees and within the organization. Al-Alawi, *et al.*, (2007) study on organizational *culture and knowledge sharing investigated the role of interpersonal trust, communication* between staff, information systems, rewards and organization structure in the success of knowledge sharing. Further Michael *et al.*, (2009) did exploratory investigation of the *organizational impact of knowledge management and found that knowledge management* practices directly related to organizational performance.

Several studies have been carried out in Compassion international; Wydick, *et al.* (2011) *study on Does International Child Sponsorship Work? A Six-Country study of impacts on* Adult life outcomes, Ndungu (2010) study on Influence of the sponsorship on academic performance of secondary schools in Kenya: A case of Compassion International assisted *projects in Ndeiya division, Sangoli (2010) study on Determinant of Compassion* International funded Income Generating Activities performance: A case of projects in Imenti North district focused all focused on performance of different programs of Compassion *International while Mbajo (2010) study on Labour turnover and its impact on strategic* management processes in organizations: A case of compassion International assisted projects based in Isiolo - Samburu cluster focused on management processes in CI.

The management practices that an organization puts in place in order to achieve its objectives are carefully selected. Mostly management practices are for coordination purposes. However at Compassion International, the management practices have been identified to cater for coordination purposes and information sharing which is paramount at the organization. With this sort of arrangement, there are bound to be effects on the organization's effectiveness and efficiency. However no empirical research to investigate the influence of management practices on organizational performance has been carried out, thus leaving a gap that needs to be addressed. This study attempted to address this gap. The study investigated the role of job

design, teamwork, participatory decision making and organizational communication on organizational performance, a case of Compassion International in Imenti North district, Meru County.

1.3 Purpose of the Study

The purpose of the study was to establish the influence of management practices on organizational performance: A case of Compassion International in Imenti North district, Meru County.

1.4 Objectives of the study

i. To establish the role of job design on organizational performance in Compassion International.
ii. To establish the role of teamwork on organizational performance in Compassion International.
iii. To establish the role of participatory decision making on organizational performance in Compassion International.
iv. To establish the relationship between organizational communication and organizational performance in Compassion International.

1.5 Research Questions

This study sought to answer the following research questions;

i. What role does job design play on organizational performance in Compassion International?
ii. What role does teamwork play on organizational performance in Compassion International?
iii. What role does participatory decision making play on organizational performance in Compassion International?
iv. What is the relationship between organizational communication and organizational performance in Compassion International?

1.6 Significance of the Study

The study provided valuable insights on strategic importance of the management practices for superior and sustainable organizational performance. The findings of the study contributed to understanding management practices and organizational performance.

1.7 Delimitation of the Study

The study focused on the influence of management practices on organizational performance, a case of Compassion International, Imenti North District, Meru County. The study further limited to four factors which were the independent variables in this study; the role of job design, team work, participatory decision making and organizational communication in relation to knowledge sharing.

1.8 Limitations of the Study

The researcher was aware that organizational performance is affected by multiple factors other than the four factors studied. However, alienating their influence was difficult. The research was a case study; thus the extent to which the study results would be generalized may not be a true representation as factors affecting organizational performance may vary in different organizations.

1.9 Assumptions of the Study

The study was based on various assumptions; the sample selected was representative of the population and the respondents were assumed to have the ability to read, understand and answer the questions asked correctly and truthfully.

1.10 Definitions of Significant Terms

Job design refers to the way to organize the contents, methods and relationship of jobs in order to achieve organizational goals, learning and satisfaction of job holders.

Knowledge management refers to any process or practice of creating, acquiring, capturing, sharing and using knowledge in order to enhance learning and performance in organizations.

Management practices refer to approaches used in managing people to achievement of the organizational goal and ensure that learning takes place.

Organizational Communication refers to the process by which individuals stimulate meaning in the minds of other individuals by means of verbal or nonverbal messages in the context of a formal organization.

Organizational Performance refers to the efficiency and effectiveness of the organization.

Participatory decision making refers to the staff management practices in which organizations directly delegate to non-management a significant amount of decision-making authority.

Performance refers to any recognized accomplishment.

Teamwork refers to a workgroup with a common purpose through which members develop mutual relationship for the achievement of goals and for tasks.

1.11 Organization of the study

This project report has five chapters. Chapter One includes the Introduction and orientation to the study in which the background to the study, formulation of the research problem, purpose of the study, research objectives, research questions, significance, delimitation, limitation, and assumptions of the study are given. Key concepts in the research are defined in this Chapter too. Chapter Two covers Literature Review where theoretical framework on management practices and organizational performance are discussed and conceptual framework of the study. Chapter Three presents the research design, target population and sampling procedure adopted by the study. Chapter Three also provides description of data collection tools, validity and reliability of the research instruments, data processing and analysis, ethical considerations of the study and illustrates operationalization of variables. Chapter Four presents the study findings and their interpretation while Chapter Five presents a discussion of the findings and conclusions drawn from the findings, recommendations for practice and further research on the problem.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review relevant to the area of study. It summarizes the information from other researchers who have carried out their research in the same field of study. The various areas of literature reviewed include organizational performance, relationships associated with organizational performance, management practices and organizational performance, knowledge management, management practices enhancing knowledge sharing - job design, team work, participatory decision making and organizational communication and lastly, the conceptual framework.

2.2 Assessment of organizational performance

Organizational performance (OP) is an indicator which measures how well an enterprise achieves their objectives (Hamon, 2003). Organizational performance can be assessed by an organization's efficiency and effectiveness of goal achievement (Robbins and Coulter, 2002). According to Andersen (2006) effectiveness is conceptualized as a degree of goal attainment. Schermerhorn *et al.*, (2002) points out that performance refers to the quality and quantity of individual or group work achievement.

A number of studies have applied different ways to measure organizational performance. Steer (1975) reviewed 17 organizational effectiveness models, integrated these measurements of organizational performance from various studies, and generalized these measurements into three dimensions: financial performance, business performance and organization effectiveness. Delaney and Huselid (1996) suggested two ways to assess Organizational performance: Organizational performance and market performance. According to Delaney and Huselid (1996) Organizational performance is concerned with product or service quality, product or service innovation, employee attraction, employee retention, customer satisfaction, management/employee relation and employee relation while market performance is concerned with organizational marketing ability, total growth in sale, and total profitability.

Researchers have used financial and non-financial metrics to measure organizational performance. This study was concerned with non-financial metrics to measure organizational performance since Compassion international (CI) is a non-financial organization. According

to Dyer and Reeves (1995) non-financial measures include productivity, quality, efficiency, attitudinal and behavioural measures such as commitment, intention to quit, and satisfaction. In order to study organizational performance, this study focused on organizational effectiveness and organizational efficiency and employed the system model to view CI organization. McNamara (2002) defines a system as a collection of parts integrated to accomplish an overall goal. Systems have an input, processes, outputs and outcomes, with on-going feedback among all the parts. The system incorporates the environment; systems tend to balance with their environments.

Compassion International falls under a social system. McNamara (2002) describes social systems as complex systems comprised of numerous subsystems as well. Each subsystem has its own boundaries, and includes separate inputs, processes, outputs and outcomes geared to accomplish an overall goal for the subsystem. The human resource management of Compassion International is a subsystem of the organization. This study hoped to address how the organization develops its employees through knowledge sharing and link this to the organization's efficiency and effectiveness.

2.3 Relationships associated with Organizational Performance

2.3.1 Relationship between job satisfaction and organizational performance

Job satisfaction is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1997). According to Kumar and Giri (2007) job satisfaction is the employees' emotional bond to their jobs. Job satisfaction is a prerequisite for employee performance in any organization. Empirical studies have been carried out in support of the relationship between job satisfaction and work performance. Research shows that employees who experience job satisfaction are more likely to be productive and stay on the job (McNeese-Smith, 1997). Njuguna (2006) study on Job satisfaction and performance in public research institutions: a case study of Kenya Agricultural Research Institute found that high job satisfaction led to higher organizational performance.

Crossman and Abou-Zaki (2003) found that the job satisfaction experienced by employees affected the quality of service they render and this in turn affected their work performance. The apparent logic is that employees who are satisfied with their job tend to be cooperative, helpful, respectful and considerate, hence deliver an excellent job (Wilson and Frimpong, 2004). Participation in decision making is positively correlated to job satisfaction (Muindi,

2011). Wagenheim and Rood (2010) and Chen, *et al.* (2006) found a significant relationship between employee satisfaction and organizational communication.

2.3.2 Relationship between organizational commitment and organizational performance

Commitment is defined as the strength of an individual's identification with and involvement in the organisation (Mowday, *et al.*, 1982). Allen and Meyer (1990) call this type of commitment as affective commitment. Research shows that affective commitment directs an individual's effort toward achieving organizational goals (Becker, *et al.*, 1996; Meyer and Smith, 2000).

The aspect of organizational commitment is important since it is considered as the driving force behind an organization's performance (Kamarul and Raida, 2003). Further, organizational performance is an important variable in explaining work-related behaviour and its impact on performance (Benkoff, 1997). Organizational commitment can be viewed as a dimension of organization effectiveness through work performance and reducing turnover (McDermontt, *et al.*, 1996).

2.3.3 Relationship between leadership and organizational performance

Leadership is defined as mobilizing the workforce towards attaining organizational goals (Yukl, 1989). Leaders are supposed to select a proper and effective human resource management strategy, and use a suitable leadership style to lead organizational members to their targets (Liao, 2005). Leadership is considered crucial for enabling team effectiveness (Cohen & Bailey, 1997). According to Day *et al.*, (2004) shared leadership in teams was found to improve team process and performance. Empirical evidence by Francisco and Guadamillas (2002) on a study of Irizar, a company in Spain showed that the culture of an organization plays a significant role in the knowledge management and continuous innovations. Culture is maintained by the leaders. Therefore leadership in an organization will affect the organizational performance.

2.3.4 Relationship between infrastructure and organizational performance

Empirical evidence by Gloet and Terziovski (2004) showed that knowledge management when implemented with human resource management practices and Information Technology (IT) practices can lead to higher innovation within an organization. The organization needs to

have the infrastructure in place for enabling the use of IT. This becomes a factor to affect the organizational performance.

2.4 Management practices and Organizational performance

An organization's success depends heavily on its ability to adapt to its environment and its ability to tie people into their roles in the organization, conduct its transformative process, and manage its operations (Armstrong, 2006). Delery (1998) observed that the methods used by an organization to manage its human resources can have a substantial impact on many organizationally relevant outcomes. Studies have established that HRM practices aimed at acquisition and development of employees is an essential investment that develops valuable and rare human assets (Becker & Huselid, 1998). Becker & Gerhart (1996) noted that an organization that takes time to nurture and develop human capital in the form of knowledge, skills, abilities, motivation, attitude and interpersonal relationship makes it difficult for competitors to imitate.

Researchers have suggested Human Resources Management (HRM) practices that have the potential to improve and sustain organizational performance. Pfeffer (1998) proposed seven HRM practices that are expected to enhance organizational performance. Among them were self-managed teams and decentralization of decision making as the basic principles of organizational design, extensive training, and extensive sharing of financial and performance information throughout the organization. Boselie, *et al.*, (2005) concluded that the top four HRM practices are efficient recruitment and selection, training and development, contingency and reward system and performance management.

Researchers have investigated empirically the effects of HRM practices on organizational performance. In Israel, Harel and Tzafrir (1999) found that human resources practices had positive relationship with firms' performance in public and private sectors. Li (2000) found that human resource management strategies; training, information sharing and participative management are helpful in promoting the organizational performance. Sang (2005) studied managers from Taiwan and Cambodia and concluded that workforce planning, staffing, compensation and incentives, teamwork, training, and employee security had a positive and significant influence on non-financial and financial dimensions of organizational performance.

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Katou and Bedhwar (2006) in a study in Greece found that HRM practices of staffing, training and promotion, involvement of employees, incentives, and safety and health have positive relationship with firm's performance. Singh (2003) found that strategic use of HRM practices positively affect performance of organizations in India. Bjo"rkman and Xiucheng (2002) in a study in China investigated the outcome of HRM practices on Western firms' performance in China and found a positive association between HRM practices and performance. Further Zheng, *et al.* (2006) in a study of HRM practices in Chinese small and medium enterprises found participatory decision-making, performance-based pay, free market selection, performance appraisal and employees' commitment as essential outcome for improving performance.

Lee and Lee (2007) established that workforce planning, teamwork, training and development, compensation and incentives, performance appraisal, and employees' security are important HRM dimensions that affect productivity, product quality, and business performance. In Europe Rizov and Croucher (2008) empirically examined the relationship of HRM practices and organizational performance in European firms and found that collaborative form of HRM practices reflected positive and statistically significant association with firms' performance. Stavrou and Brewster (2005) discovered a positive association between strategic HRM practices and business performance. La"hteenma"ki, *et al.*, (1998) found HRM practices to have positive influence on firms' performance. Ahmad and Schroeder (2003) investigated effects of selective hiring, employment security, decentralization and use of teams, incentive and compensation, extensive training, status differences, and information sharing on organizational performance (quality, cost, flexibility, delivery and commitment) and found positive and significant relationship of HRM practices with firms' operational performance.

Green, *et al.*, (2006) concluded that integrated approach to HR practices exhibited satisfied and committed employees who demonstrated remarkable individual and team performance. Wright, *et al.*, (2005) investigated the effect of HRM practices on firm performance in America and Canada, a causal association between HRM practices and business performance was established. Tessema and Soeters (2006) investigated influence of HR practices in Eritrea and found that efficient implementation of HR practices enhanced the performance at individual and organization level.

2.5 Relationship between knowledge management and organizational performance

Knowledge management is defined as any process or practice of creating, acquiring, capturing, sharing and using knowledge, wherever it resides, to enhance learning and performance in organizations (Scarborough, *et al.*, 1999). The process involves transforming knowledge resources by identifying relevant information and then disseminating it so that learning can take place.

Afiouni (2007) argues that combining human resource management initiatives with those of knowledge management will help improve organizational performance. Lee and Lee (2007) uncovered that there are statistically significant relationships among knowledge management capabilities, processes, and performance. Further, Bogner and Bansal (2007) suggested that there are three components of KM systems that influence firm performance, namely the firm's ability to produce new knowledge, to build on that knowledge, and to effectively capture a high proportion of subsequent spin-offs.

Hansen, *et al.*, (1999) identified two approaches to knowledge management; the codification strategy and the personalization strategy. This study was concerned with the personalization strategy. In the personalization strategy, knowledge is closely tied to the person who has developed it and is shared mainly through direct person-to-person contacts. Thus this is a person-to-person approach which involves sharing tacit knowledge (Hansen *et al.*, 1999). In studying the choice of strategy whether codification or personalization, Hansen *et al.* (1999) stated that the choice of strategy should be contingent on the organization; what it does, how it does it, and its culture. The choice of personalization strategy in Compassion International (CI) is in line with what it does and its demands for creativity in order to achieve the organizational goal. Codification strategy deals with recurring problems and since there are no recurring issues in CI the personalization strategy is chosen.

According to Blake (1988) the purpose of knowledge management is to capture a company's collective expertise and distribute it to wherever it can achieve the biggest payoff. This is in accordance with the resource-based view of the firm which, as argued by Grant (1991) suggests that the source of competitive advantage lies within the firm, the employees and their knowledge, not in how it positions itself in the market.

Knowledge management is about getting knowledge from those who have it to those who need it in order to improve organizational effectiveness. Mecklenberg, *et al.* (1999) pointed out that knowledge management allowed companies to capture, apply and generate value from their employees' creativity and expertise. Sharing of tacit knowledge in order to achieve organizational learning is difficult to achieve. However, Phusavat and Kess (2008) identified practices that are useful among knowledge-sharing partners, such as storytelling, job rotation across firms, hiring former staffs and shared database. Fairuz, *et al.* (2008) suggested the utilization of internet technology to support the processes of personal mastery, shared vision, team learning and systems thinking.

2.6 Management practices enhancing knowledge sharing

This study was concerned with the management practices which link people with people to ensure that there is knowledge sharing. Knowledge sharing is critical to knowledge creation, organizational learning and performance achievement (Bartol & Srivastava, 2002). As Afiouni (2007) argued, combining human resource management initiatives with those of knowledge management (KM) helps improve organizational performance. The management practices studied included job design, teamwork, participatory decision making and organizational communication. The practices enhance knowledge sharing, at the same time affect organizational performance.

2.6.1 Influence of Job design on organizational performance

Job design is defined broadly as encapsulating the processes and outcomes of how work is structured, organized, experienced and enacted (Morgeson & Humphrey, 2008; Parker & Wall, 1998). Job design has played a central role in the history of research in applied psychology and organizational behaviour; it continues to be a key topic because it is rated as simultaneously high in validity, importance and usefulness (Miner, 2003). Job design commands an organization's most valuable and scarce resource: the time and attention of managers (Dutton & Ashford, 1993) and depending on how managers make decisions about job design; it can be a liability or a potential source of competitive advantage for organizations (Pfeffer, 1994).

Various studies show a strong relationship between job design and employees' performance. Campion and McClelland (1993) explored how enhancing the knowledge aspects of work for clerical workers at a financial services company positively impacted learning. According to

Parker, *et al.,* (2001) job design affects the extent to which workers acquire new knowledge and skill. Al-Ahmadi (2009) indicated that the nature of job itself was found positively correlated with performance. This indicates that satisfaction with task variety and challenge in one`s job actually influences performance. The sense of job significance, feeling important in eyes of others, realizing ones` competence and freedom to make decisions are positively related to performance (Al-Ahmadi, 2009).

Garg & Rastogi (2006) observed that well designed jobs can have a positive impact on both employee satisfaction and quality of performance. Job design can also impact on employee attitude (Campion, *et al.*, 2005). Kahya (2007) observed that employee training and job redesigning, almost always focus on improving job performance. Studies have argued that job design improves workers motivation. Brown (1996) argued that job characteristics model was used to tap psychological needs that encourage employee motivation and involvement.

While examining job design and work performance, Zeyad (2009) examined the job design approaches – motivational, mechanistic, biological and perceptual motor and work performance. Compassion International (CI) uses the motivational job design characterized by inputs, processes and outputs of the organization being human beings / people and the design emphasizing on people interaction. The motivational job design approach takes a long training time, the employees are more prone to suffer stress and mental overload and errors are more likely to occur. Consequently, the organization may experience negative outcomes as a result of dissatisfaction. This is explained in the findings of a study by Ikunyua (2011) on staff turnover in CI assisted projects in Meru and Isiolo Cluster.

Grant (2007) proposed that task significance is a relational job characteristic because it connects employees to the impact of their actions on other people. Grant (2008) drew on this notion to propose that task significance increases job performance by strengthening employees' perceptions of impact on beneficiaries as well as by enabling employees to feel valued and appreciated by beneficiaries.

Parker, *et al.*, (1997) asserted that as organizational structures flatten, employees are given increased autonomy and latitude to change their own jobs. They collected data suggesting that modern manufacturing and production practices result in enhanced autonomy, which gives employees the freedom to expand their own roles and concluded that autonomy allows

hands-on learning. Thus Parker *et al.*, (1997) identified learning as a new mechanism through which autonomy enhances job performance.

Morgeson and Humphrey (2006) considered jobs as varying in terms of four social characteristics: social support, interdependence, interaction outside the organization and feedback from others. Interdependence emphasizes the extent to which employees rely on each other to complete work, and can be divided into two types: initiated interdependence, where employees pass their work along to others, and received interdependence, where others' work is passed along to employees (Morgeson and Humphrey, 2006).

2.6.2 Influence of teamwork on organizational performance

A team is defined as a workgroup with a common purpose through which members develop mutual relationship for the achievement of goals and tasks (Harris and Harris, 1996). Tarricone and Luca (2002) view teams as a management style of choice when organizations want to implement a culture that is flexible. Under this management style, employees are expected to take on a larger degree of responsibility, make informed decisions, and make use of their intellectual and creative skills (Wageman, 1997). Beal (2003) viewed teamwork as the key to staff development. This is based on social learning theory which states that effective learning requires social interaction. Teams have been shown to foster organizational effectiveness, in the area of decision making, to enhance employee job satisfaction and performance (Kreps, 1991).

Various arguments have been advanced to explain how teamwork influences organizational performance. According to strategic HRM theory, an appropriately designed human resources system which includes teamwork will have a positive effect on an employee's job satisfaction, commitment and motivation, leading to behavioural changes that result in improved organizational performance (Becker, *et al*, 1997; Dyer and Reeves, 1995).

The self-leadership theory focuses on participatory decision-making, individual discretion and teamwork as important motivating factors, and suggests that these will lead to more committed employees who strive for greater efficiency and effectiveness (Sims and Manz 1996). Work design theory tends to emphasize intra-group processes such as job design, task variety and interdependence (Wall and Martin, 1987). Sociotechnical theory highlights changes in the structure of an organization and its processes as the main mechanism by which performance is enhanced (Mueller, *et al.*, 2000).

The structure of CI is such that the employees have to work in teams in order to achieve the organization's goal. A project team comprises of Project Staff (PS), Church Partnership Committee (CPC), part-time teachers and parents. Teams have been considered important: for organizational efficiency and employee satisfaction, (Sims and Manz 1996; Scott and Harrison, 1997) for organizing tasks, (Wall and Martin, 1987; Hickey and Casner-Lotto, 1998) and overall smooth and successful management of an organization. Among the PS there is the Project Director (PD), accountant, social worker and the nurse. All of them depend on one another in order to carry out their tasks effectively. The PD being the team leader calls for all meetings held, which in turn discusses the various plans. The implementation of the plan is done by all; PD is in charge of the spiritual domain, the social worker is in charge of the social domain, accountant is in charge of the economic domain while the nurse is in charge of the physical domain.

Teams enable interaction between people and as Nahpiet and Ghoshal (1998) observed, a team is a network of relationships that constitute a valuable resource for the conduct of social affairs. The social networks are important in ensuring that knowledge is shared. Bacon and Blyton (2000) indicated that a reduction in the number of management layers was an important reason for the introduction of teamwork. Teams have been criticised in that they produce delays, Parker and Slaughter (1988) misunderstandings, Barker (1993) and conflicts (Colvin, 2004). Delays, misunderstandings and conflicts are negative for the staff retention. Ikunyua (2011) found a positive relationship between staff turnover and working environment.

Tata and Prasad (2004) presented results that show that team effectiveness is increased when teamwork is combined with a decentralized structure. According to Delarue, *et al.*, (2008) teamwork should also be considered not in isolation, but as one item in a system which, if appropriately configured, can reap benefits through interactive and mutually reinforcing effects. This can present a better understanding of how teamwork contributes to organizational performance (Delarue, *et al.*, 2008). Ichniowski, *et al.*, (1997) found that bundles of HRM practices had a significant impact on performance, but teamwork did not when considered in isolation.

Various researchers have studied teamwork together other practices. Self-managed teams were identified by Pfeffer (1998) as one of the seven HRM practices with potential to improve and sustain organizational performance. Bhatt (2001) non-empirical study found that

in order to gain competitive advantage from KM, organizations ought to treat KM within the context of technological and social systems. Ahmad and Schroeder (2003) identified the use of teams as having positive and significant relationship with the firm's operational performance.

Empirical evidence from a study by Sabeherwal *et al.*, (2003) showed that socialization and *combination effects affect organizational effectiveness, individual effectiveness affect group* effectiveness which in turn affects organizational effectiveness. Sang (2005) identified team work as having a positive and significant influence on non-financial and financial dimensions *of organizational performance. Lee and Lee (2007) identified team work as an important* HRM dimension that affects productivity, product quality and business performance.

According to Cohen, *et al.*, (1996) a form of work organization incorporating teams and *strong employee involvement had a significant impact on both quality and efficiency. Godard* (2001) survey of Canadian employees found that team-based work has strong and statistically significant positive correlations with belongingness, task involvement, job satisfaction, *empowerment, commitment and citizenship behaviour. Elmuti (1997) found that the job* design characteristics associated with self-managed teams significantly improve job satisfaction and organizational commitment.

2.6.3 Influence of participatory decision making on organizational performance

Participation in decision making is defined as sharing decision making with others to achieve organizational objectives (Knoop, 1995). According to Scott-Ladd and Chan (2004) participatory decision making (PDM) is the level of influence that employees have in decision making. PDM refers to seeking team members' input in making decisions and it may give the subordinates opportunities to expand their knowledge, learn from each other, and acquire new skills, thereby raising their efficacy (Latham, *et al.*, 1994).

Studies have lauded PDM as the best approach in contemporary organizational management. *(Armstrong, 2004; Witt, et al., 2000) PDM has also been associated with increases in* employee motivation, job satisfaction and organizational commitment (Pearson and Duffy, 1999). Kappelman and Prybutok (1995) attribute these outcomes to empowerment. Further *Scott-Ladd and Chan (2004) found PDM to have an impact at both the individual and* organizational levels.

Empirical reviews demonstrating that PDM actually improves organizational and employees' outcomes remain inconclusive (Parnell & Crandall, 2001) the positive correlations between job satisfaction, commitment and PDM suggest a link (Tjosvold, 1998; Jones, 1997). This is based on the premise that employees who can influence decisions that impact on them are more likely to value the outcomes, which in turn reinforces satisfaction (Black and Gregersen, 1997).

Empirical research has supported the potential learning that can occur at work through Participatory Decision Making (PDM). Malone (1995) noted that people involved in PDM process are more energetic and creative. Leach, Wall, and Jackson (2003) found that enhancing employee decision making autonomy among photographic paper-finishing workers resulted in increases in fault management knowledge. While Abbasi, Aqeel and Awan (2012) noted that in order for empowerment to take place, a significant degree of freedom and flexibility to make decisions, without direct involvement of the top management, had to be given to the staff.

Through the process of PDM, Graham and Bennet (1997), noted that employees have access to sufficient information on which to base their decisions, staff is consulted before the decision is made and negotiations are made between management and the employees about implementation of the decision. Tsai (2006) found a positive relationship between employees' empowerment and firms' performance.

According to Sparrowe and Liden (1997) PDM is often referred to as a manifestation of group cohesiveness. Barrick, *et al.*, (2007) define cohesion as a psychological, affective state that mirrors shared commitment, attraction, and team pride that emanates from interactions among team members. Members of cohesive groups maintain frequent communication, and interaction is often more informal and positive (Smith, *et al.*, 1994).

In order for PDM to be effective the level and extent of participation needs to be congruent with employees' knowledge, experiences and environment (Nyhan, 2000). Learning will be effective if deliberation is present. Robinson, *et al.*, (2010) define deliberation as a process in which people ponder, exchange views, consider evidence, reflect on matters of mutual interest, negotiate and attempt to persuade each other. This is the highest level of participation.

2.6.4 Influence of organizational communication on organizational performance

Price (1997) defines organizational communication as the degree to which information about job is transmitted by an organization to its members and among the members of an organization. According to Baker (2002) organizational communication has become increasingly important for overall organizational functioning and performance. Tucker, *et al.*, (1996) identified organizational communication as a tool used to decrease barriers of understanding, so that knowledge can flow throughout the organization. With knowledge flow, efficiencies are established which are basis for improvement and high performance. Further, Tucker, *et al.*, (1996) argue that organizational communication systems have a direct relation to financial performance and competitive advantage.

Empirical evidence shows that organizations must mobilize new knowledge faster and efficiently to gain advantage. (Gupta and Govindrajan, 2000) Gargiulo (2005) noted that communication has a direct contribution to organizational and employee learning. The Watson Wyatt Worldwide Rapport (2008) reported that organizations that communicate effectively are four times as likely to report high levels of employee engagement in comparison with organizations that communicate less effectively. Therefore, organizational communication influences organizational performance.

Non-empirical evidence by DeTienne and Jackson (2001) showed that knowledge management (KM) will provide performance benefits only if organizations develop strategies for filtering knowledge, strengthening corporate philosophy and facilitating effective communication. Communication can be viewed as a tool of management and a core process of organizing. As a management tool, communication is the central means by which individual activity is coordinated to devise, disseminate, and pursue organizational goals (Gardner, *et al.*, 2001). This view enhances knowledge sharing from supervisors to subordinates by increasing the efficiency and effectiveness of the chain of command.

Communication as a core process of organizing, (Jones, *et al.*, 2004) emphasizes on cooperation, participation, satisfaction, and interpersonal relationships among workers, which improves trust. Upward and horizontal communications are emphasized for employee satisfaction (Miller, 1999). With criticism that upward communication could be an instrument to control and regulate subordinates (Schermerhorn *et al.*, 2005).

With organizations becoming multicultural in terms of gender, race, ethnicity and nationality, change is inevitable. Compassion International (CI) is a multicultural organization; the sponsors of the children are drawn from the different cultures. Cox (1991) identified interpersonal conflicts and communication breakdowns as elements present in multicultural organizations. These can affect the performance of the organization. To counter communication breakdowns, staff and management need to be creative and innovative, improve decision making and change work design to address the needs of customers (In this case both the sponsor and the child).

Organizational communication can be divided into external and internal communication. The focus of the study was internal communication processes, communication within the organization. Internal communication is the two-way communication that takes place within a company and flows in two directions, horizontal and vertical (Richmond, *et al.*, 2005). Chen *et al.*, (2006) found a positive correlation between organizational communication and job satisfaction. Further organizational communication processes were found to affect employees' levels of job satisfaction and commitment to their firms (Nelson *et al.*, 2007).

2.7 Summary of Literature review

How well an organization ties people into their roles, through the choice of strategic management practices determines the success of the organization. In Compassion International (CI) the personalization approach to knowledge management has been chosen in *view of the need for creativity in order to achieve organizational goal. This approach involves* direct person to person contact and various management practices have been employed to enable knowledge sharing in the organization. The management practices that are present for *this purpose include job design, teamwork, participatory decision making and organizational* communication. However, no empirical evidence was available to relate the management practices to effective and efficient operations of the organization. This study sought to bridge *this gap.*

2.8 Conceptual Framework

Kombo and Tromp (2006) defined conceptual framework as a set of principles taken from the relevant fields of enquiry and used to structure a subsequent presentation. It is an identification and description of the elements, variables or factors to be measured or *addressed by the research. Conceptual framework is a research tool intended to assist a*

research to develop awareness and understanding of the situation under scrutiny and to communicate it.

The goal of conceptual framework is to categorize and describe concepts relevant to the study and map relationships among them. The conceptual framework for this study is shown in Figure 1 there were four independent variables of this study; job design, teamwork, participatory decision making and organizational communication and dependent variable; organizational performance.

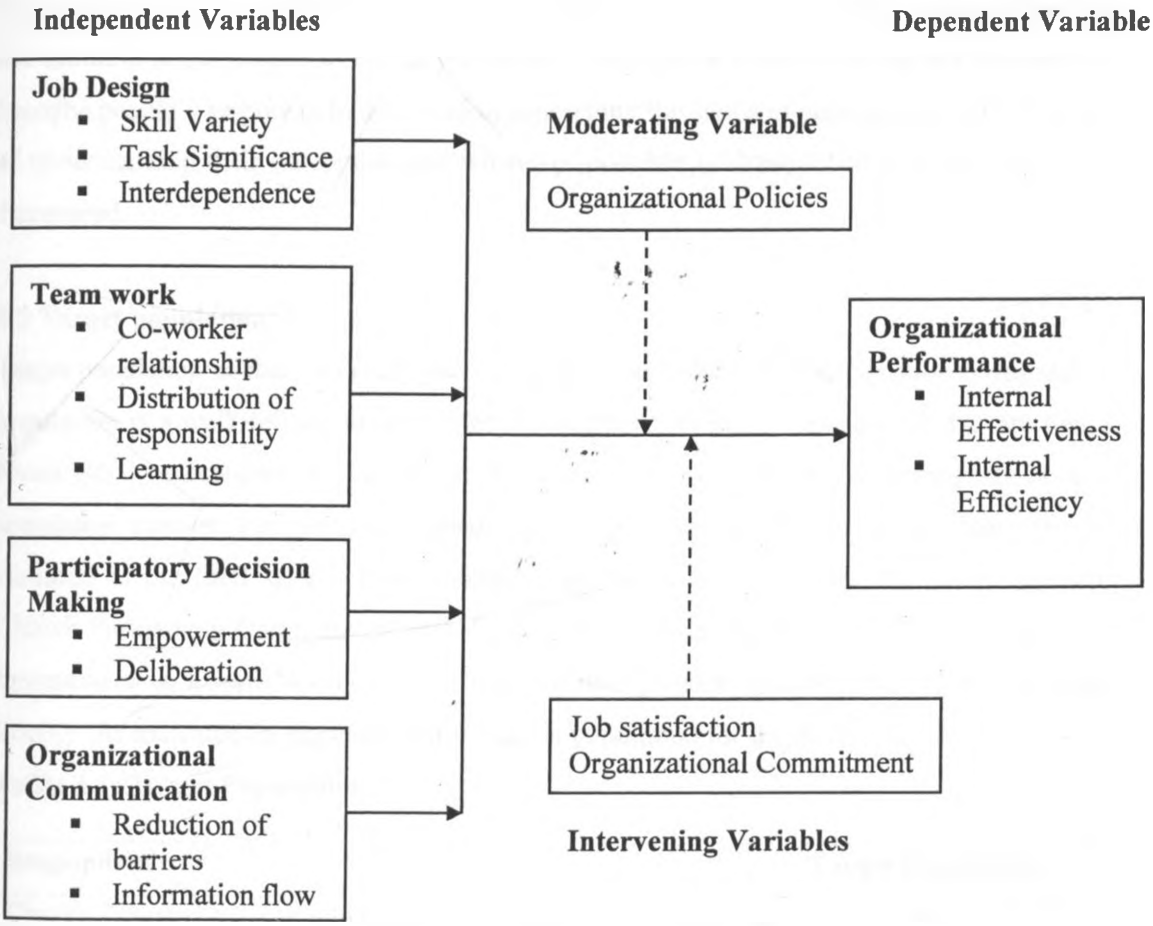

Figure 1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the research design, target population of study, sampling technique and sample size determination, methods of data collection, validity, reliability, methods of *data analysis & presentation, ethical issues and operationalization of variables.*

3.2 Research Design

Research design is a plan showing how the problem under investigation was studied. This study used descriptive survey research design. Descriptive survey research design was appropriate for this study because the study aimed at gathering facts, knowledge, opinions *and attitudes about people, events or procedures. Descriptive research studies are designed to* describe people's responses to information concerning the status of phenomenon with the aim of understanding their perception and whenever possible to draw conclusion from the facts *discovered.*

3.3 Target population

Target population in statistics is the specific population about which information is desired. A population is a well-defined or set of people, elements, events or households that are being investigated. According to this definition, population of interest is homogeneous and *population studies are more representative because everyone has an equal chance to be* included in the final sample that is drawn. The target population for this study was the Church Partnership Committee (CPC), Project Staff (PS) and part time staff of Compassion *International in Imenti North district. There are nine projects in Imenti North district, Meru* County. As indicated in Appendix VII the target population for this study was 145.

Table 3.1: Target Population

Respondent	Target Population
Church Partnership Committee	59
Project Staff	30
Part time Staff	56
Total	145

As indicated in Table 3.1, the target population for this study consisted of 59 CPC, 30 Project Staff and 56 Part-time staff.

3.4 Sampling procedure and sample size

3.4.1 Sample size determination

A sample is a small proportion from the target population selected for observation and analysis. It is a fraction or portion of a population selected such that the selected portion represents the population adequately. 105 were selected in reference to Krejcie model (Appendix V). According to Krejcie

$$n = \frac{X^2NP(1-P)}{d^2(N-1) + X^2P(1-P)}$$

Where

n = desired sample size

N = Target population

P = Population proportion (0.5)

d = degree of accuracy expressed as a proportion (0.05)

X^2 = 3.841 at 95% confidence level

Thus

$$105 = \frac{3.841 \times 145 \times 0.5 \times 0.5}{(0.05^2 \times 144) + (3.841 \times 0.5 \times 0.5)}$$

However the researcher was able to sample 88 respondents. The respondents are shown in Appendix VIII.

3.4.2 Sampling procedure

Cluster sampling was used to classify the respondents into their groups and then random sampling will be used to select 88 respondents for the study.

Table 3.2: Sample size

Respondents	Sample
Church Partnership Committee	22
Project Staff	26
Part time Staff	40
Total	88

As indicated in table 3.1, the sample for this study consisted of 22 CPC, 26 Project Staff and 40 Part-time staff.

3.5 Methods of Data Collection

The study used both primary and secondary data. Three structured questionnaires for the three categories of respondents were used for data collection. The questionnaires were distributed to the respondents by the researcher at the various field offices between the 12th and 26th July 2012. The respondents who participated in the study were required to have the ability to read and comprehend the questions asked. Respondents were not required to include their names on the questionnaires for confidentiality purposes. Secondary data was used for comparison purposes and to obtain relevant data about the organization.

The study comprised of two variables; independent variable was management practices while the dependent variable was organizational performance. Management practices studied included: Job design, teamwork, participatory decision making and organizational communication. The respondents were asked to indicate on a five-point scale their perceptions of the different aspects of the management practices and organizational performance. The scale range was 1- Strongly disagree, 2 - Disagree, 3 - Undecided, 4 – Agree and 5 - strongly agree.

3.6 Validity of the research instrument

Validity is the accuracy and meaningfulness of inferences which is based on research results. Mugenda and Mugenda (1999) define validity as the degree to which results obtained from the analysis of data actually represent the phenomenon under study. Orodho (2005) define *validity as the degree to which a test measures what it purports to measure and the degree to* which results obtained from the analysis of data actually represent the phenomenon under investigation. Construct validity was ensured by use of three sets of questionnaires as well as *interview and content analysis for the study. According to Borg and Gall (1989), content* validity of an instrument is improved through expert judgement as such the researcher sought assistance from the supervisors in order to improve content validity of the instrument.

3.7 Reliability of the research instrument

Reliability refers to the consistency of the scores obtained; how consistent they were for each individual from one administration of an instrument to another and from one set of items to

another (Fraenkel and Wallen, 2008). Mugenda and Mugenda (1999) define reliability as a measure or degree to which a research instrument yields consistent results or data after repeated trials. Orodho (2005) defined reliability of an instrument as the consistency of producing reliable results; the degree to which empirical indicators are consistent across two or more attempts to measure the theoretical concept. Reliability in this study was achieved through piloting. The researcher tested the research instrument (questionnaire) on the target population for the study before the actual survey took place. This enabled the researcher to assess the extent to which each respondent's answers to the questionnaire were consistent with each other.

Random error is a major source of unreliable measurement. The sources of random error could be inconsistent measurements due to lack of instrument clarity and errors in data processing. This study attempted to overcome lack of instrument clarity by reviewing the questionnaire with fellow graduate students and the supervisor to ensure that the questions asked were relevant, appropriate and clearly written. Errors in data processing were minimized by reviewing the answers after completion of questionnaires. Data was then input in excel sheet to double check input errors and omissions and correct them.

3.8 Methods of Data Analysis & Presentation

After the data collection, data was organized and classified according to the research questions and objectives. Data was then edited to ensure accuracy and uniformity. This was followed by entering the data to computer, data analysis software –Statistical Package for Social Scientists (SPSS) which enabled easier analysis, presented concise summary statement of statistical findings, facilitated comparisons and assisted in interpretation of findings. Data was presented systematically according to the research questions by use of tables.

3.9 Ethical Issues

Due to sensitivity of some information collected, the researcher holds a moral obligation to treat the information with utmost propriety. Due to the possibility of the respondents being reluctant to disclose some information, the researcher had to reassure the respondents of use and confidentiality of the information given. The aim of the study was explained to all potential participants, permission to include them was sought and the participants were informed that they were free to withdraw at any time without giving reasons. A decision not to participate was strictly respected.

3.10 Operationalization of variables

Table 3.3: Operationalization of variables

Research Objective	Type of Variable	Indicator	Measuring of Indicators	Data Collection Methods	Level of Scale	Type of Analysis	Level of Analysis
To establish the role of job design on organizational performance in CI.	*Independent* Job design	-Skill variety -Task Independence -Interdependencies	Job content and methods of accomplishment of the jobs.	Interview/ Questionnaire	Ordinal	Qualitative Quantitative	Descriptive
To establish the role of teamwork on organizational performance in CI.	*Independent* Teamwork	-Co-worker relationships -Distribution of responsibility - Learning	Relationships among the workers.	Interview/ Questionnaire	Ordinal	Qualitative Quantitative	Descriptive
To establish the role of participatory decision making on organizational performance in CI.	*Independent* Participatory decision making	-Empowerment -Deliberation	-Aspects of decision making -How decisions are made -Level of participation	Interview/ Questionnaire	Ordinal	Qualitative Quantitative	Descriptive

Research Objective	**Type of Variable**	**Indicator**	**Measuring of Indicator**	**Data collection method**	**Level of Scale**	**Type of Analysis**	**Level of Analysis**
To establish the relationship between organizational communication and organizational performance in CI.	*Independent* Organizational communication	-Reduction of barriers -Information flow	-Internal communication -Feedback mechanisms	Interview/ Questionnaire	Ordinal	Qualitative Quantitative	Descriptive
	Dependent Organizational performance	Mean audit score	-Internal effectiveness. -Internal efficiency.	Interview/ Questionnaire	Ordinal	Qualitative Quantitative	Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter comprises of the analysis, presentation, and the interpretation of study findings. The main objective of the study was to examine the influence of management practices on *organizational performance: A case of Compassion International, Imenti North district, Meru* County. The chapter is divided into subsections. The first subsection comprises of Questionnaire response rate. The second section comprises of the general information of the *respondent: gender, age of respondent, level of education and years of services in CI. The* third subsection comprises of data analysed on key variables aligned to study objectives. The objectives of the study were the role of job design on organizational performance in *Compassion International, the role of teamwork on organizational performance in* Compassion International, the role of participatory decision making on organizational performance in Compassion International and relationship between organizational *communication and organizational performance in Compassion International.*

4.2 Questionnaire response rate

The study targeted 105 respondents in collecting data with regard to the influence of management practices on organizational performance in Compassion International. From the study, 88 respondents out of the 105 sample respondents filled-in and returned the *questionnaires making a response rate of 84%. This reasonable response rate was achieved* after the researcher made personal calls and physical visits to remind the respondent to fill-in and return the questionnaires. This response rate was excellent, representative and conforms *to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for* analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

4.3 General information

This section gives findings around general socio-demographic characteristics of respondents; Project Staff (PS), part time staff and Church Partnership Committee (CPC) of CI. The socio demographic characteristics were gender, age, educational background and years of service in Compassion international (CI).

4.3.1 Gender of the respondents

The respondents were requested to indicate their gender. The findings are presented in Table 4.1.

Table 4.1: Gender of the respondents

Gender	Frequency	Percentage
Male	40	45.5
Female	48	54.5
Total	**88**	**100**

According to Table 4.1, the respondents who took part in the study comprised of 45.5% Male and 54.5% Female. This shows that there are no gender based biases in Compassion International.

Table 4.2: Composition of Part Time Staff

Gender	Frequency	Percentage
Male	11	27.5
Female	29	72.5
Total	**40**	**100**

From the findings of Table 4.2, majority, 72.5%, of the part time staff were females while 27.5% were males. Women are supportive and concerned with interpersonal relations and with Compassion International dealing with children this could probably explain the disparity.

Table 4.3: Composition of Project Staff

Gender	*Frequency*	*Percentage*
Male	15	57.7
Female	11	42.3
Total	***26***	***100***

As indicated in Table 4.3, majority, 57.7%, of the project staff was males while 42.3% were females. This shows that there are no great gender-based biases in the composition of the project staff.

Table 4.4: Composition of Church Partnership Committee (CPC)

Gender	Frequency	Percentage
Male	14	63.6
Female	8	36.4
Total	**22**	**100**

The findings on the composition of CPC in Table 4.4 show that majority, 63.6%, of the Church Partnership Committee (CPC) were males while 36.4% were females. This implies that women are still denied opportunities to hold key positions in management of various institutions in the society. However the number is in accordance to Constitution of Kenya that ensures that women have equal opportunities to participate effectively in decision making both nationally and in the devolved governance structures.

4.3.2 Age of the respondents

The respondents were requested to indicate their age.

Table 4.5: Age of Part time Staff

Age	Frequency	Percentage
26-30 years	13	32.5
31-35 years	12	30.0
36-40 years	5	12.5
41-45 years	7	17.5
Above 45 years	3	7.5
Total	**40**	**100**

According to Table 4.5, majority 62.5% of part time staff is aged between 26-35 years, 30% aged between 36-45 years and 7.5% aged above 45 years. This shows that CI has included young people thus giving them an opportunity to serve and allowing for incorporation of new ideas and energy which might also prove handy for the ever changing technological world.

Table 4.6: Age of Project Staff

Age	Frequency	Percentage
26-30 years	6	23.1
31-35 years	9	34.6
36-40 years	7	26.9
41-45 years	4	15.4
Total	**26**	**100**

The findings of Table 4.6 indicate the age of Project Staff, majority 57.7% of project staff was aged between 26-35 years while 42.3% project Staff are aged between 36-45years. The middle aged staff (36-45years) is people full of experiences and has the ability to transfer knowledge through the management practices and ensure learning that is necessary and needed for effective and efficient implementation of activities.

Table 4.7: Age of Church Partnership Committee (CPC)

Age	Frequency	Percentage
Under 45 years	9	41
46-50 years	5	22.7
51-55 years	3	13.6
56-60 years	3	13.6
61-65 years	2	9.1
Total	**22**	***100***

As indicated in Table 4.7, majority of the CPC, 63.7% were below 50 years. These are mature people drawn from diverse professions and managerial backgrounds. The CPC brings a mix of relevant managerial skills that is necessary for the effective and efficient operations towards the achievement of the organizational goal.

4.3.3 Education level of the respondents

The respondents were requested to indicate their education level.

Table 4.8: Education level of Part time Staff

Education level	Frequency	Percentage
Secondary 'O' level	5	12.5
Certificate level	17	42.5
Diploma level	13	32.5
Bachelor's Degree	5	12.5
Total	**40**	**100**

The findings of educational level of part time staff as indicated in Table 4.8 show that 87.5% of part time had post-secondary education while 12.5% had up to secondary education. This implies that part time staff has relevant education and knowledge to meet their job challenges.

Table 4.9: Education Level of Project Staff

Educational Level	Frequency	Percentage
Certificate level	2	7.7
Diploma level	13	50.0
Bachelor's Degree	11	42.3
Total	**26**	**100**

According to Table 4.9, 50% of project staff had Diploma level of education, 42.3% had Bachelor degree while 7.7% had certificate level of education. Since the project staff are in charge of implementation of activities of the organization this shows that their education is congruent with experiences this coupled with the choice of the management practices enhances the organizational performance.

Table 4.10: Education Level of Church Partnership Committee (CPC)

Educational Level	Frequency	Percentage
Secondary 'O' level	11	50
Certificate level	3	13.6
Diploma level	2	9.1
Bachelor's Degree	4	18.2
Master Degree	2	9.1
Total	**22**	***100***

As indicated in Table 4.10, 50% of CPC had up to secondary level of education with the other 50% having post-secondary education. This implies that the CPC members had inadequate education for management responsibilities. This coupled with lack of professional management skills or qualification may affect quality management and effective management of Compassion International.

4.3.4 Number of years respondents had served with Compassion International

The respondents were requested to indicate number of years they had served with CI.

Table 4.11: Number of years Part time Staff had served with Compassion International

Number of years	Frequency	Percentage
0-3 years	25	62.5
4-7 years	11	27.5
8-11 years	2	5
12-15 years	2	5
Total	**40**	**100**

According to Table 4.11, majority (62.5%) of the part time staff had served at CI for a period of between 0-3 years. Part time staff is normally hired only when there is a need and this could explain the few years.

Table 4.12: Number of years Project Staff had served with Compassion International

Number of years	Frequency	Percentage
0-3 years	9	34.6
4-7 years	11	42.3
8-11 years	4	15.4
12-15 years	2	7.7
Total	**26**	**100**

The findings of Table 4.12 show the number of years project staff had served at Compassion international (CI). Majority 65.4% of the project staff had worked for CI for a period of more than three years. This could be considered quite adequate period of time to have mastered all the operations of CI.

Table 4.13: Number of years Church Partnership Committee had served with CI

Number of years	Frequency	Percentage
0-3 years	9	40.9
4-7 years	11	50
8-11 years	2	9.1
Total	**22**	**100**

As indicated in Table 4.13, majority 90.9% of Church Partnership Committee (CPC) had served for less than 7years. According to Compassion International Kenya (2008) CPC members are required to serve up to a maximum of seven years in case of re-election for continuity purposes.

4.4 Role of job design on organizational performance in Compassion International

This study sought to determine the influence of job design on organizational performance in CI. To investigate job design three variables were studied; skill variety, task significance and interdependencies: Mean and standard deviation was used to interpret the data. Strongly disagree was represented by a mean of 1-1.4, disagree was represented by a mean of 1.5-2.4, neutral was represented by a mean of 2.5-3.4, agree was represented by a mean of 3.5-4.4 and strongly agree was represented by a mean of 4.5-5.0. Standard deviation showed deviation from the mean.

Table 4.14: Skill variety and organizational efficiency

	Mean	Std Dev
Organization's strategy of job design contributing to staff satisfaction.	3.96	0.1
Job rotation enabling skill variety.	4.04	0.4
Job rotation & skill variety enabling timely implementation of the budget.	3.23	0.2
Skill variety leading to organizational efficiency.	3.77	0.7

As indicated in Table 4.14, the respondents agreed that the strategy of designing tasks *contributed to the outcomes of staff satisfaction/ dissatisfaction as shown by mean of 3.96.* The respondents agreed that job rotation enabled skill variety and skill variety leading to organizational efficiency as shown by a mean of 4.04 and 3.77 respectively. The respondents *were neutral that timely implementation of the budget was attributed to job rotation and skill*

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variety as shown by a mean of 3.23. The findings depicted CI as having a rich team with the various skills acquired through job rotation which ultimately affected organization's efficiency and contributed to job satisfaction/ dissatisfaction.

The study sought to find out the respondents' agreement level with task significance and organizational effectiveness. Mean and standard deviation was used to interpret the data. Strongly disagree was represented by a mean of 1-1.4, disagree was represented by a mean of 1.5-2.4, neutral was represented by a mean of 2.5-3.4, agree was represented by a mean of 3.5-4.4 and strongly agree was represented by a mean of 4.5-5.0. Standard deviation showed deviation from the mean.

Table 4.15: Task significance and organizational effectiveness

	Mean	Std Dev
Significance of tasks to accomplishment of the organizational goal.	4.58	0.2
Readiness to leave the organization for an offer elsewhere.	4.04	0.6
Willingness to stay in the organization.	1.85	0.1
Identification with the organization.	4.23	0.3

The findings of Table 4.15 show that the respondents strongly agreed that their tasks contributed to the organizational goal as shown by a mean of 4.58. In addition, the respondents agreed that they identified with the organization and would readily leave the organization as shown by a mean of 4.23 and 4.04 respectively. The respondents disagreed that they would be willing to stay, if given an opportunity to work elsewhere as shown by a mean of 1.85. The findings showed that even though the staff of CI felt that their tasks added value to the organization goal, they would leave the organization if offered an opportunity elsewhere. Nevertheless the respondents identified with the organization, this is a psychological state known as affective commitment. Meyer and Allen (1997) defined affective commitment as internalisation of the strategic objectives and values, and can be considered a prime motivator towards goal accomplishment and performance improvement since individuals who closely identify themselves with their employer are more likely to take on a diverse range of challenging work activities.

The study sought to find out the respondents' agreement level with interdependencies and organizational performance. Mean and standard deviation was used to interpret the data. Strongly disagree was represented by a mean of 1-1.4, disagree was represented by a mean of 1.5-2.4, neutral was represented by a mean of 2.5-3.4, agree was represented by a mean of

3.5-4.4 and strongly agree was represented by a mean of 4.5-5.0. Standard deviation showed deviation from the mean.

Table 4.16: Interdependencies and organizational performance

	Mean	Std Dev
Job interdependencies affect performance.	3.12	0.1
Job overlap contributes to poor performance.	2.19	0.3
Organizational efficiency achieved by job interdependencies.	3.50	0.2

As indicated in Table 4.16, the respondents agreed that organization efficiency was achieved as result of job interdependencies as shown by a mean of 3.50. In addition, the respondents were neutral that job interdependencies affected performance as shown by a mean of 3.12. The respondents disagreed that job overlap contributed to poor performance as shown by a mean of 2.19. The findings showed that staff of CI recognized the interdependencies in task accomplishment as affecting the organizational performance; however they do not attribute them to poor performance. From the findings, interdependencies are necessary in order for the organization to cut costs thus increase organizational efficiency.

4.5 Role of teamwork on organizational performance in Compassion International

This study sought to determine the influence of teamwork on organizational performance (OP) in CI. To investigate team work three characteristics were studied; co-worker relationships, distribution of responsibility and pace of learning. Mean and standard deviation was used to interpret the data. Strongly disagree was represented by a mean of 1-1.4, disagree was represented by a mean of 1.5-2.4, neutral was represented by a mean of 2.5-3.4, agree was represented by a mean of 3.5-4.4 and strongly agree was represented by a mean of 4.5-5.0. Standard deviation showed deviation from the mean.

Table 4.17: Co-worker relationships and organizational performance

	Mean	Std. Dev
Co-worker relationship productive and beneficial for OP.	4.24	0.2
Co-worker relationship has no contribution to OP.	1.72	0.7
Co-worker relationship contributes to effective implementation of plans.	4.38	0.1
Co-worker relationship enabling learning.	4.17	0.1
High quality of work by co-workers.	3.94	0.3

As indicated in Table 4.17, the respondents agreed that co-worker relationship contributed to effective implementation of plans and co-worker relationship was productive and beneficial for organizational performance as shown by a mean of 4.38 and 4.24 respectively. In addition, the respondents agreed that co-worker relationship enabled learning and high quality of work was performed by their co-workers as shown by a mean of 4.17 and 3.94 respectively. The respondents disagreed that co-worker relationship had no contribution to organizational performance as shown by a mean of 1.72. The findings indicated that the relationship between the staff of CI as productive, beneficial and contributed to the organization's objectives and effective implementation of plans. These findings are in line with findings of Nahpiet and Ghoshal (1998) who observed that a team is a network of relationships that constitute a valuable resource for the conduct of social affairs. The social networks are important in ensuring that knowledge is shared.

The study sought to find out the respondents' agreement level with distribution of responsibility and organizational performance. Mean and standard deviation was used to interpret the data. Strongly disagree was represented by a mean of 1-1.4, disagree was represented by a mean of 1.5-2.4, neutral was represented by a mean of 2.5-3.4, agree was represented by a mean of 3.5-4.4 and strongly agree was represented by a mean of 4.5-5.0. Standard deviation showed deviation from the mean.

Table 4.18: Distribution of responsibility and organizational performance

	Mean	Std Dev
PDM and job interdependencies causing knowledge sharing.	3.89	0.1
Allocation of duties done in teams and in an equitable way.	3.98	0.3
Organizational performance improved due to the distribution of responsibilities.	4.06	0.2

According to Table 4.18, the respondents agreed that organizational performance improved due to the distribution of responsibilities, allocation of duties was done in teams and in an equitable way and PDM and job interdependencies enhanced knowledge sharing as shown by a mean of 4.06, 3.98 and 3.89 respectively. The findings indicate that team work complemented Participatory Decision Making (PDM) in CI resulting in knowledge sharing and distribution of duties in an equitable way. This further contributed to improvement of the organization's effectiveness and efficiency showed by audit score.

The study sought to find out the respondents' agreement level with learning and organizational performance. Mean and standard deviation was used to interpret the data. Strongly disagree was represented by a mean of 1-1.4, disagree was represented by a mean of 1.5-2.4, neutral was represented by a mean of 2.5-3.4, agree was represented by a mean of 3.5-4.4 and strongly agree was represented by a mean of 4.5-5.0. Standard deviation showed deviation from the mean.

Table 4.19: Learning and organizational performance

	Mean	Std Dev
Teams enhance creativity and innovativeness.	4.35	0.2
Teams contributed to quality decisions.	4.05	0.6
Organizational efficiency achieved due to PDM in teams.	3.67	0.4
Initiative for knowledge sharing in teams ensured learning.	4.11	0.2

As indicated in Table 4.19, the respondents agreed that teams' enhanced creativity and innovativeness and teams contributed to quality decisions as shown by a mean of 4.35 and 4.05 respectively. In addition, the respondents agreed that organizational efficiency was achieved due to participatory decision making in teams and their initiative for knowledge sharing in teams ensured learning as shown by a mean of 3.67 and 4.11 respectively.

The findings indicated that creativity and innovativeness which causes learning could be attributed to teams. Further teams contributed to the facilitation of quality decisions and organizational efficiency. Initiative for knowledge sharing in teams ensured learning too.

4.6 The role of participatory decision making on organizational performance in Compassion International

This study sought to determine the role of participatory decision making (PDM) on organizational performance in CI. To investigate PDM, the respondents were asked about the various aspects of empowerment and deliberation. Mean and standard deviation was used to interpret the data. Strongly disagree was represented by a mean of 1-1.4, disagree was represented by a mean of 1.5-2.4, neutral was represented by a mean of 2.5-3.4, agree was represented by a mean of 3.5-4.4 and strongly agree was represented by a mean of 4.5-5.0. Standard deviation showed deviation from the mean.

Table 4.20: Empowerment and organizational performance

	Mean	Std Dev
Staff allowed to make decisions	3.77	0.1
Management involved in all decision on plans.	4.00	0.8
Encouragement to make decisions to ensure learning and ownership.	3.56	0.2
Adequate information for decision making.	3.56	0.2
Implementing ones decisions ensures they are effectively executed.	4.00	0.1

As indicated in Table 4.20, the respondents agreed that management is involved in all decisions that affect the plans and having to implement decisions that they were involved in making gave them the opportunity to ensure that they are effectively implemented as shown by a mean of 4.00. Further the respondents agreed that there is encouragement to make decisions; this ensures learning and ownership and the information availed for decision making was always adequate as shown by a mean of 3.56 and on staff is allowed to make decisions there was agreement as shown by a mean of 3.77.

The findings indicated that there is participatory decision making (PDM) in CI. Staffs decide how to accomplish their tasks while decisions on plans have to done by both the staff and management. Further PDM was identified as enabling learning and ownership of operations this could be due to the information availed to base decisions which was found to be adequate. Organization effectiveness could be attributed to PDM too.

The study sought to find out the respondents' agreement level with deliberation and organizational performance. Mean and standard deviation was used to interpret the data. Strongly disagree was represented by a mean of 1-1.4, disagree was represented by a mean of 1.5-2.4, neutral was represented by a mean of 2.5-3.4, agree was represented by a mean of 3.5-4.4 and strongly agree was represented by a mean of 4.5-5.0. Standard deviation showed deviation from the mean.

Table 4.21: Deliberation and organizational performance

	Mean	Std Dev
Regular meeting with the PF.	3.39	0.7
No meetings held except when the PF is present.	2.25	0.1
Meetings held periodically.	3.60	0.1
Meetings are avenues for evaluating plans.	3.98	0.2

	Mean	Std Dev
Meetings are avenues for sharing experiences.	3.94	0.3
Meetings are avenues for learning from each other.	4.02	0.9
Decisions are made through participatory process.	3.92	0.1
Meetings contribute to organizational effectiveness.	4.04	0.2

According to Table 4.21, the respondents agreed that the meetings contributed to the effectiveness of the organization and meetings were avenues for learning from each other as shown by a mean of 4.04 and 4.02 respectively. On the contents for meeting, the respondents agreed that meetings were avenues for evaluating plans as shown by a mean of 3.98. Further, the respondents agreed that meetings were avenues for sharing experiences; decisions were made through participation of staff and management and meetings are held periodically as shown by a mean of 3.94, 3.92 and 3.60 respectively. This confirms the presence of deliberation. The respondents were neutral that regular meeting with the PF were held as shown by a mean of 3.39. The respondents disagreed that meetings were never held except when the Partnership Facilitator (PF) is present as shown by a mean of 2.25.

4.7 The relationship between organizational communication and organizational *performance in Compassion International*

This study sought to establish the relationship between organizational communication and organizational performance in CI. To investigate organizational communication two *characteristics were studied; reduction of barriers and information flow. Mean and standard* deviation was used to interpret the data. Strongly disagree was represented by a mean of 1-1.4, disagree was represented by a mean of 1.5-2.4, neutral was represented by a mean of 2.5-3.4, *agree was represented by a mean of 3.5-4.4 and strongly agree was represented by a* mean of 4.5-5.0. Standard deviation showed deviation from the mean.

Table 4.22: Reduction of barriers and organizational performance

	Mean	Std Dev
Staff can be reached readily.	3.88	0.3
Management can be reached readily.	3.94	0.1
Meetings affect organizational efficiency.	3.81	0.5

As indicated in Table 4.22, the respondents agreed that management can be reached readily, staff members can be reached readily and meetings affect organizational efficiency as shown by a mean of 3.94, 3.88 and 3.81 respectively.

The study sought to find out the respondents' agreement level with information flow and organizational performance. Mean and standard deviation was used to interpret the data. Strongly disagree was represented by a mean of 1-1.4, disagree was represented by a mean of 1.5-2.4, neutral was represented by a mean of 2.5-3.4, agree was represented by a mean of 3.5-4.4 and strongly agree was represented by a mean of 4.5-5.0. Standard deviation showed deviation from the mean.

Table 4.23: Information flow and organizational performance

	Mean	Std Dev
Feedback on pay takes a lot of time.	3.08	0.4
Feedback on children's update delayed.	2.98	0.2
Happy with downward communication.	3.90	0.1
Communication channels suited to the needs.	3.97	0.1

According to Table 4.23, the respondents agreed that the communication channels in the organization were well suited to the needs of the organization and they were happy with *downward communication on matters concerning staff development as shown by a mean of* 3.97 and 3.90 respectively. The respondents were neutral that feedback on pay took a lot of time and feedback on children's update delayed as shown by a mean of 3.08 and 2.98 *respectively. This can be attributed to the fact that pay increments are policy matters and take* place occasionally and within a certain scale of increment.

4.8 Regression analysis

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS V 17.0) to code, enter and compute the measurements of the multiple regressions.

Table 4.24: Results of multiple regression between organizational performance (dependent variable) and the combined effect of the selected predictors

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793	.726	.678	.2076

R-Square is a commonly used statistic to evaluate model fit. R-square is 1 minus the ratio of residual variability. The adjusted R^2 also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. The findings of this study indicate that 73% of the changes in the management practices on organizational performance variables could be attributed to the combined effect of the predictor variables.

Table 4.25: Summary of One-Way ANOVA results of the regression analysis between organizational performance and predictor variables

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.223	4	3.112	3.671	.001
	Residual	92.876	320	.641		
	Total	**115.099**	**324**			

a. Predictors: job design, teamwork, participatory decision and organizational communication used.

b. Dependent Variable: organizational performance in Compassion International.

The probability value of 0.001 indicates that the regression relationship was highly *significant in predicting how job design, teamwork, participatory decision and organizational* communication used influenced organizational performance in Compassion International. The F critical at 5% level of significance was 3.671 since F calculated is greater than the F *critical (value = 2.830), this shows that the overall model was significant.*

Table 4.26: Regression coefficients of the relationship between organizational performance and the four predictive variables

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.77	0.451		4.307	0
Job design	0.132	0.121	0.146	3.333	0.025
Participatory decision	0.133	0.079	0.126	3.214	0.025
Organizational communication	0.048	0.073	0.045	3.329	0.032
Teamwork	0.042	0.073	0.142	3.425	0.021

The regression equation established that taking all factors into account (job design, teamwork, participatory decision and organizational communication) constant at zero organizational performance in Compassion International will be 1.770. The findings presented also show that taking all other independent variables at zero, a unit increase in the *job design would lead to a 0.132 increase in organizational performance in Compassion* International and a unit increase in the participatory decision would lead to a 0.133 increase in the organizational performance in Compassion International. Further, the findings shows *that a unit increases in the organizational communication would lead to a 0.048 increase in* the organizational performance in Compassion International. In addition, the findings show that a unit increase in teamwork would lead to a 0.042 increase in organizational performance *in Compassion International. Overall, job design had the least effect on the organizational* performance in Compassion International, followed by participatory decision, then team work while organizational communication had the least effect to the organizational performance in *Compassion International.*

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussions of the findings, conclusions drawn from the findings, recommendations for practice and further research on the problem. The main objective of the study was to establish the influence of management practices on organizational performance: A case of Compassion International in Imenti North, Meru County. Specifically, the study sought to establish the role of job design on organizational performance in CI, to establish the role of teamwork on organizational performance in CI, to establish the role of participatory decision making on organizational performance in CI and to establish the relationship between organizational communication and organizational performance in CI.

5.2 Summary of findings

5.2.1 *General Information*

From the study findings, generally there were no great gender-based biases in the composition of the staff. However, there was gender based biasness in leadership – Church Partnership Committee (CPC). Findings from the study showed that majority of the staff were young people aged between 26-35 years. Majority of the part time staff and project staff had up to post-secondary education level of education. Majority of the CPC and project staff had worked for CI for a period of more than three years.

5.2.2 The role of job design on organizational performance in Compassion International

The study established that job design affects organizational performance in CI through skill variety, task significance and job interdependencies. According to the study, the respondents agreed that the strategy of designing tasks contributed to the outcomes of staff satisfaction/ dissatisfaction, job rotation enabled the staff of CI to acquire variety of skills and the organization was able to implement plans timely due to job rotation and skill variety. They also agreed that skill variety led to organizational efficiency.

On task significance the respondents agreed that the tasks the staff was involved in added value in the achievement of the organizational goal and they felt like part of the family in the organization. On interdependencies the staffs were neutral that having to depend on their co-

workers affected their effective and efficient performance of tasks. The respondents agreed that job interdependencies were organizational strategy to reduce cost.

5.2.3 The role of teamwork on organizational performance in Compassion International

The study established that teamwork affects organizational performance in CI through co-worker relationships, distribution of responsibilities and learning. The respondents agreed that co-worker relationships were productive and beneficial. They agreed that the co-worker relationships were a contributor to the effective implementation of plans. In addition, they agreed that co-worker relationships enabled the staff to learn the various skills and the quality of work done by their co-workers was high.

The study established that the respondents agreed that participatory decision making (PDM) *and working in jobs that the staff kept interacting enabled them to share knowledge. They* agreed that allocation of duties in an equitable way was done in teams and distribution of responsibilities enable improvement of performance. The respondents further agreed that *teams were beneficial for creative and innovative ideas, teams contributed to quality* decisions, organizational efficiency was achieved due to participatory decision making in teams and the initiative to pass their knowledge to other members ensured learning.

5.2.4 The role of participatory decision making on organizational performance in Compassion International

The study established that PDM affects organizational performance in CI through empowerment and deliberation. The respondents agreed that staff members were allowed to make decisions that affect their accomplishment of tasks, management had to be involved in all decisions on plans, there was encouragement in order to learn and own the operations of CI. On information availed for decision making, they agreed that the information was always adequate and implementing their decisions ensured that they were effectively implemented.

From the findings of the study, the respondents agreed that there were regular meetings with the PF. They agreed that meetings were held periodically. Decisions were made in participatory manner and meetings contributed to effectiveness of the organization.

5.2.5 The relationship between organizational communication and organizational performance in Compassion International

The study established that organizational communication affects organizational performance in CI through reduction of barriers and upward communication. The study found that majority of the respondents agreed that staff could be reached readily; management could be reached readily thus no communication barriers and that meetings affected organizational efficiency through their effect on speed. On information flow, the respondents were neutral that feedback on pay increment takes a lot of time.

5.3 Discussion of the findings

5.3.1 The role of job design on organizational performance in Compassion International

The study found that job design affects organizational performance in CI. This is in accordance with study by Al-Ahmadi (2009) where the nature of job itself was found positively correlated with performance. The feelings of respondents on the organizational strategy of designing tasks contributing to the outcomes of staff satisfaction are explained by Campion, *et al.* (2005) where the nature of work was found to have a substantial impact on an employee's performance and attitude. Further Garg & Rastogi (2006) noted that well designed jobs can have a positive impact on both employee satisfaction and quality of performance. CI is depicted as a rich team with skill variety essential for organizational performance. Job rotation practiced in the organization increased skill variety. These findings are in accordance to the findings by Parker et al., (2001) job design affects the extent to which workers acquire new knowledge and skill. From this study 81.3% agreed that skill variety lead to organizational efficiency while 61.5% agreed that both job rotation and skill variety lead to organizational efficiency.

The project staff considered their jobs important which involves a meaningful contribution to the organization or society in general. Grant (2007) proposed that task significance connects employees to the impact of their actions on other people. Al-Ahmadi (2009) found that the sense of job significance, feeling important in eyes of others, realizing ones' competence and freedom to make decisions were positively related to performance and Elmuti (1997) found that the job design characteristics associated with self-managed teams significantly improve organizational commitment. However with indication of the staff readiness to leave the organization if offered an opportunity elsewhere could be attributed to other issues which were not addressed by the study. From the study, interdependencies present could be

attributed to an avenue for learning as in Campion and McClelland (1993) and to better efficiency (Brown, 1996).

5.3.2 The role of teamwork on organizational performance in Compassion International

The study found that team work affects organizational performance in CI. Lee and Lee (2007) identified team work as an important HRM dimension that affects productivity, product quality and business performance. Teams were found to provide network relationships and the network relationships within the team, resulted in greater effort, coordination and efficiency (Nahapiet and Ghoshal, 1998). This was found to be true in that co-worker relationships in CI affected organizational effective implementation of plans, distribution of responsibility and efficiency which is achieved through learning. Further PDM in teams facilitated coordination through allocation of duties which resulted in team effectiveness. This relates to findings by Tata and Prasad (2004) where team effectiveness increased when teamwork was combined with a decentralized structure.

From the study, teams enabled knowledge and skills to be distributed freely in the organization. According to Davenport and Prusak (1998) when knowledge is distributed freely, it does not only improve productivity but also inspires creativity. This study found this to be true in that the teams are beneficial in ensuring effective and efficient operations of CI. Jashapara (1993) reported that learning in an organization had a positive impact on organizational performance. According to Garvin (1993) and Hendry (1996) learning at the organizational level is a prerequisite for successful organizational change and performance. Organizational learning is considered as a core capability of an effective organization (Spicer and Sadler-Smith, 2006). This study showed that teamwork facilitated learning through interaction of team members. Garver (1996) showed that there is significant positive relationship between measure of learning activities and performance at work indicating higher performers are involved in greater volume of learning activities. This was found to be true in that the learning activities available in CI included team working, PDM and job design among the others not studied.

5.3.3 The role of participatory decision making on organizational performance in Compassion International

The study found PDM to affect organizational performance in CI. The findings of the study are consistent with the study by Scott-Ladd and Chan (2004) where the level of influence

(that) employees have in decision making was found to have an impact at both the individual and organizational levels. PDM has been shown to benefit members in performance (Cotton, *et al.*, 1988), sense of ownership of decisions (Black and Gregersen 1997; Denton and Zeytinoglu, 1993) and increased sense of empowerment (Ebrahim and Ortolano 2001). Lopez, *et al.*, (2006) argue that ownership, motivation and empowerment fuel learning at the individual level. This in turn sets the stage for organizational learning (Dixon 1994).

The study showed that there is presence of deliberation in CI; this was illustrated by majority of the staff members and CPC having post-secondary education thus their level and extent of participation was congruent to their knowledge a condition necessary for deliberation to take place (Nyhan, 2000). The respondents were found to have cohesive groups. According to Smith, *et al.*, (1994) members of cohesive groups maintain frequent communication and interaction. This can be seen by presence of frequent meetings which are interactive.

5.3.4 The relationship between organizational communication and organizational performance in Compassion International

The study found organizational communication to affect organizational performance in CI. The study identified organizational communication as a tool used to decrease barriers in CI, thus enabling information sharing. This is consistent with the findings by (Tucker, *et al.*, 1996). With the presence of cohesive groups, the members were able to communicate in an informal way and communicate more often. According to the Watson Wyatt Worldwide Rapport (2008), organizations that communicate effectively are four times as likely to report high levels of employee engagement in comparison with organizations that communicate less effectively. With reduced barriers, frequent communication is facilitated thereby yielding organizational and employee learning, participation, interpersonal relationships among workers. This is consistent with the findings by Jones, *et al.* (2004) where communication is viewed as a core process of organizing, with emphasizes on cooperation, participation, satisfaction, and interpersonal relationships among workers.

5.4 Conclusion

The study concludes that the success of Compassion international (CI) could be attributed to, the employees and their knowledge sharing practices which are mutually reinforcing (complementary) in order to accomplish the organizational goal. The management practices studied in this study, job design, team work, participatory decision making and organizational

communication were found to have potential benefits on organizational effective and efficient operations in CI. The study concludes that in CI, team work has the ability to produce new knowledge, while the PDM and job design can build on that knowledge and organizational communication distributes the knowledge influencing the organizational performance.

The study concludes that job design serves as an avenue for knowledge sharing where learning of various skills through job rotation resulted. With increase in skills, organizational efficiency was achieved and organizational commitment enhanced. Job design affected both internal effectiveness and internal efficiency in CI. Teams ensured that knowledge is shared through PDM thus contributed to organizational effectiveness. PDM enabled employee involvement. Involvement of staff enabled employees to expand their knowledge, learn from each other and acquire new skills. Organizational communication enabled reduction of barriers members and enhanced knowledge sharing. However feedback on pay and children's updates mechanism were not clear but downward communication was well received by the staff and communication channels applauded.

5.5 Recommendations

While there are other management practices that can be beneficial to organizational performance in Compassion International (CI); the four practices in this study established that:

i. Job rotation was essential for skill variety and skill variety lead to organizational efficiency. The staff agreed that their tasks added value in the achievement of organizational goal and further agreed that they would leave the organization if given an opportunity elsewhere. This study recommends that CI needs to explore the reasons that could be attributed to the intention by staff to leave the organization and work on changing staff attitudes on job interdependencies as a strategy for reducing costs by the organization.

ii. From the findings of this study, teamwork contributed to knowledge sharing in Compassion International which enhanced learning. Co-worker relationships were found to be beneficial to creativity, innovation, distribution of duties and enabled participatory decision making (PDM). This study recommends that CI needs to recognize and motivate the teams in order to continue reaping their benefits.

iii. The study established that decision making was decentralized and allowed for knowledge sharing, learning and ownership of the organization; all ingredients for

efficient and effective performance. This study recommends that the organization needs to ensure that there is enough information for decision making and facilitation towards the organizational goal is adequate to enable corrections whenever they occur.

iv. Lastly, the study established that the choice of communication channels and the strategy of knowledge sharing in Compassion International are well suited to the needs of the organization. This study recommends that the organization needs to improve on feedback mechanisms.

5.6 Recommendations for further research

The study was limited to Compassion International, Imenti North District of Meru County, Kenya. A similar study should be done in other districts where CI works to allow for an accurate outlook of the influence of management practices on organizational performance in Compassion International. Further a similar study should be done in other organizations with similar practices to allow for comparison.

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APPENDICES

Appendix I: Letter of Transmittal

ROSEMARY KIENDI KINOTI

P.O BOX 2681 60200

MERU

DATE _____

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Dear Sir / Madam,

RE: LETTER OF TRANSMITTAL OF DATA COLLECTION INSTRUMENTS

This is to inform you that I am carrying out a research study leading to the award of Master of Arts in Project Planning and Management at the University of Nairobi. The study focuses on the 'Influence of management practices on organizational performance: A case of Compassion International in Imenti North district, Meru County.'

When the research is successfully completed, I presume the findings to enable Compassion International to run the projects more effectively. Your input is therefore important in determining the success of this study. The questionnaire requires you to provide information by answering the questions honestly and objectively.

Any information obtained in connection with this study that can be identified with you will remain confidential. In any written reports or publications, no one will be identified and only group data will be presented. If you have any questions about the research, please contact me.

Rosemary Kiendi

0724832483

Appendix II: Questionnaire for Project Staff

PART A

Place a tick where appropriate.

1. Gender: Male [ ] Female [ ]

2. Age (of respondent)

Under 25 years	[ ]
26 – 30 years	[ ]
31 – 35 years	[ ]
36 – 40 years	[ ]
41 - 45 years	[ ]
Above 45 years	[ ]

3. Your highest education Level

Secondary 'O' level	[ ]
Certificate Level	[ ]
Diploma Level	[ ]
Bachelor's Degree	[ ]
Other Specify.....	

4. Years serving with Compassion International assisted project

0 – 3 years	[ ]
4 – 7 years	[ ]
8 – 11 years	[ ]
12 – 15 years	[ ]

PART B

For each of the statements below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box. The response scale is as follows:

1. **Strongly Disagree**
2. **Disagree**
3. **Undecided**
4. **Agree**
5. **Strongly Agree**

JOB DESIGN

The organization's strategy of design tasks contributes to the outcomes of staff satisfaction/ dissatisfaction.	1	2	3	4	5
Job rotation has enabled the staff to acquire a variety of skills.	1	2	3	4	5
Through job rotation and acquisition of the various skills, the project has been able to implement the budget timely.	1	2	3	4	5
The tasks that am involved in adds value in the achievement of the organizational goal.	1	2	3	4	5
Given an opportunity to work with another organization, I would reject the offer.	1	2	3	4	5
Given an opportunity to work with another organization, I would readily accept the offer.	1	2	3	4	5
Having to depend on my co-workers to accomplish my tasks successfully affects my job performance levels.	1	2	3	4	5
Our jobs tend to overlap; this contributes to poor performance of the various tasks.	1	2	3	4	5

TEAM WORK

I consider my relationship with my fellow Project Staff productive and beneficial to the achievement of objectives.	1	2	3	4	5
I consider my relationship with other staff members as having no contribution to project objectives.	1	2	3	4	5
I consider my relationship with other staff members as contributor to the project effective implementation of plans.	1	2	3	4	5
My relationship with other team members has enabled me to learn the various skills needed to work in this project.	1	2	3	4	5
Through participating in making decisions and working in jobs that we have to keep interacting together, I am able to share my knowledge to other members of the team.	1	2	3	4	5
Our project team is responsible for allocation of duties in an equitable way.	1	2	3	4	5
Working in a team is beneficial for creative and innovative ideas.	1	2	3	4	5

Working in a team has contributed to well thought of (quality) decisions.	1	2	3	4	5
Our project team members have been able to implement activities planned timely due to participatory decision making.	1	2	3	4	5

PARTICIPATORY DECISION MAKING

Staff members are allowed to make decisions that affect their accomplishment of tasks.	1	2	3	4	5
The management of the project have to be involved in all decisions that *affect the project plans.*	1	2	3	4	5
There is encouragement from the management to make decisions in order for staff to learn and own the operations of the project.	1	2	3	4	5
The information availed for decision making is always adequate.	1	2	3	4	5
There are regular meeting with the PF to discuss how to improve and develop.	1	2	3	4	5
Staff management meetings are never held except when the PF is present.	1	2	3	4	5
Staff management meetings held periodically.	1	2	3	4	5
Staff management meetings are avenues for evaluating plans.	1	2	3	4	5
Staff management meetings are avenues for sharing experiences.	1	2	3	4	5
Staff management meetings are avenues for learning from each other.	1	2	3	4	5
The decisions in our project are made through participation of staff and management.	1	2	3	4	5

ORGANIZATIONAL COMMUNICATION

On issues that need immediate attention, am able to readily reach the other staff members.	1	2	3	4	5
On issues that need immediate attention, am able to readily reach the management.	1	2	3	4	5
Feedback on pay increment takes a lot of time for approval purposes.	1	2	3	4	5

Feedback on issues that are of core concern like children's update is sometimes delayed unnecessary.	1	2	3	4	5
Am happy when information flows from the head office to the field office especially on matters concerning staff development.	1	2	3	4	5

ORGANIZATIONAL PERFORMANCE

The organization has made good use of the variety of skills in ensuring the timely implementation of activities.	1	2	3	4	5
The organization is trying to reduce cost by having the jobs designed in a way that they depend on one another.	1	2	3	4	5
I feel like part of the family in my organization.	1	2	3	4	5
Overall, the quality of work performed by my co workers is high.	1	2	3	4	5
Our audit score improved due to the distribution of responsibilities.	1	2	3	4	5
The members of my work group have taken the initiative to pass their knowledge to other members therefore ensuring learning by all.	1	2	3	4	5
Having to implement decisions that am involved in making gives me the opportunity to ensure that they are effectively implemented.	1	2	3	4	5
The meetings held in the project contribute to the effectiveness of the project.	1	2	3	4	5
The meetings held in the project affect the speed in which the activities are implemented.	1	2	3	4	5
The communication channels in the organization are well suited to the needs of the organization.	1	2	3	4	5

Appendix III: Questionnaire for CPC

PART A

Place a tick where appropriate.

1. Gender: Male [ ] Female [ ]

2. Age (of respondent)

Under 45 years	[ ]
46 – 50 years	[ ]
51 – 55 years	[ ]
56 – 60 years	[ ]
61 - 65 years	[ ]
Above 65 years	[ ]

3. Your highest education Level

Secondary 'O' level	[ ]
Certificate Level	[ ]
Diploma Level	[ ]
Bachelor's Degree	[ ]

Other Specify.....

4. Years serving with Compassion International assisted project

0 – 3 years	[ ]
4 – 7 *years*	[ ]
8 – 11 years	[ ]

PART B

For each of the statements below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box.

The response scale is as follows:

1. **Strongly Disagree**
2. **Disagree**
3. **Undecided**
4. **Agree**
5. **Strongly Agree**

TEAMWORK

My relationship with other team members has enabled me to learn the various skills needed to work in this project.	1	2	3	4	5
Through participating in making decisions and working in jobs that we have to keep interacting together, I am able to share my knowledge to other members of the team.	1	2	3	4	5
Our project team is responsible for allocation of duties in an equitable way.	1	2	3	4	5
Working in a team is beneficial for creative and innovative ideas.	1	2	3	4	5
Working in a team has contributed to well thought of (quality) decisions.	1	2	3	4	5
Our project team members have been able to implement activities planned timely due to participatory decision making.	1	2	3	4	5

PARTICIPATORY DECISION MAKING

Staff members are allowed to make decisions that affect their accomplishment of tasks.	1	2	3	4	5
The management of the project have to be involved in all decisions that affect the project plans.	1	2	3	4	5
There is encouragement from the management to make decisions in order for staff to learn and own the operations of the project.	1	2	3	4	5
The information availed for decision making is always adequate.	1	2	3	4	5
There are regular meeting with the PF to discuss how to improve and develop.	1	2	3	4	5
Staff management meetings are never held except when the PF is present.	1	2	3	4	5
Staff management meetings held periodically.	1	2	3	4	5
Staff management meetings are avenues for evaluating plans.	1	2	3	4	5
Staff management meetings are avenues for sharing experiences.	1	2	3	4	5
Staff management meetings are avenues for learning from each other.	1	2	3	4	5
The decisions in our project are made through participation of staff and management.	1	2	3	4	5

ORGANIZATIONAL COMMUNICATION

On issues that need immediate attention, am able to readily reach the other staff members.	1	2	3	4	5
On issues that need immediate attention, am able to readily reach the management.	1	2	3	4	5
Feedback on pay increment takes a lot of time for approval purposes.	1	2	3	4	5
Feedback on issues that are of core concern like children's update is sometimes delayed unnecessary.	1	2	3	4	5
Am happy when information flows from the head office to the field office especially on matters concerning staff development.	1	2	3	4	5

ORGANIZATIONAL PERFORMANCE

The organization has made good use of the variety of skills in ensuring the timely implementation of activities.	1	2	3	4	5
The organization is trying to reduce cost by having the jobs designed in a way that they depend on one another.	1	2	3	4	5
I feel like part of the family in my organization.	1	2	3	4	5
Overall, the quality of work performed by my co workers is high.	1	2	3	4	5
Our audit score improved due to the distribution of responsibilities.	1	2	3	4	5
The members of my work group have taken the initiative to pass their knowledge to other members therefore ensuring learning by all.	1	2	3	4	5
Having to implement decisions that am involved in making gives me the opportunity to ensure that they are effectively implemented.	1	2	3	4	5
The meetings held in the project contribute to the effectiveness of the project.	1	2	3	4	5
The meetings held in the project affect the speed in which the activities are implemented.	1	2	3	4	5
The communication channels in the organization are well suited to the needs of the organization.	1	2	3	4	5

Appendix IV: Questionnaire for Part Time Staff

PART A

Place a tick where appropriate.

1. Gender: Male [ ] Female [ ]

2. Age (of respondent)

Under 25 years	[ ]
26 – 30 years	[ ]
31 – 35 years	[ ]
36 – 40 years	[ ]
41 - 45 years	[ ]
Above 45 years	[ ]

3. Your highest education Level

Secondary 'O' level	[ ]
Certificate Level	[ ]
Diploma Level	[ ]
Bachelor's Degree	[ ]

Other Specify.....

4. Years serving with Compassion International assisted project

0 – 3 years	[ ]
4 – 7 years	[ ]
8 – 11 years	[ ]
12 – 15 years	[ ]

PART B

For each of the statements below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box. The response scale is as follows:

1. **Strongly Disagree**
2. **Disagree**
3. **Undecided**
4. **Agree**
5. **Strongly Agree**

TEAM WORK

I consider my relationship with my fellow Project Staff productive and beneficial to the achievement of objectives.	1	2	3	4	5
I consider my relationship with other staff members as having no contribution to project objectives.	1	2	3	4	5
I consider my relationship with other staff members as contributor to the project effective implementation of plans.	1	2	3	4	5
My relationship with other team members has enabled me to learn the various skills needed to work in this project.	1	2	3	4	5
Our project team is responsible for allocation of duties in an equitable way.	1	2	3	4	5
Working in a team is beneficial for creative and innovative ideas.	1	2	3	4	5
Working in a team has contributed to well thought of (quality) decisions.	1	2	3	4	5

ORGANIZATIONAL COMMUNICATION

On issues that need immediate attention, am able to readily reach the other staff members.	1	2	3	4	5
On issues that need immediate attention, am able to readily reach the management.	1	2	3	4	5
Feedback on pay increment takes a lot of time for approval purposes.	1	2	3	4	5
Am happy when information flows from the head office to the field office especially on matters concerning staff development.	1	2	3	4	5

ORGANIZATIONAL PERFORMANCE

Our audit score improved due to the distribution of responsibilities.	1	2	3	4	5
The members of my work group have taken the initiative to pass their knowledge to other members therefore ensuring learning by all.	1	2	3	4	5
The communication channels in the organization are well suited to the needs of the organization.	1	2	3	4	5

Appendix V: Krejcie model for population size and sample

Population Size	Sample
10	10
20	19
30	28
40	35
50	44
60	52
70	59
80	66
90	73
100	80
150	108
200	132
250	162
300	169
400	196

Appendix VI: Summary of expenses and children sponsored by Compassion International between 2009 - 2011

	2010-2011	%	2009-2010	%	2008-2009	%
Child Development Programs	$404,700,219	77.8	$364,842,037	77.4	$296,967,987	75
Sponsor / Donor Ministries	$28,707,362	5.5	$25,166,424	5.3	$26,333,520	6.7
Program Expenses	**$433,407,581**	**83.3**	**$390,008,461**	**82.7**	**$323,301,507**	**81.7**
Administration	$37,574,803	7.2	$35,826,758	7.6	$33,534,458	8.5
Fundraising	$49,430,298	9.5	$45,932,098	9.7	$38,938,535	9.8
Supporting Services	**$87,005,101**	**16.7**	**$81,758,856**	**17.3**	**$72,472,993**	**18.3**
Total Expenses	**$520,412,682**	**100**	**$471,767,347**	**100**	**$395,774,500**	**100**
Training Expenses	$9,928,949		$8,913,425		$6,071,829	
No. of children	**1,280,000**		**1,220,000**		**1,142,000**	

Information adapted from Compassion International financial statements 2008/2009, 2009/2010 & 2010/2011.

Appendix VII: Target Population and the Audit Score per project

Project Code	Project Name	Church Partnership Committee
KE 700	MCK Kaaga CDC	7
KE 701	MCK Runogone CDC	7
KE 703	Mwana Mutethia CDC	5
KE 704	Murerwa CDC	5
KE 705	Mwenda CDC	7
KE 706	MCK Kambereu CDC	7
KE 707	MCK Kiburine CDC	7
KE 708	Muguna CDC	8
KE 323	KAG Meru CDC	6
		59

UNIVERSITY OF NAIROBI
KABETE
LIBRARY

Project Staff	Part time staff	Total	Audit Score
2	7	16	83
3	10	20	82
3	2	10	85
6	5	16	68
3	5	15	67
3	4	14	82
4	3	14	83
3	7	18	89
3	13	22	82
30	**56**	**145**	**μ= 80**

Appendix VIII: Distribution of Respondents

Project Code	Project Name	Church Partnership Committee	Project Staff	Part time staff	Total
KE 700	MCK Kaaga CDC	5	2	7	14
KE 701	MCK Runogone CDC	3	3	5	11
KE 703	Mwana Mutethia CDC	3	3	2	8
KE 704	Murerwa CDC	-	4	-	4
KE 705	Mwenda CDC	5	3	5	13
KE 706	MCK Kambereu CDC	2	3	4	9
KE 707	MCK Kiburine CDC	-	2	-	2
KE 708	Muguna CDC	2	3	7	12
KE 323	KAG Meru CDC	2	3	10	15
Total		**22**	**26**	**40**	**88**