

**FACTORS INFLUENCING THE PERFORMANCE OF
PROJECTS IN NGOS FUNDED BY WFP IN KENYA: A CASE
OF ACTION AGAINST HUNGER**

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DECLARATION

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

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This research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This research proposal is dedicated to my family members for the great support they accorded me during the process of compiling and completing this research project. The encouragement, concern, inspiration and love motivated me to put more effort in completing this research project.

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LIST OF ACRONYMS AND ABBREVIATIONS

ERP:	Enterprise Resource Planning
HRM:	Human Resource Management
NACOSTI:	National Commission for Science, Technology and Innovation
NGOs:	Non-Governmental Organizations
RBV:	Resource-Based View
SPSS:	Statistical Package for Social Sciences

ABSTRACT

Despite their crucial role in development and poverty alleviation, most non-governmental organizations have been recording poor performance in their projects in terms of completing projects on time, within the allocated budget and in terms of achieving the set objectives. This study sought to investigate the factors influencing the performance of projects under NGO's funded by World Food Programme in Kenya. The study sought to assess the influence of human resource factors, organizational culture, organizational leadership and resources allocation on the performance of projects in non-governmental organizations funded by World Food Programme in Kenya. The study adopted a descriptive research design and the target population was all the 134 staff working in the four food relief programmes in Action Against Hunger, Kenya. Slovin's Formula was used in the determination of the sample size while stratified random sampling technique was used in the selection of 100 staff from the target population. Both secondary and primary data were used in this study. Secondary data was acquired from non-governmental organizations' reports for the last five years. Thematic analysis was used in the analysis of qualitative data and the qualitative results were presented in a prose form. On the other hand, inferential and descriptive statistics were used in the analysis of quantitative data with the help of Statistical Package for Social Sciences (SPSS). Descriptive statistics encompassed mean, standard deviation, frequencies and percentages. Results from both descriptive and inferential statistics were presented using tables. In the determination of the influence of organizational factors on project performance, the study made use of correlation analysis. The study found that human resource factors have no significant influence on the performance of projects. On the other hand, the study revealed that organizational culture, has a negative influence on the performance of projects in Action Against Hunger. However, organizational leadership and resource allocation have a positive and significant influence on the performance of projects in Action Against Hunger. Following the results of data collected and its analysis, the study recommends that the organization should make sure that human resource policies are implemented and followed to ensure projects performance. Therefore, Action Against Hunger should revise employees' remuneration to ensure that they match with their responsibilities. The management of the Action Against Hunger should also develop coaching and mentoring programs as a way of ensuring professionalism and enhancing the skills and competence of the staff. Further, the organization should develop resource allocation policies as a guide in the management and allocation of the limited human and financial resources.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

In most countries that are developing, governments cannot be the only goods and services' providers in the process of poverty alleviation and ensuring of development. Due to increase in the citizens' demands to the governments in developing countries, non-governmental organizations (NGOs) have taken complementary and active roles in the process of harnessing people's potential so as to ensure that there is development (Lekorwe & Mpabanga, 2007). In the past few decades, the interest in and support to NGOs has had a rapid growth in most developing countries. This is as a result of the persuasion that NGOs are more adaptive, quick and flexible in responding to the needs of the people as compared to the governments (Lekorwe & Mpabanga, 2007).

Non-governmental organizations refer to institutions and groups that are entirely independent of government support. These organizations have primarily cooperative or humanitarian objectives as compared to private organizations which predominantly focus on commercial objectives. NGOs include organizations, agencies and institutions that have been established at their own accord so as to undertake altruistic goals without having a profit motive or any control from the government structure in the country that they are established (Stoddard, 2006).

Nongovernmental organizations experience a number of common problems and dilemmas, which significantly influence their performance. For instance, NGOs experience tensions between senior managers and staff since the expectations of staff is that they would be equal partners in the decision making process. Organizational governance and board members and staff relation is another problem which is common. In addition, implementation of new projects in non-governmental organizations necessitates changes and hence the importance of organizational change management practices. Therefore, organizational factors, which highlight the internal environment of an organization, are key to the projects performance of non-governmental organizations.

In Spain, Zidane, Hussein and Gudmundsson (2016) argue that project managers in non-governmental organizations cannot ignore the role of organizational factors such as human elements, interactions, organizational structures, organizational culture, team work, employee commitment and transparency in the performance of their projects. In Malaysia, Dezdar and Ainin (2011) found that organizational factors that include top management support and commitment, effective communication as well as employee education and skills had a significant influence on projects' performance. In Brazil, Oliveira et al. (2012) argue that leadership style and skills are the most significant factors that influence the performance of projects. In Palestine, Thulth and Sayej (2015) found that organizational factors such as employee workload, human resource management, organizational structures, management support, staff qualification and resource availability has a significant influence on performance of projects in health related non-governmental organizations.

In Nigeria, Aninkan and Oyewole (2014) concluded that leadership style, experience openness, climate of an organization, locus control and supervisory support were influencing employee productivity and hence project's performance in Ogun State. In a comparative study in Nigeria and Ghana Agricultural Research Systems, Ragasa (2013) found that organizational factors including human resource availability, organizational management systems and physical resources availability had an influence on performance of projects in Agricultural Research Systems. In South Africa, Aninkan and Oyewole (2014) found that organizational culture, organizational commitment and organizational communication influence employee engagement, which in turn influences performance of projects.

In Kenya, Mutula (2013) found that human resource factors, which include staff welfare issues, remuneration, technical expertise and management, significantly influence the performance of projects in Westlands. In another study, Oluoch, Machuki and Awino (2015) found that organizational factors refer to the internal environment of an organization, which can have characteristics such as social, cultural, physical or psychological. The most critical organizational factors in any organization include structure, skills, staff, strategy, shared values and systems. According to Oluoch (2015), organizational factors provide a platform for decision making and implementation of decisions, and the success of an organization's project depends on the interaction among factors such as organizational capabilities and

competencies, structure, budgetary allocation, internal support systems, reward structures and culture.

1.1.1 Non-Governmental Organizations in Kenya (NGOs)

The development of NGOs in the Kenyan economy over the past few decades of the 20th century has grown at a rapid rate. For example, from 1977 to 1987, there was a cumulative growth in the number of registered NGOs by over 100%. Nongovernmental organizations in Kenya are registered and regulated by NGOs Coordination Board, which is under the Ministry of Interior and Coordination of National Government. The board was established in the year 1990 under the Non-Governmental Organizations Co-ordination Act (Cap 19). The main responsibility of NGOs Coordination Board is to enable and regulate the nongovernmental organizations sector in the country. Particularly, the NGOs Co-ordination Board registers, facilitates and coordinates both international and national non-governmental organizations that operate in Kenya.

In accordance to the national survey of NGOs report (2009), there were 5,929 NGOs in Kenya and out of this only 2,029 were registered with the NGO Board. Further, out of the 2,029 registered NGOs, 708 (35%) operated within Nairobi county. Despite the good characteristics portrayed by some NGOs such as quality staff, clear vision and mission, financial stability and good practices in governance, there are other NGOs that have still not shown the same characteristics and are being faced by problems in management or even closing down. In addition, the NGOs Coordination board (2015) indicated that out of Ksh140 billion from donors, Ksh. 25.7 billion cannot be accounted for. Further, the consequences of corruption manifest in misappropriations of funds an organization, misuse of infrastructure of an organization e.g. vehicles for personal gain and payment of ghost workers and this have been used in determining NGOs productivity (Muruga, 2013).

1.2 Statement of the Problem

Nongovernmental organizations are familiar with social sector, alleviation of poverty and development. Development is in small scale and those that acquire a high degree in their involvement through familiarizing themselves with the target groups. Nongovernmental organizations have in the past been involved in relief, emergency or longer-term

development work or a mixture of all three. It has been asserted that often times NGOs fail to achieve the target objectives of their projects or even leave before task completion despite the role that they play. There have been cases of NGOs terminating their contracts while others are reluctant to renew their contracts.

In Kenya, Jhuthi (2015) indicates that more than half of all projects carried out by non-governmental organizations are not sustainable and collapse in less than one year after the exit of the donors. For example, the NGOs coordination board (2015) closed about 956 nongovernmental organizations due to financial malpractices. According to Nyanje and Wanyoike (2016), poor project performance and low sustainability of NGOs' projects can be explained by lack of focus on key organizational factors. For instance, 40% of the projects implemented by NGOs were facing time overrun due to poor management and lack of timely allocation of resources. Therefore, in order to improve performance in nongovernmental organizations, it is important to address organizational factors.

In order to develop strategies that can effectively deal with poor performance, nongovernmental organizations need to understand the key factors that influence project performance. Although various studies have been conducted on conflict in organizational factors and performance in Kenya, these studies have been limited to specific institutions, independent variables and dependent variables. For instance Oluoch et al. (2015) did a study on the influence of organizational factors and quality management practices on strategy content and organizational performance and Kihara, Karanja and Ogollah (2016) studied the impact of strategic dependents factors in an organization on performance of large manufacturing firms in Kenya. This study therefore sought to investigate the factors influencing the organizational performance of projects under NGO funded by WFP in Kenya and specifically Action Against Hunger.

1.3 Purpose of the study

The purpose of this study was to investigate the factors which influence the performance of projects in NGOs funded by WFP in Kenya, a case of Action Against Hunger.

1.4 Objectives of the Study

The objective of the study were;

- i. To assess the influence of human resource factors on the performance of projects in non-governmental organizations funded by World Food Programme in Kenya.
- ii. To determine how organizational culture influences the performance of projects in non-governmental organizations funded by World Food Programme in Kenya.
- iii. To establish the influence of organizational leadership on the performance of projects in non-governmental organizations funded by World Food Programme in Kenya
- iv. To determine the influence of resources allocation on the performance of projects in non-governmental organizations funded by World Food Programme in Kenya

1.5 Research Questions

The study sought to answer the following research questions:

- i. What is the influence of human resource factors on the performance of projects in non-governmental organizations funded by World Food Programme in Kenya?
- ii. How does organizational culture influence the performance of projects in non-governmental organizations funded by World Food Programme in Kenya?
- iii. What is the influence of organizational leadership on the performance of projects in non-governmental organizations funded by World Food Programme in Kenya?
- iv. What is the influence of resources allocation on the performance of projects in non-governmental organizations funded by World Food Programme in Kenya?

1.6 Significance of the study

If properly managed non-governmental organizations have a significant influence on development and poverty alleviation in Nairobi County. Therefore, to the policy makers and the NGOs coordination board, the study provides information on influence of organizational factors on project performance in various non-governmental organizations, which may be used as a base upon which regulations and policies can be formulated.

To the management of non-governmental organizations, the study provides information on how organizational factors influence projects performance that can be used in formulating strategies that improve the performance of projects' in those non-governmental organizations. The formulation of organizational related strategies also improved employees commitment and hence an improvement in projects' performance and projects' sustainability.

Researchers and academicians may benefit from this research study as the study gives information that may be used in literature review. In addition, the study provides more information to the body of knowledge on the factors influencing the performance of projects under NGO's funded by WFP in Kenya. The study also forms a basis on which further research studies can be carried out on the influence of organizational factors on project performance in other non-governmental organizations funded by World Food Programme.

1.7 Delimitation of the study

This study only focused on four factors, which include human resource factors, organizational culture, organizational leadership and resources allocation. In addition, the study was limited to only one nongovernmental organization funded by World Food Programme, Action Against Hunger. The target population of this study was all the 134 staff working in the four food relief programmes in Action Against Hunger, Kenya. The programmes include nutrition and health, water, sanitation & hygiene, food security & livelihoods and Emergency Response. Further, the study was conducted between 1st October 2017 and 14th October 2017.

1.8 Limitations of the study

For data collection, this study employed questionnaires. Nonetheless, there is usually low validity in questionnaires thus identifying whether the respondents are telling the truth becomes difficult. Further, questionnaires are on a recall bias since they depend on how respondents have an ability to remember. Validity and reliability of this instrument was used in order to find out whether it meets the necessary standards thus mitigating the problem. In addition, the respondents' willingness to answer the questions determines the data collected using a questionnaire. It is considered also that the staff working in the Action Against Hunger may fear to fill the questionnaires due to concern of victimization. Further, they may feel as if they are being investigated and hence give biased information. To mitigate this, respondents had an assurance from the researcher that the information collected would only be used for academic purpose only.

1.9 Assumptions of the study

This study assumed that the staff working Action Against Hunger could read, understand and also be able to answer and write the questions in the survey tool. In addition, the study assumed that all participants would cooperate and would provide reliable, accurate and honest responses to the best of their ability. Further, the study assumed that the staff working in Action Against Hunger were ready to willingly give true and correct information during the data collection exercise given that permission was granted to the researcher by the relevant authorities.

1.10 Definition of Significant Terms

Human resource factors: refers to the skills, motivation and knowledge of people who are part of the workforce of an organization that intends to achieve its set objectives.

Non-governmental organizations refer to institutions and groups that are entirely independent of government support and in most cases are funded by donations.

Organizational culture: A system that contains beliefs, values and assumptions that are shared and also govern how people behave in an organization. The shared beliefs, assumptions and values have a strong effect on organization performance.

Organizational leadership: Refers to the type of management approach which works towards achievement of the organizational goals through empowerment of individuals in any duty.

Performance of Non-governmental organizations: It is the competency that an organization has in transforming the resources available through effective and efficient means to attain the organizational goals and to contribute to the efforts made by other people in alleviating poverty.

Resource allocation: It is the assignment of available resources like human resource and finances to various uses in order to meet organizational objectives.

1.11 Organization of the Study

The research proposal was categorized into three chapters. The first chapter entailed the introduction which highlighted the background of the study, problem statement, purpose, study objectives, research questions, significance of the study, delimitation, limitations and basic assumptions of the study. Chapter two presented a review of literature on organizational factors and organizational performance. The subsections of this chapter included an introduction, review of variables, theoretical framework, conceptual framework, gaps in literature reviewed and summary of the literature. Chapter three was on research methodology that were used, research design, population, sampling procedures, sample size, data collection instrument, pilot test of the research instruments, procedures of data collection, techniques of data analysis, ethics considerations and operationalization of variables. Chapter four will present the data analysis, presentation and interpretation of the findings as well as discussion of the findings. Chapter five will present the summary of the findings, conclusions, recommendations and suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the related literature review as per the objectives of the study: influence of organizational factors in terms of human resource, organizational culture, organizational leadership and resources allocation on project performance. This is then followed by a explanation of the hypothesized relationships of variables in the conceptual framework, theoretical framework, gaps in literature reviewed and summary of literature.

2.2 Project Performance

In the past three decades, many studies have been conducted on project performance worldwide. However, there has been no consensus among various authors on the correct definition and the standard measures of project performance. According to Bateta and Wagoki (2015), project success is one of the subjects in project management that has been discussed among authors without reaching to an agreement and as a result the definition of project performance remains vague and differs from one author to another. In addition, the variations in the definition of project performance also lead to variations in the measures of project performance among different authors. In addition, the users' perception of project performance may differ from that of the contractors and donors. Nevertheless, there is a general agreement among others that the performance of a project involves both effectiveness and efficiency.

Performance of projects can be measures in terms of schedule, safety, quality, cost and user satisfaction. However, Afaq (2013) asserts that the performance of a project is considered good if it meets its technical specifications and if satisfaction is achieved among stakeholders such as end users, project team members, parent organization managers and donors or financiers. According to Abok et al. (2013), the performance of a project is considered good if its completion is within schedule, within budget, achieves the set goals and ensures user satisfaction.

Traditionally, the performance of a project was measured in terms of schedule, within budget (cost) and specified quality. Nevertheless, even though projects completion is done on time, within budget and are perceived to be of good quality, they can still be considered as failures while projects that have exceeded the set time and exceeded the budget can be considered successful. Therefore, even if the traditional performance measures such as quality, cost and budget are important in measuring performance; other measures have also to be used. These measures include user satisfaction, client satisfaction and environmental impact. Nguyen and Watanabe, (2017) argues that the measures of project performance should include completion time, completion within budget, efficiency, effectiveness, meeting stakeholder's expectations, minimum conflicts and disputes and safety.

As highlighted above, different authors use different measures of project performance. For instance, Wangu (2015) measured the performance of non-governmental organizations in Kenya by use of measures such as transparency, accountability, cost of the completion, completion within budget and user satisfaction. However, Musyula (2014) measured performance of projects in non-governmental organizations in terms of achievement of goals, user satisfaction and accountability of financial resources. In Marsabit District, Muriungi (2012) measure performance of non-governmental organizations' projects by use of completion time, cost of completion and objectives achievement. In this study, the performance of projects in non-governmental organizations will be measured in terms of completion on time, completion within budget and achievement of objectives.

2.3 Human Resource Factors and Performance of Projects

One of the key resources for successful organizational development is the Human resource In different institutions the issue on competence has been stressed highly. Heumann et al. (2007) establishes that specific challenges are created by project-oriented specific features in the context of human resource management and are not widely known in the general management. Organizations that are project-oriented consider project management as a strategy in the organization that assist in meeting the set objectives and also gain a competitive edge over their competitors (Gareis, 2005).

The implementation of projects may be considered as a change that touches on the different organization's dimensions in an organization (Gareis, 2005). Human resource is a central dimension that require that change be done since the personnel require skills and competences that are new. Therefore, the configuration of human resource in the organization must change when a new program or project has begun. Pressure might be created on the human resource available and in the organization. In order to be successful in working together on the project, specific skill, knowledge and competence will therefore be needed. Formally, it may be supported by the organization but informally demanded by the project's nature.

Huang (2000) discussed that practices in human resource affect the intentions of the employees to leave, job satisfaction levels and commitment of the organization. Bratton and Gold (2007) illustrate in order to improve on performance; management of human resource function links the function of human resource to the organization's strategic objective. In addition, a managerial processes where human resource policies and practices are needed to be linked with the organization's objectives is Human Resource Management (HRM). Increased performance leads to growth and gaining of sustainable competitive advantage which is triggered by practices in resources management in an organization. An organization's HRM practices contribute to increased performance and therefore enhancing its growth and ability to gain a competitive advantage that is sustainable.

Employee motivation using a good rewarding system has a positive effect in terms of their behavior towards the job and also in their commitment thus increasing their performance. This is though a challenging and difficult task to the general managers. Armstrong and Murlis (2007) state that practices in HR should be linked with strategies in rewarding so as they can reinforce and complete each other since they are key in HRM in an organization. Bratton and Gold (2007) indicated that the productivity of employees may increase due to a good reward system.

Different studies conducted in different parts of the world highlight different factors influencing the performance of projects and project success. However, these studies show mixed findings, with some showing positive influence and others insignificant influence. For instance, Belout and Gauvreau (2004) found that despite there being a link between projects

success in Malaysia and the personnel factor (competence, skills), the factors did not have an impact that was significant to the success of the project. To the contrary, Cania (2015) reveals that human resource factors have a significant influence in achieving success in an organization's project.

2.4 Organizational Culture and Performance of Projects

A system that contains beliefs, values and assumptions that are shared and also govern how people behave in an organization is defined as an organizational culture. The shared beliefs, assumptions and values have a strong effect on organization and they show how people act, dress and perform their jobs. Denison and Mishra (2005) reiterated that the effect of organizational culture and its potential impact on organizational success has contributed to the much attention it has received in the last two decades. Employee commitment to contract agreements is one of the measures of organizational culture and it significantly influences performance of projects. Performance and satisfaction of participants is improved by commitment by the contractor, worker orientation, reliance, and alignment of goals (Nguyen & Watanabe, 2017).

While some authors find a significant relationship between organizational culture and project performance, others find insignificant association. In Turkey, authors find that the culture of an organization had a significant effect on the project performance in non-governmental organizations (Metin & Coşkun, 2016). Metin and Coşkun (2016) conceptualized organizational culture as a climate for motivation in the organization, willingness and confidence of members in taking up responsibilities creates a good atmosphere. Similarly, Ojo (2009) asserts that strong corporate culture potentially enhances a project success as the success of a project is dependent on effective employee performance in Nigeria. In addition, personal values and behaviors of the leaders were consistent with those of the employees in the project.

In addition, Njugi and Agusioma (2014) found that performance of World Vision was greatly influenced by organizational culture as it stated how things were in the work environment, performance targets organization's philosophy as well as organizations stability. Employees in the organization seek a working environment that will maximize their ability to be

creative, innovative and independent of micromanagement unity with other colleagues. Further, Bateta and Wagoki (2015) showed that to strongly implement strategic plans, rewarding systems and behavioral norms are strong motivators in NGOs. In addition, to enhance strategic plan implementation, there are certain traits that are valued highly in the organization and communication strategies in NGOs. Also, Abok et al. (2013) found a significant relationship between NGOs and organizational culture. In order to show that the success of Kenyan NGOs is preserved in their culture, the NGOs showed aspects of culture in many ways. From the results, it was evident that the NGOs that were successful had staffs who showed a welcoming culture with a gist of criticism acceptance when corrections are made on any aspects e.g. in directions giving.

To the contrary, Yesil and Kaya (2013) found that the dimensions of the culture of an organization have no influence on performance of projects. More specifically, the pattern of basic assumptions, beliefs, norms, values and expectations had an insignificant influence on change management and project performance in terms of delivery with time and within the set budget.

2.5 Organizational Leadership and Performance of projects

For any activity to be successful leadership is important and especially in groups that collaborate. Leadership is even more important in project management. Munns and Bjeimi (2012) put emphasizes that project leaders determine the failure or success of a project. Price (2009) indicated that the leadership aspects that are transformational e.g. inspirational motivation, individualized consideration, charisma and intellectual simulation are essential but Price in addition stated that the transactional aspects that are active and passive, contingent reward and management by exception were even more essential in leadership effectiveness. According to literature, a leadership style that is well perceived in elements of professional construction includes attributes that are idealized, motivation inspiration, intellectual simulation, Idealized behavior, contingent reward and consideration that are individualized. Transformational leadership should be adopted by NGOs in how they interact with their employees for them to realize better performance of employees and their satisfaction.

Different studies conducted on organizational leadership have measured organizational leadership differently, although they all agree that leadership significantly influences project performance. Chaudhry and Mahmood, (2009) indicate that that leadership is important in giving guidelines to the employees, efficiently managing them and working with them to understand the nature of their work. In addition, Zakaria et al. (2015) indicate that leadership skills and characteristics of the project leader positively influenced the project's success in Malaysia, and it can be developed through never-ending learning and training and hence leaders should possess seven leadership skills that include skills in communication, skills in team building, skills in decision making and problem solving, skills in conflict resolution, sense of responsibility, goal setting and planning skills and time management skills. Hassan, Bashir and Abbas (2017) argue that projects managers' personality like agreeableness, extraversion and openness to experience are predictors of a positive successful project in Pakistan, whereas transformational leadership mediates these relations. Through transformational leadership, conscientiousness as a personal dimension skill had a direct effect on the project's success. Ekune, Oluseun and Ebong (2015) indicate that collaborative leadership traits drawn from emotional, managerial competencies positively influence team performance and team spirit in Nigeria, which translates into successful projects. Project management's leadership quest to satisfy the project team must be guided towards collaboration. Kivasu (2015) indicates that that leadership styles influence strategy implementation in Kenya by influencing the way employees go about their day to day tasks.

2.6 Resource Allocation and Performance of projects

Resource allocation is a vital component in the success of a project in any organization. Its application in terms of finances and equipment may influence the delivery time and project cost. The amount of resources that are received by various tasks is determined by several policies that govern resource allocation. The policy used in the allocation of resources can greatly influence the project period (Mutula, 2013). Reduction of time is crucial in various project's success. Resource allocation policies determine the resource amounts received by the various tasks (Jensen et al., 2016). There are two policies that are available to the managers and they can be used to redirect the project duration and these are estimates in resource demand and resource adjustment times (Gillis et al., 2014).

Increasing resources amount, productivity and utilization of the resources using a resource management system that is effective help improve the schedule performance. Improving the total resource amount is mostly difficult therefore utilization of resources effectively is important in project duration reduction (Zenko et al., 2013). Policies can be diligently executed by managers in resource allocation despite the amount of resources fixed thereby reducing the project duration. For example optimum number of designers can be allocated by a designer manager to the initial design components in the case of depletion of all the components (Kozlenkova, Samaha & Palmatier, 2014). Designs will constantly be checked in order to identify the needed change and the form of corrections subjected to the various designs. Where resources allocated are scarce, the project's progress is slowed down while in the existence of many resources, productivity is reduced and may lead to resource wastage. Therefore, the management should allocate the scarce resources effectively in order to succeed in the project through reducing the project duration. Policies that are involved in resource allocation are an effective tool in project schedule reduction (Hongwei, Huixin & Jian-bo, 2009).

Studies on resource allocation show they influence project performance significantly. Lee, Ford and Joglekar (2007) indicate that the project duration can be affected by the allocation policy chosen to a great extent in the United States, although policies used to reduce project duration are difficult to implement and design due to closed loop flows of work that create dynamic patterns of demand and delays in resource shifting in activities. Managers can use estimates in resource demand and resource adjustment times as policy features that can be used to alter the durations of a project. In addition, Yaghootkar and Gil (2010) argue that while capturing resources may ensure that the project that is business-critical is delivered timely, where the organization lacks capacity to free resource and does not recruit more staff, this practice will harm the performance schedule of the projects that is derived from the resources. Also, Umulisa, Mbabazize and Shukla (2015) indicate that allocation of resources e.g. time and cost efficiently is the project manager's role of the role thus the success of a project.

2.7 Theoretical framework

A theory is a set of facts that are accepted, assumptions or propositions, that attempts to provide a rational and plausible explanation on the relations on cause and effect among a set of elements of an observed phenomenon. This study adopted the resource allocation theory and open system theory.

2.7.1 Resource-Based Theory

The theory was developed by Birger Wernerfelt in 1984. The theory mainly lies on the package of intangible resources or valuable tangibles which are at a firm's disposal (Kozlenkova, Samaha & Palmatier, 2014). To form a sustainable competitive advantage from a short-run competitive advantage, the organization needs resources that are diverse in nature and they should not be necessarily perfectly mobile. This will successfully lead into a value which is neither substitutable without a great effort nor imitable. The firm will as a result have sustained its returns where the conditions are held constant (Kozlenkova, Samaha & Palmatier, 2014).

Gillis, Combs and Ketchen (2014) puts emphasis on the difference between resources and capabilities by defining a capability as a resource which is special and is specifically organizationally fixed, it is not transferable, and should purpose in the improvement of other resources that are possessed by the firm. A resource on the other hand is a stock of available factors controlled or and organizationally owned. Capabilities are therefore an organization's ability to organize the resources available in the organization. Basically, building resources builds up capabilities.

Resources are inputs to the process and can be classified into intangible and tangible resources. Tangible resources are physical in nature and include land, buildings, machinery, equipment, finances and human resources (Gillis et al., 2014). Physical resources are readily available in the market and therefore give little advantage since the competitors can easily buy them in the market. Intangible resources are resources that cannot be touched but they are owned by the organization. They include brands, reputation, trademarks and intellectual property. Unlike physical resources, intangible assets are developed over time thus difficult

for others to copy and get instant competitive advantage. The theory suggests that resources of a firm determine the firm's performance (Jensen et al., 2016). These resources include processes in the organization, knowledge, information and attributes as well as assets that enable the organization to acquire and develop strategies that will improve its efficiency, quality, awareness, effectiveness and image, of products or services. When appropriately utilized, performance in the organization is improved through these resources.

In non-governmental organizations, resources include finances, equipment, skills and competence of the employee as well as leadership skills. Competencies/skills are a subsection of resources that have administrative and transformational capacities, for example, specialized abilities, sets of activities or practical process learning, and that help an association perform well on vital objectives or against basic achievement elements. Abilities are not procured from the market; rather, an association should produce them.

2.7.2 Open system theory

This theory was originally developed by Hungarian biologist Ludwig von Bertalanffy in 1972 (Von Bertalanffy, 1972). From a biological viewpoint, it considers a creature as an integrated system of functions and interdependent structures. From a sociological perspective, system theory is the trans-disciplinary approach of an organization. A sociological system contains four main components including attributes, objects, interrelationships among various objects and the environment (Kast & Rosenzweig, 2011). Zenko et al. (2013) refers objects as being parts, variables, or elements that exist in a system. Attributes refer to features of qualities of a system and its objects. Every organization has internal relations that exist among its various objects. Further, a system occurs in an environment (Zenko et al., 2013).

A system, therefore, can be defined as a set of things that influence one another in an environment and forming a better pattern which is different from any of the parts (Puche et al., 2016). A collection of entities which act together in order to perform a specified purpose is a system. Boundary separates a system from its environment and further separates what is in the system and that which is not. It can either be closed or open. An exchange of matter and information with the external environment characterizes the open systems. In other

terms, NGOs projects are open systems and they regularly interact with external forces which include customers, suppliers and other government agencies, (Hongwei, Huixin & Jian-bo, 2009). The open system theory focuses on the relationships between various stakeholders in a project or organization. In applying the concept open system theory, Kast and Rosenzweig (2011) indicate that an organization is built by energetic input-output system, whereby the system is reactivated by the energy coming from the output. Another part of the open system concept focuses on the influence of change in an organization. All parts of an organization are affected by a change in one part of the organization. The main function of an organization or project management is to perform as a linking boundary pin among various subsystems in the system of an organization (Kast & Rosenzweig, 2012).

Although, non-government organizations are open systems having both internal and external environments, this study only focused on the internal environmental factors. In non-governmental organizations, project managers' deal with complex systems which are defined by much nonlinearity, multiple interdependencies, stakeholders and systems used to give feedback. The feedback systems are progress updates, rework cycles and performance reviews. The success and performance of projects significantly depends on the interaction between various teams, leaders and staff as well as between departments (Raulea and Raulea (2014). In the implementation of concept of systems, communication plays a key role. It integrates and connects the link amongst the system networks. Information flow, energy and material are the elements of a processing system and communication systems coordinate them (Turkulainen *et al.*, 2015).

2.8 Conceptual Framework

The independent variables were human resource factors, organizational culture, organizational leadership and resources allocation. The dependent variable was the performance of projects in non-governmental organizations.

Independent variables

Moderating variable

Dependent Variable

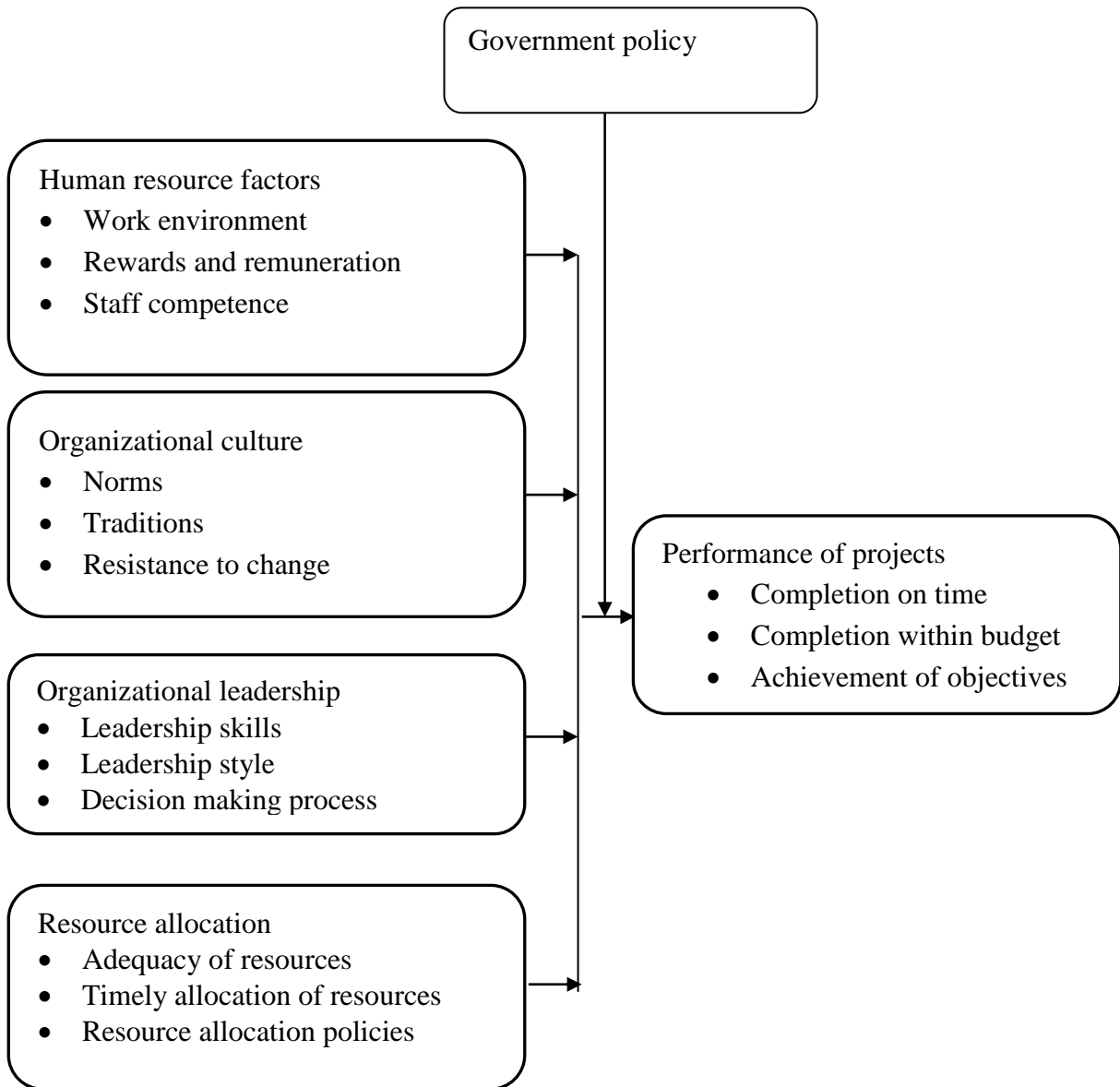


Figure 2. 1: Conceptual Framework

2.9 Gaps in Literature Reviewed

Various studies have been conducted in relation to the influence of organizational factors on projects performance in non-governmental organizations, both globally and locally. However, these studies have been limited to specific countries, sectors and have focused on different independent and dependent variables. Globally, Zidane et al. (2016) researched on categorization of organizational factors and their impact on project performance in Norway

and Dezdar and Ainin (2011) researched on the impact of organizational factors on successful ERP implementation in Malaysia. However, their studies were not conducted in non-governmental organizations funded by World Food Programme- Action Against Hunger and due to differences in legal frameworks and macroeconomic factors in different countries around the world, the findings of these studies cannot be generalized to Kenya.

Concerning human resource factors' influence on the performance of projects, Belout and Gauvreau (2004) conducted a research on factors that affect the success of projects and the impact of human resource management in Malaysia. In their study, they focused on the competence of staff and did not look at other factors of human resource, which enhance the performance of the employees in projects. In addition, many studies have been done on organizational culture and project performance. For instance, Nguyen and Watanabe, (2017) conducted a study on the impact of organizational culture on the performance of Japan's construction projects. This study mainly concentrated on construction companies and hence the findings cannot be generalized to non-governmental organizations.

In relation to influence of leadership on project performance in non-governmental organizations, Chaudhry and Mahmood, (2009) researched on the effect of leadership on performance of projects in Pakistan. Due to differences in legal frameworks and macroeconomic factors, the results of the studies carried out in different countries cannot be generalized to Kenya. Further, in relation influence of resource allocation on the performance of projects, Umulisa et al. (2015) reserched on impact of practices in project resource planning on the performance of Agaseke Project in Kigali. The study was conducted in construction projects which are different from World Food Programme projects carried out by non-governmental organizations. Therefore this study, seeks to fill the existing knowledge gap through investigating the factors influencing the organizational performance in projects under NGO funded by WFP in Kenya.

2.10 Summary of Literature Review

This chapter reviewed past studies on influence of organizational factors on project performance. The literature review indicated that human resource is an important factor for the success of projects in every organization. It is determined in terms of the work

environment, rewards and remuneration and staff competence. In addition, human resource factors influence employee's intention to leave levels of job satisfaction, and organizational commitment and hence project performance. In addition, the literature above indicates that culture is a key factor influencing project performance. Its influence on the organization may either be positive or negative. Organizational culture is determined by norms, expectations, beliefs, traditions and resistance to change. It is used in measurement of how organization interact with its environment and difficult to change.

The literature also indicates that leadership adopted by the project managers determines the performance of the projects. Project leaders highly determine the failure or the project management failure. Transformational factors e.g. inspirational motivation, individualized consideration, charisma and intellectual stimulation are essential. According to literature, leaders should be educated and experienced for them to motivate their employees.

Lastly, the literature indicates that resource allocation is an important component in achieving a project in any organization. Its application in terms of finances, equipment and human resource may influence the delivery time and cost of a project. The amount of resources received for various tasks is determined by several policies that govern resource allocation. The policy used in the allocation of resources can greatly influence the project period.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methodology in relation to the research questions is provided in this chapter. It comprises of the research design, the target population and sample size and sampling technique, research instruments, pilot study, data collection procedure, data analysis techniques and ethical considerations and operational definition of terms.

3.2 Research Design

A research design is a strategy selected by a researcher to identify the different study components in a logical and coherent manner thus addressing the research problem. Its components are data measurement, collection and analysis (Cooper & Schindler, 2006). The study made use of a descriptive research design. This design is a means of information collection through administration of questionnaires and interviews focused on gathering the respondent's views. It involves asking similar questions to many people through mail, face to face or telephone to gather information that is relevant in the accomplishment of the set objectives. This research design was selected because it leads to accurate data collection and a clear picture of the study phenomenon established.

3.3 Target Population

Target population is the entire group of individuals or items that are being considered in any field of inquiry and has common attributes (Cooper & Schindler, 2006). Action Against Hunger is one of the non-governmental organizations funded by World Food Programme. The target population of this study was all the staff working in the four food relief programmes in Action Against Hunger, Kenya. According to Action Against Hunger (2016), there are 134 staff working in the four programmes, which include nutrition and health, water, sanitation & hygiene, food security & livelihoods and Emergency Response.

Table 3. 1: Target Population

Programmes	Target population
Nutrition And Health	35
Water, Sanitation & Hygiene	32
Food Security & Livelihoods	31
Emergency Response	36
Total	134

Source: Action Against Hunger (2016)

3.4 Sample Size and Sampling Techniques

A sample size is the selected group of people that represents the entire population and a sampling technique describes the procedure and method of sample selection.

3.4.1 Sample size

Kothari (2004) argues that in order to represent the whole population, the sample size of a study should be large enough. Creswell (2006) indicates that information gathered from the sample size should be enough and should allow easy analysis. Slovin's Formula was used to determine the sample size. The formula was selected as it considers the size of the population.

$$n = \frac{N}{1 + NE^2}$$

Where by:

n = no. of samples

N = total population

E = error margin / margin of error (0.05)

$$n = \frac{134}{1 + (134 * 0.05^2)}$$

n = 100

Table 3. 2: Sample Size

Programme	Target population	Sample Size	Percent
Nutrition And Health	35	26	26.12
Water, Sanitation & Hygiene	32	24	23.88
Food Security & Livelihoods	31	23	23.13
Emergency Response	36	27	26.87
Total	134	100	100.00

Source: Action Against Hunger (2016)

3.4.2 Sampling Techniques

Stratified random sampling was used in this study to select 100 staff from the target population. Stratified random sampling involves grouping of the population into smaller groups and each group is created by members having shared characteristics or attributes. In this study, the strata were the programmes in Action Against Hunger (Greener, 2008). Control over variance reduces the standard error through Stratification. Proportionate stratification was used to ensure that each stratum's sample size is proportional to the size of population in the stratum meaning that similar sampling functions are in each stratum.

3.5 Research Instruments

This study utilized both secondary and primary data. Secondary data was obtained from Action Against Hunger annual reports for the last five years. A document analysis guide was used to collect information such as estimated cost, completion cost, estimated time (months) and completion time (months). This study used structured questionnaires in the collection of primary data. Where respondents cooperate at will and can be reached, a questionnaire is the best method of collecting data. This method of collecting data is convenient as it can reach many people so long as the people can read and write independently. Greener (2008) indicated that questionnaires can be used to define the study specific objectives and the statement of the problem. In addition, resources and time are minimized with the use of questionnaires.

The questionnaire comprised of six sections. The first section contained questions on

information on demography. The second, third, fourth and fifth sections contained questions on the four independent variables while the sixth section comprised of questions on the dependent variable.

3.6 Pilot Study

In order to identify and to rephrase questions that might be ambiguous, misunderstood or misinterpreted, a pretest study was conducted. Further, typographical errors were removed during the pretest and the questions were determined whether they are relevant and appropriate. The pretest was conducted in United Nations Office for the Coordination of Humanitarian Affairs (OCHA) as they deal with humanitarian issues like hunger. The pretest group was 10% of the sample size (10). According to Hertzog (2008), a pilot group should comprise of at least 10% of the sample size. The pilot group will be selected using simple random sampling.

3.6.1 Validity of the Research Instrument

Content validity was improved in this study through consulting people such as supervisors that are experts in the area of the study. Pretest study was used to improve face validity and to clear the ambiguous and unclear question.

3.6.2 Reliability of the Research Instrument

Reliability is used to determine whether similar results are produced each time the instrument is used in similar settings with the same subject type. Internal consistency was used to measure reliability in this study (Bhattacharjee, 2012). Reliability of measurement is given by the internal consistency where it assumed that items which measure the same constructs should correlate. Internal consistency is measured by use of Cronbach's alpha. A Cronbach's alpha (α) that is more than 0.7 is acceptably considered while a Cronbach's alpha (α) that is less than 0.7 is questionably considered (Greener, 2008). In this study, a Cronbach's alpha of 0.7 was considerably accepted.

3.7 Data Collection Procedure

Before data collection, the researcher sought for clearance by the department of extra mural studies upon successful proposal defense. A research permit was obtained from the National Commission for Science, Technology and Innovation. A letter to the individual respondents was written by the researcher for the transmittal of data collection instruments. Appointments were booked with the respondents and the time of filling the questionnaires was agreed. The help of two research assistants was used in the administration of questionnaires and the assistants were trained on the objective of the study and how to create a rapport with the respondents. Hand delivery and emailing of the questionnaires to the respondents was conducted in order to increase the rate response rate. To monitor the respondents' progress in filling the questionnaires, a follow up was done daily.

3.8 Data Analysis Techniques

Packaging of the data collected, arranging it in order and structuring the major in a manner that the results may be communicated easily and efficiently is known as data analysis process (Kothari, 2004). Inferential statistics and descriptive statistics were used to analyze quantitative data and the Statistical Package for Social Sciences (SPSS) version 22 helped in the analysis. Preceding the data analysis, a codebook for quantitative variables was prepared on the basis of questionnaire numbering structure.

After the data collected was confirmed to be accurate, descriptive statistics was applied to analyze the quantitative data. Frequency distribution, mean, percentages, and standard deviation are inclusive of descriptive statistics. Presentation of the results was in tables and figures. Distribution measurements is explained by the researcher using descriptive statistics and it also explains, organizes and reviews data (Bryman, 2003). Further, to determine whether there is a relationship between the dependent and the independent variables, correlation analysis was done. A significance level of 0.05 is indicated in the study, which applied a 95% confidence level. In order for the independent variable to have significant effect on the dependent variable, the p-value should be less than the significance level (0.05).

3.9 Operational Definition of Variables

Table 3. 3: Operational Definition of Variables

Variable	Indicators	Measurement scale	Instrument For Collection of data	Analysis of data
Human resource factors	<ul style="list-style-type: none"> • Work environment • Rewards and remuneration • Staff competence 	Ordinal	Questionnaire	<ul style="list-style-type: none"> • Mean • Standard deviation • Correlation Analysis
Organizational culture	<ul style="list-style-type: none"> • Norms • Traditions • Resistance to change 	Ordinal	Questionnaire	<ul style="list-style-type: none"> • Mean • Standard deviation • Correlation Analysis
Organizational leadership	<ul style="list-style-type: none"> • Leadership skills • Leadership style • Decision making process 	Ordinal	Questionnaire	<ul style="list-style-type: none"> • Mean • Standard deviation • Correlation Analysis
Resource allocation	<ul style="list-style-type: none"> • Adequacy of resources • Timely allocation of resources • Resource allocation policies 	Ordinal	Questionnaire	<ul style="list-style-type: none"> • Mean • Standard deviation • Correlation Analysis
Performance of projects	<ul style="list-style-type: none"> • Completion on time • Completion within budget • Achievement of objectives 	Ordinal Continuous	Questionnaire Document analysis guide	<ul style="list-style-type: none"> • Mean • Standard deviation • Correlation Analysis

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

The chapter presents the findings of the study, their interpretations and discussion of the findings guided by the purpose and objective of the study. The purpose of this study was to investigate the factors influencing the performance of projects in NGO's funded by World Food Programme in Kenya. Specifically, the study sought to assess the influence of human resource factors, organizational culture, organizational leadership and resources allocation on the performance of projects in Action Against Hunger a non-governmental organizations funded by World Food Programme in Kenya. The results were presented in tables.

4.2 Response Rate

The sample size of this study was 100 staff working in the four food relief programmes (nutrition and health, water, sanitation & hygiene, food security & livelihoods and Emergency Response) in Action Against Hunger, Kenya. Out of 100 questionnaires that were distributed, 96 were adequately filled, which gives a 96% response rate. This responses is adequate for making analysis and inferences about the target population, because it is supported by Kothari (2004), which indicate that a response rate that is above 50% is adequate for analysis.

4.3 General Information

The general information from the respondents encompassed their gender, age bracket, duration in the Organization, highest level of education and the programme in which they were working in their organization.

Table 4. 1: General Information of the Respondents

Category	Frequency	Percent
Gender		
Male	62	64.6
Female	34	35.4
Total	96	100.0
Age bracket		
Below 25 years	8	8.3
Between 25 and 35 years	40	41.7
Between 35 and 45 years	39	40.6
Above 45 years	9	9.4
Total	96	100.0
Duration in the Organization		
Below 1 year	32	33.3
Between 1 and 5 years	31	32.3
Between 5 and 10 years	24	25.0
Above 10 years	9	9.4
Total	96	100.0
Highest level of education		
Diploma	18	18.8
Undergraduate Degree	55	57.3
Postgraduate Degree	23	24.0
Total	96	100.0

From the findings, 64.6% of the staff indicated that they were male while 35.4% indicated that they were female. This implies that most of the staff working in Action Against Hunger were male.

In relation to their age bracket, 41.7% of the staff indicated that they were aged between 25 and 35 years, 40.6% indicated between 35 and 45 years, 9.4% indicted above 45 years and 8.3% indicated below 25 years. This shows that majority of the staff working in Action Against Hunger are aged between 25 and 35 years.

In regards to the period they had been working in Action Against Hunger, 33.3% indicated for below 1 year, 32.3% indicated for between 1 and 5 years, 25% indicated for between 5 and 10 years and 9.4% indicated for above 10 years. This implies that majority of the staff had been working in Action Against Hunger for below one year.

Regarding their highest level of education, 57% of the staff indicated that they had undergraduate degrees, 24% indicated that they had postgraduate degrees and 18.8% indicated that they had diplomas. This shows that most of the staff working in Action Against Hunger had undergraduate degrees.

4.4 Performance of Projects

The staff were asked to indicate their level of agreement on different statements on the performance of projects in their nongovernmental organization.

Table 4. 2: Measures of Performance of Projects

	Mean	Std. Deviation
Our organization finishes projects within the set time	2.875	.909
Projects in our organization are finished within the budget	2.697	.650
Projects in organization are finished as per specifications	3.270	.589
Projects in our organization are completed with the scope	3.114	.646
Our projects achieve the intended purpose	3.760	.721
Our projects always achieve the set objectives	3.125	.507
Our projects achieve customer satisfaction	3.697	.617

According to the findings, the respondents agreed that projects in their organization achieve the intended purpose and customer satisfaction as indicated by means of 3.760 and 3.697, respectively. The respondents were neutral on the statements that projects in their organizations are completed as per specifications. Achievement of the set project objectives and projects completion within the scope is indicated by means of 3.270, 3.125 and 3.114, respectively. The respondents were also neutral on the statements that the organization completes projects within the set time and within the budget as indicated by means of 2.875

and 2.697 respectively.

4.5 Human Resource Factors

The first objective of this study was to assess the influence of human resource factors on the performance of projects in Action Against Hunger, funded by World Food Programme in Kenya. The staff working in Action Against Hunger were asked to state the extent to which they agreed with various statements on the influence of human resource factors on the performance of projects in their nongovernmental organization. Where 1 represents strongly disagree, 2 represents disagree, 3 represents neutral, 4 represents agree and 5 represents strongly agree.

Table 4. 3: Human Resource Factors

	Mean	Std. Deviation
My work environment is conducive for maximum productivity	4.156	.765
My work environment allows creativity and innovation	3.604	.800
My employer offers salaries that matches the work	3.375	.771
My employer provides us with performance bonuses	3.635	.963
My compensation matches with other NGOs compensations	3.052	.759
Staff in our organization have the skills required to achieve the goals of the organization	4.500	.870
Organizational provides frequent training to improve staff skills and competence	3.343	.922
Our organization has human resource policies	4.343	.629
Organization always follows the human resource policies	3.093	1.273

From the findings, the staff agreed with a mean of 4.500 that staff in their organization had the skills required to achieve the goals of the organization. In addition, the staff agreed with a mean of 4.343 and 4.156 that their organization had human resource policies and their work environment was conducive for maximum productivity, respectively. In addition, the staff agreed with a mean of 3.635 that their employer provided them with performance bonuses.

With a mean of 3.604, the staff agreed that their work environment allows creativity and innovation.

However, the staff were neutral on the statement that their employer offers remuneration that matches their responsibilities, as shown by a mean of 3.375. In addition, the staff were neutral on the statement that the organization provides frequent training to improve staff skills and competence as indicated by a mean of 3.343. With means of 3.093 and 3.052, the staff were neutral on the statements that the organization always follows the human resource policies and that their compensation matches with other NGOs compensations, respectively.

4.5.1 Influence of on Human Resource Factors the Performance of Projects

From the correlation analysis, the findings show that human resource factors have no significant influence on the performance of projects in Action Against Hunger, funded by World Food Programme in Kenya. This is shown by a correlation coefficient of 0.032 and a p-value=0.754, which is less than the significance level (0.05).

Table 4. 4: Human Resource Factors and Performance Correlation

		Performance projects	of Human Resource factors
Performance of projects	Pearson Correlation	1	.032
	Sig. (2-tailed)		.754
	N	96	96
Human Resource factors	Pearson Correlation	.032	1
	Sig. (2-tailed)	.754	
	N	96	96

**. Correlation is significant at the 0.01 level (2-tailed).

The respondents were further requested to state how else human resource factors influence the performance of projects in their nongovernmental organization. From the findings, the staff indicated that the number and adequacy of employees should meet the volumes of work to avoid overworking some staff. In addition, they indicated that staff motivation is directly associated with employee morale, attitude towards job and their superiors. They further indicated that the roles, powers and responsibilities of each staff should be well defined. In

addition, the staff indicated that the level of qualification of staff has a direct influence on the project performance. Further, the staff reported that human resource empowerment increases efficiency in project implementation thus leading to achievement of the set goals.

The study found that human resource factors had no significant influence on the performance of projects in Action Against Hunger funded by World Food Programme in Kenya. These findings disagree with Bratton and Gold (2007) argument that human resource factors affect the performance of projects. The findings also disagree with Cania's, (2015) findings that human resource factors have a significant influence in achieving success in an organization's projects. The study found that staff in Action Against Hunger had the skills required to achieve the goals of the organization. These findings are in line with Armstrong and Murlis (2007) findings that in order to be successful in working together on a project, specific skills, knowledge and competence are needed. The study established that the work environment in Action Against Hunger was conducive for maximum productivity. The work environment also allows creativity and innovation. Further, Action Against Hunger provides their employees with performance bonuses. These findings are in line with Bratton and Gold (2007) findings that the work environment and reward systems increase employee productivity and project performance.

The study found that the organization does not offer remunerations that match with their responsibilities and other NGO's compensations. These findings disagree with Mutula (2013) findings that salaries among project staff should match with the responsibilities held. In addition, the organization had human resource policies although the organization the was not always following the human resource policies. The study also found that Action Against Hunger does not provide frequent training to improve staff skills and competences. These findings are contrary to Kinyua and Warui (2013) argument that training has a significant influence on project performance.

The study established that the number of employees should be adequate to meet the amount of workload in order to avoid overworking some staff. In addition, the study found that staff motivation is directly associated with employee morale, attitude towards job and their superiors. Further, the role, powers and responsibilities of each staff should be well defined.

These findings agree with Cania, (2015) findings that staff motivation influences project performance and hence should be enhanced through clear definition of roles and reward systems.

4.6 Organizational Culture

The second objective of the study was to determine how organizational culture influences the performance of projects Action Against Hunger funded by World Food Programme in Kenya. The staff working in Action Against Hunger were also requested to indicate their level of agreement with different statements on the influence of organizational culture on the performance of projects in their organization.

Table 4. 5: Organizational Culture

	Mean	Std. Deviation
The norms and traditions in our organization influence employee productivity and commitment	4.010	.718
The way of doing things in our organization is normally very flexible and easy to change	3.333	.981
The norms and traditions in our organization affect project implementation	3.677	.864
Different departments in our organization often cooperate to create change	3.437	.778
Our organization often experiences resistance to change in different projects	1.687	.909
Our organization normally utilizes change management practices	2.437	.805
The management of our organization ensures employee involvement in all phases of a project	2.645	.833
Communication in our organization enhances follow of information	3.625	.668

According to the findings, the staff agreed with a mean of 4.010 that the norms and traditions in their organization influence employee productivity and commitment. In addition, the staff

agreed with means of 3.677 and 3.625 that the norms and traditions in their organization affects project implementation, however, communication in their organization enhances flow of information respectively. However, the staff were neutral on the statement that different departments in their organization often cooperate to create change as shown by a mean of 3.437. The staff were also neutral on the statement that the way of doing things in their organization is normally very flexible and easy to change as shown by a mean of 3.333. In addition, the staff were neutral on the statement that the management of our organization ensures employee involvement in all phases of a project as indicated by a mean of 2.645. The staff disagreed with the statement that their organization normally utilizes change management practices as indicated by a mean of 2.437. In addition, the staff disagreed with the statement that their organization often experiences resistance to change in different projects as shown by a mean of 1.687.

4.6.1 Effect of Organizational Culture on Performance of Projects

From the correlation analysis, the results show that organizational culture has an inverse influence on the performance of projects in Action Against Hunger funded by World Food Programme in Kenya. This is shown by a correlation coefficient of -0.315 and a p-value of 0.002. The p-value was less than less than the significance level (0.05).

Table 4. 6: Organizational Culture and Performance Correlation

		Performance of projects	of Organizational culture projects
Performance of projects	Pearson Correlation	1	-.315**
	Sig. (2-tailed)		.002
	N	96	96
Organizational culture	Pearson Correlation	-.315**	1
	Sig. (2-tailed)	.002	
	N	96	96

** . Correlation is significant at the 0.01 level (2-tailed).

The staff were further asked to indicate how else does organizational culture influences performance of projects in their nongovernmental organization. From the findings, they

indicated that performance appraisal in an organization helps staff to know their stance relative to the objective. In addition, the traditions of the organization may not favor implementation of the project and ways in which conflicts are resolved influences efficiency in project implementation. The staff further indicated that if the organization structure allows for a smooth flow of information between department and between employees, it would have a positive impact on a project. The staff further indicated that the management of the organization should create a conducive environment to foster information sharing on quality of work, customer feedback and on project result.

The study also found that organizational culture has a negative influence on the performance of projects in Action Against Hunger. These findings agree with Denison and Mishra (2005) findings that organizational culture influences project performance. The findings also concur with Metin and Coşkun, (2016) findings that the culture of an organization had a significant effect on the project performance in non-governmental organizations. The study found that norms and traditions in Action Against Hunger influences employee productivity and commitment. These findings are in line with Nguyen and Watanabe (2017) argument that employee commitment to contract agreements is one of the measures of organizational culture and it significantly influences performance of projects.

The study found that organizational norms and traditions in their organization affects project implementation and communication enhances flow of information. In addition, if the organization structure allows for a smooth flow of information between department and between employees it will have a positive impact on a project. These findings agree with Yesil and Kaya (2013) findings that the pattern of basic assumptions, beliefs, norms, values and expectations had an insignificant influence on change management and project performance in terms of delivery with time and within the set budget.

The study also revealed that different departments in Action Against Hunger fail to cooperate to create change. In addition, the way of doing things in the organization was normally inflexible and not easy to change. The organization was also not ensuring employee involvement in all phases of a project. Further, the organization was not utilizing change management practices. These findings are in line with Abok et al. (2013) findings that poor

employee involvement in change, poor communication and failure to adopt change management practices negatively influences performance of projects.

4.7 Organizational Leadership

The third objective of the study was to establish the influence of organizational leadership on the performance of projects in Action Against Hunger funded by World Food Programme in Kenya. The respondents were requested to indicate their level of agreement with different statements on the influence of organizational leadership on the performance of projects in their nongovernmental organization.

Table 4. 7: Organizational Leadership

	Mean	Std. Deviation
Our leaders have the skills required to lead the organization	3.927	.507
Our leaders set realistic and ambitious goals	3.041	.857
Our leaders clearly outline the organization’s vision and mission	3.187	1.088
Our leaders use transformational leadership style	3.291	.766
Our leaders involve the staff in the decision making process	3.625	.668
Our leaders are responsive to the ideas and thoughts of the employees	3.375	.873
Our leaders ensure that the staff are motivated through incentives	3.531	.541
Our leaders encourage the staff to be creative and innovative	3.375	1.135
The relationship between our organization leaders and employees is good	3.541	.972
There are coaching programs in organization to enhance the skills of the staff	3.114	.904
Leaders in our organization mentor the junior staff to improve professional and personal goals	2.479	1.025

According to the findings, the staff agreed that the leaders have the skills required to lead the organization and they involve the staff in the decision making process, as shown by means of

3.927 and 3.625, respectively. The staff further agreed that the relationship between their organization leaders and employees is good as leaders ensure that the staff are motivated through incentives, as indicated by means of 3.541 and 3.531, respectively. The staff were neutral on the statement that leaders are responsive to the ideas and thoughts of the employees and they encourage the staff to be creative and innovative, as shown by a mean of 3.375. The staff were also neutral on the statements that leaders use transformational leadership style and leaders clearly outline the organization’s vision and mission as indicated by means of 3.291 and 3.187, respectively. The staff were also neutral on the statements that there are coaching programs in organization to enhance the skills of the staff and leaders set realistic and ambitious goals as shown by means of 3.114 and 3.041, respectively. The staff disagreed with the statement that leaders in their organization mentor the junior staff to improve professional and personal goals as indicated by a mean of 2.479.

4.7.1 Effect of Organizational Leadership on Performance of Projects

From the correlation analysis, the results show that organizational leadership has a positive and significant influence on the performance of projects in Action Against Hunger as shown by a correlation coefficient of 0.790 and a p-value of 0.000. The p-value was less than the significance level (0.05).

Table 4. 8: Organizational Leadership and Performance Correlation

		Performance of projects	of Organizational leadership
Performance of projects	Pearson Correlation	1	.790**
	Sig. (2-tailed)		.000
	N	96	96
Organizational leadership	Pearson Correlation	.790**	1
	Sig. (2-tailed)	.000	
	N	96	96

** . Correlation is significant at the 0.01 level (2-tailed).

The staff were requested to indicate how organizational leadership influence the performance of projects in their organization. From the findings, the staff indicated that the leadership

style in an organization greatly affect the performance of a project and that the performance of a project greatly relies on the management skills applied. The staff also indicated that leaders assigning employees other tasks apart from their area of specialization may have a negative impact on efficiency. In addition, leaders should set good example and be on the forefront in playing important roles in ensuring objectives of the project are achieved. Also, the relevance of training and coaching programs in an organization in relation to the set goals and objective affecting the project performance. Further, if the leadership of a project interfere with staff recruitment in a negative way, the project performance will be affected negatively as well. In addition, the flow of communication and instructions between staff and management is a factor that have an impact on project performance. The staff also indicated that leadership of an organization should be wary of the staff needs and be able to address them.

The study revealed that organizational leadership has a positive and significant influence on the performance of projects in Action Against Hunger funded by World Food Programme in Kenya. These findings agree with Munns and Bjeimi (2012) findings that project leaders determine the failure or success of a project. The study found that leaders in Action Against Hunger have the skills required to lead the organization and they involve the staff in the decision making process. The finding are in line with Zakaria et al. (2015) argument that leadership skills and characteristics of the project leader positively influenced the project's success in Malaysia.

The study also found that the relationship between leaders and employees in Action Against Hunger is good and leaders ensure that the staff are motivated through incentives. In addition, the study revealed that leaders in Action Against Hunger are responsive to the ideas and thoughts of the employees and they encourage the staff to be creative and innovative. These findings concur with Price (2009) that transformational leadership should be adopted by NGOs in how they interact with their employees for them to realize better performance of employees and their satisfaction.

However, the study found that the leaders were not clearly outlining the organization's vision and mission. Also, the organization had no coaching programs to enhance the skills of the

staff. Also, the study revealed that leaders in the organization were not mentoring the junior staff to improve professional and personal goals. These findings are contrary to Ekune, Oluseun and Ebong (2015) argument that coaching and mentorship programs influence project performance.

The study found that the leadership style in an organization greatly affect the performance of a project and that the performance of a project greatly relies on the management skills of the leaders. Further, leaders should set good example and be on the fore front in playing important roles in ensuring objectives of the project are achieved. These findings agree with Chaudhry and Mahmood (2009) findings that leadership is important in giving guidelines to the employees, efficiently managing them and working with them to understand the nature of their work.

4.8 Resource Allocation

The fourth objective of the study is to determine the influence of resources allocation on the performance of projects in Action Against Hunger funded by World Food Programme in Kenya. The staff were requested to indicate their level of agreement on different statements on the influence of resource allocation on the performance of projects in their nongovernmental organization.

Table 4. 9: Resource Allocation

	Mean	Std. Deviation
There are adequate financial resources in our organization	3.291	.647
There are adequate tools and equipment in our organization to undertake different projects	3.041	.819
Resource availability in organization influences the timeline of completing project	4.010	.911
The resources in organization are easily accessible	3.156	.685
The management in our organization releases resources on time	3.177	.984
Resources in our organization are allocated based on priority	3.479	1.187

There are resource allocation policies in organization	2.322	.894
Our organization follows all resource allocation policies	3.177	1.142
Our organization clearly stipulates how resources should be allocated in our organization	3.583	.495

According to the findings, the staff agreed with a mean of 4.010 that resource availability in the organization influences the timeline of completing projects. With a mean of 3.583, the staff also agreed that the organization clearly stipulates how resources should be allocated in their organization. The respondents were neutral on the statements that resources in their organization are allocated based on priority and there are adequate financial resources in their organization as indicated by means of 3.479 and 3.291. In addition, the staff agreed with a mean of 3.177 that the management in their organization releases resources on time and follows all resource allocation policies. Further, the staff were neutral on the statement that the resources in organization are easily accessible as indicated by a mean of 3.156. Also, the staff were neutral in the statement that there are adequate tools and equipment in our organization to undertake different projects as shown by a mean of 3.041. The staff disagreed with the statement that there were resource allocation policies in the organization, as shown by a mean of 2.322.

4.8.1 Influence of Resource Allocation on Performance of Projects

From the correlation analysis, the results show that resource allocation has a positive and significant influence on the performance of projects in non-governmental organizations funded by World Food Programme in Kenya as indicated by a correlation coefficient of 0.718 and a p-value of 0.000. The p-value was less than the significance level (0.05).

Table 4. 10: Resource Allocation and Performance Correlation

		Performance projects	of Resource allocation
Performance of projects	Pearson Correlation	1	.718**
	Sig. (2-tailed)		.000
	N	96	96

Resource allocation	Pearson Correlation	.718**	1
	Sig. (2-tailed)	.000	
	N	96	96

** . Correlation is significant at the 0.01 level (2-tailed).

The staff were requested to indicate how resource allocation influences the performance of projects in their nongovernmental organization. According to the findings, the staff indicated that the availability of appropriate tools and equipment has a direct impact on project performance. For a project to achieve the set objectives, appropriate training on utilization of the available resources should be a priority. In addition, tools and equipment to perform different duties should be availed at the right time and at the appropriate location. The staff also indicated that accountability of the available resources should be enhanced as well. Incorporating the modern technologies in implementation of projects has a great impact and hence should be adopted. The resources in an organization should be allocated in order of priority to achieve the set objectives. The availability and quality of tools and equipment determines the quality of project results.

The study established that resource allocation has a positive and significant influence on the performance of projects in Action Against Hunger funded by World Food Programme in Kenya. These findings are in line with Gillis et al. (2014) argument that resource allocation influences project performance. The study established that resource availability in the organization influences the timeline of completing project. These findings agree with Zenko et al. (2013) findings that increasing resources, productivity and utilization of the resources using a resource management system that is effective help improve the scheduled performance. Improving the total resource allocation is at times challenging, however, efficient utilization of these resources is important in project duration reduction.

The study also found that Action Against Hunger clearly stipulates how resources should be allocated in their organization. However, the study also revealed that resources in the organization were not allocated based on priority whereas there is adequate financial resources.

The study also revealed that the management of the organization was not allocating resources on time and were rarely following resource allocation policies. These findings are contrary to

Zenko et al. (2013) argument that policies can be diligently executed by managers in resource allocation despite the amount of resources fixed thereby reducing the project duration. In addition, Hongwei, Huixin and Jian-bo (2009) indicate that organization management should allocate the scarce resources effectively in order to succeed in the project through reducing the project duration.

The study established that the availability of appropriate tools and equipment has a direct impact on project performance. For a project to achieve the set objectives appropriate training on utilization of the available resources should be a priority. In addition, tools and equipment to perform different duties should be availed and at the appropriate location. These findings agree with Umulisa, Mbabazize and Shukla (2015) findings that allocation of resources influences project performance positively.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter comprises of summary of the findings, conclusions, recommendations and areas for further studies.

5.2 Summary of the Findings

This section encompasses, it comprises of the effect of human resource factors on performance of projects; effect of organizational culture on performance of projects; effect of organizational leadership on performance of projects; and effect of resource allocation on performance of projects.

5.2.1 Human Resource Factors and Performance of Projects

The study found that human resource factors have no significant influence on the performance of projects in Action Against Hunger funded by World Food Programme in Kenyan ($r=0.032$, $P=0.754$). The study also found that staff in Action Against Hunger's staff had the skills required to achieve the goals of the organization ($M=4.500$). In addition, the study established that the work environment in Action Against Hunger was conducive for maximum productivity ($M=4.156$). Further, Action Against Hunger provides the employees with performance bonuses and the work environment allows creativity and innovation ($M=3.635$). In addition, the organization had human resource policies although the organization was not always following the human resource policies ($M=3.093$).

The study established that the organization does not offer offers salaries that matches the work and other NGOs compensations ($M=3.375$). The study also found that Action Against Hunger does not provide frequent training to improve staff skills and competence ($M=3.343$). In addition, the number and adequacy of employees should be adequate to meet the amount of work to avoid overworking some staff. Further, the study found that staff motivation is directly associated with employee morale, attitude towards job and their superiors. Further, the roles, powers and responsibilities of each staff should be well defined.

5.2.2 Organizational Culture and Performance of Projects

The study also found that organizational culture has a positive and significant influence on the performance of projects in Action Against Hunger funded by World Food Programme in Kenya ($r=-0.315$, $P=.002$). The study also found that norms and traditions in Action Against Hunger influences employee productivity and commitment ($M=4.010$). In addition, the norms and traditions in the organization affects project implementation as well as communication which enhances flow of information ($M=3.677$). In addition, if the organization structure allows for a smooth flow of information between department and between employees it will have a positive impact on a project. Further, good relationship between the staff and management greatly affect the performance of the project.

The study also revealed that different departments in Action Against Hunger fail to cooperate to create change ($M=3.437$). In addition, the way of doing things in the organization was normally inflexible and not easy to change ($M=3.333$). The organization was also not ensuring employee involvement in all phases of a project ($M=2.645$). Further, the organization was not utilizing change management practices ($M=2.437$). The study established that the traditions of the organization may not favor implementation of the project and ways in which conflicts are resolved influences efficiency in project implementation.

5.2.3 Organizational Leadership and Performance of Projects

The study revealed that organizational leadership has a positive and significant influence on the performance of projects in Action Against Hunger ($r=0.790$, $P= 0.000$). The study found that the leaders have the skills required to lead the organization and they involve the staff in the decision making process ($M=3.927$). The study also found that the relationship between leaders and employees in Action Against Hunger is good and leaders ensure that the staff are motivated through incentives ($M=3.541$ and $M=3.531$) respectively. In addition, the study revealed that leaders in Action Against Hunger are responsive to the ideas and thoughts of the employees and they encourage the staff to be creative and innovative ($M=3.375$). From the study the leadership style in an organization greatly affects the performance of a project and that the performance of a project greatly relies on the management skills of the leaders. Further, leaders should set good example and be on the fore front in playing important roles

in ensuring objectives of the project are achieved. The study also found that if the leadership of a project interferes with staff recruitment in a negative way project performance will be affected negatively as well.

However, the study found that the leaders were not clearly outlining the organization's vision and mission (M=3.187). In addition, the organization had no coaching programs to enhance the skills of the staff (M=3.114). Further, the study revealed that leaders in the organization were not mentoring the junior staff to improve professional and personal goals (M=2.479).

5.2.4 Resource Allocation and Performance of Projects

The study established that resource allocation had a positive and significant influence on the performance of projects in Action Against Hunger ($r=0.718$, $P= 0.000$). The study also established that resource availability in the organization influences the timeline of completing project (M=4.010). The study also found that Action Against Hunger clearly stipulates how resources should be allocated in their organization (M=3.583). However, the study also revealed that resources in the organization were not allocated based on priority and adequate financial resources (M=3.479). The study established that the availability of appropriate tools and equipment has a direct impact on project performance (M=3.041). For a project to achieve the set objectives, appropriate training on utilization of the available resources should be a priority. In addition, tools and equipment to perform different duties should be availed and at the appropriate location. The study also found that incorporating modern technology in implementation of projects has a great impact and hence should be adopted.

The study also revealed that the management of the organization was not releasing resources on time and was rarely following resource allocation policies (M=3.177). Further, the study found that the resources in the organization were not easily accessible (M=3.156). The study also found that there were no resource allocation policies in the organization (M=2.322).

5.3 Conclusions of the Study

The study concludes that human resource factors have no significant influence on the performance of projects in non-governmental organizations. The study found that staff in

Action Against Hunger had the skills required to achieve the goals of the organization, the work environment was conducive for maximum productivity, the organization provides the employees with performance bonuses and the work environment allows creativity and innovation. Even though, the organization had human resource policies in place, the organization was not consistent in following these policies.

The study also concludes that organizational culture has a negative influence on the performance of projects in Action Against Hunger. The study found that norms and traditions in Action Against Hunger influences employee productivity and commitment. In addition, good relationship between the staff and management greatly affect the performance of the project. However, the way of doing things in the organization was inflexible and not easy to change and was not utilizing change management practices.

The study further concludes that organizational leadership has a positive and significant influence on the performance of projects in non-governmental organizations funded by World Food Programme in Kenya. The study found that leaders in Action Against Hunger have the skills required to lead the organization and they involve the staff in the decision making process. However, the study found that the leaders were not clearly outlining the organization's vision and mission and furthermore, the organization had no coaching programs to enhance the skills of the staff.

Lastly, the study concludes that resource allocation has a positive and significant influence on the performance of projects in non-governmental organizations funded by World Food Programme in Kenya. Resource availability in the organization influences the timeline of completing the project. The study also found that Action Against Hunger clearly stipulates how resources for the various functions should be allocated in their organization, however, it was also revealed that resources in the organization were not allocated based on priority whereas there is adequate financial resources.

5.4 Recommendations

1. The study found that even though Action Against Hunger had human resource policies, they were not following them. This study therefore recommends that the organization

should make sure that human resource policies are implemented and followed.

2. The study also found that the organization does not give remunerations that matches the responsibilities of the staff and other NGO's compensations. This study recommends that Action Against Hunger should revise employees' salaries and allowances to ensure that they are commensurate to the staff responsibilities and roles and what other NGO's offer.
3. The study also established that Action Against Hunger does not provide frequent training to improve staff skills and competence. Human resource empowerment increases efficiency in project implementation thus leading to achievement of the set goals and improvement of project performance. This study recommends that Action Against Hunger should offer more frequent staff trainings in order to ensure that they obtain the necessary competent skills for the enhancement of the performance of projects.
4. The study found that the organization was not observing employee involvement in all phases of project performance. Therefore, different departments in Action Against Hunger fail to cooperate to create change. This study hence recommends that the management of the organization should ensure employee involvement in all phases of the projects to enhance project performance.
5. In addition, the study found that the organization was not utilizing change management practices. This study therefore recommends that the organization should make use of change management practices such as planning for change and ensuring effective communication.
6. The study revealed that leaders in the organization were not mentoring the junior staff to improve professional and personal goals. This study recommends that the management of the organization should develop coaching and mentoring programs as a way of ensuring professionalism and enhancement of the skills and competence of the staff.
7. The study established that resources in the organization were not allocated based on priority and there are adequate financial resources. This study recommends that organization should develop resource allocation policies to guide in the management and allocation of the limited human and financial resources.
8. The study also found the little resources in the organization were not accessible and

were not released on a timely manner. This study recommends that Action Against Hunger should ensure efficiency in resource allocation and enhance their accessibility by the responsible staff.

5.5 Suggestions for Further Research

1. This study was limited to Action Against Hunger, which is one non-governmental organization among many funded by World Food Programme in Kenya. Therefore, the findings of this study cannot be generalized to all non-governmental organizations funded by World Food Programme in Kenya. The study therefore suggests further studies on factors affecting performance of projects in all NGOs funded by World Food Programme in Kenya.
2. The study was limited to internal environment factors (human resource factors, organizational culture, organizational leadership and resources allocation). Therefore further studies should be conducted on the influence of external environment factors on the performance of NGOs projects funded by World Food Programme in Kenya.

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APPENDICES

Appendix I: Introduction Letter

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

REF: Request for participation in a research study on ‘investigate the factors influencing the performance of projects under NGO funded by WFP in Kenya.’

I Pamela Wanja, am a University of Nairobi student conducting a research project which is part of course fulfillment for Master of Arts in Project Planning and Management. The purpose of this study is to investigate the factors influencing the organizational performance in projects under NGO funded by WFP in Kenya.

The findings of the study will be treated with high confidentiality and will be used in academia only and there will be no mentioning of your name anywhere in this report. Honest participation in the study will be appreciated highly.

Yours faithfully

PAMELA WANJA

Appendix II: Questionnaire

SECTION A: General Information

1. Gender

Male

Female

2. Kindly indicate the age bracket you belong

Below 25 years

Between 25 and 35 years

Between 35 and 45 years

Above 45 years

3. For how long have you been working in your organization?

Below 1 year

Between 1 and 5 years

Between 5 and 10 years

Above 10 years

4. In which programme in your organization do you work?

Nutrition And Health

Water, Sanitation & Hygiene

Food Security & Livelihoods

Emergency Response

5. Which is your highest level of education?

Secondary Certificate

Diploma

Undergraduate Degree

Postgraduate Degree

Any other (specify)

SECTION B: Human Resource Factors and Performance of Projects

6. Using the below Likert scale, state the extent to which you agree with the statements on the influence of human resource factors on the performance of projects in your nongovernmental organization (1=**strongly disagree**, 2=**disagree**, 3=**neutral**, 4=**agree**, 5=**strongly agree**) Please mark with a CROSS (X) in the applicable box.

Statements on human Resource Factors	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My work environment is conducive for maximum productivity					
My work environment allows creativity and innovation					
My employer offers salaries that matches the work					
My employer provides us with performance bonuses					
My compensation matches with other NGOs compensations					
Staff in our organization have the skills required to achieve the goals of the organization					
Organizational provides frequent training to improve staff skills and competence					
Our organization has human resource policies					
Organization always follows the human resource policies					

7. How else do human resource factors influence the performance of projects in your nongovernmental organization?

.....

.....

.....

SECTION C: Organizational Culture and Performance of Projects

8. Using the below Likert scale, state the extent to which you agree with the following statements on the influence of organizational culture on the performance of projects in your nongovernmental organization(1=**strongly disagree**, 2=**disagree**, 3=**neutral**, 4=**agree**, 5=**strongly agree**) Please mark with a CROSS (X) in the applicable box

Statements on organizational culture	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The norms and traditions in our organization influence employee productivity and commitment					
The way of doing things in our organization is normally very flexible and easy to change					
The norms and traditions in our organization affect project implementation					
Different departments in our organization often cooperate to create change					
Our organization often experiences resistance to change in different projects					
Our organization normally utilizes change management practices					
The management of our organization ensures employee involvement in all phases of a project					
Communication in our organization enhances follow of information					

9. How else does organizational culture influence the performance of projects in your nongovernmental organization?

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.....

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SECTION D: Organizational Leadership and Performance of Projects

10. Using the below Likert scale, state the extent to which you agree with the following statements on the influence of organizational leadership on the performance of projects in your nongovernmental organization (1=**strongly disagree**, 2=**disagree**, 3=**neutral**, 4=**agree**, 5=**strongly agree**) Please mark with a CROSS (X) in the applicable box

Statements on organizational leadership	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Our leaders have the skills required to lead the organization					
Our leaders set realistic and ambitious goals					
Our leaders clearly outline the organization's vision and mission					
Our leaders use transformational leadership style					
Our leaders involve the staff in the decision making process					
Our leaders are responsive to the ideas and thoughts of the employees					
Our leaders ensure that the staff are motivated though incentives					
Our leaders encourage the staff to be creative and innovative					
The relationship between our organization leaders and employees is good					

There are coaching programs in organization to enhance the skills of the staff					
Leaders in our organization mentor the junior staff to improve professional and personal goals					

11. How else does organizational leadership influence the performance of projects in your nongovernmental organization?

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.....

.....

SECTION E: Resource Allocation and Performance of Projects

12. Using the Likert scale, state the extent to which you agree with the following statements on the influence of resource allocation on the performance of projects in your nongovernmental organization (1=**strongly disagree**, 2=**disagree**, 3=**neutral**, 4=**agree**, 5=**strongly agree**) Please mark with a CROSS (X) in the applicable box

Statements on resources allocation	very great extent	great extent	moderate	low extent	No extent at all
There are adequate financial resources in our organization					
There are adequate tools and equipment in our organization to undertake different projects					
Resource availability in organization influences the timeline of completing project					
The resources in organization are easily accessible					
The management in our organization releases resources on time					

Resources in our organization are allocated based on priority					
There are resource allocation policies in organization					
Our organization follows all resource allocation policies					
Our organization clearly stipulates how resources should be allocated in our organization					

13. How else does resource allocation on influence the performance of projects in your nongovernmental organization?

.....

.....

.....

SECTION F: Performance of nongovernmental organization

14. Using the Likert scale, state the extent to which you agree with the following statements on the performance of projects in your nongovernmental organization (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree) Please mark with a CROSS (X) in the applicable box

Statements	Excellent	Good	Moderate	Poor	Very Poor
Our organization finishes projects within the set time					
Projects in our organization are finished within the budget					
Projects in organization are finished as per specifications					
projects in our organization are completed with the scope					
Our projects achieve the intended purpose					
Our projects always achieve the set objectives					
Our projects achieve customer satisfaction					

Appendix III: NACOSTI Research Authorization Letter



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: 020 400 7000,
0713 788787,0735404245
Fax: +254-20-318245,318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/17/12075/19657**

Date: **13th October, 2017**

Pamela Wanja Njeru
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “*Factors influencing the organizational performance of projects under NGOs funded by WFP in Kenya: A case of action against hunger*” I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **13th October, 2018.**

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

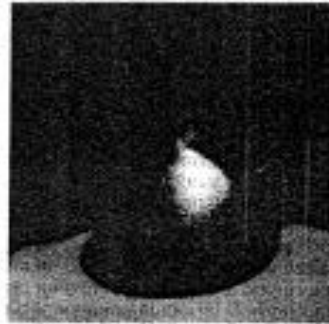
Appendix IV: NACOSTI Research Permit

**THIS IS TO CERTIFY THAT:
MS. PAMELA WANJA NJERU
of UNIVERSITY OF NAIROBI, 64902-620
NAIROBI, has been permitted to conduct
research in Nairobi County**

**Permit No : NACOSTI/P/17/12075/19657
Date Of Issue : 13th October,2017
Fee Recieved :Ksh 1000**

**on the topic: *FACTORS INFLUENCING
THE ORGANIZATIONAL PERFORMANCE
OF PROJECTS UNDER NGOS FUNDED BY
WFP IN KENYA: A CASE OF ACTION
AGAINST HUNGER***

**for the period ending:
13th October,2018**



.....
**Applicant's
Signature**

.....
**Director General
National Commission for Science,
Technology & Innovation**