CULTURAL MANAGEMENT PRACTICES AND PERFORMANCE IN HUMANITARIAN NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI COUNTY

A RESEARCH PROJECT PROPOSAL SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREEE OF MASTER OF BUSINESS ADMINISTRATION, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES, THE UNIVERSITY OF NAIROBI

DECLARATION

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

Signature …………………………………. Date ………………………………….
(handwritten date: 13/11/2022)

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This research proposal is presented with my approval as the university supervisor

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I would like to thank my supervisor, Dr. Winnie Njeru, for providing me with valuable assistance that allowed me to submit this research project.

DEDICATION

To my loving parents, my wife and son, this research is dedicated to you. God bless

you all abundantly for your unwavering support.

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ABSTRACT

Cultural diversity is "experienced at work as a result of coexistence of staff from divergent backgrounds". Information technology has enabled businesses to trade globally. The overall objective of this study was to establish the influence of cultural management practices on performance of Humanitarian Non-Governmental organisations in Nairobi County, Kenya. The study was anchored on the Social Dualism theory and Hofstede cultural dimensions theory and a descriptive study design was adopted. The population of the study consisted of 77 humanitarian Non-Governmental Organizations operating in Nairobi County, Kenya. Online questionnaires were administered to the respondents and the data collected was analysed qualitatively as well as by the use of inferential statistics. Quantitative data was analyzed using descriptive statistics and presented through, means and standard deviations. Inferential statistics analysis included the use of correlation and regression analysis. The study found that, employees of different backgrounds interact well within the firms, employees who are different from the majority and are treated equally and have access to knowledge within the organization leads to employees improved capability, aids in the generation of new knowledge and increases employee and customer satisfaction. This means that organization performance increased when there was creativity, innovation, cross cultural diversity and the organizations had knowledge strategy. Correlation analysis indicated that all the cultural management practices (creativity, innovation, cross cultural diversity and knowledge strategy) had significant positive correlations with organization performance. Regression analysis results indicated that cultural management practices was a strong predictor of organisation performance. The study recommended that organizations to come up with conducive environment

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whereby all employees have a chance to excel and implement policies that encourages recruitment of workers from different ethnic background so as to retain workers and be effective in their respective markets. The organizations should make efforts to make staffs skills more diverse, focusing on diversity in education and experience which creates various sets of knowledge and professionalism.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Management of international humanitarian Non-Governmental Organizations should be attentive to the needs of various cultures in the environment in which they are operating as well as the cultural differences of their employees and clients. Cultural diversity is "experienced at work as a result of coexistence of staff from divergent backgrounds" (Bryan, 1999). However, values, beliefs and attitudes can differ from one culture to another (Beeman, 2000). Information technology has enabled businesses to trade globally. Trading internationally depends not only on the prospects for business partners involved in business negotiations but is also dependent on the results of effective management of cultural relationships between the partners. According to Bhatta (2015), cultural orientation among organizations including Non-Governmental Organization has increasingly become the norm. This is because culture determines how employees behave and act based on morals, attitude and the way they perceive life.

In order to study how organisations perform as a result of incorporating various cultural views in the management of organisations, a variety of theories have been put forth. Hofstede (1970) postulated that most developing countries suffer from dualistic economic dimension. As such, they exhibit both technological advancement and pre-modern tendencies all wrapped in what Hofstede called social dualism. According to Clement (2015), this contrast in the economy and in social life where "a vital component of the developing countries' growth process is the existence of both a contemporary money economy and a traditional indigenous economy." As a result, the

approach to economic development must therefore recognize this dual dimension. For scholars, the approach taken in studying this dualistic nature is by looking keenly at the inherent characteristics of dualism. From this perspective, then one can confidently determine the impact of dualism on the economic development of the developing nations (Clement, 2015).

The economic model put forth by Hofstede has become the basis for conducting cross-cultural studies and therefore has been applied in various subjects including business management (Minkov & Hofstede, 2011). However, Milliken and Martins (1996) contents that, other times cultural diversity has brought about disappointment due to poor performance of organisations. On the other hand, classical studies that came about as a result of "globalisation" posit that organization's management of cultural diversity provides advantages when well managed (Lawrence & Lorch, 1967; Hofstede, 1980). Iribane (1998) argues that it is important for an organisation to mix different cultural values so that both the employees and the customers will feel welcome because each and every person can experience their culture in the organisation. Working with people of different ages, genders, or cultures can be intimidating, therefore if a company mismanages the cultural variety it has in the form of personnel recruited from diverse cultural backgrounds, it can have a detrimental impact. The insecurity may subsequently adversely affect overall productivity. It is therefore essential for managers to identify a group's cultural specificities in order to understand how to effectively address the problems stemming from multicultural differences in their organizations (Trompenaars, 1993).

1.1.1 Cultural Management Practices

Saee (2005) posit that culture is that aspect of human being where the mind of a certain group is programmed to exhibit unique values and beliefs. Such groups are different from one another. On the other hand, Hofstede (1984) argues that culture is simply a sample of different values, attitudes and beliefs. According to Stahl et al., (2010) "culture is made up of people's shared beliefs and values, which define the 'shoulds' and 'oughts' of life and govern the meaning people assign to many parts of the world around them." As a result, within an organization one would find different types of cultures brought together. Sometimes, these cultures are defined by religion, ethnic or sexual orientation among other unifying life experiences, which gives the diversity in views and values and ultimately shapes an organization's philosophy (Saee, 2004). For example, management practices may vary from culture to culture. As such, in the context of steering Non-Governmental Organizations to perform better in a competitive world, the management can harness cultural diversity among its employees as a unique aspect that can differentiate the organization from its competitors.

Sultana et al (2013) contends that there are "four cultural management practices that lead to organisation performance." They include inventiveness, novelty, cultural variety, and knowledge plan which the author intents to adopt for this study. According West (2002) organisations that have made major strides in the global arena have tended to tap the creativity and novelty of its employees. Such employees have the capacity to develop an original idea and put it into practice. Consequently, Alpert (2018) avers an organisation management is in a better position harness the "cultural diversity" by developing strategies that grow cultural capabilities of the employees. In so doing people are able to talk to each other freely and embrace the diverse values and beliefs.

To do so, a company must invest in "knowledge strategy," which will shape the company's "strategic option on whether it spends more of its energy on discovering knowledge, which entails generating, finding, or acquiring new information, as well as information exploitation which is the gradual refinement or reapplication of existent knowledge (Bierly & Daly, 2007).

1.1.2 Organization Performance

In their key work on organizational performance, Richard et al. (2009) argue that "financial performance, product market success, and shareholder return" influence a firms' competitiveness. This is because, organizational performance is the real output of specific inputs such as expertise and dedication of the employees" according to Argyris (1964), Likert (1961), and McGregor (1960).

While organizational performance is still vague and loosely defined, it is widely used in most organizational studies as a dependent variable (Rodgers & Wrights, 1998). The reason for this is that organizational success depends on the understanding of the different stakeholders who have competing interests in most cases (Carton&Hofer, 2006). Initially, most scholars studying about organisational performance dwelt on the issues pertaining fiscal, market and shareholder return. According to the authors, "early empirical investigations on the idea of organizational performance concentrated on financial as well as market performance in addition to shareholder return." Though, gauging of performance based on these parameters does not apply to every firm, especially the non-profit making ones. Furthermore, fiscal performance does not cater all facets of an organisation. As a result, Kaplan & Norton (1992) developed the Balance Score Card (BSC) as a tool to measure performance bearing in other non-fiscal

features such as customer satisfaction. Therefore, the strength of BSC lies in its ability to be cognizant of various shareholders and uses objective success metrics in respect of each of them. The stakeholders in this context are the organizational shareholders, employees and customers.

Gordon (2012) posits that cultural management approaches with significant momentum as well as acceptance have a favourable effect on increasing a company's performance" Members of organizations with varied cultural backgrounds as a result of their different nations should be encouraged to interact, explore, and innovate, according to Hackman and Wageman (2005), especially when the work environment evolves to boost performance. The customer of organizations is vast and varied. As such, a varied workforce is pertinent in understanding the needs of customers. "The performance of organizations with various backgrounds in the community is likely to be different from that of more traditionally based organizations," (Gomez-Mejia, 2010). According to Akinyi (2015), such organizations should establish "a great trend of complementing or combining various cultures in cross-cultural management so that their leaders should tolerate or embrace all cultures in order to achieve organizational objectives.

1.1.3 Humanitarian Non- Governmental Organizations in Kenya

Humanitarian Non-Governmental Organizations in the Kenyan context are paramount in the lives of the people. This is because; their role in development especially in the enhancement of trade and social life through their activities cannot be gainsaid. As such, there has been an increase of Non-Governmental Organizations to cater for different needs in the society. Usually, their engagement with society is mainly through relief

efforts especially during critical times when humanity needs assistance. In such circumstances, the Non-Governmental Organizations comes in handy by providing supplies such as food, medical, shelter or evacuation in cases of emergencies (Charles & Van Wassenhove, 2010).

According to Wanjala (2011) humanitarian aid is the provision supplied mostly by Non-Governmental Organizations to people under disasters so as to alleviate suffering and save lives. During such emergence situation like when an earthquake strikes, usually the population is caught unaware and as a result lives and property are lost. Sometimes even governments are also not prepared to contain the situation or sometimes they are just incapable. In such a scenario, Non-Governmental Organizations comes in handy to offer immediate assistance as well as prepare the communities for future occurrence response.

Non-governmental organizations are usually formed by individual members to carry out public functions (Jacobson, 1984). Across the world, most Non-Governmental Organizations work in conflict areas providing aid such as food, medicine as well as engaging in reconstruction efforts and entrenching respect for human rights. Humanitarian Non-Governmental Organizations mostly play a critical role in situations where people need urgent help. As a result, they are sometimes called relief agencies. Such agencies are privately run and their mandate is to support global development. They can be global, regional, national or local organizations (NGO directory, 2012). According to Non-Governmental Organizations coordination board (2020), there are 77 registered humanitarian Non-Governmental Organizations in Nairobi County alone. This study focused on humanitarian Non-Governmental Organizations in Nairobi

County, Kenya where major Non-Governmental Organizations are headquartered owing to the fact that this is the Capital City of Kenya.

1.2 Research Problem

Increasingly, many international Non-Governmental organisations and international businesses are operating in Kenya within a new cultural setting. This means that new organisations need adapt to a new society to be successful and boost their output. Studies show that cultural management approach shapes the performance of organization. In Kenya, Non-Governmental Organizations in their effort to improve operations have gone to an extent of incorporating certain aspects of culture into the daily management activities. Nevertheless, they seem to be unable to surmount the challenges especially during the implementation process. This is because Kenya being a country with many different ethnic groups hence diverse cultural orientation. As a result, majority of international organisation apply foreign practices (Dimba & Rugimbana, 2013). As a country with diverse cultural orientation, Kenya would be well placed if these organisations applied cultural practices that reflect the country's diverse ethnic base.

According to Ahmed (2012) firms that embrace good cultural aspects operate well and excel exceedingly while those that incorporate insignificant and feeble cultural practices do not perform well. As a result, "culture plays a direct and active part in performance management." However, among the probable antecedents of organizational success, culture approach has gained comparatively little empirical examination" (Lok & Crawford, 2004). As a result, there is no scholarly prove that

indeed cultural management practices actually improve organization performance (Mckinono et al. 2003).

Previous studies focused on profit making sectors of the economy at the expense of non-profit making organisations where humanitarian organisations cut across (Chelimo, 2013; Njuguna, 2016; Dimba & Rugimbana, 2013; Mutungi, 2010; Mathai, 2010). All the studies suggest that cultural management practices can contribute to organizational performance. Although some studies indicate a positive correlation between the variables, (Njuguna & Ogutu, 2016; Sultana& Rashid 2016; Kiptoo & Suman, 2018; Mutindi, 2016), other research have shown contradictory results when it comes to the link between cultural management systems and organizational performance. In their respective investigations, Maina (2013) and Miriti (2016) found no significant association between cultural management and performance. A negative association between cultural management and organizational performance was also stated by Putthiwanit (2015). The inconsistent findings suggest that more research is needed on the constructs of the present study. While cultural management practices lead to organizational performance, information about cultural management practices in humanitarian Non-Governmental Organizationsin Kenya is scarce. This study will therefore aim at examining how cultural management practices impact the organizational performance of humanitarian Non-Governmental organisations in Nairobi County, Kenya in order to fill the contextual, conceptual and methodological gaps in cultural management practices in humanitarian Non-Governmental organisations and to suggest the way forward towards prudent cultural management practices in improving the organizational performance of these Humanitarian Non – Governmental organisations in Kenya.

1.3 Research Objective

The objective of the study is to establish the influence of cultural management practices on performance of Humanitarian Non-Governmental organisations in Nairobi County, Kenya.

1.4 Value of the Study

This research results will support future developments on cultural management practises and how they affect organization performance. One of the outputs would be the contribution to the present scholarly work in field of cultural management. This work will support the early efforts by Hofstede on cultural management. In addition, scholars will use the work in understanding how cultural management practices relate to the performance of organization.

Furthermore, this work will guide the organisation management team on the inclusion of employees from different cultural base to work together for the common good of the company. In so doing most managers will be able to learn how adoption of diverse cultural aspects can enhance the overall performance of organisations.

From the policy level, the government could also use the study to employee people from ethnic background so as to enrich the culture at workplace. This subsequently makes the government economically successful, as a government's success internationally is increasingly dependent on its ability to tackle the challenges of cultural diversity.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

By reviewing related literature, the researcher sheds more light on the variables under study, in this case cultural management practices and organization performance by looking at the relationship between the two variables. In reviewing the literature, other author studies are examined so as to analyse and understand the variables under study.

2.2 Theoretical Foundation

Cultural differences within the work environment is worked out through the coexistence of employees from diverse cultural backgrounds and thus the utilization of essential cross-cultural theories of management in this research study, of which the most appropriate to this study are Social Dualism Theory and Hofstede Cultural Dimensions Theory.

2.2.1 Social Dualism Theory

This theory posits that in developing world there exists two social systems emanating from two different cultural backgrounds. In the case, poor countries exhibit dual economic behavior (Pauline, 2007). Most of these countries have two different social orders that define their economic model. As a result, such a social order causes social disintegration because capitalism as an economic model has taken root in the world (Boeke, 2014).

Hosftede (1990) points out that in developing economies, social dualism breeds ground for conflict. This is because; there exist two sets of conditions: one superior and the other, which is inferior coexisting in a specified space. These conditions come as a result of the colonialists leaving behind their cultural aspects which now flourish

alongside local culture. Thus, the two cultures are always pulling away from each other. As a result, trying to implement the different cultural aspects in organization is hard and is likely to affect the performance.

Therefore, social dualism theory in this context tries to explain the interrelationship between traditional role of the not only the host culture but also the contemporary global management thinking" according to Hosftede. As a result, organizations in developing world are called upon sieve through the various cultural aspects and be able to streamline them into management practices. By bringing together such diverse cultural aspects creates a rich foundation of values and beliefs that are needed to spur performance in firms. However, this means that leaders in this context should be people of a strong caliber, free from the syndrome of social duality. This is because the opposing forces are so strong that usually, they raise conflicts in the management of firms.

2.2.2 Hofstede's Cultural Dimensions Theory

Developed by Hofstede (1970), this has over the years proved to be an essential framework for individuals and organizations to comprehend and appreciate the cultural differences across the world and also to discern the ways business is carried out across the world in different cultures. Wardrobe (2005) avers that the framework is critical in distinguishing different cultures across the world based on what Hofstede termed as dimensions of culture, and how these dimensions of culture affect the business environment. This theory has established a cornerstone for cross-cultural research and has been widely and prevalently used in the study as well as examination of cultural divergences in far-ranging academic and professional fields, including but not limited to international management as posited by Minkov and Hofstede (2011). As a result,

the theory appears to be a well-established model that emphasizes and seeks to make people recognize cultural diversity's robustness.

Establishment of a good mix and balance therefore with contextual consideration of cultural facets that are not challengeable is quite essential for multinational organizations working across and within different cultural setups (Iribane, 1998). As a result, mishandling of cultural diversity can have a regrettable detrimental influence on business operations in addition to performance because employees will virtually always be uneasy and vulnerable when dealing with people from various cultural backgrounds. It is therefore fundamental for managers working in cross-cultural setups to always be on the lookout and identify any cultural difference issues that may lead to differences and help their juniors to understand these cultural differences. In instances of employee's conflicts due to cultural differences, the managers must be able to understand and amicably resolve such differences (Trompenaars, 1993).

Hofstede created the initial model by utilizing factor analysis to evaluate data from a global survey on values of employees (International Business Management, 1973). Since then, the model has been tweaked and improved to fit many cultural environments (Piercy, 2018). Individualism vs. collectivism; uncertainty avoidance vs. embrace; power distance (the extent to which social hierarchy is accepted in society); and masculinity vs. femininity were the four dimensions. Following a self-conducted study survey in Hong Kong, Hofstede decided to add a fifth cultural factor, long-term versus short-term orientation, to encompass opinions of values not covered by the distinctive worldview. In 2010, Hofstede introduced a sixth variable to the model: liberality versus self-control (Piercy, 2018).

Hofstede's theory is applicable in this study in that in non- governmental organizational settings, employees are drawn from different countries interact everyday therefore understanding of cross-cultural communication becomes very important because whereby employees from diverse cultural backgrounds become mindful of cultural contrasts because what may be acceptable and easily tolerable in a different culture may be utterly unacceptable in the context of a different culture. It is also important to accept that the dimensions advanced in the theory affect all levels and all forms of communication in organizations. Levels here to mean communication at the managerial level between managements peers, communication at the middle level and at the low level. Further, communication between employees at low level and those at higher level of the organization. Forms of communication encompass verbal and non-verbal cues, etiquette, dress code, and even written communication (Wardrobe, 2005). For organizations operating across the world, comprehension and appreciation of the different dimensions off culture can enhance individual and team productivity thereby translating to enhanced individuals, team and organizational performance. This calls for better cross cultural management and effective resolution of any conflicts that may arise in the course of business due to cultural misunderstanding.

2.3 Cultural Management Practices and Organisational Performance
While internationalization and globalization of business organizations and processes through strategies such as mergers and acquisitions present significant growth opportunities for organizations by way of entering new markets, such strategies also imply that the managers of such organizations are faced with structural in addition to legal as well as financial decisions to make when making their decision to expand to cross-border markets (Gopatan & Stahl, 2001). Despite the fact that culture affects employees' work and professional and social relations in the workplace, in the midst of

all the plans to expand to new international and global markets, the often overlooked factors is usually the impact of cultural differences to organizational performance. The question is how different cultural practices may affect the business performance of the organization.

In the increasingly dynamic and competitive business world, creativity and innovation (C& I) have inevitably become central to the operations and activities yearning for superior achievement in the performance and in sustenance of competitive advantage. The race to acquire new and unique knowledge plus ideas has accelerated the rate of globalization (Chan &Mauborgne, 1999). The long-run success and survival of organizations in this business environment is therefore highly hinged on the ability of an organization to be knowledge-based, and this further depends on the extent to which the organizations foster C & I among its employees. Chin (2007) summarizes the relationship between creativity and innovation and organizational performance are two distinct processes which overlap each other. These two phases are generation and implementation of the generated novel ideas. The ability of the organization or an individual to create new ideas constitute creativity while implementation of the new idea is part of being innovative.

Societies of the world have been brought even closer and markets and economies more integrated due the rapid significant advancement in technology over the years. It is projected than within the next few decades' changes in population demographics and further advancements technology, innovation, and economic expansion will significantly impact on global business. (Salami, 2010). Kundu & Turan (1999) asserts that "the disparities could be in terms of "age, race, gender, ethnicity, physical ability,

colour, and other biophysical and social cleavage factors." Workforce diversity is defined as "the coexistence of personnel from different backgrounds inside an organizational setting." Diversity is not restricted within a certain level of organization but is pervasive and cuts across all people at all levels in the organization. Functional cultural diversity necessitates the kind of organizational culture whereby each worker can seek after individual career aspirations without being hindered by socio-cultural factors and biophysical issues "such as gender, race, ethnicity, sexual orientation, nationality, religion or other variables important to execution of work duties" (Bryan, 1999).

In academic and professional spheres, "Knowledge Management" (KM) has been termed as the procedure through which organizations collect, transform and manage information to ways that are useful to the organization and sharing this useful information with stakeholders. It is a means of advocating for a "collaborative as well as integrated approach" aimed at organization-wide development of "knowledge assets" by encouraging collection and access to data.KM is not limited to "knowledge economy and technology but also encompasses and facilitates realization of organization's strategic business objectives" (Gunjal, 2005).

Product, process, and management knowledge can all be transferred between parent and subsidiary companies. Foss and Pedersen (2004) pointed out that knowledge transfer can take place between subsidiaries through international alliances or from parent companies to more specific subsidiaries in a review and analysis of articles focusing on the topic. Organizations have used a variety of strategies in this process over time, including strategic decisions, the employment of expatriates, periodic

assessments of secondary objects, empowerment, coordination, abroad trips, cultural changes and systems, training in addition to best practices. The transmission of knowledge methods used by Non-Governmental Organizationshas have a considerable impact on projects that are frequently required for knowledge exchange, and relatively few mechanisms are used to assure successful knowledge transfer.

Companies are facing an increasing "need for effective cross cultural management that helps them deal with employee work-related relationships between and among employees from different cultural backgrounds" (Putthiwanit, 2015). As the world becomes more mobile, international, and diverse, facilitated by technological advancements, companies are facing an increasing "need for proper cross cultural management that helps manage employees from different cultural backgrounds" (Putthiwanit, 2015). When an organization's culture focuses on empowering employees to build successful careers regardless of race or nationality, which are not performance criteria, high levels of performance can be achieved. According to Ehtesham (2011), if cultural diversity is not adequately managed, "many employees might end up feeling threatened as they work with people coming from various cultural backgrounds," resulting in cultural variety becoming a source of conflict rather than harmony." This vulnerability would inevitably add a negative note to the efficiency of the overall enterprise.

Expansion of business scope is essential for growth. Similarly, profitability is a pertinent factor for the existence of commercial organizations (Erdorf, Hartmann-Wendels, Heinrichs, & Matz, 2013). Lee and Gaur (2013) observe that building up a successful cross cultural management in culturally diverse organizations imply extra

challenges for managers and directors in international organization as compared to directors and managers in a domestic company. Idris et al. (2015) integration within diversified businesses affects corporate organizations economic output and performance as well as the valuation of shareholders.

Bolboli and Reiche (2014) posit that over "90% of business excellence programs do not take off due to dismal cultural integration among corporate organization's management." "The cultural gap within the organization, on the other hand, poses a significant impediment to corporate performance," says the report (Weber &Tarba, 2012). On the other hand, Eaton and Kilby (2015) argue that organizations' culture if ineffective is a primary cause of low company output and productivity.

Therefore, according to Viegas-Pires (2013), company managers need to understand the value of effective cross cultural management to enhance business efficiency, performance and productivity.

Non-governmental organizations' productivity and performance are significantly influenced by cultural management. According to Cullen and Parvoteeah (2008), "it is untenable to distinguish international businessmen from patterned cultural behaviour sphere. This emanates from the fact that culture is expressed on the basis of dominant as well as common beliefs, values, and norms in addition to symbols that govern the daily lives of various kinds of people." Better decision-making, increased imagination as well as innovation, enhanced performance in overseas marketing activities and with indigenous ethnic minorities, and improved economic distribution are just a few of the advantages that businesses can gain from successful cultural diversity management (Cox, 1991; Cox & Blake, 1991).

2.4 Empirical Review and Knowledge gaps

In a research of the relationship between cultural management and performance across branches of a bank in the United Kingdom, Kweitsu (2019) discovered that cultural management practices affect not only an organizations competitiveness but also the ability of the organization to achieve its goals. Personnel needed to be trained on cultural management concerns on a regular basis, according to the study. Oberfoll (2018) established that a notable relationship exists between organizational culture and performance in multinational companies, in a study that focused on relationship between cross-cultural management and performance among German multinationals in Mexico.

A positive as well as weak significant association between the dimensions of organizational culture and performance management practices" was discovered by Ehtesham, Muhammad, and Muhammad (2011) in a study undertaken in a Pakistani university. According to the study, participation was also linked to consistency and adaptability. Putthiwanit (2015) investigated the effects of cross-cultural management practices on organizational performance and found a strong positive relationship between cultural management and organization performance. The study found that appropriate management of cultural diversity would ensure a competitive advantage for the organization and improve team productivity, resulting in a higher level of work success. The study also noted that in the event that cultural diversity is not well taken care of or addressed effectively, it can be a starting point for tension among workers who may feel challenged by working with people of different cultural backgrounds.

In a study on Iraqi mobile telecommunication sector assessing the relationships between knowledge management strategies, innovation, and organizational performance, findings showed that strategies employed by organizations in the sector for information management had a significant and direct positive impact on innovation and firm performance. Most interestingly, the findings suggest that knowledge management approaches have a positive and statistically relevant impact on organizational performance through the partial mediation effect of innovation (AlHakim & Hassan, 2013).

In a study on the effects of cross-cultural management practices on Nigerian organizations, Adekunle and Jude (2014) established that managerial behaviors had an effect on cross cultural management in Nigerian businesses and that culture had a significant correlation with organizational performance." According to Ansah, "high ambiguity avoidance in addition to high-power distance cultures had a considerable positive effect on company culture, whereas collective in addition to masculine cultures had a favorable but moderate impact" (2018). "Firm level innovation leads to new concepts, new product development, groundbreaking new enhanced technology, and entrepreneurial promotion (Tetteh and Essegbey, 2014). High power distance and high ambiguity avoidance cultural dimensions in Ghana had a major positive effect on the organizational culture of companies, while collective and male cultures had a positive effect on the culture of companies but were negligible in their impact. This was according to the findings of a study on the impact of national culture on the organizational culture of multinationals (Ansah, 2018).

Rasula, Vuksic and Stemberger (2012) sampled a number of firms in Slovenia and Croatia to study the effect that knowledge management had on organizational performance. The constructs of knowledge management practices were use of information technology, the extent of organization in the firms and organizational knowledge. The findings of the study established that the firms' knowledge management had positive effect on their performance. In a comparable study, Huang (2011) assessed how implementation of knowledge management influenced organizational performance among integrated circuit companies listed in Taiwan securities exchange market. Effective implementation of knowledge management positively and significantly influenced organizational performance. In particular, knowledge management's implementation affected intellectual capital positively and significantly. Moreover, intellectual capital had a significantly positive influence on the success of the organisation. The implication of these findings is that intellectual capital had a partially mediating effect.

In Nairobi, Kenya, Miriti (2016) looked into how multinational companies apply cross cultural management tactics to increase organizational efficiency and performance. The study discovered that implementing cross cultural management techniques was crucial to increasing the efficiency in addition to multinational corporations' performance. According to the report, multinational companies should employ recruitment, as well as training and development, to ensure that they are able to handle cultural diversity and achieve strong organizational performance.

Mtawali and Kiiru (2018) examined whether knowledge management approaches impacted the performance of microfinance institutions in Kenya. "The study confirmed

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that indeed, there was a statistically as well as significant beneficial correlation between knowledge management systems and the organizational performance of Kenyan microfinance firms. A study on the relationship between employee cultural diversity and organizational performance carried out in Oil Libya, Kenya determined that cultural diversity affected the performance of the organization. Specifically, religion, value system and language attributes had both positive and a negative effect on organizational performance. Majority of attributes affected performance positively with a few affecting the performance negatively. The recommendation from the study was that alignment of organizational values with the cultural values of its employees was necessary in order to avert potential conflicts which would subsequently lead to poor performance of both employees and organization (Mecheo, 2016).

The reviewed literature reveals that considerable research investigations on the subject have been undertaken. Culture management initiatives, according to many researchers, have a positive influence on organizational performance. Despite the fact that studies on vital concerns have been carried out, certain critical issues remain neglected. As a result, considerable research gaps were uncovered in the study. "By identifying empirical gaps, the purpose will be to provide a guideline of variables under cultural management techniques." Previous study had concentrated on discrete aspects of cultural management approaches, necessitating the incorporation of the variables under consideration. There are considerable information gaps regarding the necessity to reproduce findings locally, as well as studies to improve applicability. Because the most of this research was done in other nations and focused on profit making organisations, the findings may not be applicable to this particular study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The following subheadings are discussed in this section. Firstly, the research design is presented. This is followed by the study population as well as sample design. Lastly, data collection followed by data analysis procedures are presented.

3.2 Research Design

A research design, according to Cooper, Schindler, and Sun (2006), is a framework that instructs the researcher about how to gather and analyse data with the main of meeting the objectives of study and reply to research questions. This study used a descriptive survey research design to adequately describe the influence of cross cultural management approaches on organizational performance."

Frankfort and Nachmias (2008) believe that a descriptive study approach is required to create conceptual linkages between variables. A descriptive survey research design aims to discover what's going on in regard to a given variable (Kothari, 2011). The research strategy was chosen because the researcher wanted to look into the link between cultural management practices and organizational performance without trying to change anything.

3.3. Population of the Study

Mugenda and Mugenda (2003) postulates that any visible qualities that the researcher plans to apply to the study findings should be present in the target group. According to Biber (2004), a population is the complete group where a researcher is interested in within the process of responding to questions in a study and making conclusions from the same study. In order to acquire primary data, 77 humanitarian Non-Governmental Organizations representing 100% of the population were targeted (NGO coordinating Board, 2020). The target demographic was chosen since humanitarian Non-Governmental Organizations operate in a variety of cultures, and hence the businesses gave useful information on the characteristics under study.

3.4 Data Collection

A researcher must design instruments that will be utilized to gather information. Questionnaires were created by the researcher as a data gathering technique. Human resource employees of the chosen humanitarian Non-Governmental Organizations received the questionnaires. The questions were all one-word responses. Furthermore, drafting the questions was heralded by a thorough review of extant literature. This was aimed at capturing the study's factors.

The administered questionnaire had five (5) sections: The respondents' biographical information was collected in Section A. Section B "contained elements pertaining to the study's predictors, namely C & I. Section C contained information pertaining to the study's predictors, notably cross- cultural diversity. Section D contained elements on the study's predictors," notably knowledge approach. Finally, items from the dependent variable, organizational performance, were included in Section E. The questionnaires

were then sent via soft copy to the responders by the researcher. Telephone contacts were also conducted by the researcher as a follow-up.

3.5. Data Analysis

After descriptive statistics were used to examine the data, the results were provided as proportions, means, and rates. A correlation test was done in SPSS to investigate if there was an association between cultural management practices and organizational performance.   The regression coefficient was also utilized to assess the importance of each independent variable in relation to the study's dependent variable. The researcher used multiple regression analysis for the purpose of stabling the level to which the response variable could be explained by the study predictors. Below regression model guided the investigation:

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \acute{\epsilon}$

Where:

Y = Organization Performance

X_1 = Creativity and Innovation

X_2 = Cross Cultural Diversity

X_3 = Knowledge Strategy

$\acute{\epsilon}$ = Error term

β_0 = Constant"

CHAPTER FOUR
DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

The study's major objective was to establish how cultural management techniques influenced performance in Humanitarian Non-Governmental Organizations in Nairobi County, Kenya. In accordance with the study's unique aims, the chapter focuses on data processing, presentation, interpretation, and discussion. The replies were recorded, processed, and organized into descriptive together with inferential statistics, which were then presented in tables.

4.2 Response Rate

The study sample size was 77 organizations drawn from humanitarian Non-Governmental Organizations in Nairobi County. Following the distribution of the questionnaires, 59 questionnaires were filled and returned giving a response rate of 76.6%. According to Mugenda and Mugenda (2012) a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent. Hence, the response received in this study was adequate for analysis and reporting. Table 4.1 shows the response rate of the study.

Table 4.1: Instrument Response Rate

	Frequency	Percentage
Response	59	76.6
Non Response	18	23.4
Total	**77**	**100.0**

Source: Research Findings (2021)

4.3 Background Information

The respondents' background information included their job title, age group, gender, number of years in their present organization, and educational level. Table 4.2-4.6 summarizes the findings.

Table 4.2: Job Position

Job position	Frequency (F)	Percentage (%)
Top management	6	10.2
Middle management	34	57.6
Low/Entry level	19	28.8
Total	**59**	**100.0**

Source: Research Findings (2021)

Findings in Table 4.2 show that 57.6% (34) of the staff worked under middle level management, 28.8% (19) were under low/entry level and 10.2% (6) were under top level management.

Table 4.3: Age bracket

Age Bracket	Frequency (F)	Percentage (%)
23 – 27 years	14	23.7
28 – 32 years	20	34.0
33 – 37 years	12	20.3
38 – 42 years	3	5.1
43 – 47 years	2	3.4
48 and above years	8	13.5
Total	**59**	**100.0**

Table 4.3 show that 34% (20) of the staff were between 28-32 years, 23.7%(14) between 23-27 years, 20.3%(12) between 33-37 years, 13.5%(8) more than 48 years, 5.1%(3) between 38-42 years and 3.4%(2) between 43-77 years.

Table 4.4: Gender

Gender	Frequency (F)	Percentage (%)
Male	19	32.2
Female	40	67.8
Total	**59**	**100.0**

The workforce of the humanitarian Non-Governmental Organizations in Nairobi County was largely of female gender. Roughly two thirds of the respondents (67.8%) were female with only about a third (32.2%) made up of male employees. This condition hints on need to review the employment policies to enhance inclusivity.

Table 4.5: Number of Years Working for the Current Enterprise/Organization

Number of Years	Frequency (F)	Percentage (%)
Less than 5 years	36	61.0
5– 10 years	18	30.5
11– 15 years	2	3.4
16 – 20 years	3	5.1
Total	**59**	**100.0**

Table 4.5 demonstration that 61% (36) of the staff had been employed in the current organization for a period of less than 5 years, 30.5% (18) for 5-10 years, 5.1% (3) for

16-20 years and 3.4% (2) for 11-15 years. The workforce therefore had significant experience in their fields of engagement and had good knowledge of the organizations policy and cultural management practices.

Table 4.6: Level of Education

Level of Education	Frequency (F)	Percentage (%)
MSc, MBA, MA	33	55.9
Tertiary education	24	37.3
Vocational training	4	6.8
Total	**59**	**100.0**

Source: Research Findings (2021)

Table 4.6 confirmation that 55.9% (33) had studied up to university level, 37.3% (24) went to college, while 6.8% (4) had attained technical college education. As a result, the study show that a majority of the employees were graduates with higher skills suitable for working in an international Non-Governmental Organizations setting.

4.4 Cultural Management Practices

4.4.1 Creativity and Innovation

The participants were required to select the level of acceptance of the statements. The findings are presented in Table 4.7 Key: "SA, A, N, D and SD signifying Strongly Agree, Agree, Neutral, Agree and Strongly Disagree respectively. Means (D) will be used to analyze the data as follows (1-1.80= strongly agree, 1.81-2.60= Agree, 2.61-3.40= Neutral, 3.41-4.20= Disagree, 4.21-5.00= strongly disagree). Standard Deviations (SD) will also be used to describe the data.

Table 4.7: Organizational Creativity and Innovation

Statements	N	M	SD
The aspirations and goals of my organizations are presented to all employees in a clear and simple manner.	59	2.31	1.393
I agree with my company's plan.	59	2.49	1.501
In my company, we set innovation goals (new ideas for products, services, processes).	59	2.10	1.269
Employee participation in decision-making is encouraged at my organization.	59	2.12	1.403
My company supports a reward system (extrinsic motivation, incentives such as financial or ethical rewards)	59	2.39	1.313
My business is keen to attempt new things and take risks.	59	2.34	1.108
My group promotes the reduction of unnecessary bureaucracy.	59	2.36	1.228
My organization has successfully implemented a performance management system.	59	2.14	1.137
I am fully aware of my role in achieving the company's high-level goals.	59	1.80	1.152
To boost employee engagement, my organization employs motivational and performance-enhancing techniques.	59	2.32	1.151
In my company, practical and acceptable approaches to problem solving are allowed.	59	1.83	0.894
My company supports the right to self-expression.	59	2.14	1.420
Individual differences are valued in my organization.	59	1.80	1.270
Employees at my firm have a high level of autonomy.	59	2.12	1.052
My organization gives all of the resources needed to implement the solution to its employees.	59	2.22	1.008
My workplace encourages proactive thinking and behavior.	59	2.22	1.131
Employees at my organization are encouraged to communicate openly (e.g., through frequent exchanges of ideas).	59	2.08	1.022
My company promotes knowledge sharing (via official and informal gatherings, for example).	59	1.17	1.035
My organization's (internal and external) network sparks workplace innovation.	59	1.92	1.222
In my company, we apply creativity tactics. (Brainstorming, storytelling, and wearing thinking caps are examples of creativity techniques.)	59	2.08	0.952
In order to solve a problem in one department, we would regularly ask ideas and cooperation from other departments.	59	3.49	1.394
In my organization, we are not too consumed with today's problems to consider the future.	59	2.88	1.035
My work environment (which is well-lit, relaxing, quiet, and clean, among other things) fosters creativity.	59	1.98	1.266
My organization hosts activities such as team building and trainings in order to boost team effectiveness and innovation.	59	2.22	1.146

Source: Research Findings (2021)

Finding in Table 4.7 show that the employees strongly agreed to the statements that their organization encourages cross-cultural diversity. The highest mean was 2.88 while the lowest mean was 1.17 which implies that organizations will improve when they diversify their company's operation and workforce. The results generally indicate that employees of different backgrounds interact well within the firm and the firm is committed to diversity and inclusion. The results further indicate that the firm provided an environment in which members of staff could freely and openly express their ideas in addition to opinions as well as beliefs, the employees see strong leadership support of the firm's value of diversity and inclusion. Diversity makes employees feel that they

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are at the right place and valued in the organization hence able to work effectively towards achieving organization goals. Finding agrees with Ehtesham (2011) who disclosed that if cultural diversity is not well managed, there is a tendency of most employees feeling threatened as they work with people from different cultural backgrounds which made cultural diversity a source of conflict rather than harmony." In support of this, Viegas-Pires (2013) asserted that company managers need to understand the value of effective cross cultural management to enhance business efficiency, performance and productivity.

4.4.2 Cross-Cultural Diversity

The participants were required to respond to the statement as indicated. Table 4.8 summarizes the findings.

Table 4.8: Cross-Cultural Diversity

Statements	N	M	SD
I believe the firm's diversity and inclusion values have significant executive support.	59	1.98	1.280
In our company, employees who are different from the majority are treated equally.	59	2.05	1.265
Diversity and inclusion are important to us.	59	1.80	1.200
Here, people of all walks of life are respected and valued.	59	2.05	1.357
I am involved and respected within the firm.	59	2.05	1.305
I feel at ease expressing my background and cultural experiences with my coworkers.	59	2.02	1.345
Employees from varied backgrounds get along swimmingly in our organization.	59	1.75	1.076
Racist, ethnic, and gender-based jokes are not tolerated in this firm.	59	1.95	1.224
The free and open interchange of ideas, opinions, and convictions is encouraged at this company.	59	1.95	1.345

Source: Research Findings (2021)

Finding in Table 4.8 show that the staff strongly agreed that the employees strongly agree to the statement that their organization encourages cross-cultural diversity. The

highest mean was 2.05 while the lowest mean was 1.75 which implies that organizations will improve when they diversify their company's operation and workforce. The results generally indicate that employees of different backgrounds interact well within the firm and the firm is committed to diversity and inclusion. The results further indicates that the firm provided an environment in which members of staff could freely and openly express their ideas in addition to opinions as well as beliefs. The employees see strong leadership support of the firm's value of diversity and inclusion. Diversity makes employees feel that they are at the right place and valued in the organization hence able to work effectively towards achieving organization goals. Finding agrees with Ehtesham (2011) who disclosed that if cultural diversity is not well managed, there is a tendency of most employees feeling threatened as they work with people from different cultural backgrounds which made cultural diversity a source of conflict rather than harmony." In support of this, Viegas-Pires (2013) asserted that company managers need to understand the value of effective cross cultural management to enhance business efficiency, performance and productivity.

4.4.3: Knowledge Strategy

The respondents were required to indicate their levels of agreement with statements about the company's knowledge approach. Table 4.9 summarizes the findings."

Table 4.9: Knowledge Strategy

Statements	N	M	SD
It aids in the formation of knowledge.	59	1.95	1.224
It makes it easier to store and retrieve information.	59	1.80	1.063
Aids in the transfer of knowledge.	59	2.19	1.106
Employees are able to complete jobs more quickly as a result of this.	59	2.10	1.094
Enhances employee productivity.	59	2.08	1.119
Is beneficial to employees' jobs in general.	59	1.95	1.181
Allows the company to respond to developments in the marketplace more swiftly.	59	2.05	1.057
Organizational decision-making is sped up.	59	2.10	1.094

The highest mean was 2.19 while the lowest mean was 1.75 which implies that organizations will improve when they diversify their company's operation and workforce. The highest mean was 2.19 while the lowest mean was 1.80 which implies that some individuals had willingness sharing their knowledge with others and they had positive attitude towards knowledge sharing. The results generally indicate that Knowledge sharing leads to employees improved capability, aids in the generation of new knowledge and increases employee and customer satisfaction. The finding concurs with Razmerita, Kirchner and Nielsen (2016) which found that the following factors were shown to be important drivers of information sharing within organizations: a desire to help others, management support, a shift in knowledge sharing behavior, and acknowledgment.

4.5 Organizational Performance

The respondents were required to indicate their levels of agreement with statements about their company's performance. The results are summarized in Table 4.10.

Table 4.10: Organizational Performance

Statements	N	M	SD
Because of the protocols that have been established, working in this company is much easier.	59	2.15	1.064
We believe that cross-cultural management improves our competitiveness in this organization.	59	2.36	1.141
Employee productivity rises as a result of cross-cultural management in the workplace.	59	2.17	1.020
Each sector is aware of its role in attaining the organization's objectives.	59	2.15	1.096
To achieve its objectives, the firm has embraced cross-cultural management methods.	59	2.37	1.581
The company is able to meet the needs of its owners/shareholders.	59	2.22	1.131
The majority of international employees are pleased to work for my company.	59	1.88	1.261

Source: Research Findings (2021)

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Finding in Table 4.10 shows that the employees strongly agreed to the statements on their organization's performance. The results generally agreed that; most employees were happy working with their organisation, working in the organization was easier since it had laid down procedures and each section had an understanding about their role in achieving organizational goals, cross cultural management in the organization leads to increased employee productivity and the organization is able to satisfy the owner(s) as well as shareholders. The highest mean was 2.37 while the lowest mean was 1.88. This implies that cross cultural management practices have enabled the Non-Governmental Organizations to improve their performance. Finding concurs with Putthiwanit (2015) who postulated that organisation performance can be attained at high levels when the culture of the organizational focuses on empowering workers to establish successful careers regardless of race or nationality.

4.6 Inferential Statistics

To determine the link between the predictors and response variables, inferential statistics (correlation and regression), were used.

4.6.1 Coefficient of Correlation

To determine the association between the independent and dependent variables, the researchers employed "Karl Pearson's coefficient of correlation (r)." The results are shown in Table 4.11 below."

Table 4.11: Coefficient of Correlation

Variables		Organization performance management	Creativity and innovation	Cross-cultural diversity	Knowledge strategy
Organization performance	Pearson Correlation	1			
	Sig. (2-tailed)				
Creativity and innovation	Pearson Correlation	.419**	1		
	Sig. (2-tailed)	.001			
Cross-cultural diversity	Pearson Correlation	.230	.365	1	
	Sig. (2-tailed)	.079	.004		
Knowledge strategy	Pearson Correlation	.589**	.670	.291	1
	Sig. (2-tailed)	.000	.000	.025	

**. Correlation is significant at the 0.05 level (2-tailed)

Source: Research Findings (2021)

The results in Table 4.12 "that there is a significant correlation between C & I and organizational performance (r = 0.419, p-value=0.001), an insignificant correlation between cross-cultural diversity and organizational performance (r = 0.230, p-value=0.079) and a significant correlation between knowledge strategy and organizational performance (r = 0.589, p-value=0.000)." This means that organization performance increased when there was creativity and innovation and the organizations had knowledge strategy. The results concur with the findings of Bouncken, Brem & Kraus (2015) which found a positive relationship between organisation performance and the independent variables (creativity and innovation and knowledge strategy).

4.6.2 Results of Regression Analysis
This section presents results using Regression analyses.

Table 4.12 Results of Simple Regression Results establishing the effect of Creativity and Innovation on Organizational Performance

ANOVAᵃ

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Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.546[a]	.298	.295	5.34726

a. Predictors: (Constant), Creativity and Innovation

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	696.363	1	696.363	24.354	.000[b]
	Residual	8520.767	53	28.593		
	Total	9217.130	57			

a. Dependent Variable: Organizational Performance
b. Predictors: (Constant), Creativity and Innovation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.298	1.537		11.902	.000
	Creativity and Innovation	.186	.038	.419	4.935	.000

a. Dependent Variable: Organizational Performance

Source: Research Findings (2021)

According to the model summary of the findings of simple regression analysis in Table 4.12, Creativity and Innovation account for 29.8% of the variance in Organizational Performance (R square=0.298)." This means that non-study factors accounted for 70.2 percent of the variance in OP. The F-test statistic (F = 24.354, p = 0.000) also illustrates the regression model's fitness, indicating that C & I are significant predictors of OP. Creativity and Innovation were found to be a significant and positive predictor of OP (r= 0.419, p=0.000) using standardised beta coefficients. This means that when employees at Non-Governmental Organizations were satisfied with the C & I programs offered in their organizations, OP increased.

Table 4.12 shows that creativity and innovation explained 29.8 percent of the variance in organisation performance (R square = 0.298) in the model summary of the regression results. This means that other factors in the study accounted for 70.2 percent of the variance in organisation performance. Furthermore, the regression model's fitness is demonstrated by the F-test statistic (F = 24.354, p = 0.000), indicating that creativity and innovation is a strong predictor of organisation performance. The standardised beta coefficients revealed that creativity and innovation (r = 0.419, p=0.000) was a significant positive predictor of organisation performance. This implies that

organisation performance increased when creativity and innovation was encouraged in the organisations. The study findings therefore show that organisations having creativity and innovation programmes in place are likely to achieve higher organisation performance.

Table 4.13: Simple Regression Results for Effect of Cross-Cultural Diversity on Organizational Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.525[a]	.276	.273	.59595

a. Predictors: (Constant), cross-cultural diversity

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	633.672	1	633.672	22.077	.000[b]
1	Residual	8524.730	54	28.703		
	Total	9158.401	58			

a. Dependent Variable: organizational performance
b. Predictors: (Constant), cross-cultural diversity

Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	20.223	1.210		16.713	.000
cross-cultural diversity	.144	.031	.230	4.699	.000

Source: Research Findings (2021)

According to the model summary of the findings of simple regression analysis in Table 4.12, CCD account for 27.6% of the variance in Organizational Performance (R square=0.276). This means that non-study factors accounted for 72.4 percent of the variance in OP. The F-test statistic (F = 22.077, p = 0.000) also illustrates the regression model's fitness, indicating that CCD were significant predictors of OP. Cross cultural diversity was found to have an insignificant effect on OP (r = 0.230, p-value=0.079) using standardised beta coefficients.

Table 4.14: Simple Regression Results for Effect of Knowledge strategy on Organizational Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.563ᵃ	.317	.315	5.25286

a. Predictors: (Constant), Knowledge strategy

ANOVAᵃ

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	983.607	1	983.607	35.648	.000ᵇ
1	Residual	8222.590	55	27.593		
	Total	9206.197	59			

a. Dependent Variable: organizational performance

b. Predictors: (Constant), Knowledge strategy

Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	18.828	1.196		15.740	.000
Career Management	.182	.030	.589	5.971	.000

a. Dependent Variable: organizational performance

Source: Research Findings (2021)

Table 4.14 shows that knowledge strategy explained 31.7 percent of the variance in organisation performance (R square = 0.317) in the model summary of the regression results. This means that other factors in the study accounted for 68.3 percent of the variance in organisation performance. Furthermore, the regression model's fitness is demonstrated by the F-test statistic (F = 35.648, p = 0.000), indicating that knowledge strategy is a strong predictor of organisation performance. The standardised beta coefficients revealed that knowledge strategy (= 0.589, p=0.000) was a significant positive predictor of organisation performance. This implies that organisation performance increased when knowledge strategies were in place in the organisations. The study findings therefore show that organisations having knowledge strategies in place are likely to achieve higher organisation performance.

Table 4.15: Results of Multiple Regression analysis establishing the joint effect of Cultural Management Practices on Organizational Performance

Model	R	r^2	Adjusted r^2	Std. Error of the Estimate
1	0.592	0.351	0.316	0.880

Predicators: (constant) creativity and innovation, CCD, knowledge strategy

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.029	3	7.676	9.911	.000[b]
	Residual	42.598	55	.775		
	Total	65.627	58			

Predicators: (constant) creativity and innovation, CCD, knowledge strategy
Dependent variable: Organization performance

Table 4.16: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant/Y Intercept	1.072	.259		4.140	.000
Creativity and Innovation	.122	.126	.026	.508	.005
Cross-Cultural Diversity	.059	.116	.059	.173	.614
Knowledge Strategy	.482	.127	.554	3.778	.000

Source: Research Findings (2021)

Table 4.15 shows that joint effect of Cultural Management Practices explained 31.6 percent of the variance in organisation performance (R square = 0.316) in the model summary of the regression results. This means that other factors in the study accounted for 68.4 percent of the variance in organisation performance. Furthermore, the regression model's fitness is demonstrated by the F-test statistic (F = 9.911, p = 0.000), indicating that cultural management practices is a strong predictor of organisation performance. The standardised beta coefficients revealed that creativity and innovation (r= 0.26, p=0.005) was a significant positive predictor of organisation performance. This implies that organisation performance increased when creativity and innovation strategies were in place in the organisations. The standardised beta coefficients revealed that cross cultural diversity (r= 0.59, p=0.614) was an insignificant positive predictor of organisation performance. This implies that cross cultural diversity does not influence organisation performance. On the other hand, the standardised beta coefficients showed knowledge strategy (r = 0.554, p=0.000) was a significant positive predictor of organisation performance. This implies that organisation performance increased when knowledge strategies were in place in the organisations.

4.7 Discussion of Findings

Creativity and innovation were found to be major favourable predictors of organizational performance. The findings support Ramalingam's (2015) findings, which demonstrated a clear positive association between company success and C & I. The study found that the strategy factor has the greatest impact on an organization's success, followed by structure and organizational behaviour. In a study on the impact of employee creativity on firm results, Siddiqi and Qureshi (2016) discovered "a strong positive relationship between employee originality and performance." Additionally, the study determined that creativity among employees is most important for revenue and

profit maximization in firms. The results are contrary to the findings Gong, Zhou and Chang (2013) who found that knowledge creativity of employees was negatively correlated with firm performance when the risk orientation was high. Furthermore, the results agree with the findings of Tetteh & Essegbey (2014) on a research of Ghanaian enterprises' firm level innovation, which found that "firm level innovation brings about new ideas, development of new products, pioneering of enhanced technology, as well as the promotion of entrepreneurship."

Cross cultural diversity was found to be an insignificant positive predictor of organizational performance in the study. The findings contradict Mecheo's (2016) findings, which revealed "a favourable link between employee cultural diversity and organizational performance." In contrast, Ekwochi and Adaeze (2018) showed "a positive correlation between cross cultural diversity management and organizational performance in Nigeria breweries plc." Differences in gender and tribe within the workforce had a favourable and significant effect on profitability.

Knowledge strategy was found to be a strong positive predictor of organizational performance in the study. The findings support AlHakim& Hassan's (2013) conclusions that KS "had a substantial positive association with organizational performance." Rasula, Vuksic, and Stemberger (2012), on the other hand, discovered that firms' knowledge management had a favourable impact on organizational performance. Huang (2011) examined how knowledge management implementation affects organizational performance among integrated circuit listed companies on the Taiwan securities exchange market in a similar study. Effective implementation of knowledge management positively and significantly influenced organizational performance. In

particular, knowledge management's implementation affected intellectual capital positively and significantly. Moreover, intellectual capital had a significantly positive influence on the success of the organisation. Mtawali and Kiiru (2018) investigated the "effect of knowledge management practices on the performance of Kenyan microfinance institutions" on a local level. The study found "a statistically significant good connection between Knowledge Management approaches and the organizational performance of Kenyan Microfinance businesses."

Finally, the researchers discovered that cultural management practices are a major predictor of organizational performance. The findings of this study are like those of Putthiwanit (2015), who investigated "the impacts of cross cultural management approaches on organizational performance and discovered a significant positive association between cultural management and organizational performance." In a study on the effects of cross cultural management practices on Nigerian businesses, Adekunle and Jude (2014) discovered that management behaviour had an effect on cross cultural management in Nigerian firms and that culture had a positive association with organizational performance." Miriti (2016), on the other hand, investigated the impact of cross cultural management techniques on organizational efficiency as well as performance in Nairobi's international firms. "Using cross cultural management practices was crucial to boosting multinational firms' efficiency and performance." According to the report, international companies should use meritocracy as well as capacity building to ensure that they can manage cultural diversity and achieve good organizational performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The primary results and deductions are summarized in this chapter. It also suggests improvement and points out gaps for further studies.

5.2 Summary of Findings

The study's objective was to see how cultural management techniques influenced performance in Humanitarian Non-Governmental Organizations in Nairobi County, Kenya. Creativity and innovation, cross cultural diversity, and knowledge strategy were among the practices identified. There is a substantial association between creativity and innovation and organizational effectiveness (r = 0.419, p-value=0.001), according to the findings.

To encourage creativity in the workplace, organizations tolerate a practical and logical approach to problem solving, have a supportive work environment, have implemented creativity techniques, support open communication among employees, provide workers an enjoyable opportunity of independence, support staff participation in decision-making, support freedom to express ideas, and have implemented creativity techniques.

To promote innovation, organizations have established goals for innovation, established an effective performance management system, provided all necessary resources to employees for solution implementation, instituted modalities for enabling workers perform well and apply their skills. The study findings show that there is no statistically important link between cross cultural diversity and organizational effectiveness (r = 0.230, p-value=0.079).Even though the relationship is insignificant, workers coming from various cultural background work together within the

organizations. The organization is committed to diversity and inclusion, trying to avoid inflammatory remarks or jokes in their organization, create a conducive working environment that encourages workers to freely express themselves. The leaders in these organizations respect cultural mix, workers from different cultural background are not discriminated against, they are at ease discussing about their cultural settings with their colleagues and people of all cultures and backgrounds are respected and valued in the organization.

Findings established there is a considerable relationship between knowledge strategy and organizational performance (r = 0.589, p-value=0.000). This is supported by the fact that knowledge strategy facilitates knowledge storage/retrieval, knowledge strategy is valuable in an employee performance, facilitates knowledge creation, creates the flexibility that organization needs to maneuver in the marketplace, improves employees' job performance, enables employees to accomplish tasks more quickly, speeds decision making in the organization and facilitates knowledge transfer.

5.3 Conclusion

On the effect that cultural management practices and organization performance, the study concludes that creativity and innovation improve performance. Creativity is the creation of new ideas in which employees develop inventive structures and introduce new procedures in order to maximize the potential of human labor in order to achieve organizational goals. Cultural mentoring is one of the best strategies to prepare new managers and employees for the workplace and their responsibilities. Organizations may boost customer satisfaction by embracing diversity. Customer relations and market share are also improved by diversity. It also aids in the development of different skills, problem-solving abilities, and adaptability in employees.

Organizations have implemented knowledge management techniques to improve knowledge production, acquisition, sharing, and utilization, according to the study's findings. Expertise management techniques entail transforming individual information into organizational knowledge that can be broadly disseminated across an organization, resulting in improved company performance. Knowledge is gained through staff training, which equips employees with the skills they need to work effectively and meet organizational objectives. Employees are encouraged to share what they've learned, to develop their capabilities, and to be more responsive to consumer requests. Knowledge management strategies aid in the development of new products and ideas, ultimately improving corporate performance.

5.4 Recommendations of the study

The findings show that Human Resource employees should develop new strategies to encourage staff creativity and innovation as a means to improve productivity and ensuring efficiency at the workplace. The managers should also provide conducive environment to staff to enhance creation of new ideas hence increasing organizational performance. Resources required to enhance creativity and innovation should also be provided to all staff.

The study recommends that organization to come up with conducive environment whereby all employees have a chance to excel and implement policies that encourages recruitment of workers from different ethnic background so as to retain workers and compete effectively on the market. Non-Governmental Organizations should make efforts to improve staffs' skills diversity focusing on diversity in education and experience which creates diverse set of knowledge and professionalism. This will help

to improve organizational performance. In order to avoid conflict, organizations need to have values that aligned to staff cultural values. Capacity building of employees should base on the various cultural values to avoid disharmony and enhance unity and cohesion at the work place.

Furthermore, for organisations to succeed in the dynamic market there is need for managers to adopt strategies that enhance knowledge creation amongst workers in order to advance their information database. "Aligning knowledge management policy to organizational strategy will provide as a framework for how knowledge should be dispersed inside organizations." Collaboration, education, practice, and engagement as methods of knowledge creation should be encouraged by organizations.

5.5 Suggestions for Further Study

This research adds to our knowledge of the link between cross cultural management practices and organizational performance. As a result, for comparison purposes, a comparable investigation on the factors of the present study can be done in other multi-national firms operating in Kenya. Finally, "another study might be conducted to evaluate the effect of a moderating as well as mediating variable on the link between cross cultural management practices and organizational performance." According to the report, creativity and innovation, as well as cross-cultural diversity and knowledge strategy, all contribute 31.6 percent to organizational performance. As a result, a new study should be conducted to determine the other cross cultural management behaviors that contribute to 68.4% of organizational performance."

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APPENDICES

Appendix I: Research Questionnaire

SECTION A: BACKGROUND INFORMATION
1. Job position:
Top management [ ] Middle management [ ] Core staff [ ] Administrative personnel [ ]
Other [ ] (please specify) ……...
2. Age bracket
18 – 22 [ ]   23 – 27 [ ]   28 – 32 [ ]   33 – 37 [ ]
38 – 42 [ ]   43 – 47 [ ]   48 and above [ ]
3. Gender:
Male [ ]
Female [ ]
4. Number of years working for the current enterprise/organization
Less than 5 years [ ]   5– 10 years [ ]   11– 15 years [ ]
16 – 20 years [ ]   21 – 25 years [ ]   26 – 30 years [ ]
31 years and above [ ]
5. Level of Education
Primary education [ ] Secondary education [ ] Tertiary education [ ] Vocational training
[ ] MSc, MBA, MA, etc. [ ] PhD [ ]

SECTION B: CREATIVITY AND INNOVATION
This section attempts to capture your thoughts on workplace creativity in order to effectively meet your organization's creative and innovative needs.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	The aspirations and goals of my organizations are presented to all employees in a clear and simple manner.					
2.	I agree with my company's plan.					
3.	In my company, we set innovation goals (new ideas for products, services, processes).					
4.	Employee participation in decision-making is encouraged at my organization.					
5.	My company supports a reward system (extrinsic motivation, incentives such as financial or ethical rewards)					
6.	My business is keen to attempt new things and take risks.					
7.	My group promotes the reduction of unnecessary bureaucracy.					
8.	My organization has successfully implemented a performance management system.					

9.	I am fully aware of my role in achieving the company's high-level goals.					
10.	To boost employee engagement, my organization employs motivational and performance-enhancing techniques.					
11.	In my company, practical and acceptable approaches to problem solving are allowed.					
12.	My company supports the right to self-expression.					
13.	Individual differences are valued in my organization.					
14.	Employees at my firm have a high level of autonomy.					
15.	My organization gives all of the resources needed to implement the solution to its employees.					
16.	My workplace encourages proactive thinking and behavior.					
17.	Employees at my organization are encouraged to communicate openly (e.g., through frequent exchanges of ideas).					
18.	My company promotes knowledge sharing (via official and informal gatherings, for example).					
19.	My organization's (internal and external) network sparks workplace innovation.					
20.	In my company, we apply creativity tactics. (Brainstorming, storytelling, and wearing thinking caps are examples of creativity techniques.)					
21.	We would often solicit ideas and collaboration from different departments in order to solve a problem in one department.					
22.	We are not too preoccupied with today's difficulties in my organization to think about the future.					
23.	My work environment (which is well-lit, relaxing, quiet, and clean, among other things) fosters creativity.					
24.	My organization hosts activities such as team building and trainings in order to boost team effectiveness and innovation.					

SECTION C: CROSS-CULTURAL DIVERSITY

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	I believe the firm's diversity and inclusion values have significant executive support.					
2.	In our company, employees who are different from the majority are treated equally.					
3.	Diversity and inclusion are important to us.					
4.	People from all walks of life are recognized and valued in this environment.					
5.	Within the firm, I am active and well-liked.					
6.	With my coworkers, I feel comfortable sharing my history and cultural experiences.					
7.	In our company, employees from various backgrounds get along swimmingly.					
8.	In this firm, racist, ethnic, and gender-based jokes are not accepted.					
9.	At this company, free and open exchange of ideas, beliefs, and convictions is encouraged.					

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SECTION D: KNOWLEDGE STRATEGY
Overall Perception on Knowledge Sharing

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	It aids in the formation of knowledge.					
2.	It makes it easier to store and retrieve information.					
3.	Aids in the transfer of knowledge.					
4.	Employees are able to complete jobs more quickly as a result of this.					
5.	Enhances employee productivity.					
6.	Is beneficial to employees' jobs in general.					
7.	Allows the company to respond to developments in the marketplace more swiftly.					
8.	Organizational decision-making is sped up.					

SECTION E: ORGANISATIONAL PERFORMANCE

What has been the trend of the following aspects of performance in your organization for the last five years?

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Because of the protocols that have been established, working in this company is much easier.					
2	We believe that cross-cultural management improves our competitiveness in this organization.					
3	Employee productivity rises as a result of cross-cultural management in the workplace.					
4	Each sector is aware of its role in attaining the organization's objectives.					
5	To achieve its objectives, the firm has embraced cross-cultural management methods.					
6	The company is able to meet the needs of its owners/shareholders.					
7	The majority of international employees are pleased to work for my company.					

Appendix I: List of Humanitarian NGOs in Nairobi County

1. Abantu For Development, Nairobi
2. Action Africa Help International
3. Adventist Development & Relief Agency - Adra Somalia, Nairobi
4. African Centre for Economic Growth(ACEG), Nairobi
5. Aids Healthcare Foundation, Kenya
6. AiesecKca, Nairobi
7. AiesecStrath, nairobi
8. American Chamber of Commerce of Kenya, Nairobi
9. American Refugee Committee
10. AMREF Health Africa in Kenya"
11. Arcti., Nairobi
12. Ashwin Brothers, Nairobi
13. Bishop Silvanus Owindu Foundation, Nairobi
14. Borabora community company, Nairobi
15. Capacity Kenya, Nairobi Micro finance Enablis
16. Care International
17. Centre for Health Solutions – Kenya
18. Change Mtaani CBO Youth Organization, Nairobi"
19. Compassion International Inc.
20. Concern Kenya Organisation, Nairobi
21. Cornerstone Intercommunity Church, Nairobi
22. Deaf Aid, Nairobi
23. Dolphins Group, Nairobi
24. Education For Life Programme (EMSA), Nairobi"
25. Elizabeth Glaser Pediatric Aids Foundation
26. Family Health International (FHI 360) / Kenya
27. Fanaka Development Programmes Group, Nairobi
28. G.E.F Trust Fund Kenya, Nairobi
29. German International Cooperation, Nairobi
30. GiveDirectly Kenya
31. Goal Kenya, Nairobi
32. Good Samaritan With Vision, Nairobi
33. Green Belt Movement"
34. Green Care Habitat-Grecah, Nairobi
35. International Medical Corps
36. International Rescue Committee
37. Islamic Relief, Nairobi
38. Kajuha Village Community Office, Nairobi
39. Konrad Adenauer Foundation, Nairobi
40. Life Link Organisation, Nairobi
41. Martyr self-help group, Nairobi
42. Medecins Sans Frontieres
43. Medecins Sans Frontieres - Holland (ArtsenZonderGrenzen - Holland)
44. Nairobi Peace Initiative-Africa, Nairobi
45. Ngong Road Children Association, Nairobi
46. Palscom Ltd, Nairobi
47. "Peace and Development Network Trust (PeaceNet Kenya), Nairobi
48. Peace Tree Network, Nairobi
49. Peak Performance Youth International, Nairobi"
50. Plan International
51. Population Services Kenya
52. Programme for Appropriate Technology in Health (PATH)
53. Regional Disaster Management, Nairobi
54. "S. Real, Nairobi
55. "Samaritans Purse International Relief"
56. "Save the Children International (Kenya)
57. "Sightsavers International, Nairobi
58. "The African Academy of Sciences
59. "The Bible, Nairobi
60. "U and I For Our Community Youths Group, Nairobi
61. "UpendoChildrens' Rehabilitation Centre, Nairobi
62. "Urban Centre International,Nairobi
63. "Veterinarians Without Borders-Vsf Germany, Nairobi
64. "Victorious Life Ministries, Nairobi
65. "Village Hopecare International (Kenya), Nairobi
66. "Volunteer Services Management Organisation, Nairobi
67. "Wailing Souls Of Africa International, Nairobi
68. "Wake-Up International, Nairobi
69. "Waste Management Centre (WMC), Nairobi
70. "Water Medicare And Environment Services, Nairobi
71. "Waudo Memorial Fund, Nairobi
72. "WesoKenya, Nairobi West Side Organisation, Nairobi
73. "Western Conservation Programe 2000, Nairobi
74. "Western Human Rights Watch (WKHRW), Nairobi
75. "World Dominion
76. "Your Voices Centre (YVC), Nairobi
77. "Youth Aids-Kenya, Nairobi
78. "Youth Consciousness Development Programme - Kenya, Nairobi
79. "Youth Development Centre, Nairobi
80. "Youth Education Network, Nairobi
81. "Youth Kids Foundation, Nairobi
82. "Youth Leadership development for Africa, Nairobi
83. "Youth Ministry International-Kenya Branch, Nairobi
84. "Youth Rehabilitation And Environmental Organization, Nairobi
85. "Youths For Life, Nairobi
86. "Zimmerman Public Library, Nairobi