

**INFLUENCE OF ORGANIZATION CONTEXT ON INFORMATION TECHNOLOGY  
INTEGRATION IN NON-GOVERNMENTAL ORGANIZATIONS: CASE OF FOOD  
FOR THE HUNGRY KENYA**

**BY**

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## DECLARATION

I, the undersigned declare that this research project is my original work and that it has not been submitted for any course qualification in this or any other university or institution for academic credit.



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## LIST OF ABBREVIATIONS

<b>COVID-19</b>	:	Coronavirus Disease 2019
<b>DRC</b>	:	Danish Refugee Council
<b>FAO</b>	:	Food and Agriculture Organization
<b>FHK</b>	:	Food for the Hungry Kenya
<b>HIV</b>	:	Human Immunodeficiency Virus
<b>IBM</b>	:	International Business Machines
<b>IS</b>	:	Information System
<b>IT</b>	:	Information Technology
<b>NGOs</b>	:	Non-Governmental Organizations
<b>OFDA</b>	:	Office of U.S. Foreign Disaster Assistance
<b>OTTR</b>	:	observe,” “think,” “test,” and “revise
<b>PEU</b>	:	Perceived Ease of Use
<b>PU</b>	:	Perceived Usefulness
<b>TAM</b>	:	Technology Acceptance Model
<b>TRA</b>	:	Theory of Reasoned Action
<b>UKAid</b>	:	United Kingdom Agency for International Development
<b>UNICEF</b>	:	United Nations Children’s Fund,
<b>USA</b>	:	United States of America
<b>USAid</b>	:	United States Agency for International Development



## ABSTRACT

Information systems integration brings about many important benefits in any organization and more specifically for non-governmental organizations. The need for IT systems integration has resulted from the need to make organizations more responsive to reduced operational costs, timely implementation of projects and more focus on beneficiaries. Successful implementation of IT systems is dependent on ability of the system to cope with the overall system architecture, their interface with humans and organizations and their relationship with external environment. The aim of this study was to determine the influence of organizational context on information technology integration in non-governmental organizations; a case of Food for the Hungry Kenya. This study adopted a case study which involves detailed research of a specific organization. The study focused on the regional office in Nairobi and field offices in Marsabit County. The study respondents were employees in Food for the Hungry Kenya offices in Nairobi and Marsabit. Data collection was carried out using a semi structured questionnaire and interview guides. The questionnaires gathered data from the subordinate staff while interview guides were applied for managers of the organization. The questionnaires were distributed to the managers and subordinate staff of FHK through drop and pick method while interviews with FHK official were conducted in the respective FHK office. Data analysis involved the use of qualitative methods. The study found that organizational culture, organizational goals, organizational composition, and organizational structure positively influence information technology integration in non-governmental organizations. The study recommended that the management of non-governmental organizations are encouraged to ensure that they adopt organizational cultures that encourage risk taking and innovation as this will be an important ingredient when it comes to adoption of changes such as information technology integration. The study recommends the adoption of goals that are specific measurable attainable realistic, and time bound. Further the study recommends the adoption of policies that will encourage adversity in the workforce and finally to ensure that the structures they put in place encourage communication from the junior employees to the seniors for proper technology integration.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

Information Technology (IT) has emerged as a key component in decision making tasks such as online analytical processing and information processing tasks (Maumbe & Okello, 2013). This has resulted from the need to make organizations more responsive to reduced operational costs, timely implementation of projects and more focus on beneficiaries. Successful implementation of IT systems is dependent on ability of the system to cope with the overall system architecture, the interface with humans and organizations and their relationship with external environment (Laakso, & Kiviniemi, 2012).

Running non-governmental organizations (NGOs) generally relies on both external and internal factors (Hudock, 2015). External players include donors, partners, government agencies, religious organizations and local leaders. Internal factors include leadership, Human resources, power games, management styles among others. These factors may influence how NGOs are managed in terms of operations, technical and financial processes. A challenge of information technology integration may be seen where donors and partners have different objectives from the implementing partner's objective. Both external and internal will eventually influence how NGOs will adopt Information Technology systems integration. NGOs seek to adopt IT system integration which will improve cost efficiency and increase timely implementation of programs to remain competitive while seeking donor funds.

Several ideas have been put forward to explain the importance of information technology use and system integration for better performance. This study relied on strategic alignment theory, theory of reasoned action and technology acceptance theory to illustrate determinants that influence the adoption of IT systems integration in Food for the Hungry Kenya (FHK). The Theory of Reasoned Action explains how an organization or individual's beliefs, norms attitudes intentions and behaviors relate. The theory asserts that a person's behavior will be predicted based on their behavioral intention to behave that way. The theory also argues that a person's reason to behave in a given way is described by their subjective norms, and attitudes towards the behavior. Davis (1989) modelled the technology acceptance theory which is based on two factors that is the perceived usefulness and the perceived ease of use. Both the perceived ease of use and the

perceived usefulness determine the organizations attitude toward integrating an information technology into their organization.

### **1.1.1 Information Technology Systems integration**

Bretschneider and Mergel (2017) explained information system as the use of systems for storing, retrieving, and sending information to enhance making of decisions within an organization. Information Technology system integration is the act that link different systems of IT as well as the other related applications so that they work together in a coordinated way. Information Technology system integration ensures that each integrated subsystem function as required. This is a value addition in the sense that new functionality is added to system by connecting functions of a different system to another (Buckelew, 2015).

It has traditionally been thought of as the functions and processes of a single company or perhaps a few units with a limited reach. Nonetheless, organizations are seen to have been engaged in a variety of large-scale integration efforts as a result of the intense competitive environment and information technology advances. In the study by Mohamed, et al (2013), information systems integration is treated as a stage in moving toward strategic alignment between business and information technology. Strategic alignment can be divided into three categories. The organizational business and information technology members' awareness of strategic alignment is the initial level. Integration is the second level. Essentially, the acceptance of the necessity to connect the organization's operational strategies and information systems is referred to as the integration level. Rather than focusing on an organization's core strategic directions, the alignment stage focuses on aligning the organization's fundamental strategies (including information systems strategy) and core capabilities to the organization's central strategic directions (Mohamed, Mahadi, Miskon, Haghshenas, & Adnan, 2013).

Morrison et al (2019) defined business integration as the process of merging elements from two or more alike activities to come up with processes that can be applied to replace the initial activities. This is achieved by ensuring each functional activity is linked to each other for efficient flow of information for decision making. Therefore, an organization that fully integrates IT into its operating model stands the best chance to optimize its overall cost by improving communication and forecasting. Pathak et al, (2017) defines integrated management system information system that is expanded that is attained by a model of enhanced capability by linking functionally more

system, or through incorporating a proportion of the functional elements of one information system to another.

### **1.1.2 Organizational Context**

An organization is a group of people who work together, like a charity, union, or a government cooperation. Organization context is the environment in which the organization works (Chalmers, 2020). The environment under which organizations operate is largely influenced by many factors majorly external and internal factors. These factors will influence how organizations are run. Organizations will seek to adopt to the rapid IT changes to run efficiently and remain afloat due to the competitive environment. Context of company has been explained literature as “a set of circumstances, or facts related to an event (Rousseau, 2018).

Armstrong (2016) surveyed context of organization represented by the environment that is internal that impacts behaviors of the employees as well as attitude, has the following determinants: culture of a company, the people involved, size of the company, employee’s relation climate, the technology adopted in the firm, and key practices, the practice of the work, and the kind of the business.

Watson (2006) argued that idea of culture arose from a metaphor of a company as "something cultivated." Most academics and practitioners who study companies believe that culture refers to the atmosphere and practices that exist within the organization. Organizations grow as a result of how they deal with people, or how they treat them and organization's promoted principles and statements of cultures of a company (Schein, 2004). It therefore gives a company a sense of identity and establishes, by the legends of a company, language, rituals, meanings, norms, beliefs and values, the manner in ‘things are done around here’. An organizations’ culture encapsulates what it has been good at and what has worked in the past (Muraina, & Muraina, 2017).

Organization culture is the feature and tangible personality that originate from the company. Organization culture is palpable. It can be purposefully developed and exploited (Avery, 2012). It has an impact on employee morale and engagement. It manages the rates of revenue and has an impact on firm success and productivity. The cultures of organizations are usually diverse, but the major winners are always the ones that prioritize culture (Alvesson & Sveningsson, 2015).

The goals of a company are the objectives that are well described that specify the findings that are expected. The aim of organizational objectives is to give directions to the employees of a company. The most common criteria for evaluating effectiveness have been organizational goals (Hoy & Hellriegel, 1982). Organizational goals, when viewed in this light, are essentially benchmarks used to assess the effectiveness of organizational behaviors and outcomes (Tansik, 1973). Goals need to be specific, measurable, achievable, and timely.

Goals are helpful in understanding the purpose of the firm, growth in terms of commerce and finance. Setting brief objectives of a company helps in tracking their progress as well as help in the description of purpose of the firm, growth as well as their objectives financially. Companies have route that is clear to achievement as well their visions by setting goals that are realistic. Setting and attaining these goals can also aid to enhance company's productivity as well as efficiency (Kshetri, 2018).

To allow people to take part in their task to achieve the goals of a company that are desired, company should successfully show aims of the corporate by helping an organization achieve the goals through knowing well the aims of the company, employees can choose their course of action. They should be given resources and tools needed to achieve their roles as well as corporate (Okoye & Ezejiofor, 2013).

Creation of goals for each person in a company that support the goals of a company and managing performance of each employee against the given goals can enhance the firm in assessing effectiveness of each employee. Corporation can pass their objectives using ways that are formal. This will enhance and improve corporation between managers and employees. Thus, able to have goals that are linked to the objectives of the company. Having goals also enhance workplace harmony because people work towards objectives that are comparable (Islami, Mulolli, & Mustafa, 2018).

The complete makeup of the workforce of employee, and diversity level incorporated, is called organizational composition. Religion, Age, marital position, gender, education, race, ethnic origin, education, and many other secondary characteristics are all examples of diversity. Diversity encompasses not only how people identify themselves, but also how they are perceived by others (Olsen & Martins, 2016).

Companies can benefit from diversity differently. Employees from different and diverse background implies that an organization has a greater experience and skills that are significant in an organization. If employees come from varied background, there's a wide range of ideas. Furthermore, activities of business that require varied population or audience around the globe means employees can interact better as they know each language and culture (De Mooij, 2019).

A system that describes how a given work are done for them to achieve the goal of an organization is called structure of an organization. (Ahmady, Mehrpour & Nikooravesh, 2016). Rules, roles, and obligations are examples of these practices. It also affects how a given information is shared within a company. Through the presence of structure of an organization, the company can stay focused and efficient. (Sandhu & Kulik, 2019).

Structures of an organization are extensively applied by all sizes and types of business. Within a company, they explain a given hierarchy. Each task of an employee and how it fits into their own system that wide are described by a successful structure of a company. Simply put it determines everyone role so that the desired goals may be attained. Who does what so that the corporation may achieve its goals. A structure aids in efficiency and at all levels as it gives every person clarity. Due to every section will be more productive as they will save more time and energy (Bilgeri, Wortmann & Fleisch, 2017).

Structure of an organization can either be decentralized or centralized. Companies have always been working under leadership that is centered and have a well structure hierarchy. In a company that has centralized type of leadership, individual function has clear responsibilities, with junior depending on their seniors for guidance. In the case of firms dealing with technology, there has been increased decentralized companies. This enhances company to be adaptive, quick and nimble with nearly every employee having high level of agency. On the other side, teams are free to make decisions as well as conclusion without requiring "permission" from the top (Mahmoudsalehi, Moradkhannejad & Safari, 2012).

### **1.1.3 Food for the Hungry Kenya**

Food for the Hungry is a Christian based NGO Founded in 1971 by Dr Larry Ward with Headquarters in Phoenix United States of America (USA). It has since expanded its operation and currently works in 20 countries around the world among them 8 countries in Africa namely Kenya, Uganda, Rwanda, Burundi, South Sudan, DRC, Mozambique and Ethiopia. Food for the Hungry

Kenya (FHK) has its head office in Nairobi with field offices in Isiolo, Marsabit and Moyale with staff population of about 100 Staff. FHK has been funded by several donors namely UNICEF, USAID, OFDA, FAO, Millennium water alliance and Kenya Red Cross. It works through several programs namely Water and Sanitation, Health and Nutrition, HIV and Aids, Child sponsorship and relief works and recently working with county government on intervention of Locust infestation in Marsabit and COVID-19 in Sololo. The different programs at FHK work independently due to multiple donors, donor policies and guidelines which majorly define their budget, scope and geographical area (Myers, 2011).

The administration structure of FHK is that it is part of Food for the Hungry Association which has the head office in Phoenix Arizona and the regional office in Nairobi Kenya. FHK's main focus was food distribution in Marsabit. While responding to the drought situation FHK discovered other needs in the region and expanded by introducing other services to address health, water, nutrition and financial programs to empower the communities. Most recently FHK has been working on a program to mitigate effects of locust in Isiolo and working with the Ministry of Health to help reduce the spread of Corona Virus (COVID-19) within their areas of intervention (Food for the Hungry, 2019).

FHK majorly works with Government institutions including County government, Health sectors, Ministry of Education, local churches and local leaders in their implementation regions. All these programs are funded by different donors namely OFDA, UNICEF, KENYA RED CROSS, UKAid, USAid and Private funds. FHK operates on an annual budget of \$40, 000,000. Major funds come from private donors in the US mainly led by churches and citizens. The departments adhere to different rules set up by the respective donors. Respective managers who reports to a program director while they have dotted reporting lines to their respective donor representatives run these programs.

While some of the projects implementation area are common, some have different scope, budgetary allocation and objectives. FHK has IT systems that are specific to departments. There is a lot of effort needed to coordinate the operations in terms of logistics, donor reporting and administration among the different donors and partners within a short time of less than nine months (Mustaka, 2019). Like many other NGO's FHK external factors include working with multiple donors and partners and accounting to both donors, county governments and local leaders. It has

internal processes with several programs each running independently and managed by different program managers. FHK needs to adopt IT systems integration that will aid in efficient use of funds and timely project implementation in order to remain competitive to donor funds and remain relevant in the market. This led to the aim of this research; to examine organizational context and IT integration in FHK.

## **1.2 Research Problem**

Information systems integration brings about many important benefits in any organization and more specifically for non-governmental organizations. Information systems integration is useful in solving any software or hardware issues that may arise. Information systems integration also helps in speeding up the flow of information by providing room for consistent communication and also reducing the costs of operations. It also comes about with improvement in productivity and the quality of operations (Mckenna 2020). The need for IT systems integration has resulted from the need to make organizations more responsive to reduced operational costs, timely implementation of projects and more focus on beneficiaries. Successful implementation of IT systems is dependent on ability of the system to cope with the overall system architecture, their interface with humans and organizations and their relationship with external environment (Laakso, & Kiviniemi, 2012).

However, Food for the Hungry Kenya lack of sufficient budgeting for information technology, failure to invest in the latest technology, lack of enough capital to sustain information technology investment are some of the challenges that have hindered the integration of information technology. The organization has a number of systems that have been implemented to enable proper communication among stakeholders. However, the systems have not been effective in serving the designed purpose. This has been largely due to lack of integration of the systems which would allow for connectivity among the systems and hence proper and effective communication (Food for the Hungry Kenya, 2021).

While both the internal and external players have great roles to play in the running of the organization, Food for the Hungry Kenya has been having challenge integrating both the players' objectives for the organization (FHK, 2019). The adoption of IT systems integration aid in efficient use of funds and timely project implementation in order to remain competitive to donor funds and remain relevant in the market. This study sought to determine the effect of organizational context



on information technology integration in non-governmental organizations. It would therefore be useful as it would bring out the possible areas that the organization has failed in terms of organization context and hence affected information technology integration. The organization would therefore check out for these failures and fill out the gaps.

Nelson (2006) in his study examined integrating NGOs conditionally in the aid system and found that donors exert considerable influence in the adoption of information technology among NGOs. However, the study defines the key aspects of information technology and how it impacts technology integration. Donini (2011) carried a research in Afghanistan about integration on independence of humanitarian action. The study did show the effects of lack of integration on NGOs and how this relates to IT systems in NGOs. However, the study failed to affect the influence that the NGOs organization has on the adoption of information technology. Warsame (2012) surveyed the effect of integrated management information systems on service level in non-governmental organizations in Mogadishu Somalia. The research concluded that the integration of information systems at the NGOs in Mogadishu has a useful influence on confidentiality of the issues pertaining the business. The study however failed to bring out the aspect of organizational context. Mwai (2016) researched on system interoperability web data-exchange service bus for integrating health information systems but the study was not based on NGOs organizational context. Finally, Kimani (2016) assessed impact of integration of supply chain and performance of commercial banks in Kenya and found that supply chain management emphasizes all aspects of delivering commodities to consumers. The research however was not conducted among NGOs. Based on the empirical studies above, this study sought to answer the question; what is the influence of organizational context on information technology integration in non-governmental organizations?

### **1.3 Research Objective**

The aim of this study was to determine the influence of organizational context on information technology integration in non-governmental organizations; a case of Food for the Hungry Kenya.

#### 1.4 Value of Research

The research finding from this study may be used by different non-governmental organizations that will adopt and support Information Systems integration in order to improve their operations to enhance good stewardship towards donor funding and maximize use of their limited resources to support multiple programs and remain more resourceful and competitive for donor-limited resources.

The research may be used in academics in their various academic research works especially those interested in understanding the context of NGOs. This may be so since there is little that has been documented on organizational context and information technology integration in non-government organizations. Future researchers may therefore find the study to be useful since it would form a basis for their empirical studies as well as the theoretical review.

Policy makers e.g., World Health Organization, World Bank and government may also benefit from this research. The information would help them identify the challenges NGOs have in their environment context and IT integration and can use the research to inform future policies formulations.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This section highlights theories that form the basis for the research. The chapter also discusses the other determinants of information technology integration. Further, the chapter presented the empirical studies review and the conceptual framework. Finally, the section provides a summary of literature reviewed.

### **2.2 Theoretical Review**

This research was guided by strategic alignment theory, theory of reasoned action and Technology Acceptance theory which are explained herein.

#### **2.2.1 Strategic Alignment Theory**

Strategic Alignment Theory was proposed by Henderson and Venkatraman (1991). It is made up of two main dimensions: Strategic fit is the concordance between the dimensions of external and internal. Functional integration refers to two types of integration between business and IT domains. The first type is described as strategic integration and reflects the association between strategy of IT as well as strategy of business. The second type is considered as operational integration and is concerned with the association between strategy of IT and strategy of business. It is termed operational integration and is concerned with the association between IT infrastructure and process as well as company's infrastructure and process (Venkatraman & Henderson, 1993). It is a conceptual design that is applied in knowing strategic alignment from the perspective of four components (Vargas Chevez, 2010)

Papp (1995) describes 'strategic alignment' as the proper application of IT for the business strategic integration as well as development for the corporate goals. According to Woolfe and Cash (1992), "strategic alignment" happens when an organization harmonized its strategy as well as the systems of IT. Chan and Huff (1993) described that companies typically attain "strategic alignment" through three stages: awareness, integration and alignment. The level of awareness show that the company has attained a level of awareness in acting upon the significance of using Information System (IS) more closely connected with the business. The second level deals with integrating operational business and IS plans and activities. The final level (strategic alignment level) concerns integrating IS with the organization's fundamental strategies and core

competencies. This theory was important in this study since it would be used to explain the use of integration in linking the internal and external business environments as well as the link between the IT infrastructure and processes in Food for the Hungry Kenya.

### **2.2.2 Theory of Reasoned Action**

This was modelled by Fishbein and Ajzen (1975). It describes how an organization's or individual's beliefs, norms, attitudes, intentions, and behaviors relate. The theory asserts that a person's behavior will be predicted based on their behavioral intention to behave that way. The theory also argues that a person's reason to behave in a given manner is established by their subjective norms, and attitudes towards the behavior. The subjective norm is the perception by a person on whether the persons they consider important to them would or would not perform the behavior (Fishbein & Ajzen, 1975). The attitude on the other hand is described as feelings that are negative or positive about the behavior and about performing it. The person therefore assesses their beliefs regarding what the consequences of performing the behavior are and then evaluates if the consequences are desirable or not.

This theory was therefore important in the research as it informs how organizational context components such as the organizational beliefs, attitudes, principles and norms would affect an organization's decision to integrate or not to integrate an information technology application into their organization. An organization will first figure out the consequences of integrating the information technology application and then evaluate if the consequences are positive or negative before integrating it. The theory therefore explained the variable organization context.

### **2.2.3 Technology Acceptance Model (TAM)**

It was modelled by Davis (1989). It is based on two factors that are the perceived usefulness and the perceived ease of use. The perceived usefulness (PU) is the potential user's probability that using the application in question will improve their performance within the organizational context. An application that is more effective in an organization, the more it becomes useful. The perceived ease of use (PEU) is the potential user's perception on how effortless the use of the application will be. An application that uses least time in learning how to use will be used more by potential users (Davis 1989). Both the perceived ease of use and the perceived usefulness establish the organization's attitude toward integrating an information technology into their organization.

The ease of use and usefulness of an information technology is determined also by external factors. These external factors are social and organization factors, and the computer system features such as the hardware and the software and the approach that is used in training about the Information technology application. The support in the use of the computer systems also affect the usefulness and ease of use of the system. The external factors have factors that contains social and organizational, the characteristics of a system of a computer including hardware as well as software, this training approach as well as the support of other in using the systems of a computer (Davis Bagozzi & Warshaw, 1989).

It was helpful in this research to explain how the organizations perception about how an information technology application will be useful and easy to use. The non-governmental organizations will first make considerations about the usefulness and ease of use of the information technology they are to integrate into their system before the actual activity. This theory therefore was used to explain both the organizational context and information communication integration.

## **2.3 Empirical Review**

This part gives a review of the empirical literature related to the study variables.

### **2.3.1 Organizational Culture and Information Technology Integration**

Weber and Pliskin (1996) assessed the influence of information systems integration and culture of an organization on the effectiveness of a firm. The study found a useful linkage between information systems integration and its effectiveness only when controlling for difference in terms of culture of organizations between the joining companies. The study proposed that cultural differences be taken into account during the pre-merger and post-merger negotiations

Adamy and Heinecke (2005) assessed the effect of organization culture on integration of technology on teacher education. Four teachers of math were interviewed from Commonwealth of Virginia and observed teaching to give a picture of how they have embraced technology users, and to establish the determinants that have enhanced or inhibited their ability to adopt innovations of technology. Findings of the research suggested that integration of technology by math teacher educators in a school of education is a process that is social and for it to go through, it should receive both institutional and administrative support.

Ashby (2002) assessed the impact culture of company integration and information technology integration on mergers and acquisitions. Particularly, the research wanted to assess the linkage between organizational culture integration and the information technology integration after an acquisition or merger. This study examined the perceptions of a variety of participants who worked in the United States and were involved in a merger or acquisition in the past six years. Each of the 108 participants was solicited through e-mail. They were requested to fill out the questionnaire on the web. The methodology used for this study was structural equation modeling (SEM). The design retained a statistical good overall.

Ke and Wei (2008) investigated the effect of culture of organization on implementation of ERP. The research was done using empirical investigation. The research found that the success of implementing an ERP is usefully linked with culture of the organization along the dimension of learning, development, taking part in making the decisions, sharing of the powers and collaboration.

### **2.3.2 Organizational Goals and Information Technology Integration**

Alshurah et al (2018) examined how organizational context and information technology impacts willingness of employees to share the knowledge. The research was conducted among health sector players in Jordan. A sample of 160 large hospitals was chosen for the research where questionnaires were distributed for data gathering. The analysis of the data was conducted by frequencies and percentages and multiple linear regression. The study findings indicated that vision, organizational goals and trust did not have a statistical effect on willingness of employees to share knowledge. However, information technology has useful influence on employee willingness to share knowledge.

Idowu, Daniel and Adedap (2016) examined the objectives and performance of a company and its impact on management of conflict in a Nigerian mobile telecommunication company. The research works on how objectives of a company and its performance can be applied to attain successful management of a conflict, because the main concern of human resource management in a company is to reduce the conflicts and enhance performance using pre-determined goals and aimed objectives of a company in which is anchored on both mutual understanding of both the management and the employees. A descriptive survey research design was used to determine the association among factors with purposive sampling method in choosing the interviewees including

management staff as well as employees of the firm. The sample of 205 of structured questionnaires was primary data instruments of data collection. The postulated hypotheses were tested by employing chi-square independence test was employed in Spearman Rank Correlation Coefficient (SRCC) and regression analysis. The examination of data indicated that some evidence that show a successful statistically remarkable linkage between the objectives of a company on the other side and performance of a company on the other hand with the management of a conflicts.

### **2.3.3 Organizational Composition and Information Technology Integration**

Ogbo, Anthony and Ukpere (2014) determined the influence of workforce diversity on performance of organizations of chosen organizations in Nigeria. Findings indicated that workforce diversity has an effect impact on affairs linked to the consumer in a company. Workforce Diversity was described as an element applied to enhance performance of the organization and has been in existence since the time of barter trade that was there during the early 1750 as well as industrial revolution. Secondary data, interviews administered orally as well as content analysis were combined and used. A spearman's rank correlation coefficient of 0.95 was achieved.

Şener Varoğlu and Aren (2011) studied the influence composition of a board on performance of the firm was examined through various conditions impact of composition of board on performance of a company was measured under various environmental conditions that are moderated in terms of dynamism as well as munificence under which the firm work and complexity of the commodity of the company. According to the data from different 80 companies that are traded publicly in İstanbul Stock Exchange, the results show that the impact of composition of board on performance of a company vary due to different environmental conditions.

### **2.3.4 Organizational Structure and Information Technology Integration**

Another study by Kim and Lee (2016) assessed how employees' perceptions on knowledge sharing is affected by organization context and information technology. The research was done among sector of public organizations and private sector organizations in South Korea. The study's target population comprised on 5 public sector and 5 private sector organizations. The research specifically investigated centralizations as components of organizational structure and employee usage of IT and user-friendly IT systems to measure for information technology. The study found

that context of organization as well as information technology positively affects abilities of employees to share knowledge.

Watad and Ospina (2016) analyzed the role of context of organization in moderating IT enabled change. The study was conducted in USA among systems of information projects implemented in organizations that are public. The study used secondary data obtained from the mini microcomputer coordinating council. Findings revealed that information technology maturity use by managers leads to better coordination of organizational change.

Sibanda and Ramrathan (2017) conducted their study in South Africa in order to assess how organizational strategy is affected by information technology. The study's design was exploratory. Data was collected from IBM in South Africa using in-depth interview. The sample size for the study was 12 respondents from IBM in South Africa. The study established that integration of cross functional roles in the organizational context leads to better information technology and strategy alignment.

Chege, Wang and Suntu (2020) researched on technological innovations and firm performance in Kenya. The research targeted enterprises in Kenya and selected a sample of 240 enterprises. The research used structural equation design to analyze the data. The research confirmed the association between technological innovation and performance of a firm in the affirmative. Another similar study was conducted by Mburugu (2015) in public tertiary institutions in Kenya to understand how internal organizational context impact information technology implementation. The specific objective investigated the variables of organizational context as strategy, structure, leadership and staff capacity. The moderating variable was ICT infrastructural availability. A pragmatic paradigm approach was used while the designs that were followed were cross sectional and correlational. Respondents were the staff and a sample of 210 staff were chosen through simple random and stratified random techniques. Data was gotten from interviewees using a questionnaire and analyzed through descriptive statistics and multiple regression analysis. A sample of 210 members of staff was used through stratified and simple random sampling methods. The findings showed that attitude of the staff determines the linkage between organizational internal context and innovation implementation.



## **2.4 Summary of Literature Review**

Review of literature show that there have been conflicting results on the effect of organization context on information technology integration. Further, most of the studies that have been conducted have not sought to directly link organizational context with information technology integration. Farhanghi, Abbaspour & Ghassemi (2013) linked organizational culture and information technology and firm performance. Alshurah et al (2018) examined how organizational context and information technology impacts on employee's willingness to share knowledge. These resented conceptual gaps while the studies by Chege, Wang and Suntu (2020) and Mburugu (2015), although conducted in Kenya, focused on business enterprises and education institutions respectively. The current study however focuses on non-governmental organizations. The Kenyan context is different from other countries so there is need for in depth investigations into the context- IT integration relationship. This may bring out factors other than those in the literature.

## **CHAPTER THREE: METHODOLOGY**

### **3.1 Introduction**

This section highlights techniques that were applied in conducting the research. First, the section highlighted the design of study, then the population that was targeted and the data collection tools and procedure was discussed next, diagnostic tests and ways in which data was examined.

### **3.2 Research Design**

It entails a scheme of how research will be conducted. It is the overall strategy that a researcher chooses to adopt in order to integrate all the study elements and also to ensure that the study problem is addressed effectively (Labaree, 2013). This study adopted a case study which involves detailed research of a specific organization. A case study is a given instance examined to show a principle or thesis (McCombes 2020). It is advantageous since it allows for intensive study of a unit hence deeper and richer information is obtained through case research. It also helps in in-depth study of the inner workings of an organization. Further, a case study helps in comprehensive understanding of an organization and hence make policy implications (Schoch, 2016). A case study was therefore applicable in this research as the study sought to have an in depth study of FHK on matters regarding organizational context and information technology integration.

### **3.3 Choice of Case Study**

The selected organization for this study was Food for the Hungry Kenya. Food for the Hungry Kenya was chosen since it is an NGO running in different places in the country and information technology integration is paramount for smooth running of the organization as it helps in linking both external and internal players. The study focused on the regional office in Nairobi and field offices in Marsabit County. The study respondents were employees in Food for the Hungry Kenya offices in Nairobi and Marsabit.

### **3.4 Data Collection**

Case study research was employed in this study. Data collection techniques applied in gathering data are interviews, questionnaires, and relevant documents (Yin, 2014). Application of various methods to gather the relevant data from different sources enhances the credibility of findings and improve various interpretations during examination of the data (Flick, 2014).

Data collection was carried out using a semi structured questionnaire and interview guides. The questionnaires gathered data from the subordinate staff while interview guides were applied for managers of the organization. The questionnaire consisted of both closed and open-ended questions. The interview guide and questionnaire were subdivided into parts sections. The first part section (A) consisted of questions about the demographic information of the respondents, Section (B) consisted of questions on organizational culture, section (C) for organizational goals, section (D) for organizational composition, section (E) for organizational structure, and section (F) for information technology integration.

The questionnaires were distributed to the managers and subordinate staff of FHK through drop and pick method while for those who could not be easily accessed administration of the questionnaires was done through emails. The respondents were allowed enough time to fill in the questionnaires where the researcher collected them for counterchecking. Those questionnaires that were not fully filled were returned to the respondents who were requested to complete the process. For the interview guides the researcher conducted the interview himself. The researcher visited the managers of FHK in the organization where face to face interview took place. The interview was conducted at FHK office.

### **3.5 Data Analysis**

In this case examination was slightly different because much of the gathered were qualitative. Moreover, examination of such data is always concurrent with the data gathering phase instead of next to it. The principle data technique of analysis for case studies is referred to as OTTR, which stands for “observe,” “think,” “test,” and “revise.” first observations are made and uncertain hypotheses are developed for Observe. The next step is to determine what further evidence needs to be gathered in order to rule out alternative explanations or corroborate original ideas. Test is the third step, in which more information is gathered by observation or review. Finally, in the Revise step, further findings are analyzed and reviewed, and previous hypotheses are reexamined (Baskarada, 2014). The data was therefore analyzed using the OTTR, “observe,” “think,” “test,” and “revise.” method. Data analysis involved the use of qualitative methods. The data was first sorted and cleaned before embarking on examining the data. The closed ended questions were examined using descriptive statistics like percentages and presented in form of tables. Open ended questions and data from interview guides were on the other hand analyzed through content

analysis. The analysis was about the concepts and the themes identified in the conceptual framework.

## CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

### 4.1 Introduction

This chapter provides a presentation of the results for the data. The analyses and presentation were done in line with the study objectives. A discussion of the study findings is also provided in this chapter.

### 4.2 Response Rate

Table 4.1 shows the response rate for the study.

**Table 4.1: Response Rate**

<b>questionnaires</b>	<b>Frequency</b>	<b>Percentage</b>
Returned	79	79
Unreturned	21	21
<b>Total</b>	<b>100</b>	<b>100</b>

The researcher distributed 100 questionnaires out of which only 79 were completed and returned. This was a 79% response rate which according to Mugenda and Mugenda (2002) is adequate for a study.

### 4.3 Respondent Profile

#### 4.3.1 Gender distribution at FHK

The gender representation in the study was as in Table 4.2

**Table 4.2: Gender of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	55	70
Females	24	30
<b>Total</b>	<b>79</b>	<b>100</b>

The results showed that there were more male respondents (70%) than female respondents (30%). By the respondent figures, it shows the organization has been able to achieve gender inclusion.

### 4.3.2 Age brackets of the respondent.

The age brackets for the respondents in the study were as in Table 4.3.

**Table 4.3: Age of Respondents**

<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>
25 years and below	15	19
26-35 years	<b>26</b>	33
36-45 years	19	24
Above 45 years	<b>19</b>	24
<b>Total</b>	<b>79</b>	<b>100</b>

The study revealed that those employees who are aged between 26-35 years represented 33% being the most while only 19% were aged 25 years and below. Those aged 36-45 years and above 45 years represented 24% in each category. This implied that there is equal representation of youths and aged from the respondents at FHK hence age diversity.

### 4.3.3 Educational Qualification

The education qualifications of the respondents in Table 4.4

**Table 4.4: Educational Qualification of Respondents.**

<b>Educational Qualification</b>	<b>Frequency</b>	<b>Percentage</b>
Primary	<b>2</b>	3
Secondary	<b>5</b>	6
Certificate	<b>17</b>	22
Diploma	<b>23</b>	29
Undergraduate	<b>25</b>	31
Postgraduate	<b>7</b>	9
<b>Total</b>	<b>79</b>	<b>100</b>

The results showed that those respondents with undergraduate degree are the most at 31%, followed by those with a diploma at 29%, then those with a certificate at 22%. Those respondents with a postgraduate degree secondary education and primary level of education represented 9%, 6% and 3% respectively. This implied that from the respondents the employees at FHK are well educated and hence understand the workings of the organization and were therefore able to understand the questionnaire and provide valid responses.

#### 4.3.4 Duration Worked for the Organization

The number of years one had worked in the organization was as n Table 4.5

**Table 4.5: Duration Respondents had worked for the Organization**

<b>Duration Worked for the Organization</b>	<b>Frequency</b>	<b>Percentage</b>
Less than an year	7	9
1-5 years	10	13
6-10 years	23	29
Above 10 years	39	49
<b>Total</b>	<b>79</b>	<b>100</b>

The results from the respondents showed that close to half of the respondents had worked at FHK for over ten years representing 49%. Those who had worked for 6-10 years represented 29% while only 13% had worked for 1-5 years and 9% for less than a year. This indicated that majority of the employees had been at the organization for long and understood the organizational context well.

#### 4.4 Organizational Culture

Organization culture is important in the management of an organization. It defines the norms and values agreed by the organization to guide the conduct and operations of the organization and workers. At Food Hungry Kenya, the organization believe that organizational health is derived from what we value. An organization's values must drive the culture, strategies, and decision making.

##### 4.4.1 Rules and Procedures

The respondents revealed that the organization has laid down rules and procedures which they follow in day-to-day activities.

##### 4.4.2 Adaptive organizational culture

The organizational culture, through its assumptions, values, norms and symbols, determines the way in which the members of an organization perceive and interpret the reality within and around their organization, as well as the way they behave in that reality. By understanding the behavior of the organizational culture it will easily identify the necessary information systems organization, organizational culture is important because it is used in internal and external communications organizations. The culture organizations can establish and provide guidance in developing

information systems in the organization, because the organizational culture is a set of individuals where each organization has a culture as distinct from the others. The study ought to determine how Food for the Hungry Kenya ensure the organizational culture is adaptive. In an interview with KII1 was quoted saying:

“..organization ensures that their culture is adaptive through a number of ways. The organization by encouraging innovation encouraging change during crisis consistent communication decentralized and decision making”. [KII1, March 2022]

Another KII2 said,

“..Moreover the organization has a clear purpose that the staff relate well with and feel free to share with colleagues. They also encourage an atmosphere where the staff are independent and mindful of each other supporting each other and taking responsibility. The staff are encouraged to have a behavior where they learn from each other. The leaders also treat the staff with farness and provide opportunities for personal development”. [KII1, March 2022]

Organizational cultures and subcultures are important determinants of how people use information and information systems. By grounding information systems in the context of the organization as a larger system, it is possible to realize that numerous factors are important and should be taken into account when ascertaining information requirements and designing and implementing information systems. One of the reasons attributed to the high failure rate of information technology projects is poor understanding and management of organizational culture.

Organizational culture is highly relevant for understanding practices that characterize organizations and for predicting their success. In a complex and competitive business environment, non-governmental organizations employ organizational culture to facilitate the successful information technology integration and management. The concept of organizational culture provides a lens to contextualize the understanding and integration of information and communication in an organization. It is important to recognize that technology and culture are intertwined, as technology affects and is affected by the prevailing cultural environment. The results concur with Ashby (2002) who assessed the impact culture of company integration and information technology integration on mergers and acquisitions and established that organizational culture is critical in the integration and information technology integration. Likewise, the results concur with Ke and Wei (2008) who investigated the effect of culture of organization on implementation of ERP and found that the success of implementing an ERP is usefully linked with



culture of the organization along the dimension of learning, development, taking part in making the decisions, sharing of the powers and collaboration.

#### **4.4.3 Consensus in Decision Making**

A consensus in decision making at FHK is achieved by having a common goal. During meetings each attendee is given a role hence encouraging them to be involved in decision making. Further follow-ups are done which helps to advance the willingness to reach a consensus. The staff are also encouraged and involved in getting a solution.

#### **4.4.4 Influence of Organizational Culture on Information Technology Integration**

The responses provided showed that at FHK, since the organizational culture is adaptive and the staff are always ready for change, introduction of information technology is accepted by all employees. Moreover, the consensus in decision making is an ingredient in information technology integration as all the staff members are willing to agree on the integration of information technology in the organization. Hence whenever the issue of information technology integration is brought on the table all the staff agree to it. Therefore, the adaptive organizational culture positively influences information technology integration. This was in line with the finding by Weber and Pliskin (1996) who found a useful linkage between information systems integration and its effectiveness and organizational culture. This was also in agreement with Ke and Wei (2008) who established that success implementation of ERP is usefully linked with culture of the organization along the dimension of learning, development, taking part in making the decisions, sharing of the powers and collaboration.

In an interview with KII3 was quoted saying:

*“..Our culture is first of all risk oriented where all members are encouraged to take risks by adopting innovations. The culture is also attentive to detail and achievement oriented. It also encouraged teamwork and aggressiveness. Our culture is also adaptive and we are always ready for change. The culture hence supports the integration of information technology as all members are encouraged to adapt to change and the right measures are taken to ensure that the employees accept the change and are able to move with the change.”. [KII2, March 2022]*

Another KII 4 said,

*“..As a manager I ensure that the team has all the knowledge regarding the organization vision and that they understand where the organization is moving towards. I also ensure that I communicate all the company information to all team*

*members effectively. As a manager I encourage the team members to be innovative and allow them room for decision making on their own”.* [KII4, March 2022]

Effective technology integration requires a clear vision of where the organization is headed and what it will take to get there. A shared vision becomes the paddle the organization uses to steer toward the future. When a system is guided by a clearly defined vision and leaders actively collect, incorporate and share input from stakeholders at all levels, a community of understanding and collaboration develops to propel the organization forward in its mission. It is important to understand how far vision might intersect with technology implementation.

Another KII 5 said,

*“..Our organization is well aligned to achieve its mission. This is because we have timelines that we follow to ensure that we are not running behind. The company values are that we follow Jesus, our work is relational, we invest wisely and focus on results and that we serve with humility, and we pursue beauty goodness and truth. These values are useful when hiring as we hire employees who have the same values. Further in our performance review we do so against the values to ensure that all team members are following the values. The culture in our organization is adaptive and change oriented as well as innovative.”.* [KII5, March 2022]

A shared vision serves as the driving force behind a technology integration plan. By attending to organizational vision, firm management provide initiatives with meaning and direction, thus shaping what people do, when, and how. Vision is conceptualized as a precondition to successful technology integration. Vision serve as a precursor to adoption, and as a player in shaping how people conceptualize about devices and their uses. Thus, technology integration work would pertain to technical or logistical issues facing any school regardless of its vision. The results concur with Delaney and D'Agostino (2015) that visions act as a guide and blueprint in the creation and integration of technology.

## **4.5 Organizational Goals**

### **4.5.1 Set Goals**

According to the respondents the organization has set goals. Setting goals to help in technological integration help plan activities, monitor progress, and evaluate results rather than simply completing assignments without reflection. In order to use technology effectively for organizational purposes, users must not only be familiar with how to operate equipment, but also understand how these technological tools are used to accomplish organization goals. In an interview with KII7 was quoted saying:

*“..we set organizational goals relating to the acquisition, utilization and maintenance of technological equipment in our organization.”*. [KII7, March 2022]

The respondents also revealed that the employees agree with the organizational goals since they are involved in setting the goals. Technology integration is more operationalized management that includes effective identification, selection, acquisition, research, use and protection of technology (elements, processes and infrastructures) necessary to achieve and sustain market positions and business performance of an organization in conformity with its strategic objectives. Technology integration in the workplace is the coordinating, linking, or joining of activities in an organization with the purpose of achieving the set of goals set by the organization. The results agree with Summak, *et al.* (2010) that setting goals impact the technology integration.

### **4.5.2 Specific Measurable Attainable Realistic and Time bound Goals**

Goals in an organization have to be specific measurable, attainable and time bound. Objectives set out what a business is trying to achieve. They should be based on organizational strategy and be aligned with corporate vision, mission and values. Objectives may be set at the level of the whole organization or at divisional, department, team or individual levels. Lower level objectives and project objectives should ideally relate to one of more of the corporate level objectives. Organizational management need to get the process of setting objectives right, as inadequately formulated objectives can cause confusion or lead individuals, teams or the whole organization in the wrong direction. In an interview with KII8 was quoted saying:

*“..organizational goals are specific as they are clear and concise and all the staff understand the goals.”*. [KII8, March 2022]

The goals that Food for the Hungry Kenya has set are measurable as everyone can tell where they are in terms of achieving the goals. The goals attainability is measured in terms of the tasks completed and the achieved targets. The organizational goals at Food for the Hungry Kenya are attainable since they are not complicated, and all staff can achieve them. The goals that the Food for the Hungry Kenya has set are realistic and help the organization to add value. The organization has also set goals that have target time to achieve. There are both short term and long term goals. The organization seeks to achieve the short term goals which eventually lead to the achievement of the long term goals. According to the respondents the organization has adopted the right strategies that help in achieving its goals. The strategies include proper planning, formulation, implementation and evaluation and control of the goals achievement. Hence the organization is able to achieve the goals. The results concur with Alshurah *et al.* (2018) examined how organizational context and information technology impacts willingness of employees to share the knowledge and indicated that vision, organizational goals and trust did not have a statistical effect on willingness of employees to share knowledge.

#### **4.5.4 Organizations' Mission**

The organizations mission according to the respondents is; to graduate communities of extreme poverty within 10–15 years. The mission and management of the information systems group should be consistent with the firm's dependency on technology and the opportunity for competitive advantage that the technology represents. The missions of the organization direct the integration of technological services in the organization. Goals are helpful in understanding the purpose of the firm, growth in terms of commerce and finance. Setting brief objectives of a company helps in tracking their progress as well as help in the description of purpose of the firm, growth as well as their objectives financially. To allow people to take part in their task to achieve the goals of a company that are desired, company should successfully show aims of the corporate by helping an organization achieve the goals through knowing well the aims of the company, employees can choose their course of action. They should be given resources and tools needed to achieve their roles as well as corporate.

#### **4.5.5 Employees Involvement in Planning for Strategic Achievement of Organizational Goals**

An important resource for strategy planning are the employees, they shall be engaged; knowing that without them the best plans is worth nothing, because input should be gathered from all levels and from all employees regardless of their position, employees mean everyone in the organization not just the managers who are at upper levels, it is known that the main responsibility for strategic planning is related to top management according to their role and involvement in the organization, but in the implementation phase all should be included and goals should be linked to organization strategy. In an interview with KII9 was quoted saying:

*“..employees are involved in planning for strategic achievement of organizational goals by first allowing the employees to rate the company vision, mission and goals. They provide their comments which the organization then implements. The employees are also given a chance to rate the initiatives that are set to accomplish the goals. The employees also work as a team to work on the set initiatives.”. [KII9, March 2022]*

According to the responses provided the organization ensures that employees are involved in planning for strategic achievement of organizational goals by first allowing the employees to rate the company vision, mission and goals. They provide their comments which the organization then implements. The employees are also given a chance to rate the initiatives that are set to accomplish the goals. The employees also work as a team to work on the set initiatives. Strategy can be transformed to employees' level by supported technical system using balanced scored card as example, these systems will help not for employees' involvement but also for assigning, monitoring and controlling employees tasks and it allowed detailed breakdown and control for goals into action items that can be controlled for all employees and units in an organization. The results concur with Hamdan, (2020) that employee involvement in planning facilitate effective achievement of organizational strategic goals.

#### 4.5.6 Link between Organizational Goals and Information Technology Integration

Creation of goals for each person in a company that support the goals of a company and managing performance of each employee against the given goals can enhance the firm in assessing effectiveness of each employee. Corporation can pass their objectives using ways that are formal. This will enhance and improve corporation between managers and employees. Thus, able to have goals that are linked to the objectives of the company. Having goals also enhance workplace harmony because people work towards objectives that are comparable. In an interview with KII10 was quoted saying:

*“..organizational goals are positively linked with information technology integration in our organization. The organizational goals can be easily achieved though information technology integration. I educate my team about the goals the strategy and the mission by involving them in making decisions. I ensure that I receive feedback from the team members who communicate their views about the goals, strategy and mission. I use the right communication channels to communicate the goals strategy and mission and make sure that they completely understand them”. [KII10, March 2022]*

Also, key informant 11 indicated;

*“..I Educate my team about the goals, the strategy and the mission by involving them in making decisions. I ensure that I receive feedback from the team members who communicate their views about the goals, strategy and mission. I use the right communication channels to communicate the goals strategy and mission and make sure that they completely understand them”. [KII11, March 2022]*

The respondents indicated that the organizational goals are positively linked with information technology integration in our organization. The organizational goals can be easily achieved though information technology integration. This concurred with Idowu, Daniel and Adedap (2016) who found some evidence that show a successful statistically remarkable linkage between the objectives of a company and information technology integration. Since the goals are SMART the integration of information technology makes it even easier to achieve the goals.

## 4.6 Organizational Composition

Organizational composition refers to entities that form an institution and how these entities work together. Organizational composition aligns and relates parts of an organization, so it can achieve its goals and objectives. The structure chosen affects an organization's success in carrying out its strategy and objectives. In this study, organization composition was studied in the context of talent acquisition, age composition, gender diversity and racial diversity.

### 4.6.1 Talent Acquisition

Talent acquisition play noble role in institutions in the acquisition, installation, operation and maintenance of information communication technologies. Talent Acquisition is comprehensively devoted to the recruitment, retention, and honing the talent of workers to support the integration of technology in an organization. Developing the acquired talent which is the next important aspect in this continued process, not only because it will benefit the institution. In an interview with KII3 was quoted saying:

*“..FHK there’s proper company branding that ensures that prospective highly talented employees are attracted to the company. They communicate their culture and services clearly to the potential employees. The company also ensures that it recruits the right employees who have the right talents and capability as the company requires. Further at FHK, employees’ talents are nurtured to ensure that they maintain and even improve on their talents for the benefit of the company”.*  
[KII3, March 2022]

Originations that integrate technology into their talent acquisition strategies reap many benefits. The predominant benefits that drive businesses to use technology are decreased costs, increased efficiency, and increased candidate reach. Technology implemented during the different stages of talent acquisition will result in differing benefits. As per the responses at FHK there’s proper company branding that ensures that prospective highly talented employees are attracted to the company. They communicate their culture and services clearly to the potential employees. The company also ensures that it recruits the right employees who have the right talents and capability as the company requires. Further at FHK, employees’ talents are nurtured to ensure that they maintain and even improve on their talents for the benefit of the company. Talent acquisition teams should integrate four categories of their organization to create a strong social media presence: Brand, Opportunity, Culture, and Purpose. Brand refers to the overall excellence and leadership of a company; Opportunity involves challenging work, salary, and a clearly-defined career path;

Culture signals the authenticity and organizational climate; and purpose refers to the missions, values, and global citizenship of a company. Known as the employee value proposition, these categories indicate to a job seeker whether he or she is a good fit for the company in question. The results are in line with Chen et al. (2018) that talent acquisition is essential in the in the acquisition, installation, operation and maintenance of information communication technologies.

#### **4.6.2 Age Composition**

Age is a significant aspect in the management and operations of an organization. In an interview with KII2 was quoted saying:

*“..there are people of different ages in the organization which implies that the organization employs people of different ages”. [KII2, March 2022]*

As per the respondents there are people of different ages in the organization which implies that the organization employs people of different ages. There is been rapid change in technological advances. In an organization, there is age group that was born during ICT revolution in early 2000. The older age must learn about ICT for proper integration of ICT technologies in the organization. From the respondents, at FHK the older age showed some slowness in adaptation of information technology integration.

#### **4.6.3 Gender Diversity**

Gender diversity can enhance the team's market knowledge, creativity, and innovation. They feel that a diverse team gives a wider range of perspectives, skill sets, and ideas, all of which help the team perform better and benefit the business as a whole in the process. Organizations with a strong commitment to diversity may have an advantage in the marketplace. This means that businesses with a more diverse mix of men and women may have an advantage over those with a homogeneous mix. In an interview with KIII2 was quoted saying:

*“..FHK the organization has diverse polices that ensure that there’s gender diversity right from recruitment. The organization usually advertises job positions where all gender is encouraged to apply for the position. The organization also gives women priority when hiring so that they are not left out. Further as per the responses the right affirmative action is taken to ensure that all genders with the right ratio are maintained. Furthermore, the employees are educated on the need for gender diversity and also ways to avoid gender discrimination”. [KIII2, March 2022]*



The responses provided revealed that at FHK the organization has diverse policies that ensure that there's gender diversity right from recruitment. The organization usually advertises job positions where all gender is encouraged to apply for the position. The organization also gives women priority when hiring so that they are not left out. Further as per the responses the right affirmative action is taken to ensure that all genders with the right ratio are maintained. Furthermore, the employees are educated on the need for gender diversity and also ways to avoid gender discrimination. The right resources for each gender are also provided at the organization. Moreover, the respondents revealed that women are provided with protection from harm when pregnant. Also, social supporting services are provided which ensures that parents are able to combine work with family. Finally, all employees regardless of their gender are treated equally in terms of pay, benefits, transfers, trainings and social programs. Workforces that are more gender diverse provide organizations with more diversified perspectives, skills, and experience to base their long-term strategic goals. Diverse workforce is required in the integration of technologies in an organization. The results concur with Nithyanantham, *et al.* (2021) who indicated that gender diversity supports the integration of technologies in an organization.

#### **4.6.4 Racial Diversity**

Racial diversity is the diverse mix of different races in an organization. Racial diversity is likely to generate benefits with effective management under the right conditions. Racial diversity is a resource that is valuable, rare, and inimitable, and therefore can be exploited to contribute to organizational performance. In an interview with KII10 was quoted saying:

*“..there is no racial discrimination at FHK. The organization has put policies and strategies that ensure all races are equally considered in the team. The organization advertises the job post through channels that breach to diverse races. More so the work environment is conducive to accommodate all races through the use of formal languages”. [KII10, March 2022]*

The majority of the respondents agreed that there is no racial discrimination at FHK. The organization has put policies and strategies that ensure all races are equally considered in the team. The organization advertises the job post through channels that breach to diverse races. More so the work environment is conducive to accommodate all races through the use of formal languages. Moreover, the employees are educated on the need or race diversity. Finally, the right affirmative action is taken to ensure there is race diversity in the organization. Racial diversity was positively

associated with creativity, improved decision-making and problem-solving and performance. From the respondents, it shows that racial diversity at FHK has resulted in lesser conflicts, increased social interaction, and higher performance which is suitable for successful technological integration.

#### **4.6.5 How Organizational Composition Influence Information Technology Integration**

The organizational composition influence information technology integration in your organization in a positive way. This is because the diverse people in terms of capabilities help in adopting the technology and those with IT skills are able to help in the process. In an interview with KII9 was quoted saying:

*“..When hiring we usually ensure that we hire people with different educational backgrounds and who have acquired different capabilities”. [KII9, March 2022]*

Also, key informant 7 indicated;

*“..In our organization we have a diversity policy that we follow when hiring and that that ensures that we maintain the diverse groups. We ensure that we take the right affirmative actions and that the environment is conducive for all the diverse groups. We also offer support to different groups of employees. Moreover, our pay and benefits are equitable. Since we have different employees with different capabilities each staff is able to take tasks that relate with their capabilities and hence we are able to keep in touch with the latest technology. We have staff who are very good in matters of information technology who guide on the same”. [KII7, March 2022]*

Organizational integration can be defined as the extent to which distinct and interdependent organizational components rapidly and adequately respond and/or adapt to each other while pursuing common organizational goal. Organizational Composition indicates any organizational sub-system, such as organizational units, functions, or external partners. Organizational integration is essential in the knowledge age. Proper organization integration is a product of interaction of organizational components that are direct enablers of organizational integration. Among the mechanisms, organizational components include process standardization, good social relationships within the senior team, purposeful inter-component connectedness, cross-functional projects, cross-functional teams, and technological interfaces. This agreed with Ogbo, Anthony and Ukpere (2014) who indicated that workforce diversity has an effect impact on affairs linked to the consumer in a company.

## 4.7 Organizational Structure

### 4.7.1 Change Implementation

The creation, development and execution of internal human resource management practices will depend on organization structure. Organization structure refers to the arrangements of task, interrelations of various sections in an organization to achieve co-operation of effort, delegation of authority, and effective communication and task delivery. The manner in which an organization is structured has impact on how employees work and thus have effect on employee job satisfaction. Organizational structure provides guidance on how tasks are allocated to employees, worked on and delivered as per the needs and objectives of the organization. In an interview with KII13 was quoted saying:

*“..the organization ensures that the change to be implemented is in line with the organization goals in order to ensure that the change will drive the organization towards achieving its goals. The respondents also revealed that the organization reviews the impacts of the change by assessing who might be affected by the change and how it will be received which enables the organization to determine the support needed by individuals for the change implementation”. [KII13, March 2022]*

According to the responses the organization ensures that the change to be implemented is in line with the organization goals in order to ensure that the change will drive the organization towards achieving its goals. The respondents also revealed that the organization reviews the impacts of the change by assessing who might be affected by the change and how it will be received which enables the organization to determine the support needed by individuals for the change implementation. Further responses showed that the change is effectively communicated to the employees through the right channels and the key messages are communicated as well as the right timelines adopted. Furthermore, training is provided to the employees on the rightful behaviors and skills to ensure that the change is adopted and the right training delivery methods are used. The organization also provides support to employees to help them adjust to the change and also navigate through effectively. Finally, as per the employee’s responses, at FHK the impact of change is measured to determine its effectiveness and also to ensure the right reinforcement of

provided continually. Technology goals, strategy and budgets thus serve as the basis for implementation of business strategy through the technology. Strategic technology management should create conditions to enhance and sustain a technology system and an infrastructure of an institution in order to improve its technological capacities and effectiveness.

#### **4.7.2 Effective Communication**

Communication is essential for starting and building a successful business. In the integration of Information Technology, various information has to be communicated to the parties involved on time. To successfully integrate information technologies, Food for the hungry Kenya should have comprehensive strategies for communicating with their constituencies, employees and stakeholders as well as with the community at large. In an interview with KII9 was quoted saying:

*“..has adopted both upward flow and downward message flow. The employees are encouraged to communicate valuable information to the seniors. The respondents indicated that this is achieved by conducting regular meetings through surveys and also allowing employees to participate in advisory panels”. [KII9, March 2022]*

According to the responses, the organization has adopted both upward flow and downward message flow. The employees are encouraged to communicate valuable information to the seniors. The respondents indicated that this is achieved by conducting regular meetings through surveys and also allowing employees to participate in advisory panels. The managers on the other hand communicate organization matters such as the guiding principles and vision, goals and mission to the employees. Regular updates through blogs, newsletters, reports, memos, manuals and letters are also used to communicate organization information effectively. The addition of new technology can also benefit an organization by helping to shape its strategic vision as well as helping it to gain a competitive edge on their competition. The organization must communicate where it is going and how that technology is going to help them achieve the vision. Having this type of communication allows for concerns and fears to be addressed early instead of being pushed off to a later point where small problems can become large ones. Failure to communicate this to users may cause the implementation effort to fail despite considerable time and effort spent on the roll out.

### **4.7.3 Organizational Structure and Employee's Task**

An organization structure can stimulate or inhibit the flow of communication by developing mechanisms to encourage participation and information sharing. Internal communication is a construct that serves as a bridge to the theoretical gap existent between organization structure variables and integration. It is through the internal communication process that employees talk to each other and communicate managers about information captured from customers. In an interview with KII12 was quoted saying:

*“..Organization ensures that each employees’ tasks fit into the wider system. This is achieved by defining employees’ tasks that relate to the organization goals and object”. [KII12, March 2022]*

The majority of the respondents indicated that the organization ensures that each employees’ tasks fit into the wider system. The respondents revealed that this is achieved by defining employees’ tasks that relate to the organization goals and objectives. Organizational structure is the configuration of the hierarchical levels and specialized units and positions within an organization, and the formal rules governing these arrangements. An organizational structure is a formal framework by which job tasks are divided, grouped and coordinated. Organizational structures are sets of relations between the roles of an organization. Organizational structure has significant impact on overall success, and effective integration of technologies. An organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities. The structure of an organization will determine the modes in which it operates and performs.

### **4.7.4 Employees Responsibility in Achieving the Company Goals**

In order to ensure employee responsibility towards organization, first the organization is required to create a healthy environment and should focus on issues pertaining to delegation of responsibility. Considering the significance of the aspect, the present study has been designed and conducted mainly to understand the concept of responsibility, its importance and impact on organization technology integration in an organization for attaining sustained competitive advantage. In an interview with KII4 was quoted saying:

*“..I understand their responsibility in achieving the company goals. My roles are clearly spelt out. More so the organizational goals are communicated to the employees and they are given a chance to provided their feedback on the goals”. [KII4, March 2022]*

The respondents revealed that they understand their responsibility in achieving the company goals. This is because their roles are clearly spelt out. More so the organizational goals are communicated to the employees and they are given a chance to provide their feedback on the goals. Hence, they understand the goals of the organization and now how their roles in the company are useful in achieving the goals. Employee responsibility is significantly related to employee involvement and engagement and is further prominently associated to successful technology integration in the organization.

#### **4.7.5 Freedom in Decisions Making**

Proper organization decisions shape the installation of technology in the organization. Technology integration decisions suggest that these are largely informed by practical concerns, such as access to technology in the school, how comfortable employees feel with a particular technology.

In an interview with KII8 was quoted saying:

*“..In our organization we have a structure that defines the positions of each staff and the roles and responsibilities. The structure also defines the flow of communication so that each employee knows how they are supposed to communicate their issues and are also able to get information effectively. The managers in the organization are adaptive to change. They have also been trained on matters relating to change. More so they agree on every change that is about to take place. They also learn the benefits of integration of information technology and are hence able to accept the adoption. The subordinate staff are given freedom to speak out and provide their own opinions on how the organization can improve. Their views are taken seriously and analyzed and feedback provided.”. [KII8, March 2022]*

The respondents revealed that they have freedom to make decisions and come to conclusion without the interference of the seniors. This is because they are involved in decision making and are trained on proper decision making and hence they are trustworthy. Technology integration decisions are largely influenced by a practicality ethic. Organizations that will experience change due to the integration of new technology must have a process in place to make decisions that reflect the needs of the stakeholders. Decisions have to be made on how technology will be used.

## **4. 8 Information Technology Integration**

Technology integration is the incorporation of technology resources and technology-based practices into the daily routines, work, and task management. The integration of information technology is geared at enhancing task delivery at Food for the Hungry Kenya.

### **4.8.1 Integration of Functions between Different Departments**

A smooth flow of information through internal business processes and a smooth flow of integration with internal departmental organs is required for proper technology integration. At the same time, the elimination of waste and redundant processes is a way of improving process management. In an interview with KII9 was quoted saying:

*“..there is integration of information technology which has enabled different departments to coordinate well as communication is rather simple and effective”.*  
[KII9, March 2022]

According to the respondents at FHK there is integration of information technology which has enabled different departments to coordinate well as communication is rather simple and effective. Integrations mean that businesses connect their internal functions and the internal functions with the partner chain member’s internal functions through processes, in order to solve problems jointly. Increased internal integration enables employees to understand value-creating processes better and how business functions are connected together. The findings concurred with Watad and Ospina (2016) who revealed that information technology maturity use by managers leads to better coordination of organizational change. Findings also agreed with Sibanda and Ramadhan (2017) who established that integration of cross functional roles in the organizational context leads to better information technology and strategy alignment. Further the findings agreed with Chege, Wang and Suntu (2020) who found that attitude of the staff determines the linkage between organizational internal context and innovation implementation.

### **4. 8.2 Presence of an Integrated Information Technology System**

In the information systems field, integration has been viewed from two perspectives in information system. A technical standpoint in the first perspective suggests that integration is a mechanism to depict the interconnectedness of information technologies within an organization and the extent to which a common conceptual representation of data elements is shared. According to the respondents the FHK has an integrated information technology system that has been implemented.

Information system integration aims at facilitating exchange and information sharing within an organization, and achieving inter-firm coordination for better monitoring capability of the use of technology. In regard to technological integration, it has been repeatedly stressed that information system integration needs all application systems, data, and communication to be integrated in order to provide a real-time and consistent connectivity within function component across the origination. To support the intra-organizational business processes within organizations effectively, the existing information systems must be integrated. In order to solve these problems, information system integration has become an important issue that reflects an ability to integrate different systems across functional areas in order to provide a quick and uniform query to data sources.

#### **4. 8.3 Effectiveness of Information Technology Integration**

The organization effectiveness of ICTs depends on how they are used and for what purpose. And like any other educational tool or mode of educational delivery, ICTs do not work for everyone, everywhere, and in the same way. Effective could be viewed in the following manner: communication, strategic planning, decision making process and cooperation between different departments.

According to the respondents the information technology integration has improved the communication. The different departments and levels are able to communicate more effectively. The respondents also revealed that the information technology integration has made it easier to do strategic planning as it makes work easier to coordinate among the departments. As per the respondents the decision making process has also been improved as the members of the teams are able to communicate their decisions through the IT systems and feedback provided through the same channels. The respondents revealed that there's better cooperation between the departments and communication is done through the information technology systems which makes it easier to convey important information.



#### **4.9 Discussion of Findings**

The study sought to determine the role of organizational culture in the integration of information technology at Food Hungry Kenya. According to the responses provided at FHK, the organizational culture is adaptive. The culture allows for risk taking and hence change is acceptable at all levels. It was revealed that the culture also allows for consensus in decision making where all employees must agree to every decision that is made regarding the organization. This allows the organization to adopt changes that are helpful to the organization. Through this type of culture, FHK was able to adopt the information technology integration.

Organizational culture is highly relevant for understanding practices that characterize organizations and for predicting their success. In a complex and competitive business environment, non-governmental organizations employ organizational culture to facilitate the successful information technology integration and management. It is important to recognize that technology and culture are intertwined, as technology affects and is affected by the prevailing cultural environment. The results concur with Ashby (2002) who assessed the impact culture of company integration and information technology integration on mergers and acquisitions and established that organizational culture is critical in the integration and information technology integration. Likewise, the results concur with Ke and Wei (2008) who investigated the effect of culture of organization on implementation of ERP and found that the success of implementing an ERP is usefully linked with culture of the organization along the dimension of learning, development, taking part in making the decisions, sharing of the powers and collaboration.

A consensus in decision making at FHK is achieved by having a common goal. During meetings each attendee is given a role hence encouraging them to be involved in decision making. The consensus in decision making is an ingredient in information technology integration as all the staff members are willing to agree on the integration of information technology in the organization. Hence whenever the issue of information technology integration is broad on the table all the staff agree to it. Therefore, the adaptive organizational culture positively influences information technology integration. This was in line with the finding by Weber and Pliskin (1996) who found a useful linkage between information systems integration and its effectiveness and organizational culture. This was also in agreement with Ke and Wei (2008) who established that success implementation of ERP is usefully linked with culture of the organization along the dimension of

learning, development, taking part in making the decisions, sharing of the powers and collaboration.

Effective technology integration requires a clear vision of where the organization is headed and what it will take to get there. A shared vision becomes the paddle the organization uses to steer toward the future. When a system is guided by a clearly defined vision and leaders actively collect, incorporate and share input from stakeholders at all levels, a community of understanding and collaboration develops to propel the organization forward in its mission. A shared vision serves as the driving force behind a technology integration plan. By attending to organizational vision, firm management provide initiatives with meaning and direction, thus shaping what people do, when, and how. The results concur with Delaney and D'Agostino (2015) that visions act as a guide and blueprint in the creation and integration of technology.

Further, the integration of information technology has to align with goals of the organization. The organizational goals at FHK was also found to positively influence the adoption of information technology integration. This is because the goals are SMART and also communicated effectively to all employees. More so the employee agrees to the company goals and mission as they are involved in the strategic planning for the achievement of the goals. They are therefore able to raise their views which are taken seriously. It is therefore evident that the decision to adopt information technology integration was agreed upon by all as it rhymed with the organizational goals.

Setting goals to help in technological integration help plan activities, monitor progress, and evaluate results rather than simply completing assignments without reflection. In order to use technology effectively for organizational purposes, users must not only be familiar with how to operate equipment, but also understand how these technological tools are used to accomplish organization goals. Technology integration in the workplace is the coordinating, linking, or joining of activities in an organization with the purpose of achieving the set of goals set by the organization. The mission and management of the information systems group should be consistent with the firm's dependency on technology and the opportunity for competitive advantage that the technology represents. The missions of the organization direct the integration of technological services in the organization. The results agree with Summak, et al. (2010) that setting goals impact the technology integration. Likewise, the results concur with Alshurah et al (2018) who examined how organizational context and information technology impacts willingness of employees to share

the knowledge and indicated that vision, organizational goals and trust did not have a statistical effect on willingness of employees to share knowledge.

The study objective also involved understanding the role of organization composition in the integration of information technology. Key aspects investigated include talent acquisition, age composition, gender diversity and racial diversity. The results also revealed that organizational composition at FHK is an important ingredient in information technology integration. This is because the diversity among the employees especially in terms of capabilities enable for easy adoption of information technology integration. The FHK has also adopted the right policies regarding diversity in terms of age race and gender. The organization always take the right measures to ensure that they maintain the diverse groups of people by for example having a conducive environment for all providing special resources needed by specific groups of employees and also proving protection to all employees.

Talent acquisition play noble role in institutions in the acquisition, installation, operation and maintenance of information communication technologies. Talent Acquisition is comprehensively devoted to the recruitment, retention, and honing the talent of workers to support the integration of technology in an organization. Developing the acquired talent which is the next important aspect in this continued process, not only because it will benefit the institution. Technology implemented during the different stages of talent acquisition will result in differing benefits. As per the responses at FHK there's proper company branding that ensures that prospective highly talented employees are attracted to the company. The results are in line with Chen *et al.* (2018) that talent acquisition is essential in the in the acquisition, installation, operation and maintenance of information communication technologies.

Gender diversity can enhance the team's market knowledge, creativity, and innovation. They feel that a diverse team gives a wider range of perspectives, skill sets, and ideas, all of which help the team perform better and benefit the business as a whole in the process. Organizations with a strong commitment to diversity may have an advantage in the marketplace. The responses provided revealed that at FHK the organization has diverse polices that ensure that there's gender diversity right from recruitment. The organization usually advertises job positions where all gender is encouraged to apply for the position. The organization also gives women priority when hiring so that they are not left out. Further as per the responses the right affirmative action is taken to ensure

that all genders with the right ratio are maintained. Furthermore, the employees are educated on the need for gender diversity and also ways to avoid gender discrimination. Diverse workforce is required in the integration of technologies in an organization. The results concur with Nithyanantham, et al (2021) who indicated that gender diversity supports the integration of technologies in an organization.

Racial diversity is the diverse mix of different races in an organization. Racial diversity is likely to generate benefits with effective management under the right conditions. The majority of the respondents agreed that there is no racial discrimination at FHK. The organization has put policies and strategies that ensure all races are equally considered in the team. The organization advertises the job post through channels that breach to diverse races. More so the work environment is conducive to accommodate all races through the use of formal languages. However, racial diversity may result to creased conflict, reduced social interaction, and lower performance which is not suitable for successful technological integration.

The organizational structure at FHK also positively influences the information technology integration. This is because the structure is well aligned such that it encourages change. There is proper communication channels and methods that allow all employees at different levels to receive messages regarding any change and to provide their views on the same. Hence the adoption of information technology integration at FHK was supported by the organizational structure. More over the right process for change management is implemented throughout the hierarchies where the impact of the change assessed at all levels and the right measures are taken. Hence with the adoption of information technology integration the organization was able to review the impact it had on all employees at all levels.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

The study aimed to establish the influence of organizational context on information technology integration in non-governmental organizations; a case of Food for the Hungry Kenya. This chapter provides a summary of the findings and the conclusions thereof. The chapter also provided a list of recommendations that non-governmental organizations such as the Food for the Hungry Kenya could adopt to ensure effective information technology integration. Moreover, the limitations of the study are discussed in the chapter and also the recommendations for future researchers

### **5.2 Summary of Findings**

The study sought to determine the influence of organizational context on information technology integration in Food for the Hungry Kenya. This study adopted a case study which involves detailed research of a specific organization. The selected organization for this study was Food for the Hungry Kenya. Food for the Hungry Kenya was chosen since it is an NGO running in different places in the country and information technology integration is paramount for smooth running of the organization as it helps in linking both external and internal players. Data collection was carried out using a semi structured questionnaire and interview guides.

The study sought to determine the role of organizational culture in the integration of information technology at Food Hungry Kenya. According to the responses provided at FHK the organizational culture is adaptive. From the findings it was established that the Food for the Hungry Kenya has an organizational culture that is adaptive and that allows for change. It encourages risk taking and innovation among employees. This was helpful to the organization when adopting information technology integration. The findings also established that at Food for the Hungry Kenya there are diverse employees form different races having different gender and ages. More so the employees differed in terms of capabilities they have. This is because the company has adopted policies that encourage workforce diversity. The diversity was also useful during the implementation of information technology integration. The culture allows for risk taking and hence change is acceptable at all levels. It was revealed that the culture also allows for consensus in decision making where all employees must agree to every decision that is made regarding the organization.

This allows the organization to adopt changes that are helpful to the organization. Through this type of culture, FHK was able to adopt the information technology integration.

Further, the integration of information technology has to align with goals of the organization. The study sought to determine the role of organization goals in the integration of information technology at FHK. The results of the study also revealed that Food for the Hungry Kenya has set organizational goals that are specific measurable attainable realistic and time bound. They also ensure that the goals are accepted by all employees such that they will be able to work towards the achievement of the goals. The results further established that the organizational structure at FHK is such that it allows for both downward and upward flow of information. Setting goals to help in technological integration help plan activities, monitor progress, and evaluate results rather than simply completing assignments without reflection. In order to use technology effectively for organizational purposes, users must not only be familiar with how to operate equipment, but also understand how these technological tools are used to accomplish organization goals. The organization is therefore able to communicate effectively about change and also receive feedback from the employees. This was also useful when implementing information technology integration.

In addition, the study objective also involved understanding the role of organization composition in the integration of information technology. Key aspects investigated include talent acquisition, age composition, gender diversity and racial diversity. The results also revealed that organizational composition at FHK is an important ingredient in information technology integration. This is because the diversity among the employees especially in terms of capabilities enable for easy adoption of information technology integration. The FHK has also adopted the right policies regarding diversity in terms of age race and gender. The organization always take the right measures to ensure that they maintain the diverse groups of people by for example having a conducive environment for all providing special resources needed by specific groups of employees and also providing protection to all employees.

Talent Acquisition is comprehensively devoted to the recruitment, retention, and honing the talent of workers to support the integration of technology in an organization. On the other hand, gender diversity can enhance the team's market knowledge, creativity, and innovation. They feel that a diverse team gives a wider range of perspectives, skill sets, and ideas, all of which help the team perform better and benefit the business as a whole in the process. Diverse workforce is required in

the integration of technologies in an organization. The majority of the respondents agreed that there is no racial discrimination at FHK. The organization has put policies and strategies that ensure all races are equally considered in the team. Racial diversity is likely to generate benefits with effective management under the right conditions.

Finally, it was established that organizational structure at FHK also positively influences the information technology integration. This is because the structure is well aligned such that it encourages change. There is proper communication channels and methods that allow all employees at different levels to receive messages regarding any change and to provide their views on the same. Hence the adoption of information technology integration at FHK was supported by the organizational structure. More over the right process for change management is implemented throughout the hierarchies where the impact of the change assessed at all levels and the right measures are taken. Hence with the adoption of information technology integration the organization was able to review the impact it had on all employees at all levels.

### **5.3 Conclusions**

Information systems integration brings about many important benefits in any organization and more specifically for non-governmental organizations. Information systems integration is useful in solving any software or hardware issues that may arise. Information systems integration also helps in speeding up the flow of information by providing room for consistent communication and also reducing the costs of operations. The Food for the Hungry Kenya lack of sufficient budgeting for information technology, failure to invest in the latest technology, lack of enough capital to sustain information technology investment are some of the challenges that have hindered the integration of information technology. The organization has a number of systems that have been implemented to enable proper communication among stakeholders. However, the systems have not been effective in serving the designed purpose. This has been largely due to lack of integration of the systems which would allow for connectivity among the systems and hence proper and effective communication. The study concludes that Food for the Hungry Kenya has been having challenge integrating both the players' objectives for the organization. The adoption of IT systems integration aid in efficient use of funds and timely project implementation in order to remain

competitive to donor funds and remain relevant in the market. This study sought to determine the effect of organizational context on information technology integration in non-governmental organizations.

The study further makes conclusion that organizational culture positively influences information technology integration by non-governmental organizations. This is achieved through cultures that are risk oriented and that encourage innovation. An organizational culture that is adaptive and that allows for consensus in decision making is important when it comes to change management such as the adoption of information technology integration. An organization culture that encourages employees to be mindful of each other and to learn from each other is also useful when it comes to change since the employees will make decisions that will provide support for each other. Adoption of information technology integration is such a change since it provides ease of work for employees.

The study also concludes that organizational goals are positively linked with information technology integration of non-governmental organizations. This is because goals that are SMART are precursors for change. Therefore, such change as information technology integration becomes easy for goals that are SMART. More so organizational goals that are accepted by all employees in an organization are useful when it comes to information technology integration as they will consider it useful to ease their work in achieving the goals.

The study further concluded that organizational compositions has a positive influence on information technology integration in non-governmental organizations. This is achieved when an organization has a workforce that is diverse, and which will see the information technology integration in different perspectives and offer support to each other when it comes to the implementation of the information technology integration. The diverse capabilities become even more important to an organization when there are employees with diverse capabilities needed during the implementation process.

Finally, the study concludes that organizational structure has a positive influence on the information technology integration of non-governmental organizations. This is particularly true when an organization has a structure that encourages upward flow of messages. This is because the junior staff are able to communicate their views regarding the information technology integration and the senior staff are able to provide feedback for the same. The organization is also



able to assess the impact of the information technology integration as all team members provide their feedback on the same.

#### **5.4 Recommendations for Policy and Practice**

Based on the conclusions made in the study the management of non-governmental organizations are encouraged to ensure that they adopt organizational cultures that encourage risk taking and innovation as this will be an important ingredient when it comes to adoption of change such as information technology integration. The study also recommends that non-governmental organizations should seek to adopt goals that are specific, measurable, attainable, realistic and time bound. They should also encourage involvement of all employees in setting the goals which will also be a prerequisite for the adoption of change as the employees will understand the need for the change in achieving the goals.

The study also makes recommendations to the management of non-governmental organizations to adopt policies that will encourage adversity in the workforce. This will see to it that the organization has diverse employees with diverse capabilities that will be useful in adopting change such as information technology integration. The management of non-governmental organizations are also encouraged to ensure that the structures they put in place encourage communication from the junior employees to the seniors. They should also encourage the employees to provide their views regarding a change that is being implemented.

#### **5.4 Limitations of the Study**

The study faced a number of limitations. First the study was limited in terms of the methodology that was adopted. The study adopted a cases study where only one firm was involved in the study. Moreover, the data was analysed through content analysis. To ensure that this limitation was addressed the study will make recommendations for further study that will aim at adopting other methodologies.

The study also was limited in terms of the reluctance of some participants to provide the required information. Some of the interviewees were hesitant when approached to be interviewed. However, the researcher assured them that the information that they would provide would only be used for academic purposes only and would not be disclosed to any third party. More so in reporting the data the researcher would not reveal the identity of the study participants.

## **5.6 Suggestions for Further Research**

The current study aimed at to establish the influence of organizational context on information technology integration in non-governmental organizations; a case of Food for the Hungry Kenya. The study hence makes recommendation that researchers who aim at conducting their study in this field could consider extending the study to other non-governmental organizations for making comparisons. Further the study recommends that future researchers could translate the study to other companies that are not in the non-governmental organizations sector such as those in the public sector and other private sectors that could have adopted the use of information technology integration.

The study also recommends that future scholars could consider adopting other methodologies to conduct similar studies. They can consider making use of structured questionnaires to collect data which would provide more direction to the respondents on the information required. Moreover, future researchers could consider adopting other types of research designs that may give more insight on the topic.

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## APPENDICES

### Appendix I: Letter of Introduction

Dear Participants,

I am master's student of at the University of Nairobi. I am conducting a research on the **Organization context and information technology integration in Non-governmental Organizations: Case of Food for the Hungry Kenya**. Kindly fill up this information and return. Any information obtained for this purpose will be kept strictly confidential and will only be used for academic purpose.

Your response will be treated with strict confidence and will be used only for research purposes of this study only. Your cooperation will be highly appreciated in this regard.

Yours' faithfully

**Michael Ochieng.**

## Appendix II: Questionnaire

### Section A: Demographic information

1. Gender: Male [ ] Female [ ]
2. Age: Below 30 Years [ ] 31-40 Year [ ]  
41-50 Years [ ] 51-60 Years [ ]
3. Educational qualification: Diploma [ ] Degree [ ] Masters [ ]  
PhD [ ]
4. . How long have you been working for this organization?  
Less than 1 year [ ] 1-5 years [ ] 6-10 years [ ] 11-15 years [ ] 16-  
20 years [ ] 21 years or longer [ ]

### Section B: Organizational Culture

1. Does your organization has laid down rules and procedures guiding the running of the organization?

- a) Yes
- b) No

2. How do you ensure the organizational culture is adaptive?

.....  
.....  
.....

3. How does your organization ensure a consensus in decision making?

.....  
.....  
.....

4. According to your opinion how does organizational culture influence information technology integration in your organization?



.....  
.....  
.....

**Section C: Organizational Goals**

This section sees to obtain information regarding the organizational goals in the Food for the Hungry Kenya in order to assess how it affects information technology integration.

- 5. Does your company set goals?
  - a) Yes
  - b) No
- 6. Do the organizations employees agree with the organizational goals?
  - a) Yes
  - b) No
- 7. Are your organizations goals:

Specific? Please explain.

.....  
.....  
.....

Measurable? Please explain.

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.....  
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Attainable? Please explain.

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Realistic? Please explain.

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.....  
.....

Time-bound? Please explain.

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8. What strategies has your organization adopted in order to achieve its goals?

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9. What is your organizations' mission?

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.....  
.....

10. How are employees involved in planning for strategic achievement of organizational goals?

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.....

11. How would you link organizational goals with information technology integration in your organization?

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**Section D: Organizational Composition**

This section sees to obtain information regarding the organizational composition in the Food for the Hungry Kenya in order to assess how it affects information technology integration.

12. How is talent acquisition done in your organization?

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.....  
.....

13. Does your organization employ people of different ages?

.....  
.....  
.....

14. How would you describe diversity in terms of gender in your organization?

.....  
.....  
.....

15. In our organization there is no racial discrimination .

Agree [ ]

Disagree [ ]

Please explain.

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.....  
.....

**Section E: Organizational Structure**

This section sees to obtain information regarding the organizational structure in the Food for the Hungry Kenya in order to assess how it affects information technology integration.

16. How is change implemented in your organization?

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17. How is effective communication achieved throughout the hierarchies on your organization?

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18. Does the organizational structure ensure that each employee's task and how it fits into the wider system? Please explain

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.....  
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19. Do you understand your responsibility in achieving the company goals? Please explain

.....  
.....  
.....

20. Do you have the freedom to make own decisions and come to the best conclusion without?

.....  
.....  
.....

How does organizational composition influence information technology integration in your organization?

.....  
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.....  
.....

**Section F: Information Technology Integration**

This section sees to obtain information regarding the information technology integration in the Food for the Hungry Kenya in order to assess how it is implemented and how it is affected by organizational context.

21. How is integration of functions between different departments ensured in your organization?

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.....  
.....

22. Does your organization have an integrated information technology system?

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.....  
.....

23. How has information technology integration assisted in the following aspects of the organization?

Communication

.....  
.....  
.....

Strategic planning

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.....  
.....

Decision making process

.....  
.....  
.....

Cooperation between different departments

.....  
.....  
.....

**Thank You**

## **Appendix III: Interview Guide**

### **Section A: Demographic information**

Please tell me how long you have worked with this organization

How long have you been serving in your current position?

### **Section B: Organizational Culture**

24. Briefly describe your organizations culture
25. How would you explain the behavioral rules or norms in your organization?
26. How do you as a manger support your team in attaining the organizations vision?
27. What role do company values play while hiring and in performance reviews?
28. In your view does the organization culture in your organization support the integration of information technology? Please explain
29. Is your organization aligned to achieve its mission? Please explain

### **Section C: Organizational Goals**

30. How do you educate member of your team about the company goals strategy and mission?
31. Do you think your organization goals can be an effective tool to help in integration of information technology? Please explain

### **Section D: Organizational Composition**

32. Do you consider different capabilities when hiring? Please explain
33. How do you ensure variables in terms of demographic characteristics such as age gender education level when hiring?
34. What role does the different staff capabilities play in keeping with the latest technology?

### **Section E: Organizational Structure**

35. How is your organization structure like?
36. How do managers support the integration of information technology in your organization?
37. Are the subordinate staff empowered to give views on the ways to improve the organizations overall performance?

### **Section F: Information Technology integration**

38. In your own view do you think the overall organizations context is best suited to allow for information technology integration?