



ORGANISATIONAL CULTURE TYPES AND THEIR EFFECT ON EMPLOYEE
ENGAGEMENT AND PERFORMANCE AMONG NGOs IN NAIROBI CITY COUNTY,
KENYA

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By Rehema C. Batti

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Approval of the Thesis

ORGANISATIONAL CULTURE TYPES AND THEIR EFFECT ON EMPLOYEE ENGAGEMENT AND PERFORMANCE AMONG NGOs IN NAIROBI CITY COUNTY, KENYA

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Doctor of Philosophy (Ph.D) Business

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Abstract

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The quantitative study examined four culture types to determine their effect on employee engagement and performance among NGOs, in Kenya with a specific focus on project-oriented NGOs in Nairobi City County. The study collected data through dissemination of a questionnaire shared with NGO employees. A total of 294 responses were submitted and confirmed valid for further analysis using SPSS. The data gathered was analysed based on the research objectives. The study findings indicated that culture types had a positive correlation with employee engagement and performance variables. The study findings revealed clan culture as dominant among the NGOs and the results suggest that NGOs were result oriented, had a mentorship leadership style and focused on dependable delivery. A positive and significant correlation was observed between clan culture with employee engagement and performance. Moreover, the findings suggest that organisational culture had a higher correlation with performance compared to engagement among NGO employees. The study recommendation is for NGOs in Kenya to adopt clan culture because it had a significant effect on the engagement and performance variables. The study findings provide knowledge useful for leaders, project and human resource managers, culture advocates, and policy makers. The study offers unique and additional insights on the four culture types and their effect on employee engagement and performance in a developing country context. The study used a questionnaire that consolidated three tools which has not been captured in past empirical studies related to the context of NGOs in Kenya.

Declaration

I declare that this thesis has been composed solely by myself and that it has not been submitted, in whole or in part, in any previous application for a degree. Except where states otherwise by reference or acknowledgment, the work presented is entirely my own.

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Dedication

I dedicate this dissertation to God Almighty who has been my source of inspiration and wisdom. On His wings only have I soared to attain this milestone. To my family and late parents Anderson Karisa and Catherine Batti who encouraged me to trust God and work diligently to attain my dreams.

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List of Acronyms and Abbreviations

AC	Adhocracy Culture
ANOVA	Analysis of Variance
CC	Clan Culture
CFA	Confirmatory Factor Analysis
COVID	Corona Virus Infectious Disease
CVF	Competing Value Framework
EE	Employee Engagement
EP	Employee Performance
HC	Hierarchy Culture
IWPQ	Individual Work Performance Questionnaire
KMO	Kaiser-Meyer-Olkin
MC	Market Culture
NACOSTI	National Commission for Science, Technology & Innovation
NGO	Non-Governmental Organisation
OC	Organisational Culture
OCAI	Organisational Culture Assessment Instrument
RBV	Resource based View
SPSS	Statistical Package for the Social Sciences
UREC	University Review Ethics Committee
UWES	Utrecht Work Engagement Scale
VIF	Variance Inflation Factor

‘Operational Definition of Terms’

Organisational culture

“Organisational culture encompasses shared beliefs, values, and assumptions that guide and give meaning to behaviours and relationships in organisations” (Schein, 2004)

Engagement

“Employee engagement is a positive, fulfilling, work-related state of mind comprising of by vigor, dedication and absorption.” (Schaufeli et al., 2002)

Performance

“Employee performance is an individual physical, behavioural and cultural output” (Khan & Mashikhi, 2017)

Non-profit Sector

“In Kenya, the non-profit sector involves both local and international organisations who implement development initiatives that target the poor and vulnerable households.” (Non-Governmental Coordination Board, 2019).

Non-Governmental Organisation (NGO)

An entity that is not owned by the government and does not make profit,

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CHAPTER 1: INTRODUCTION

1.1 Background

Communities in developing countries experience the persistent impact of poverty despite numerous efforts undertaken through initiation of development activities to address the community needs. “Globally, nonprofit organisations’ role in undertaking social and economic well-being interventions is increasing. Community needs are met through the services ,good and resources they provide ” (Aye, Ameen & Nusari, 2019). Nonprofit organizations (NPOs) comprise of “non-governmental organisations (NGOs), faith-based organisations (FBOs), community-based organisations (CBOs), social or sports clubs and other development and social organisations”(Choto, Iwu & Tengeh, 2020).

NGOs in developing countries emphasise and focus on dealing with social needs identified in the community or sector they serve. The social, economic and environmental initiatives are undertaken using funds or resources secured from diverse sources such as government, private companies, foundations and donor agencies. Sustainability and organisational effectiveness are becoming a huge concern among NGOs that undertake community projects and service delivery in developing countries. “In developing countries most of the workplace environments are not up to the mark” (Zhenjing, Chupradit, Ku, Nassani & Haffar,2022).

Individuals with experience and great talent are considered the biggest promoters and drivers who contribute immensely to an NGO’s competitiveness and performance. NGOs currently face fierce competition from other organisations and sectors for scarce resources to support achievement of their mandates. Hence having conducive workplace environment that boosts both individual and team performance is critical in enhancing their growth and competitive advantage.

“Professionals are a non-profit organization’s greatest investment in terms of money and management energy” (Nathan, 2017). NGOs heavily rely on their human resources to achieve their mandates and persist in being competitive at national and global level. “Organisations are faced with a lot of obstacles when their employees engagement levels are low” (Hayes, Chumney, Wright & Buckingham, 2018).

Employees within organisations are a key human resource and hence their management needs to be carefully laid out. The survival of NGOs is driven by their ability to leverage the technical knowledge and expertise of its employees to boost its productivity. The global development context and environment is quite dynamic and having the right people with the required skills and knowledge will enable organisation achieve their mandates. NGOs that seek to remain competitive require to build their competence and develop strategies that drive the recruitment, productivity, satisfaction, engagement and retention of talented employees.

Schein (2009) “states that employees have three primary needs, to belong, empowered and accepted as part of the group”. The workplace context may influence an individual’s need for belonging and growth. The extent of an employee’s participation and satisfaction as they undertake their role and functions is determined by the workplace environment. If the workplace environment is conducive and provides a sense of belonging, acceptance and empowerment, then it enhances motivation that encourages an employee to remain productive.

“Within any organisation the business and work units vary substantially in their levels of engagement and performance” (Harter, Schmidt, Agrawal, Blue, Plowman, Josh, & Asplun, 2020). High levels of engagement and performance among individuals is demonstrated by behaviours that suggest that an employee is utilising their emotional, mental and physical aspects when undertaking their roles and tasks. The culture that exists within the organisations govern the behaviours of both the individuals and the functions of the organisation. “Engagement is an outcome of a healthy culture and motivated employees” (Evangeline &

Ragavan, 2016). In an NGO set up if the organisational culture is not conducive it will diminish an employee's performance and also decrease their level of engagement.

"A set of values, beliefs, and behaviour patterns that form the core identity of an organisation, and shapes employees' behaviour is described as the culture of the organisation." (Deal & Kennedy, 1982). According to Bass and Avolio (1993) "organisational culture was the glue that kept the organisation intact or well organised." Umrani, Shah, Memon and Samo (2017) state that "individuals actualise their primary needs through diverse interactions that enable them learn and adapt to norms and standards that are practised within an organization. The norms and standards experienced are what create the organisational culture".

An NGO's identity is unique because it is rooted in its values, underlying assumptions and actions it ascribes to and upholds. An organisational culture describes the character and shapes the management decisions, leadership styles, strategic choices and opportunities it pursues in its industry of operation. "The influence of culture on projects has recently gained significant attention from academics due to the significant role it plays in the success or failure of a project" (Nguyen, 2017). Organisational behaviour and management studies have highlighted culture as a driver for motivation, well-being and productivity among employees.

"Strong cultures have a great impact in motivating employees and thus leads to enhanced employee performance" (Xanthopoulou, Sahinidis, & Bakaki, 2022). Therefore, understanding the dynamics of the organisational culture is important because an individual behaviour is shaped by the culture and how the results are achieved are determined by the prevailing culture. "There is clear evidence that indicates that existing culture within an organisation affects employee attitudes and their engagement" (Al Shehri, McLaughlin, Al-Ashaab & Hamad, 2017; Soni, 2015).

"Organisational culture can directly or indirectly influence employee attitudes and actions through values and beliefs embedded in the leadership and management

practices”(Herminingsih, 2015;Wahyuningsih,Sudiro,Troena&Irawanto,2018).Organisational culture is normally overlooked, within organisations and therefore it is not consciously measured or reviewed. Study findings from a research conducted by Graham, Grennan, Harvey and Rajgopal (2022), indicated that “ sixty nine (69) percent of the respondents stated that their organisations under-invested in culture. In addition, nearly one-fifth of the respondents indicated that those in senior leadership worked against the effectiveness of their firm’s corporate culture”.

Organisational culture impacts an employee’s motivation, productivity and innovativeness. What organisations and their leaders consistently pay attention to and seek to reward where it relates to performance and engagement are visible indicators of the prevailing organisation's culture. Piwowar-Sulej (2021) “stated that organisational culture correlated with the effectiveness of how projects are managed”. “Organisations with strong cultures, are difficult to imitate and with a greater competitive edge over those organisations with weak cultures” (Abane, Adamtey & Ayim, 2022).

“A stronger organisational culture enhances employees’ commitment” (Xanthopoulou, Sahinidis & Bakaki, 2022). A highly engaged, and great performing workforce is key to an NGO’s effectiveness in its industry and country context. “Organisational culture influences an individual’s performance and shaping the individual behaviour of its employees” (Ingosi & Juma, 2020). Culture can be viewed as supportive or unsupportive based on individual or group experiences. Culture can be used as an effective management tool that can be used to shape organisation’s systems and beliefs that drive performance at both team and individual levels.

NGOs need to undertake organisational structural changes in alignment with cultural transformation. “Ninety two percent of executives stated that improving their organisation’s culture would increase the value of their company”(Graham et al., 2022).Therefore, NGOs are

beginning to explore strategies to enhance employee engagement and performance to improve their productivity and support them commit to achieving organizational goals. They do this through interventions such as employee performance appraisals, employee engagement and culture surveys.

“Most studies in organisational culture and employee engagement and performance focused on government, business and banking sectors”(Al Shehri, McLaughlin, Al-Ashaab & Hamad, 2017; Joseph and Kibera, 2019; Mbogo and Nzulwa, 2018;Nyabuti, Chepkilot & Zakayo,2017). Few empirical studies have been undertaken within the non-profit sector and especially with a specific focus on non-governmental organizations (NGOs). To stimulate and maintain the performance of employees and retain professionals among NGOs in the sector, require in-depth insights on the impact of the different organisational culture types on engagement and performance. How organisational cultures can be understood and harnessed within both the non-profit sector and NGO contexts is becoming critical.

“Eighty-four percent of executives mentioned that their organisations need to improve their corporate cultures” (Graham et al., 2022). This research study explored the extent to which cultures types affect engagement and performance among employees. It is the desire to understand whether NGO cultures in Kenya, and by extension in Africa, have an association with engagement and performance of employees that motivated this research study. The research findings will provide key insights and perspectives on the culture types that exist in NGOs and their effects on employee engagement and their performance.

1.2 Statement of Problem

One of the positive drivers of an organisation’s productivity and profitability is the presence of talented and skilled employees. However, a decline in employee engagement levels and reduced individual performance negatively affects an organisation. When an employee’s contribution and commitment to the achievement of the organisation’s mandate declines it

interferes with organisation's ability to compete with other NGOs in achieving positive impact and attracting funding from donors.

Declining engagement and poor performance are a growing problem among talented employees and has been linked to issues such as missed or underachievement of project targets, delayed submission of project reports, and high employee turnover rates. "Professionals who work in non-profit organisations are eager to make a difference, yet the non-profit sector continues to face high turnover rates and lower employee satisfaction levels compared to other industries"(Wang, 2021). Omolo and Mose (2019) noted that "NGOs found themselves unable to deliver on their mandates as per the agreed contracts with donors or funders". This challenge cannot be ignored because high employee turnover rates and reduced employee performance slowly start affecting an organisation's performance and its competitiveness.

Availability of talented and satisfied employees is one of the critical strategic resource within any organisation because of the knowledge, skills and experiences, they possess. "The quality of an organization's human resources is perhaps the leading indicator of its growth and sustainability" (Harter, Schmidt, Agrawal, Blue, Plowman, Josh, & Asplund,2020). According to Osborne (2017) "disengaged employees cost U.S. corporations \$350 billion annually". Presence of employees who are disengaged becomes very expensive for many organisations because this affects their performance and competitiveness as an organisation.

"Studies indicated that 32% of private sector employees are not engaged" (Pepramensah & Kyeremeh, 2018). "A global research undertaken indicated that only 13% of engaged employees existed within organisations" (Al Mehrzi & Singh, 2016). These statistics suggest that approximately 80% of employees are not effectively engaged. NGOs incur huge operation costs and their brand is negatively affected due to employees' disengagement or their performance declines. "The consequences of employee turnover are low morale and decreased

motivation that eventually affects the employee productivity in the organization” (Al-Suraihi, Samikon, Al Hussain & Ibrahim, 2021).

Most countries, recognise that non-governmental organisations (NGO) play a critical role in provision of complementary services through development interventions undertaken at community and national level. In Kenya, “NGOs spent 78.8 billion Kenya shillings on projects in different parts of the country with most of the expenses targeting health (13 billion), HIV/AIDS (10.6 billion), education (9.4 billion) and relief/disaster management (8.8 billion).”(NGCB, 2019). Non-governmental organisations (NGOs) experiencing a decline in employee engagement and their performance levels become ineffective despite having huge funding sources, and other capabilities.

Low performance levels among employees leads to a negative effect on the quality and timeliness of delivery of products or services. “NGO work in Kenya has being impacted by high employee turnover reported at 26% and NGOs have become less effective in service delivery” (Njoroge, Nzulwa & Kwena, 2016). When the number of talented employees reduces as they search for better employment opportunities results to workload increases. This also means that the remaining individuals have greater challenges undertaking their assigned tasks. Engagement and performance decline among employees has adverse effects on the productivity and survival of an organization.

“Rigorous programme or project needs, means that many non-governmental organizations either achieve their targets or not is linked to their employee performance” (Nyagwoka & Mose, 2022). “NGO sector was observed to becoming less effective due to low employee retention levels” (Ndinya, Nzulwa & Kwena, 2017). Sustaining high levels of engagement and performance among NGO employees is critical to successful execution of any community development or project initiatives championed by the organisation.

“Employee performance in Kenya is still wanting despite having defined criteria for hiring professional and experienced employees” (Kamau & Nyang’au, 2019). Many NGOs find it difficult to tie performance to monetary rewards and therefore have to identify other options to trigger high performance among employees. Omolo and Mose (2019) observed that “NGOs in Kenya were facing issues such as delayed project reports, high employee absenteeism, and resignation from employment”. Such issues can lead to reduced funding and increased workloads that may cause a decline in employee performance. Short-term project cycles and employee contracts in addition to fixed salaries with no promise of increments are challenges that face projects due to limited budgets.

In Kenya, high employee turnover rates and poor performance among the NGOs is affecting the engagement and performance of individuals. According to Oehler and Adair (2018) “organizations will be required to continue to focus on their talent strategies to sustain or elevate the engagement”. Reduced commitment and productivity among employees points to a gap in the existing organisational culture. Ugheoke (2019) stated that “approximately 80% of organisations declined because of poor performance among employees caused by presence of poor culture and leadership style”.

“Organizational culture was observed as one of the many factors that contributed to high employee turnover rates” (Lentawa, Gesimba & Gichuhi 2021) and Zarnadze and Kasradze (2020) “further argue the issue of disengagement may worsen in the post-pandemic period especially in the organisations that do not have an appropriate organisational culture. Presence of a poor or weak organisational culture has an effect on employee engagement and their performance among employees within the non-profit sector organisations.

Studies conducted have noted that the presence of weak cultures contributes to the decline in employee engagement and their performance. Nurcholis and Widjajaning (2020) “observed that organisations with negative and weak cultures weaken employees' motivation

to work, and may eventually lead to employee poor performance”. Studies have indicated that a poor culture was likely to demotivate the most talented employee and cause a decline in their engagement and performance. Employee dissatisfaction, frustration, high turnover rates can be attributed to the existence of poorly defined or toxic organisational culture. “Research conducted among NGOs in Kenya to investigate impact of innovation culture on employee turnover concluded that lack of an innovative culture resulted to high employee turnover rates among NGOs thus making them less competitive” (Lentawa et al., 2021).

Serra,Cuerva, Fernánde and Tomás (2021) observed that hierarchy culture which emphasizes formal rules and policies, with a strong focus on internal processes, efficiency, control, is associated with employee demotivation. Organisational culture is often overlooked yet a poor or weak culture is one of the contributing factors that causes low retention and poor performance among talented employees.

1.3 Purpose of the Study, Research Aims, and Objectives

The purpose of this quantitative study was to examine the effect of organisational culture types on employee engagement and their performance within non-governmental organisations (NGOs), in Nairobi City County in Kenya. The findings of this study could contribute to adoption of culture change initiatives among NGOs that undertake development projects by providing in-depth information that can generate solutions for nurturing healthy and robust workplace cultures. In addition, it would provide empirical evidence on culture types and their association with employee engagement and their performance and also increase awareness among leaders or HR practitioners on how to leverage on the different culture types to manage employee satisfaction, retention and productivity among project-oriented NGOs.

1.4 Research Aim

The research aim was to examine the relationship between four cultures (clan, adhocracy, market and hierarchy) and employee engagement and employee performance

among NGOs in Kenya. The study sought to identify the organisational culture types that exist within the NGOs and their effect on employee engagement and performance. The independent variable was organisational culture and the dependent variables were employee engagement and employee performance.

1.5 Research Objectives

The objectives of the study were to;

1. To examine the existence of clan, hierarchy, adhocracy and market culture among NGOs within Nairobi city county.
2. To explore the relationship between the four culture types and employee engagement among NGOs within Nairobi city county.
3. To explore the relationship between the four culture types and employee performance among NGOs within Nairobi city county.

1.6 Nature and Significance of the Study

The purpose of this quantitative study was to test the theories of organisational culture, resource-based view and social exchange to highlight the effect of organisational culture on employee engagement and employee performance within non-profit organisations. The study adopted a quantitative approach utilizing a survey design approach for data collection and analysis. The correlational survey method is appropriate for this study because as Tan (2014) explains that correlational surveys examine the extent to which differences in one variable cause changes in other variables and thus explaining the relationship among variables in a study.

The research utilized primary and secondary methods to collect data within the selected non-profit organisation. The study utilised questionnaires to gather information from employees to identify the organisational culture profiles, employee engagement levels and employee performance. Secondary data collected was used to examine trends and relationships

among the identified variables. Primary data was collected using a modified and combination of the following existing instruments ; “the Competing Values Framework (CVF) tool” (Cameron and Quinn, 2006) to assess the perceived culture existing within the organisation,

The “Utrecht Work Engagement Scale (UWES) tool” (Schaufeli, Bakker and Salanova, 2006) to understand employee engagement and the “Individual Work Performance Questionnaire (IWPQ) tool” (Koopmans, Bernaards, Hildebrandt, van Buuren, van der Beek and de Vet, 2013) to assess employee performance. Data analysis utilized techniques such as, simple regression and multiple regression. Then comparison was made to confirm the relationships between the variables and against existing literature to establish areas of congruence or divergence.

Significance of Study

Employee engagement and performance are critical in sustaining an organisation’s reputation, profitability and performance. The pool of highly skilled professionals is slowly shrinking compared to an increasing demand for quality services (Nathan, 2017). “Employees who find fulfilment within their work environment are more likely to have positive work result (Zhenjing, Chupradit, Yen Ku, Nassani, & Haffar, 2022) and therefore stay longer in their jobs. To become more competitive and improve their service delivery NGOs need to effectively manage their human resource capital through ensuring the workplace context is conducive.

“Many assumptions are made that employees join and remain in third sector organizations and make self-sacrifices because they want to serve the community and promote organizational goals” (Selander & Ruuskanen, 2016). However, the work environment in NGOs is changing and organisations are facing a challenge with sustaining employee engagement and their performance.

“Organisations are focusing on developing strategies for employee engagement in order to reduce turnover intention”(Ashraf & Siddiqui, 2020). Employee retention is critical for an

organisation's performance and competitive edge. When employee leaves an organisation, it affects a team's performance and lowers the morale of other employee which may cause a decline in performance. The study is therefore important because it provides additional information on the effect of organisational cultures and this will contribute to understanding and development of organisational cultural initiatives that address the challenge of employee dissatisfaction and decline in their performance.

'An engaged workforce is a critical asset whose efforts are beneficial to the organization'(Rana, Pant & Chopra, 2019). When an organisation loses its capability of attracting and retaining the appropriate talent then its competitive edge and growth declines. Studies have indicated that "organisational culture influences how individuals perform their tasks and how organisations allocate resources to undertake their operations" (Mohan & Anoop, 2018; Woszczyna, 2014). This study will assist NGO leadership, human resource and organisation development professional understand the culture types and how to factor organisational culture as a core aspect organisational strategy.

"Minimal attention has been directed at differentiating between the different kinds of cultures within a functioning organisation" (Brenyah & Darko, 2017). The findings of the study would provide empirical evidence based on responses from employees on the cultures types that exist within their organisations and their effect on their engagement and performance. Nonprofit sector were seen to experience a high turnover rate and lower employee satisfaction compared to other sectors(Wang, 2021).

Employees in non-profit organisations are motivated differently compared to their private sector counterparts. "Researchers are advocating for NGOs to focus on the overall functioning and culture of the organisation" (Amir & Muathe, 2018) to nurture a conducive work environment and maximize the potential of employees. Employees perceptions about their work environment will determine their commitment to an organization's success.

According to Ristino & Michalak (2018), “there have been minimal research undertaken to examine experiences of employees as they daily engage with various types of organisational culture”.

According to Ludolf, Silva, Gomes & Oliveira (2017) “culture is a strategy that can support organizational sustainability”. Many organisations make attempts to measure their culture but eventually struggle to link the results of the assessment with the organisations way of doing things. When there is a gap between the organisational culture promoted and employee experiences this can lead to tension, working in silos and diminished productivity among employees. It is therefore important to understand through research how culture types influence employee performance.

Rana et al. (2019) “defined individual work performance are those behaviors or actions that are relevant to the achievement of organisational goals”. Thuku, Abiero and Juma (2016) “noted that to enhance employee performance many organizations put more efforts on intrinsic and extrinsic reward systems and gave less attention on the activities related to the culture of the organisation”. Aye, Ameen and Nusari (2019), “they stated that performance of employee can be increased by enhancing extrinsic factors like organisational culture and leadership styles”. This study will therefore be important as it will provide additional information on culture types that affect performance of employees.

Lentawa, Gesimba and Gichuhi (2021) “noted that despite the knowledge that a positive organisational culture is critical in addressing challenges related to engagement and employee turnover, however this relationship is not well known among Kenyan NGOs”. A compelling organisation culture is key to sustaining competitive advantage. Inadequate organisational cultural competence among NGOs causes toxic workplaces that lead to dissatisfaction, poor performance and conflicts among employees. According to Abdullahi, Raman and Solarin (2021), “organisation fail to have a long life expectancy, due to presence of a poor

organisational culture.” Hence, cultures that drive employee engagement and their performance need to be identified among NGOs. This study sought to fill this gap through identification of type of cultures within NGOs and how they affect employee’s level of engagement and their performance.

Oketch, Kuria and Kariuki (2018) “advocated the need for NGO employees to work in an environment that motivates them”. According to Abane, Adamtey & Ayim (2022) “only studying the physical environment of an organisation may not provide the actual representation of the organisational culture, because the aspects of culture are perceived at an individual level.” This study is significant as findings will provide an opportunity for employees to provide critical and useful information on culture types that affect their engagement and their performance.

In addition, the research findings will contribute to the field of study through highlighting the dominant culture types that exist and their effects and additional insights on the concept of employee engagement and performance within organisations in the non-profit sector. The findings will contribute to additional empirical evidence to previous research undertaken regarding cultures within non-profit organisations in Nairobi city county. The study findings will provide NGO management and other researchers with tested tools they can use to conduct surveys in different organisations and counties within Kenya to gain an in-depth understanding on culture types, employee engagement and performance variables.

Not much is known about the effect of organisation culture types on sub dimensions of engagement (vigour, dedication and absorption) and performance (task, contextual, adaptive) among NGOs in Kenya. For example, Nkambwe and Dominic (2020) “stated that there is minimal research on sub-dimensions of employee engagement among NGOs in developing countries”. Therefore, this study sought to explore culture types effect on the engagement sub dimensions among NGOs in developing countries with a focus in Kenya.

Allworth and Hesketh (1999) “emphasize the importance of understanding what determines effective performance and defining performance based on what is considered important within a specific culture”. For example, “most employee performance measures within organisations are developed considering only one performance dimension”(Sultana, 2020). Understanding the effects of culture types on the different sub -dimensions of employee performance can assist NGO leaders identify and develop appropriate cultures that enhance performance. Hence this study captured the three performance dimensions that comprised of task, contextual and adaptive among NGOs within the Kenyan context.

Dissatisfaction with the workplace environment can result to high employee turnover and reduced employee productivity. According to Word (2012) “up to a third of nonprofit employees are disengaged and this disengagement is partly due to a worsening work environment”. Ristino and Michalak (2018) suggest that “organisations need to recognize those dimensions of culture that employees observe that influence their perceptions of their work environment”.

“Managing and improving the workplace is crucial and challenges many organisation” (Harter, Schmidt, Agrawal, Blue, Plowman, Josh & Asplund, 2020). The NGO workplace environment is dynamic and as more organizations employ different working models it becomes critical to understand the effects of different cultures on employees’ productivity and satisfaction. Ingosi and Juma (2020) noted that “project performance was affected by the culture that exists in the organisation”. The study findings will be useful for project management experts and NGO development workers with information on culture types and their effects on employee engagement and their performance. This will in-turn enable them advocate and adopt cultures that enhance staff engagement and performance which will contribute to better project performance.

Despite culture being identified as key aspect within organisations, it is still not well understood; and many find measuring and managing cultural aspects difficult. Organisational cultures are unique and dynamic this means previously identified strategies to nurture appropriate cultures may not yield the same outcome as organisations evolve. This study will therefore add to the knowledge on organisational culture types ,employee engagement and their performance and propose actions to improve cultures within NGOs.

“Organisations incur a huge direct cost of over half the salary of a front-line worker up to nearly 2.5 times the salary of a knowledge worker or supervisor for an individual early departure” (Hayes, Fran,Wright & Buckingham, 2018).Employees perceived that the culture within their organisations influenced their active engagement at work yet according to Soni (2015) minimal studies have been undertaken in the area of organisation culture and employee engagement.

“Organizational culture has been identified as one of the factors affecting employee performance” (Omolo & Mose, 2019). The study findings will therefore provide information that will enable NGO leaders and policy makers undertake strategic decisions to adopt and nurture culture types that enhance employee motivation and boost performance. This will in the long run reduce the high costs when employees are disengaged, or organisations experience high turnover.

“NGOs in Kenya experience high employee turnover which impacts negatively on the performance of the development organisations” (NGOs Co-ordination Board, 2020). It is important for non-profits to understand the culture types because many non-profit organisations depend on the skills and competencies of their employees to remain competitive in the industry, but this is not possible if the employees are not fully engaged, or their performance is low.

Moletsane,Tefera and Migiro (2019) noted that employees being physically present at work did not mean they are engaged”. Individuals who have positive attitudes towards their

organisations may not necessarily work harder. While on the other hand, innovative individuals who display positive behaviours does not imply that they are committed to their organisation. What this suggests is that it is critical for organisations to identify which culture affects the different dimensions of engagement and performance if they desire tangible results.

By conducting this study, it will be possible for managers and human resource practitioners to get additional insights or information on the culture types and how they impact the different sub-dimensions of engagement and performance. The findings will also add to literature on culture and its effect on the different sub-dimensions and provide additional research recommendations that other researchers can explore in this field of study.

According to Nguyen and Watanabe (2017) and Piwowar-Sulej (2021) organizational culture is critical in supporting effective management of projects organisations. In Kenya, non-profit organisations continue to experience high employee turnover and performance levels drop when employees quit their jobs and this impacts on the quality of services delivered by the organisations (Njoroge, Nzulwa & Kwenya, 2016). Therefore, the findings of this study are useful to leaders, employers and policymakers in the developing strategies and programs that nurture appropriate cultures that contribute to effective management of projects.

This research is also significant as it responds to calls by researchers such as Denison, Haaland & Goelzer (2003) and Bakker, Albrecht & Leiter (2011) to investigate the organisational culture phenomenon in different contexts, for example in developing countries. “Non-profit organisations provide critical services to the society through social value creation” (Choto, Iwu & Tengeh, 2020). Minimal studies have been undertaken in the area of organisation culture and employee engagement, especially with a focus on non-profit organisations. In addition, Jiddah, Rayyan and Umar (2016) noted “that few empirical studies have focused on culture as a factor that impacts on employee performance”.

“Most studies on cultures and employee engagement and their performance relate to government, business and banking sectors” (Al Shehri et al., 2017; Mbogo and Nzulwa, 2018; Nyabuti, Chepkilot & Zakayo, 2017; Joseph and Kibera, 2019). Therefore, the study findings will provide empirical evidence on the topic and contribute additional knowledge on the different cultural profiles that exist within non-profit organisations. It is critical to research on the culture of an organisation due to its dynamic nature and the potential for it to negatively affect an organisation’s operations (Tannoury, 2022).

Measuring the effect of culture at engagement and performance dimension level will assist to increase understanding of the relationship. The assumption is that higher engagement and increased individual performance will improve productivity is not always the case if the organisation does not have a healthy culture. The research findings will create awareness and promote the importance of cultural analysis among board members within NGOs.

The findings will also be useful for organisational development and HR practitioners during organisational strategic planning phases. According to Naidoo and Martins (2014) “understanding the situations that enable individuals actively engage, or those that would lead to disengagement, is highly relevant for both employees and employers” Therefore, overall findings of this study will act as a point of reference for employees working in non-profit organisations to understand how cultures impact their productivity and enable them take action as agents of change to advocate for adoption of appropriate and healthy cultures, that enhance their engagement and performance.

Oketch, Kuria, and Kariuki (2018) “observed that cultural research is uncommon among the NGO environment, and hence the need to investigate how culture influences the behaviours of the NGOs staff”. Exploring and understanding the existing cultural dynamics within NGOs in Kenya is critical. This is because the number of NGOs in Kenya continues to grow and the fact that non-profit sector organisations such as NGOs engage many individuals

(paid and volunteers). Therefore, the findings will go a long way in assisting NGOs build appropriate organisational culture interventions that will impact positively on workforce engagement and performance.

1.7 Research Questions and Research Hypotheses

“The development of research questions and the subsequent hypotheses are prerequisites to defining the main research purpose and specific objectives of a study” (Barroga & Matanguihan, 2022). The aim of this study was to explore the existing organisational cultures within NGOs based on employee responses and then examine the relationship between the different culture types and employee engagement and their performance in the organisations.

Few studies undertaken on organisational cultures, have attempted to examine the link between culture types, employee engagement, and their performance to explore the effect, significance and strength of relationships between the three variables. The focus for this study was NGOs that undertake development projects and have headquarters within the Nairobi City County.

1.7.1 The Research Questions

“A research question is what a study aims to answer after data analysis and interpretation” (Barroga & Matanguihan, 2022). The following research questions were developed to examine the effect and association of four culture types (clan, market, hierarchy and adhocracy) on employee engagement and their performance among non-profit organisations within Nairobi city county (NCC). The following are the research questions.

RQ1:

To what extent do cultural traits within clan, hierarchy adhocracy and market cultures exist among NGOs operating in Nairobi City County?

RQ2:

What effect do the four organisational culture types have on employee engagement among NGOs within Nairobi city county?

RQ3:

What effect do the four organisational culture types have on employee performance among NGOs within Nairobi city county?

1.7.2 Hypotheses

The hypotheses below were developed to test the relationship between the independent and dependent variables. The study therefore tested the following research hypotheses to achieve the research objectives.

Organisational culture types present within non-profit-organisations

Organisations have different perspectives of the world and different experiences that form the values, attitudes and behaviours they uphold. An individual engaging with different organisations, will sense a certain atmosphere or experience, that is unique to that organisation (Mulugeta, 2020). The complexity and dynamic nature of an organisation's culture requires identification of the dominant culture type to understand the effect it has on employees and how the organisation operates to achieve its mandate and goals. The performance and productivity of an organisation depends on how employees perceive the culture of the organisation (Wahjudi, Singgih, Suwignjo & Baihaqi, 2016).

There has been minimal research undertaken to examine impacts experienced by employees as they daily engage with various dimensions of organisational culture (Ristino & Michalak, 2018). The study sought to explore whether the four culture types depicted in the CVF model namely clan, market adhocracy and hierarchy were present among the NGOs and their effect on employees' engagement and performance at the workplace. The clan and

adhocracy cultures demonstrate flexibility while hierarchy and market culture stability (Zeb, Hussain & Khan, 2021).

Adhocracy and market cultures are externally oriented while clan and hierarchy have an internal orientation. Several studies have explored the existence of these four cultures in different sectors and to identify the dominant culture. For example, university (Alharbi & Sidahmed, 2018); nonprofit sector (Kimemia, 2015); public sector (Xanthopoulou et al., 2022) and manufacturing (Zeb et al., 2021). Therefore, the study hypothesis as follows:

Hypothesis 1

H₀₁ Adhocracy, hierarchy, market and clan culture types do not exist among NGOs operating within Nairobi City County.

H_{a1} Adhocracy, hierarchy, market and clan culture types do exist among NGOs operating within Nairobi City County.

Organisational Culture types and Employee Engagement

A study by Naidoo and Martins (2014) explored the impact of dimensions of corporate culture on employee engagement, found that all the dimensions of organisational culture correlated positively with employee engagement dimensions. Pandey and David (2013) reported a significant relationship between the culture within an organisation and employee engagement. However, a study by Brenyah and Darko (2017) showed a weak association between certain dimensions of organisational culture and employee engagement.

Kotrba (2016) highlighted findings from a survey that interviewed 9,464 individuals in ninety organisations in North America and the results showed that employee engagement was as a result of a healthy organisational culture. Singh (2016) concluded that, employee engagement depended on conditions that included organisational culture, reinforcement of people focused policies, meaningful matrices and organisational performance.

Several empirical studies indicate there is a link between cultures types that exist within an organisation and employee engagement and their performance (Al Shehri et al., 2017; Soni, 2015). Employee engagement is perceived as level where an individual invests personal energy in at the workplace. “Thematically, the construct of engagement revolves around aspects such as: energy or vigor, awareness, and absorption” (Borah & Barua, 2018). Several studies have shown that enhancing organisational culture correlates with improving employee engagement

A quantitative research was conducted by Nurcholis and Widjajaning (2020) to investigate the impact of organisational culture and support on employee engagement. “The study findings revealed that organisational culture plays a significant role in improving employee engagement”. Therefore, employee engagement was perceived to be formed through presence of a strong organisational culture”. Consequently, the assumptions made are based on the proposition that culture types may have a strong positive and significant association with employee engagement, whereas other types will have a weak or no significant association with employee engagement. Therefore, a broad hypothesis (H2) was formulated.

Hypothesis 2

H₀₂ There is no significant relationship between the four organisational culture types with employee engagement among NGOs within Nairobi City County.

H_{a2} There is a significant and positive relationship between the four organisational culture types with employee engagement among NGOs within Nairobi City County.

As such, for confirmation of hypothesis H2, four sub-hypotheses were constructed as follows

H_{02a}- H_{02b} and H_{2c}–H_{2d} that represented and analysed each culture type with employee engagement.

Organisation Culture Types and Employee Performance

“Employee performance comprises of the productivity and contributions of an individual towards undertaking a task” (Motyka, 2018). Employee performance is a

multidimensional construct that features aspects of contextual, task and adaptive performance. Organizational culture determines the quality of task completion and whether meaningful interactions are leveraged as they perform their assigned roles. Different empirical studies have highlighted that enhancement of organisational culture correlates with improving employee performance.

Cultures within organisations have different effects on employee productivity. Aye et al. (2019) conducted a study among non-profit organisations in Myanmar with an aim of exploring the influence of organisational culture and leadership style on job performance. “The results revealed that organisational culture had an impact on employee performance. Culture directs how employees function or operate in the workplace. Bhardwaj and Kalia (2021) conducted a study among employees and the study findings revealed that culture affected contextual and task performance among employees. Abdullahi, Raman and Solarin (2021) conducted research among Malaysian private universities that revealed that culture had an impact on performance of employees. This concurs with Kim and Jung (2022) who stated that an organisations’ culture affects employee performance since it provides direction to individuals on how to operate.

Sultana, (2020) observed a gap that employee performance measures considered only one performance dimension. Organizational culture supports individual interactions as they perform their assigned tasks and roles. Bhardwaj and Kalia (2021) conducted a study among employees and the study findings revealed that culture affected contextual and task performance among employees. Durgadevi and Vasantha (2017) observed in their study that clan and hierarchy cultures had a positive and significant effect on performance while adhocracy culture demonstrated a negative effect. While Naranjo-Valencia, Jiménez-Jiménez and Sanz-Valle (2016) in their study noted that adhocracy culture had a positive effect and significant association with performance. Accordingly, the assumptions made are based on the

proposition that some culture types will have a significant and positive relationship with the performance of employee, while some culture types will either have a negative or no significant association with employee performance. Therefore, a broad hypothesis (H3) and its sub-hypothesis were formulated.

Hypothesis 3

H₀₃ There is no significant relationship between organisational culture types with employee performance among NGOs within Nairobi City County.

H_{a3} There is a significant and positive relationship between organisational culture types with employee performance among NGOs within Nairobi City County. Therefore, to confirm hypothesis H3 the study developed four sub-hypotheses as follows H_{03a}- H_{03b}, and H_{3c}–H_{3d}. that captured and analysed each culture type with employee performance.

CHAPTER 2: LITERATURE REVIEW

Introduction

The study purpose was to determine the effect of organisational culture on, employee engagement and their performance within non-governmental organisation (NGOs). The literature review is structured as follows; the first section highlights the theoretical and conceptual review; the second section highlights the literature on non-governmental organisation (NGOs) sector in Kenya, organisational culture, employee engagement, employee performance and an empirical review on the interaction between culture of an organisation, employee engagement and their performance and finally a summary of the chapter.

The keywords used to search for relevant articles from the databases were as follows: organisational culture, corporate culture, employee engagement, employee performance, NGOs and non-profit sector. The academic databases and search engines utilized were university e-repositories, google scholar, google, emerald insight, directory of open access journals (DOAJ), Scopus, science direct, academia.edu. Articles reviewed were both historical and current from 1950s-2000; 2012 to 2022.

2.1 Theoretical/Conceptual Framework

“A theory is an argument, or a rationale, that assists in explaining an occurring phenomena” (Creswell, 2014). A framework that has been tested using experiments and verified through observations is described as a theory. According to Bacharach (2009), “a scientific theory is a system of propositions that depict a logical and concise explanation of a phenomenon of interest”. This study is founded on organisational culture, resource-based view and the social exchange theories.

2.1.1 Organisational Culture Theory

Culture has been observed as a key factor affecting organisational effectiveness in various contexts. The organisational culture concept has its foundation in culture theory.

Popular literature in cultural studies are those of (Alvesson, 2002; Hofstede, Neuijen, Ohayv, Sanders, 1990; Schein, 1996 and Schein, 2009). The seminal studies focused on various dimensions of organisational culture. A theory of organisational culture emerges from a combination of organisational psychology, social psychology, and social anthropology (Scott, Mannion, Davies & Marshall, 2003).

“Culture is a deep structure of organisations, rooted in the values, beliefs, and assumptions held by organisational members” (Denison, 1996). “Culture is considered a collective phenomenon which includes elements such as rituals, behaviours, attitudes, routine management systems, legends, heroes” (Hofstede, 2011; Schein, 2009). These cultural elements often determine the organisational goals, strategy, and operating mechanisms. Organisational culture classified into three categories: “The dimensions approach measures organisational culture empirically; the interrelated structure approach links the concept of organisational culture to other characteristics of the organisation. Typology approach focuses on predefined attributes that divide organisations into certain categories” (Dauber, Fink & Yolles, 2012). For example, the Competing Values Framework is a typological approach.

Culture is the channel through which employees discover what is suitable or undesirable in an organisation. Cultures are developed to nurture specific patterns of behaviours among individuals that align with organisational strategy and structures. “When undertaking organisational analysis, culture is considered a dynamic analytical tool in the analysis and interpretation of human action within organisations” (Dimitrios & Athanasios, 2014).

Organisational culture theories make the assumption that cultures determine the behaviour of individuals and impact the overall functioning of an organisation. Culture cannot be ignored and several studies have shown that the culture of an organisation can impact both the performance of the organisation and its employees (Al Shehri, McLaughlin, Ahmed &

Hamad, 2017;Durgadevi and Vasantha, 2017; Moore, 2020 and Rukh and Faisal, 2018). An individual's behaviour is influenced by their national, occupational and organisational culture.

This study adopted the competing value framework as a theoretical model used for diagnosing organisational culture. "The framework classifies culture into four types namely, adhocracy, market, clan, and hierarchy" (Cameron & Quinn, 2011). The study assumption was that each of the culture type has a different relationship with variables of employee engagement and performance. "The competing value framework theory does not lean towards a specific organisational culture; it hypothesizes that the four culture types operate within an organisation and may remain stable over time"(Botti & Vesci, 2018).

2.1.2 The Resource Based View Theory

Firms undertake their activities using organisational resources available. The resources influence the strategic directions selected by firms while competing in their external business environment. An organisation's competitiveness is determined by how effectively it utilizes its internal resources. "RBV theory perspective views firms as social institutions and seeks to explain what enables some to perform better than others over long periods"(Davis & Dewitt, 2021).

Wernerfelt (1984) describes "a firm's resources as the tangible and intangible assets within the organisation". The RBV puts emphasizes on the capabilities and assets of a firm as key and views them as fundamental determinants of competitive advantage and performance. "Organisational culture is an intangible resource and a strategic asset" (Joseph & Kibera, 2019). According to Piwovar-Sulej (2021) "organisational culture impacts on diverse activities within organisations and that includes how projects are managed." Culture should be considered as an organisational capital resource that comprises of elements such as rituals, behaviours, attitudes, routine management systems, legends, heroes. These cultural elements will often determine the strategy, goals, and modes of operating within an organisation.

Organisations with strong cultures, are difficult to imitate and have a competitive edge over entities with weaker cultures (Abane,Adamtey & Ayim, 2022). “The RBV theory, supports the perspective that culture is an organisational capital resource that is unique and a valuable capability within an organisation” (Ahmed, Brohi & Khuwaja, 2018 ; Barney,1986; Hax and Majluf, 1996 and Umrani,Shah,Memon and Samo, 2017).“The resource-based view presumes that a strategic resource capacity provides a competitive advantage for an organisation”(D’Oria, Crook, Ketchen, Sirmon & Wright, 2021).The culture of an organisation defines the ways in which employees, suppliers, customers and other stakeholders will be treated.

The resource-based view (RBV) supposes that existing resources and capabilities determine the performance of an organisation. Human capital is also a unique organisational resource that makes provides a competitive advantage for an organisation’s competitors (Rana et al., 2019). “Several studies have shown that culture can impact both the performance of the organisation and its employees and therefore it is a strategic asset that cannot be ignored” (Al Shehri et al., 2017; Durgadevi and Shanmugam, 2017; Hina Rukh and Faisal, 2018 & Moore, 2020).

2.1.3 The Social Exchange Theory

“Employment is a social exchange relationship where employees support the organisation achieve its goals and objectives while on the other hand the organisation provides a conducive environment that fulfils the employees’ needs for self-enhancement, belonging, and socio-emotional needs” (Wang, 2021). A theoretical rationale for explaining the increase or decrease in the levels of employee engagement or employee performance within an organisation can be found in social exchange theory (SET). The theory is a conceptual paradigm for understanding employee behaviour in organisations.

“The theory conceptualizes social relations in terms of exchange processes” (Blau, 1989 ;Cropanzano, Daniels, Anthony & Hall , 2017) and proposes that relationships involve transactions (Ahmed, Khuwaja, Brohi & Othman, 2018; Redmond, 2015).“A theoretical rationale for explaining employee engagement can be found in social exchange theory”(Sun & Bunchapattanasakda, 2019).How employees and organisations apply reciprocity principles may vary and hence the aspect of investigating the organisational context is becoming of increasing importance to organisational researchers.

“Employee engagement develops through a model of social exchange”(Reissner & Pagan, 2013). For example, emotionally committed employees perceive that the organisation has provided appropriate support and in return they strive to improve their performance, this action is founded on the exchange principle in social exchange theory. According to Chou (2016) “social exchange theorists have implied that employment is a trade of effort and loyalty for tangible and socio-emotional benefits”.

“Organisational culture theories state that employees' positive or negative perceptions of the organisation are dependent on the treatment given by the organisation” (Nurcholis & Budi, 2020).This concurs with Macleod and Clarke (2009) who state that “engagement is two way: organisations strive to engage the employee, who decides on the level of engagement to offer the employer. Each reinforces the other.” Employee performance also develops through a model of social exchange. Social exchange theory assumptions are that the forming and maintaining of interpersonal relationship between the two parties (such as, employee and employer) are determined by some elements of reciprocation.

Employee performance cannot be overlooked because for an organization to accomplish their envisioned goals and objectives it requires that tasks are undertaken that enable realization of the objectives. Therefore, an employee’s feeling of a positive work environment will be reciprocated with higher or increased performance levels. An effective

interaction is highly dependent on organisational culture that shapes the individual performance (Uddin, Luva, & Hossai, 2013).

Employees undertake agreed upon objectives and tasks when they sense their contribution is valued and it makes a difference. Efficiency of human capital depends on motivation of employees in both public and private organizations.(Kamau & Nyang'au, 2019).When employees experience appropriate and satisfying levels of organizational support, they feel obligated to do good and repay the organization by demonstrating a willingness and commitment to organisational values and its undertakings.

According to Ahmed et al. (2018) 'a good organisational culture is a key aspect that increases an employee's commitment'. Culture sets the tone for employee engagement and their performance. Al Shehri, McLaughlin,Ahmed and Hamad, (2017) state that SET can be used to demonstrate the connection between organizational culture and employee engagement. Engagement and performance can be considered products or benefits from employees that demonstrate a positive response to the employer's workplace environment.

A better understanding of the organizational factors that negatively or positively affect employee engagement and their performance is required to understand how the organizational context influences employee productivity within the organization. The social exchange theory therefore correlates the relationship between the culture of the organisation, engagement and performance of employees.

In conclusion, the above three theories were considered appropriate for this study, and they differed with other theories that relate to engagement and performance of employee such as the Vroom expectancy and Conservation of resource theory which make assumptions that positive rewards motivate individuals to engage. Maslow's hierarchy of needs model, McClelland's theory of three needs and Porter and Lawler's expectancy theory suggest that employees are motivated to perform based intrinsic factors being fulfilled. Hence the

highlighted theories were not considered because they overlook organizational factors that influence employee engagement and their performance, and this study was looking at the workplace context and its impact on the employee behaviour and productivity.

2.2 Conceptual Framework

This conceptual framework was logically designed based on the primary objective of this study, which is to investigate cultures present within non-profit organisations and explore the association between the four types of cultures with employee engagement and employee performance. Organisational culture and employee engagement are investigated under the assumption that different culture types as depicted in the Competing Value Framework (CVF) have different effects on the engagement and performance among employees. Culture was selected as an independent variable while engagement and performance as dependent variables.

Though there exist different theoretical models and frameworks for organisational culture, the researcher preferred to use the competing values framework (CVF) model as a framework for culture analysis. The following studies have utilised the CVF framework to investigate the culture types that exist within different organizations and to expound the relationships with different variables like engagement, performance, employee satisfaction among others. Zeb, Akbar, and Hussain (2021) used the CVF model to investigate the impact of culture on innovation and organisational performance and targeted employees in Pakistan Electric Power Company (PEPCO).” The dominant culture in this organisation was highlighted as adhocracy.

Botti and Vesci (2018) and Rukh and Qadeer (2018) utilized the competing values framework in their studies to explore the cultures present within public organisations. Al Issa (2019) and Alharbi & Sidahmed (2018) using a quantitative approach among learning institutions in Malaysia and Saudi Arabia utilized the competing value framework “to evaluate the ideal culture that determines the satisfaction of employees and to understand the culture

types existing in the institutions and to gauge variation in the strength of culture types based on demographic respectively and both study results indicated that clan was the dominant culture. The CVF framework has also been used to identify the dominant culture in hospitals in Turkey and expound the relationships between the different culture types and business performance (Acar & Acar, 2014) and study found hierarchy as the dominant culture.

In Kenya, a descriptive cross-sectional survey design study was undertaken among Micro finance institutions (MFIs) to examine the influence of market, adhocracy, clan, and hierarchy organizational cultures on performance using the CVF model to identify the cultures (Owino & Kibera, 2019). The results demonstrated that clan and hierarchy were the dominant culture types in the industry. Another study was undertaken in Kenya among NGOs and the study focused on examining the organizational culture of NGO in Kenya, using the competing values framework. The study undertaken among 30 NGOs within Nairobi City County found that the clan culture type was the dominant culture among the organizations (Kimemia, 2015).

The reasons for adoption of this model are as follows: The Competing Values Framework (CVF) has a simple structure and there is a logic differentiation that distinguishes the four distinct culture types. Second, “the model has been empirically derived, extensively used, tested and a validated instrument for assessing organisational culture” (Cameron & Quinn, 2006; Cameron & Quinn, 2011 and Yu & Wu, 2009). Third, the CVF framework and its matched OCAI tool have been used in other countries and in several empirical studies to assist with identifying organisational cultures and therefore reliable (Alharbi & Sidahmed, 2018; Aransyah et al., 2020; Botti & Vesci, 2018; Rukh & Qadeer, 2018 and Zeb et al., 2021).

“CVF is an evidence-based framework and was developed based on research showing both face and empirical validity and can fit diverse organisational settings” (Huy, Thu, Anh, Au, Phuong, Cham & Minh, 2020). The CVF framework seemed appropriate for the study, because it categorizes four dimensions of culture, which might lead to a clear identification of

prevailing culture profiles and support culture changes. The CVF was developed from studies to identify indicators of effective organisations and to assist undertake cultural audits, but later evolved into a helpful guide for supporting cultural change, employee motivation and development of leadership skills.

Other culture tools focus on capturing employee perceptions on the workplace culture context but the CVF using the OCAI tool examines the values, beliefs and underlying assumptions that guide employee attitudes and behaviours. For example, the Schein's culture model (Schein, 2004; Schein, 2009) looks at aspects such as artifacts and behaviours, espoused values, and underlying assumptions which enables one assess culture at three levels. It is limiting as it focuses on inconsistencies and views culture as subjective. It would require applying a mixed methods research methodology and has limited focus on power dynamics that exist within the organization.

Denison organizational culture survey, (Denison and Mishra, 1989) is a behavioural and culture theory grounded framework to assess traits of low and high performing organizations, has 60 items which were too lengthy to administer, requires follow-up interviews after self-report survey to capture employee responses. The tool is non-public and costly and therefore not easily accessible. Hence this was considered not suitable for the study.

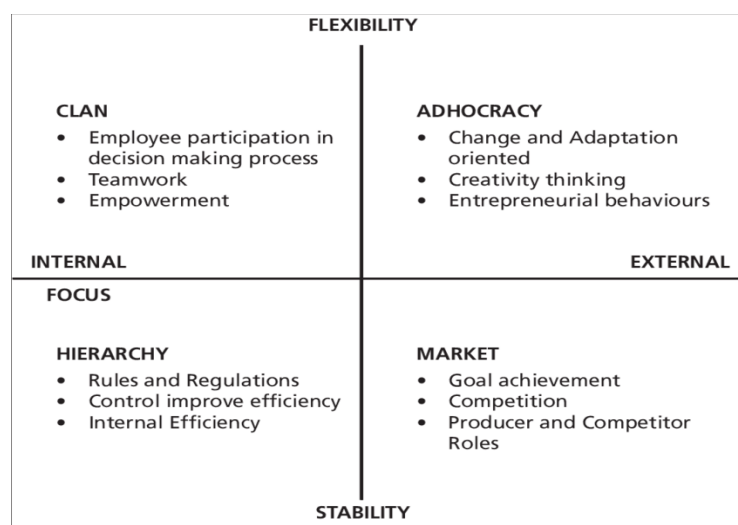
2.2.1 Overview of the Competing Values Framework.

“Many researchers regard the culture of the organisation as a multidimensional construct” (Zeb et al., 2021). When the organisational culture type is defined it creates an understanding of an entity's characteristics and values. The competing value framework (CVF) model was developed when Cameron and Quinn upscaled the study done by Quinn and Rohrbaugh (Quinn & Rohrbaugh, 1983). “The framework describes culture typologies as clan, market adhocracy and hierarchy cultures”. “Clan and adhocracy culture depict flexibility while hierarchy and market culture depict stability” (Zeb et al., 2021).

Four organisational culture types based on the CVF are described and summarized as follows in Figure 2.1. “The clan culture, is family oriented, seeks to build internal stability and resembles an extended family” (Cameron, & Quinn, 2011; Durgadevi & Vasantha, 2017). It comprises of shared values, facilitates an atmosphere of collective goals, empowerment and the development of employees. Clan culture develops when there exists a long history of traditions, consistent membership, loyalty and deep interactions among members. Cameron and Quinn (2011) describe “clan culture as warm and friendly and leadership behaviour aligns with transformational leadership that is inspirational and idealized. Leaders in organisations are often viewed as mentors or parent figures”.

Figure 2.1

Competing Values Framework (CVF)



Source: (Cameron, and Quinn, 2006)

In clan culture, organisational productivity and success is defined in terms of high levels of commitment, presence of an empowering internal climate and concern for people. Organisations that prefer or develop a clan culture assume that an institution can be effectively managed and thrive through teamwork and employee development. Therefore, the organisation will emphasize on aspects of teamwork, participation, and consensus building. For example,

“a positive relationship between clan cultures and satisfaction among patients was observed in healthcare facilities and in educational setting” (Cameron & Freeman, 1991).

The adhocracy culture-oriented organisation operates like a temporary institution, that is dismantled when tasks are completed and then reassembled when new tasks emerge. “This type of culture is found in consulting and software development- based entities. The focus is on exterior flexibility and entrepreneurship” (Durgadevi & Vasantha, 2017). Adhocracy cultures are driven by a clear vision that focuses on external results, rapid growth and acquiring new resources.

“The key emphasis in this culture is on being the lead in the production of new knowledge, products, and services. Therefore, success is perceived as the production of unique products and services” (Cameron & Quinn, 2011). “In an adhocracy culture experimentation and innovation is key” (Cameron & Quinn, 2011). An organization that adopts this culture is defined as being an entrepreneurial, and having a creative workplace where individuals are encouraged to take risks.

The organisation emphasizes on risk taking while anticipating the future and therefore employee are assigned and reassigned different responsibilities to leverage on opportunities or challenges emerging within the operating context. The ability to embrace change and seize new opportunities or challenges are important in an organisation with such a culture. “Employees in organisations that operate within an adhocracy culture are encouraged to formulate innovative solutions to problems and to formulate new ways undertaking services to satisfy their customers” (Cameron & Quinn, 2011).

“Leadership within an adhocracy culture is visionary, innovative, and risk-oriented”(Cameron & Quinn, 2011). Cameron and Quinn (2006) observed “that the behaviours of a transformational leader such as inspirational motivation would be found in adhocracy cultures”. “The market oriented culture emerged during the late 1960s as organisations faced

new competition” (Cameron & Quinn, 2006). This culture is results-oriented and emphasizes a focus on the transactions with the external environment.

“The core values that drive the market-oriented organisations are competitiveness and productivity”(Cameron & Quinn, 2006). In a market culture-based organisation, the workplace is result oriented and leaders excel at negotiation and achieving results. For example, findings of a study in IT sector conducted by Durgadevi and Vasantha (2017) observed that “market culture was most favoured in the workplace by the employees because the people of this generation liked challenges, competitiveness and achievements and clan culture is favoured second because it is friendly and family oriented”.

“The assumptions in a culture that is market oriented is that the external environment is hostile and individuals are competitive and goal oriented” (Azizah, 2011). The organisation is in the business of building its competitive advantage. Therefore, “a clear purpose and an aggressive strategy is assumed to lead to productivity and profitability”(Cameron & Quinn, 2011).

The hierarchy culture emphasizes on internal control, well- articulated responsibilities and task, robust system of values and presence of effective methods. “This culture is depicted by characteristics such a clearly defined decision-making authority, rules and procedures are standardized, while control and accountability mechanisms are considered valuable factors for success” (Cameron & Quinn, 2006).“The hierarchy concept developed from the ‘bureaucracy’ concept in Weber’s (1947) writings on modern organisational management” (Yu & Wu, 2009).”Management in such a culture prefer creating hierarchical structures to guide solidity, competence and highly consistent atmosphere” (Durgadevi & Vasantha, 2017).

Cameron and Quinn (2011) note that in a “hierarchy culture, procedures are what govern what people do. “The long-term focus of an organisation is stability, predictability, and efficiency. This type of culture is found in large organisations and government agencies that

operate with standardized procedures, multiple hierarchical levels and a focus on rule reinforcement” (Cameron & Quinn, 2006). A market-driven culture is competitive and focuses on achieving goals, while clan driven culture is characterized with aspects such as teamwork, employee development programs, and a firm’s commitment to its employees.

On the other hand, unlike market or hierarchy-oriented cultures, adhocracy driven cultures do not have centralized power relationships. Cameron and Quinn (2011) observed that in “an adhocracy culture focused organisation, power flows from individual to individual or from task-based team to another team, based on the problem that is being addressed”. Sarki, Adulhamid & Mahmood (2017) “describe the CVF as an example of the typological approach”. The CVF framework does not indicate a preferred culture, but the assumption is that the four cultures (clan, market, adhocracy and hierarchy) may operate at different levels within the organisation.

2.2.2 Conceptual Framework Model

The conceptual framework proposed in this paper proposes investigating to what extent different organisational culture dimensions affect employee engagement and performance with the intention of determining which dimensions of culture drive employee engagement and performance. This study considered the four culture types within the Competing Values Framework (CVF) to investigate and identify which culture types exist in the non-profit sector organisations in Kenya and how each culture affects engagement and performance of individuals.

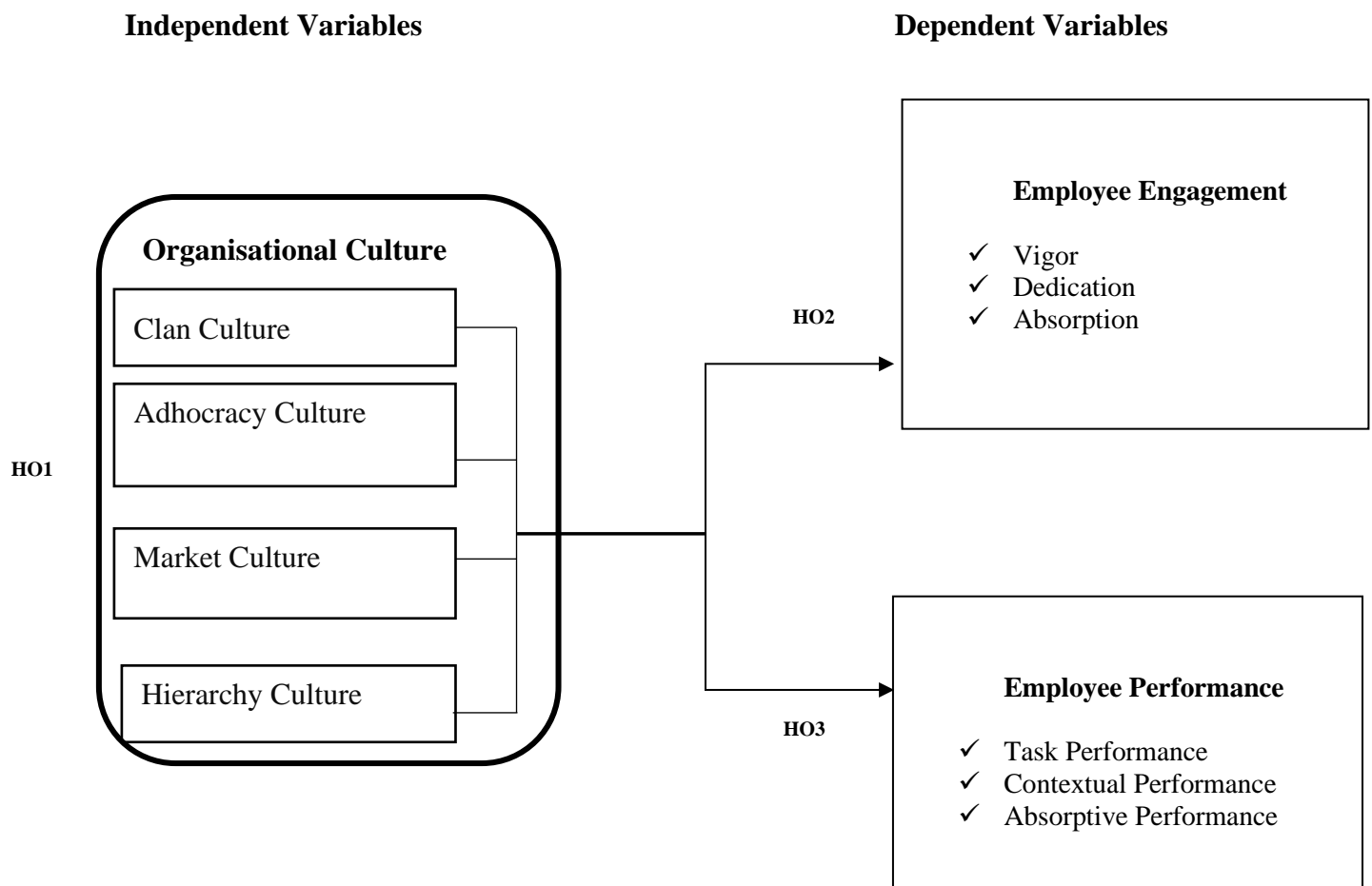
According to Cameron and Quinn, “more than eighty (80) percent of the organisations studied have been characterized by one or more of the culture types identified by the competing values framework”. “However those that did not display a dominant culture type either tended to be unclear about their culture or emphasized the four different culture types equally” (Cameron & Quinn, 2011). Based on the review of literature, the relationship between the

variables organisational culture, employee engagement and performance are conceptualized in Figure 2.2.

“The clan culture, emphasizes participation, team work and cohesiveness while adhocracy culture, focuses on aspects like entrepreneurship and adaptability; hierarchy culture, upholds aspects such as, rules and order; and market culture, focuses on competitiveness and goal achievement” (Botti & Vesci, 2018 ; Chiemeké et al., 2020).

Figure 2.2

A Conceptual Framework



Source: Researcher based on literature review

The conceptual framework explores the relationships among the following constructs: clan, market, adhocracy, hierarchy culture dimensions on employee engagement. The

measurement of the variable employee engagement will focus on three aspects, namely vigor, dedication, and absorption based on the “Utrecht Work Engagement tool” (Schaufeli et al., 2006).

“Employee behaviour that demonstrates high engagement is depicted by (vigor) mental resilience, a passion for work; (dedication) high commitment levels to work or enthusiasm, and finally absorption is the ability to concentrate and stay focused on completing tasks” (Nurcholis & Budi, 2020). For example, studies conducted by Kalia and Verma (2017) and Nurcholis and Budi (2020) observed a positive relationship between dedication, vigor and absorption with dimensions of organisational culture.

“Clan culture was observed to have a significant positive relation to job satisfaction” (Aransyah et al., 2020) while another study observed “a positive relationship between adhocracy culture and employee satisfaction” (Ashraf & Rezaie, 2015). The framework also explores the impact of culture on employee performance dimensions of task, contextual and adaptive. “The measurement of the variable employee performance utilised the task, contextual, and adaptive aspects based on the IWPQ scales developed by Koopmans et al., (2013).

Employee behaviour and performance are observable manifestations that are regulated by organisational culture. According to Zeb et al., (2021) market and adhocracy cultures positively impacted on employee performance. “Several studies identified a positive link between organisational culture, employee engagement and their performance” (Kuswati, 2020; Mohan & Anoop, 2018 and Moore, 2020). Culture impacts individuals by programming them to behave in ways that link to their engagement and performance. Therefore, the conceptual framework suggests that certain types of culture will have a significant and positive impact on employee engagement and their performance.

2.3 Background for Not-for-profit Organizations

Not-for-profit organisations (NFPOs) globally are recognized as organisations that undertake development and project interventions in areas such as education, health, provision of relief food, advocacy, livelihood programs among others based on the need and context. Not for profit organisations are engaged in the production and provision of services (Choto et al., 2020) that meet the needs of individuals in different communities. However, Nguyen and Pham (2020) stated that “the nonprofit sector is underappreciated, underfunded, under-sourced, and understaffed” Therefore, maintaining employee motivation, performance and commitment becomes a great concern and challenge among these organisations.

For example, a survey conducted among 319 non-profit organisations in the United States observed that during the year 2020, eighty nine percent altered their delivery of services and programs, sixty one percent experienced a decline in funds for programs and services, while twenty nine percent planned to eliminate existing services and programs (Dan, 2021). Non-profits engage a large number of salaried employees, and volunteers who have a passion and desire to provide diverse services at community level. However, the level of passion among these employees is decreasing due to stress, poor work-life balance and increased workloads. As a result of the COVID-19 crises non-profit organisations, are introducing changes in the workplace which are leading to greater levels of stress, uncertainty, and job insecurity among employees (de Lucas Ancillo et al., 2020; Spicer, 2020 and Rubeena, 2021).

2.3.1 The Non-Governmental Organisation Sector in Kenya

The study focus will be therefore on NGOs in Nairobi City County (NCC) as a subset of not-for-profit organisations. “The non-profit sector in Kenya comprise of both local and international organisations who implement development initiatives that target the poor and

vulnerable households” (Non-Governmental Coordination Board, [NGCB] 2019). In this study the definition provided by the NGO coordination will be adopted.

NGOs in Kenya operate as non- profits, engage in long-term development work in partnership with the government and the private sector and rely on external sources of funding (NGCB, 2019). The emergence of NGOs in Kenya is traced back to philanthropy during the colonial times. During this era, the activities of NGOs mainly focused on welfare” (Mbote-Kameri, 2000). In the years, 2018/2019, Kenya had a total of 11,262 registered NGOs by 30th June 2019”. (NGCB, 2019).

NGOs are recognised by the Government of Kenya as agents of development who complement government efforts through providing basic services at community level. For example, “in 2018/2019 period, 3,028 NGOs spent a total of Kenya shillings (Ksh.), 133.8 billion, out of these 78.8 billion Kenya shillings was used on projects in the sectors like health, HIV/AIDS, children, agriculture, water and sanitation, and education and according to the board these are important components of the Kenya Vision 2030” (NGCB, 2019).

NGOs are implementors, catalyst and partners in the development landscape undertaking diverse activities in areas such as health, environment, shelter, relief, welfare, humanitarian and education. NGOs provide essential services, and employment in the rural economy(Frings-Hessami & Oliver, 2022). In Kenya, NGOs also provide employment opportunities to many individuals. For example, “during the 2018/2019 period, a total of 39,109 Kenyans were paid NGO employees, based in Kenya and other countries. “A total of 37,401 Kenyans were engaged as volunteers and interns” (NGCB 2019).

Many NGOs in Kenya are doing a good job delivering critical services within communities and sometimes they tend to focus more on implementation of projects and overlook the aspect of employee wellbeing and productivity. Navajas-Romero, del Río and Villamandos (2020) state that ‘modern NGOs must adapt their human resource strategies to

increase the employee's work-engagement and productivity'. Several studies done in developing countries have highlighted the need to address aspects regarding the organisational culture, engagement and performance of employees to enable NGOs remain effective in achieving their mandates.

2.4 Organisational Culture Perspectives

The concept of culture started gaining attention from organisational scholars in the early 1980s" (Pettigrew, 1979; Cameron and Quinn, 2011) and later diverse of theories and research studies relating to cultures within organisations emerged. "Culture is a belief system of shared values, norms, artifacts, customs that guide individuals' attitudes and behaviours" (Msuya, 2019; Singh and Kumar, 2020). Culture is an integrated set of norms and values that determine the environment within an organisation and dictates how individuals interact with others and the work environment.

2.4.1 Definition of Organisational Culture

"Organisational culture as a concept originates from the field of cultural anthropology and is often used within the organisational behaviour, management, and marketing literatures" (Hogan & Coote, 2014). The organisational culture aspect appeared first in an article written by Pettigrew, (1979) and later articles written by Hofstede et al. (1990). "The field of organisational behaviour focuses on organisational culture" (Cross & Carbery, 2016). The personality of an organisation is linked to its culture, and it influences how employees respond to success, failure, competition, conflict and change. The diverse definitions of culture are many and vary because of differing perspectives espoused by the different scholars and practitioners. Several definitions have emerged from diverse scholars in different disciplines and some of the definitions are highlighted in Table 2.1.

Table 2.1*Definitions of Organisational Culture*

1	Deal and Kennedy, (1982) “defined organisational culture as a set of values, beliefs, and behaviour patterns that form the core identity of Organisations, and shapes employees’ behaviour”.
2	Kotter and Heskett (1992) view “organisational culture as having two levels; Less visible level, this involves values that persist even after group members’ change and the visible that refers to behaviours, style, and the way "things get done around here.” “According to Kotter and Heskett (1992) “organisational culture can be stable overtime but never static”.
3	“Organisational culture is the glue that holds the organisation together as a source of identity and distinctive competence” Bass and Avolio, (1993).
4	“Organisational culture is the personality of an organisation”, or simply as “how things are done around here”(Catalin, 2011).
5	“Organisational culture comprises of a cognitive and a symbolic aspects. “The cognitive comprises of shared assumptions, beliefs, norms, and attitudes among members”(Janićijević, 2013).
6	“Organisation culture is the shared values, morals held by employees within an organisation or the organisation unit”(Durgadevi and Shanmugam, 2017).
7	“Organisational culture is described as a complex set of shared values, beliefs, philosophies, and symbols that define the way in which a firm conducts its business”(Smith et al., 2016).
8	“Organisational culture is defined as the way in which members of an organisation relate to each other, to their work, to the outside world that distinguishes them from other organisations”.(Singh and Kumar, 2020).
9	“Organisational culture is a system of norms, rules, traditions, and values existing in the organisation accepted and shared by members of the organisation” (Zarnadze and Kasradze, 2020).

“The definition of organisational culture is drawn from the traditions of three different disciplines, and is made complicated by disagreements regarding what it should and should not include”(Singh & Kumar, 2020). Common aspects among the culture definitions is that all include the concept of shared values or beliefs; indicating that organisational culture develops within groups. Organisational culture is perceived as a social construction, that is linked to an organisation and employees’ work environment.

“Organisational culture is viewed a social control mechanism that shapes and determines behaviour and beliefs” (Otieno & Kibera, 2019). Finally, because cultures can be depicted through symbols, rituals, practices and behaviours therefore organisational culture is perceived to be multidimensional. Hofstede, a pioneer of organisational culture literature, proposed four perspectives for understanding organisational culture (Hofstede et al., 1990).

First was “culture as a learned entity”: This aspect is aligned with the definition of organisational culture as “the way we do things around here” or “the way we think about things

around here” (Schein, 1990; Wiseman, Ngirande and Setati, 2017). In this perspective, Hofstede et al., (2010) suggests that ‘organisational culture is a pattern developed by the existing members that is later transferred to new members’. Second, “culture as a belief system”. “Organisational culture is a pattern of shared beliefs and values, that provide individuals within an institution meaning, and rules of behaviour”(Sun, 2008).

Hofstede et al. (1990) “observed that shared perceptions of daily practices were the core of an organisation's culture”. As such, organisational culture becomes an underlying belief that guides behaviour. Third, culture as a strategy: “Culture is a strategic phenomenon, and it is linked to strategy. This view proposes that the process of strategy formulation and implementation is a cultural activity” (Sun, 2008). “A study carried out by Hartnell, Amy and Kinicki (2011) using the competing values framework observed a strong correlation between organisation culture and strategy implementation” (Maika & Wachira, 2020).

Finally, ‘culture as mental programming’: Hofstede, (2011) “argues that organisational culture is the collective perspective among members, that differentiates groups”. “Organisational cultures manifest in visible, conscious practices or through the way people perceive what goes on in their organisational environment” (Hofstede et al., 1991). Cameron and Quinn (2006) observed that the success of organisations was determined more by the values the organisation espouses and not external conditions. Organisational culture is therefore perceived to be the personality of the organisation and influences employee’s overall satisfaction. This unique personality is what an employee interacts with and aligns to in their daily working.

Naidoo and Martins (2014) ‘observed that when individuals are newly employed, they are taught what is considered the correct way of behaving within the organisation’. Schein, (2009) observed that culture was one of the reasons why it may take time before an individual can become productive in a new organisation because there are numerous norms, ways of

working or thinking that are unique to that organisation that must be learned”. The dominant culture expressed in an organisation is determined by the firm’s external operating environment, its strategy, its values, the employee’s belief system and finally the management style.

Schein (2009) identified three levels where organisational culture is manifested within an organisation: “Observable artifacts: “These are specific attitudes, beliefs and behaviours and may include its location and architecture, technologies and products, mission statement and values, individual style, language and jargon, practices and stories, and even the employees’ sense of humour, taboos, or special rituals and ceremonies”. “Espoused values: “They are validated by the management of the organisation and may or may not be reflected in the employee’s actual behaviour”. “Values enable individuals in the interpretation of signals, events and issues that guide behaviour.” “Basic underlying assumptions: “These are interpretative personal schemes that develop overtime and are used for perceiving situations, creating the basis for collective action”.

Schein, (2009) states that “rites and rituals, the firm climate, the reward system, basic values are the manifestations of a culture”. Unfortunately, due to emergence of diverse definitions of culture this has led to a crisis of definition ambiguity. However, each definition of culture alludes to the fact that; Culture consists of i) basic assumptions or values, ii) developed by individuals, (iii) as a coping mechanism or social interaction tool (iv) has been proven to work and therefore valid (v) and must be taught and learned by individuals for them to function within the group.

Based on the diverse descriptions of the concept of organisational culture highlighted by different scholars, the definition that seems applicable for this study is the one suggested by Naidoo and Martins (2014) that “organisational culture is an integrated pattern of human

behaviour which is unique to a particular organisation, and is a result of the organisation's survival process and interaction with its environment".

2.4.2 Organisational Culture Theories and Models

In the late 19th century "anthropologists and sociologists were the first to develop detailed theories on culture and Emile Durkheim a sociologist was one of the first to develop extensive theories on culture"(Daugherty, 2007). "The two popular disciplinary foundations for organisational culture analysis are sociology (view organisations as having cultures) and anthropology (view organisations as cultures)" (Cameron & Quinn, 2011). "Whereas sociologists tended to focus on social phenomena generating culture, anthropologists focused on culture explaining social phenomena" (Daugherty, 2007).

Organisations are social structures that are part of cultural artifacts and also undergo cultural shifts (Bromley & Meyer, 2017). The functional sociological view on organisational culture makes assumptions that culture is part of an organisation and focuses on group cognition and behaviour. "A functional approach assumes organisational culture emerges from behaviour" (Oketch, Kuria, & Kariuki, 2018) and semiotic approach assumes culture exists within individuals' interpretations (Cameron & Quinn, 2011). "Organisations in this perspective are viewed as social instruments that produce goods and services, and, as by-product, they also produce distinctive cultural artifacts such as rituals, legends and ceremonies" (Smircich, 1983). Therefore, such an organisation develops a distinctive culture because of its history, growth and the current situation.

Organisations and theories about organisations are culture bound (Triandis & Hofstede, 1993). This research study utilizes a functional sociological perspective, by viewing culture as a feature of an organisation that develops from collective behaviour. Literature includes different typologies of cultures within organisations (Cameron & Quinn, 2006; Denison et al., 2003). "The classifications of different types of organisational culture are distinguished from

each other based on the categorization dimensions employed: external versus internal focus and flexibility versus stability” (Cameron & Quinn, 2006; Denison et al., 2003) “the needs and orientation of the people within the organisation” (Balthazaed et al., 2006); “level of risk and rapidity of feedback from the market” (Maximini, 2015); and finally “egalitarianism versus a hierarchical distribution of power and people-oriented versus task-oriented” (Trompenaars & Turner, 1997).

2.4.3 Overview of Models of Organisational Culture

Several scholars have attempted to categorize organisational culture as the foundation of analysing of cultures in organisations. Meyer, Tsui and Hinings (1993) stated that "the distribution of the culture type is sometimes not very accurate because of their priori nature and frequent lack of empirically defined characters and various constraints." Furnham and Gunter (1993) further “argue that approaches that try to subdivide culture into small quantities of types are insensitive and poorly describe individual dimensions of organisational culture”.

There is no universal “ideal culture” that an organisation should have or create. Organisations are different and thus culture can be viewed as unique for each organisation. However, since organisations do not operate in a vacuum some specific cultures can be observed in certain industries or sectors. The culture required to drive innovation in a technology firm may be different from a culture that is required in a non- profit sector that focuses on service delivery.

According to Vetrakova and Smerek (2015) “an effective culture is one that is specific based on the environment of the firm, its strategy and that which enables staff achieve to the best possible outcome”. Organisational culture models and their characteristics are highlighted here. The different models of organizational culture, provide an in-depth glimpse of beliefs, values and practices characterise each culture.

Hofstede model highlights that organisational cultures comprise of the following dimensions; “Power versus results oriented; job versus employee oriented-job oriented limits staff to job requirements; open and closed systems; tight and loose control; professional and parochial, pragmatic and normative” (Hofstede, 2011). Edgar Schein 1988, model suggests that culture is a set of assumptions developed by a group”. Culture exists on three levels: “artifacts and attributes that can be observed, felt and heard” and values; are espoused goals, ideals, norms, standards, and moral principles” while , underlying assumptions are aspects that are not easily explained”(Schein,2004; Schein, 2009).

Charles Handy culture model (1976) comprises of four cultural types; power, task, person and role cultures. “Power cultures are often found in small entrepreneurial organisations; “Organisations with a role culture put their strengths in their roles and areas of expertise”; “Task culture is job oriented and power is derived from expertise and only when required”; “Person culture emphasises the individuals as more superior to the organisation” and finally role culture that focuses on clearly defined roles and responsibilities and established procedures (Cacciattolo, 2014).

The Jeffrey Sonnenfeld model has four cultural types: Academy, Club, Fortress and Baseball cultures.” “Academy culture; presence of highly competent individuals; “Club culture organisation promotes from within and values seniority i.e law firms”; “Fortress culture undertake huge reorganisation. “In baseball cultures employees as ‘free individuals’ who possess highly valued skills” (Schermerhorn, 2002).The Johnson and Scholes’ Cultural Web Model“ was developed by Gerry Johnson and Kevan Scholes in 1992”, “depicts the organisational cultures using six interlinked elements: stories, rituals and routines, symbols,

organisational structure, control systems and power structures” (Johnson & Scholes, 1993; Cacciattolo, 2014).

According to Denison and Mishra (1989) the Dennison model of culture identifies the basic views of organisational culture which comprise of the consistency (core-values), the mission (strategic direction), the involvement (empowerment) and finally, the adaptability cultures (create change).”Cameron and Quinn culture model (1999) was created in 1983 initially by Robert Quinn and John Rohrbaugh about characteristics of effective organisations and later upgraded by Cameron and Quinn and known as the Competing Values Framework (Abraham Abadir & Zewdie Shimelis, 2020).

CVF framework proposes the following dimensions of organisational culture; hierarchy (focus on formal structures), market (focus on achievement and results, clan (upholds family like environment) and adhocracy (emphasis is on innovation and taking risks)” (Cameron & Quinn, 2006). The model assumption is that four culture types that exist compete with one another.

The Deal and Kennedy’s model (1982) measures organisations based on feedback and risk. The authors propose four generic type of cultures; i) “work hard/play hard culture- (low risk and fast feedback); ii) tough/macho guy culture- (high risk and fast feedback); iii) Process- (low risk and low feedback); iv) Bet your company- (high risk and low feedback)” (Maximini, 2015). Understanding the cultural profile of organisations within the non-profit sector is critical in identifying appropriate cultures that would enhance employee engagement and their performance.

“Durkheim’s theories were viewed to place greater emphasis on the importance of ceremonies and rituals in developing and maintaining cultures, suggesting the need to focus on corporate rituals in the study of organisational culture” (Daugherty, 2007). Hofstede et al.

(1991) on the other hand states that “culture is best examined in the language of and through the eyes of those who are a part of it and introduces the aspect of cultural relativism”.

The cultural context within the organisation is critical to understanding of employee values, attitude and actions. Cultural relativism emphasizes understanding of culture from an insider’s view. However, Eshetu (2017) and Daugherty (2007) “observed a gap in cultural relativism in its inability to give a clear conceptualization or meaning about a culture or society”. Organisational culture should be identified and understood based on existing values and practices since each culture type reflects a unique set of standards that guide its ethical and social operations.

2.4.4 Function and Importance of Organisational Culture

“Culture is a hidden force that drives behaviours both inside and outside the organisations” (Schein, 2009). The culture within an organisation is closely linked to organisation’s performance and its competitiveness. Organisational culture comprises of beliefs, values, norms, attitudes and assumptions that operate within an organisation that influences employee behaviours and the accomplishment of tasks. A stagnant culture in organisation will become the reason for organisational performance decline (Tama, 2019).

When appropriate cultures are not in place, both organisation and employees’ productivity may be negatively affected. “Some organisations die or close down after few years of establishment due to their inability to develop and manage a strong culture” (Adhiambo and Kariuki, 2022). An ineffective culture affects the operations of an organisation as it leads to a disengaged workforce, a decline in team productivity and entities experience high employee turnover. “The stability of the organisation is seen to have a high degree of correlation with low employee turnover and that employees are more likely to stay when there is a predictable and stable work environment” (Njoroge et al., 2016).

The lack of an effective organisational culture decreases employee productivity and affects an organisation's competitiveness. "Organisational culture is a core competency that affects the performance of individuals and organisation as a whole"(Nazneen et al., 2018). Decline in an organization's productivity due to disengaged and poor performance among employees affects all types of organisations, hence drawing the attention of leaders to identify culture types that affect employee performance and engagement. "A psychologically safe workplace environment is critical to improving employee engagement"(Osborne & Mohamed, 2017). Many organisations are often unaware of the effect of their existing organisational culture on the performance of their employees until employee productivity drops.

"The culture of an organisation regulates the behaviours of both the individuals and organisation" (Al Shehri, et al, 2017; Nazneen et al., 2018). Effective management of organisational culture becomes more complex when there are sub-cultures that exist independently of the dominant culture. One challenge arising from the diversity of culture types within different departments or teams in an organisation is the formation of diverse beliefs, values and assumptions that may contradict the envisioned culture.

Second, unbalanced strengths of different types of culture can lead to a dysfunctional organisation. For example, clan culture has characteristics of teamwork, collaboration, and sense of belonging hence it is good culture for NGOs to uphold while a market culture focuses on competitiveness. However, on the downside members in an organisation with a strong clan culture may become wary and hesitate to adopt ideas from external sources. This can hinder the organisation from becoming agile.

Collaboration is a positive aspect within the clan culture but when overemphasized it may eventually become counterproductive. Over collaboration in decision making may lead to delay in making critical decisions that enable an organisation seize opportunities emerging with

the external environment and it may facilitate group thinking mentality. This mentality may hinder creativity and introduction of aspects of innovation.

In a clan culture, sometimes new employees are seen as intruders and onboarding mechanisms to induct the new staff may fail if not well initiated. When new employees experience challenges integrating into an organisation with a clan culture, it can cause interpersonal conflict. Culture is a competency and resource within organisations and knowledge and skills on its development and management is key. Hence in an organisation where these two cultures are not managed effectively then it can create a dysfunctional workplace context.

Culture sets the tone for direction and meaning within an organisation and it is the driving force that propels an individual or group into action. NGOs leaders and employees will need to build knowledge and skills on how to define the envisioned cultural values and behaviours. NGOs have a responsibility to focus on nurturing meaningful and positive relationships with their employees to enable them to facilitate the timely fulfilment of tasks. This boosts the fulfilment of the organizations objectives and meet its stakeholder expectations. Minimal attention has been paid on culture and its effect on employee engagement and their performance. The effects of a poor or unhealthy culture on employees can be observed in such cases like low employee retention or employee dissatisfaction or decreased employee performance.

Organisations should consider having a healthy organisational culture to increase employee effectiveness and productivity. Leaders in organisations often assume that a collaborative and friendly culture fosters informal interactions that allow new employees to gather more information and settle down quickly on their jobs. Unfortunately, this is not always the case because a culture that over emphasizes group loyalty may hinder creativity and low absorption of innovative ideas.

An appropriate culture enables an organisation to retain talented employees and increases their productivity. “Weak organisational culture causes insufficient communication and inconsistent guidance from the leadership and this results to employees behaviour becoming inconsistent with the organisation’s priorities”(Bwonya, Ogutu & Okeyo,2020).“Some organisations die or close down after few years of establishment due to their inability to develop and manage a strong culture” (Adhiambo & Kariuki, 2022).

When appropriate cultures are not in place, both organisation and employees’ productivity may be negatively affected. A study undertaken among organisations “found that 87% of them cited culture as one of their top challenges” (Solow et al., 2015). Currently non-profit sector organisations are adopting new technologies, leadership and management structures to increase their competitiveness. These changes require culture shifts to support the new ways of operating within the organisation.

Reduced commitment levels and productivity among employees may mirror a challenge relating to the existing organisational culture. Assens-Serra et al. (2021) stated that hierarchy culture that emphasizes formal rules and policies, with a strong focus on internal processes, efficiency, control, is associated with employee demotivation. Market-oriented culture, due to its emphasis on achievement of results, was perceived to impact negatively on employee wellbeing while hierarchy culture which emphasizes on rules creates an environment of predictability and stability, hence may have a positive effect on employees’ wellbeing(Lopez-Martin & Topa, 2019).

Graham et al. (2022) conducted a study and observed that “eighty five percent of respondents stated that a poorly implemented, ineffective culture increases the chance that an employee actions may be unethical or illegal”. Brenyah and Darko (2017) in their study observed “that achievement and support cultures led to employee engagement while the power culture had a negative impact on employee engagement”. An authoritarian workplace culture

among NGOs in Kenya was seen to decrease employee participation in decision making which eventually led to a decrease in their motivation and performance (Omolo & Mose, 2019).

A healthy culture is important as it will assist in minimizing employee turnover while at the same time help organisations attract professionals and talented individuals. Organisations need to address the challenge of mediocre cultures if they desire to reduce high turnover and address employee dissatisfaction. Oketch, Kuria, and Kariuki (2018) suggest “the need for employees in the NGOs sector in Kenya to work in an enabling environment that energizes and motivates them”.

Organisations with the right cultures can navigate changes experienced and adopt new ways of doing business. Presence of the appropriate culture traits provides organisations with stability and competitive advantage. However, deficiencies within a culture can hinder an organisation’s ability to sustain employee’s wellbeing and satisfaction.

“Organisational culture is key in enhancing employee engagement and their performance”(Nurcholis & Hangtuah, 2020). “The culture within an organisation has been observed to promote an enabling working environment in different organisations” (Oketch, Kuria, & Kariuki, 2018). Culture supports the creation of an organisation’s identity, and this identity defines the organization as a social entity. Culture therefore will facilitate the development of a framework that fosters behaviours and values that support social interactions.

Research studies have emphasized the importance of culture on an organisation’s success (Al Shehri et al., 2017). An organisation that desires to be competitive and attract high-calibre talent, will require to build and sustain an appropriate organisational culture. The seven characteristics of an organisational culture that is competitive would include the following “innovation and risk taking; outcome, people and team focused; attention to detail; aggressive and stable” (Muhyi & Raharja, 2017). An organisational culture that is appropriate is one that is designed to suit and support a firm’s business objectives.

“Organisational culture assists organisational leaders to control and moderate the working environment throughout the organisation”(Pathiranage, 2019).An effective organisational culture is related to successful execution of the organisational mandate and strategy. “Organisational culture has a powerful effect on the performance and long-term effectiveness of organisations “(Cameron & Quinn, 2011). For example, the performance of a project was seen to be impacted by organisational culture (Ingosi & Juma, 2020). Culture enables organisations generate a set of self-regulatory mechanism to guide the behaviour and activities of the organisation. An effective culture will support the development and nurturing of values and behaviours that promote teamwork, collaboration and knowledge sharing.

“Organisational culture is learned by individuals within a group and through socialization and communication processes new members identify with it”(Schein, 1990). A function of culture is it directs a firm’s behaviour and performance through employee collective efforts”(Joseph & Kibera, 2019). The presence of the desired culture is critical for success within any institution. “Culture assists individuals to understand the environment and determines how they can respond therefore this assists in reducing anxiety, uncertainty and confusion”(Yukl,2010). The organisational culture develops a system of collective intent or purpose which facilitates communication and mutual understanding among leaders and employees.

Leaders and employees do not operate in value free context but are governed by the existing organisational culture. “Organisational cultures are created, maintained, or transformed by individuals or leadership” (Oketch et al., 2018). “When new leaders take over an existing organisations, they find that the existing culture defines the expected and accepted leadership style based on past history and the beliefs, values, and assumptions of earlier leaders”(Schein, 2009).

The presence of a weak organisational culture, means employees behave in a manner that does not align with the organisation priorities because communication is insufficient and there lacks consistent direction from the leadership” (Flamholtz & Randle, 2012). An organisation with a weak organisational culture lacks consistent communication and this affects the cultural integration of individuals. “Organisational culture determines the internal environment of the organisation in which individuals perform their work and achieve the desired results” (Schein, 2004).

Organisational culture leads to elevated productivity, strong brand identity and increases levels employee engagement. “Organisational culture reinforces the relationship among employees in the work and regulates the behaviour among employees and their leaders” (Kumar, 2016; Vetrakova & Smerek, 2015). Culture can help align or develop innovative or creative behaviours among individuals. “Study findings have shown that employees who are happy with their corporate culture, are committed in making great efforts to meet organisational objectives”(Wiseman Ndlovu , Hlanganipai Ngirande & Setati Sam Tlou, 2017).

“A study was conducted within the telecommunication sector in Bangladesh by Uddin, Huq and Saad (2013) focused on the impact of organisational culture on employee productivity and performance”. “The findings from the study showed that organisational culture has a positive impact on employee’s productivity, performance, and the overall performance of the organisations in developing countries”. "Culture is seen to influence innovation, change and customer service" (Hogan & Coote, 2014). The findings of a research conducted by Shahzad et al. (2017) "shows that organisational culture influences innovation". "A culture, comprising of risk taking and innovation may help organisations respond to changes in their operating environments" (Langer & LeRoux, 2017).

"Literature findings have shown there exists a strong relationship between organisational culture and financial performance" (Kotter & Heskett, 1992). According to

Pathiranage (2019) “where a strong culture exists, employees have similar views regarding the organisation, and they behave consistently with organisational values”. “Cultures are unique and difficult to imitate, and hence high-performing cultures become a source of sustainable competitive advantage in business”(Barney, 1986). Sun (2008) and Wiseman et al., (2017) “state that organisational culture has the potential to enhance organisational performance” while Nwibere (2013) suggests that “a healthy and strong organisational culture can lead to an increase in organisational performance”.

“A culture, that embraces innovation and risk-taking, goes a long way in assisting organisations respond to changes in their operating environments” (Langer & LeRoux, 2017). Kotter and Heskett (1992) observed that “innovation requires an organisational culture that continually encourages organisation members to seek novel solutions and that fosters a climate conducive to creativity”. Organisational culture has an effect on the levels of employees' engagement at work. The findings in IT sector, concluded that organisational culture in general and different types such as clan culture, hierarchy culture all have a positive impact on performance while the adhocracy culture has a negative impact.

“Thus, based on the study findings employees proposed that management should pay more attention to organisational culture to improve employee performance” (Durgadevi & Shanmugam, 2017). “Organisational effectiveness in nonprofits has been linked to the culture of the organisation” (Langer & LeRoux, 2017). Non-profit organisations with appropriate cultures retain the loyalty of their beneficiaries and stakeholders, while at the same time staff turnover is minimized and they achieve finance stability overtime. “Organisational culture promotes an enabling working environment in different organisations” (Oketch, Kuria, & Kariuki, 2018). The assumption is that the organisational structure being adopted is appropriate and will serve a purpose.

Flamholtz and Randle (2012) “stated that organisational culture has an impact on an organisation’s process and its overall organisation productivity”. Organisational culture assists in improving workflows and decision-making processes within an organisation. It helps employees overcome some barriers that may result from ambiguity. “Culture can facilitate interactions between technology adoption and growth within the organisation” (Kumar, 2016). “Managers could utilize specific rites, stories, symbols and values to manage and direct employee behaviour. This approach to control is less expensive and builds commitment to the organisation and its goals”(Sun, 2008).

Culture facilitates continuous improvement. Assessing and changing organisational culture is key to developing products and systems that address the fierce competition and global performance requirements on modern organisations. Almainan and McLaughlin (2018) state that “where a wrong culture exists, despite efforts undertaken to promote continuous improvement, few changes are likely to be realized. A study conducted ‘indicated that only 28 percent of survey respondents believed they understood their organisation’s culture well” (Solow et al., 2015).

Yet having a clear culture that is understood by all is critical in creating unity among employees while promoting organized work structures that enable individuals to jointly work together with a purpose. “However observations have also been made to suggest that an employee who succeeds in one type of culture may not be successful or do well in another” (Cacciattolo, 2014).“Culture plays a crucial role in determining the success or failure of mergers and acquisitions” (Balthazaed et al., 2006). When different parties decide to work together or merge their organisations into one big corporation, they forget that the cultures of the parties may interfere with operation of a successful partnership.

According to Schein (1990)“when initiating mergers and acquisitions, the aspect of culture compatibility is often overlooked until after the agreement has been drawn and later, in

many cases, the parties start experiencing cultural indigestion”. “Organisational change programs failed because of ignoring cultural forces within the organisations in which they were to be installed”(Schein,1990).“Organisational culture determines firm strategy, the management and leadership styles, employee commitment, organisational learning, reward systems, knowledge management, and interactions between individuals and the organisation” (Janićijević, 2013). Hence it is considered a tool for management control.

“Performance challenges in organisations have been linked to deficiencies in organisational culture” (Hogan & Coote, 2014).For example, “ authors of change suggest that a major reason for why planned organisational change efforts usually fail to materialize is as a result of neglecting organisational culture aspects ” (Alvesson & Sveningsson, 2008).Despite evidence that shows that the culture of an organisation is crucial, very few organisations have the culture required to sustain competitive advantage and employee engagement levels. “Organisations are increasingly becoming aware on the need to understand why, employees would exhibit different engagement levels in different circumstances” (Al Shehri et al., 2017).

2.4.5 Drivers of Organisational Culture

“Organisations are goal oriented with a specific purpose, and are created because individuals perceive that the coordinated actions of individuals can accomplish something extraordinary together” (Schein, 2004). The written and unwritten norms and rules will often determine the individual or group behaviour and how the organisation operates. Organisations are increasingly trying to understand the critical role that its existing culture plays on determining employee commitment and organisational productivity.

Culture is dynamic and it can be developed in diverse ways. For example, it may be due to pressures and opportunities that organisation faces, or perhaps it can be an intentional creation of the management within the organisation to sustain its competitive edge. “The factors that influence organisational culture are internal and external” (Ghinea, 2015;Szczepańska &

Kosiorek, 2017). The dynamic interactions between the two drivers within the culture determine the collective capabilities of the organisation and its employees.

Culture impacts on an organisation's overall performance and just developing an organisational culture to address a specific workforce intervention is likely to fail because culture is not just about people. Changing trends in the development landscape has led to NGOs adopting organisational culture strategies that sometimes cause deviations from the values and operationalization of the appropriate culture and eventually the mandate of the organisation. For example, Tortajada (2016) noted that the "activities of local NGOs that related to natural resources management, particularly water resources, have been largely driven by donor interests".

This programmatic scenario would lead to an NGO adopting cultures that reflect more on external perspectives and expectations. In addition, when a culture promotes donor-beneficiary mind-sets it leads to development of cultural traits that may not align to employee engagement and performance needs. Factors occurring outside organisation have a consequential impact on its daily operations, growth and sustainability. Overlooking external forces that drive culture can be a detrimental for organisations to make because external influences play a major role in how organisations define their operations.

Some of the external factors are the political factors, national culture and the industry an organisation operates in. Political factors within a country can influence organisational culture in diverse ways. For example, policies and agenda formulated by the government can either have a negative or positive impact on the culture of an organisation. A law or bill is passed in a national parliament may impact the culture of an organisation by affecting the way the organisation operates.

An organisation may not be comfortable with a law or bill passed but they are obligated to abide by it if they are to be considered compliant. When there is competition against other

organisations for clients this can translate into something political, and this may also influence the way an organisation undertakes its operations. The political aspects often change an organisation's way of doing business and thereby its culture.

National cultures may distract, strengthen or shape the culture of the organisation. The culture of an organisation can be impacted by the national culture of the founders of a firm or enterprise. "The culture of an organisation is sometimes aligned to the national values and traditions of the country where the head quarter of the organisation is located, the history of its social and economic development" (Szczepańska & Kosiorek, 2017; Zarnadze & Kasradze, 2020).

There is a strong connection between organisational and national culture. Many shared beliefs and values that are adopted and in organisations are closely related to assumptions held within the country. "National culture affects organisational culture and can be observed in the communication mechanisms, leadership styles, motivation and the model of the organisation" (Szczepańska & Kosiorek, 2017). Organisational cultures are also shaped by specific dynamics in the industry. The strategies that an organisation's competitors take may influence the decisions by the leaders in the organisation. This ability to adjust an organisational culture to align to competitive practices within the industry is critical to ensure survival.

Organisations are also influenced by industry standards or requirements that evolve over time. Therefore, to ensure compliance with the standards an organisation may need to adjust its objectives or strategies to realign its operations within the industry. Technology is another aspect that impacts on the organisation and its workforce. Technology advancements impact on internal systems by creating pressure for organisation to change to avoid being absolute in their industry.

"The technology type used will often have an effect on the culture of that organisation" (Maleka et al., 2015). For example, technology tools that organisations use to drive culture are

performance management, employee recognition and feedback systems. Technology will either develop, reinforce or maintain the envisioned culture within the company. “Culture is perceived as the way we do things around here’ or visible behaviours” (Vijfeijken, 2019). The internal environment within the organisation will determine operations, decisions and group or individual attitudes and behaviour.

An organisation’s internal environment comprises of individuals, processes and structures that the organisation can control. “The organisation’s strategy, resources, mission statement, strategy, mission, vision and style of leadership are factors typically associated with the internal environment of an organisation” (Ghinea, 2015). “The history of the organisation, the founders may influence the organisational culture because organisations grow and incorporate the cultures of their founders, key executives and dominant groups” (Maleka et al., 2015). “Organisational cultures are developed by founders of the organisation” (Bass & Avolio, 1993; Durgadevi & Vasantha, 2017).

“Culture evolves from founders imprinting their values and beliefs onto the senior management team, one of whom is likely to replace the founder and as a result they entrench the culture created by the founder” (Ghinea, 2015; Schneider & Barbera, 2014). “A study conducted to identify the culture dimensions within organisations in a Macedonian economy observed that a key driver of organisational culture was the values of the founder or leader. “The founder influences the culture of the organisation through the vision and mission of the organisation” (Szczepańska & Kosiorek, 2017).

Sürücü and Yeşilada (2017) noted that ‘leaders have the opportunity and power to influence the formation and maintenance of the organisational culture when members imitate their behaviours.’ “Culture evolves and changes as the organisation grows and ages” (Schein, 2004). Unfortunately, “culture does not survive if the main culture carriers leave and if a

majority of the members of the organisation are experiencing some level of conflict” (Schein, 2004).

An organisation’s history drives culture and especially when it is strong it will shape the development of specific culture. When new strategies or changes do not align or are seen to shift from deeply ingrained traditions, then individuals will resist the new ideas. It will then be difficult to change the culture that is desired to ensure competitiveness or survival of the organisation. Leadership styles and behaviours are considered as an internal factor that influences culture.

“Every organisation has clear values and a culture defined by its leaders” (Culwell, 2018). A leader’s behaviour can have an impact on organisational culture either positively or negatively. According to Maleka et al. (2015) “key leaders’ individual orientations will have a significant impact in determining the dominant organisational culture”. Culture is built based on the actions taken or not taken by leaders. “Successful culture change initiative have been linked to leadership within the organisation” (Kotter & Heskett, 1992; Schein, 2004). “Both leadership and management are involved in strengthening, maintaining, changing, or creating a culture”(Cameron & Quinn, 2006).

According to Schein (2004) “leaders initiate the culture creation process and, they must also manage and sometimes change the culture”. “New leaders who take over existing organisations, realize that the existing culture determines what kind of leadership style is expected and accepted, based on past history and the beliefs, values, and assumptions of previous leaders” (Schein, 2009). “Leaders need to be aware of their unique role as culture creators, evolvers, and managers” (Schein, 2009). Bass and Avolio (1993) further “observed that the organisation's culture is developed by its leadership while at the same time the culture of an organisation also affects the development of the same leadership”. It is therefore not surprising to observe that in the long run founders and other leaders find themselves altering

their practices, behaviours and leadership styles to align to the prevailing organisational culture.

Culwell (2018) suggests that organisations should focus on culture and internal organisational behaviours due to the rise of scandals that have hit the non-profit sector". The values and mission are the backbone of a company's culture, that describe how the organisation operates and remains relevant in the marketplace. "Most organisations have values and a mission posted on their website" (Ghinea, 2015). "These organisational statements or official documents shape values and behaviours, culture therefore operates at the unconscious level, through informal rules or unofficial guidelines that dictate the appropriate things to be done" (Vijfeijken, 2019).

"The culture-creating role of the mission results from the fact that it concerns the future, it specifies the direction of the actions taken in the organisation and this triggers the employees' collective effort based on the shared values" (Szczepańska & Kosiorek, 2017). Policies and processes include organisational policies, its business processes and practices. These form the rules, methods and processes used by management to organize employees in accomplishing the organisational objectives. The policies and procedures influence employee attitudes and actions in the workplace hence one of the culture drivers.

Nickols (2016) and Binazir, Zadeh and Sufian (2015) "view strategy as a plan or the focus of a firm. The definition suggest that strategy creates intent that guides an organisation to implement its envisioned objectives". "Cultural constraints determine which strategies are feasible for an organisation and which are not. For example, if a culture is strongly normative, a strategy for competing on customer service has little chance of success" (Hofstede et al., 2010).

"People have an impact on organisational culture" (Maleka, Mpofu, Hlatywayo, Meyer, Carr & Parker, 2015). Every individual has a unique set of personality traits, backgrounds and

experiences they bring onboard when they join the organisation. These unique aspects if not managed or guided will result in formulation of a cultures that may not align with the purpose of the organisation. Organisations use mission statements, code of ethics and policies to express expectations that guide the recruitment of their employees. Organisations exercise control over who they hire and when employees are not recruited and onboarded effectively this has the potential to impact organisational culture negatively.

”Organisational culture determines the selection and implementation of an organisational model” (Janićijević, 2013). An organisation’s success or failure is subtly affected by its culture. These different drivers of culture interact as a “organisational culture system” to influence and sustain employee behaviours and beliefs about the institution and its operations. Identifying the internal and external factors and having the ability to influence them to address the organisational culture is critical.

The awareness of factors that drive culture within organisations is important because this knowledge will assist organisations take a proactive action when faced with undesirable shift in the external environment and internal factors that impact on organisational and employee productivity. The failure of many culture development and change initiatives is often due to focusing on a few visible culture drivers and overlooking some critical and influential drivers that exist within the organisation and within departments and teams.

The external and internal factors interact with each other and an organisation’s internal factors characterize their relationship with its external environment. Therefore, awareness and developing strategies that factor in both internal and external factors is key in the development and sustenance of the organisational culture.

2.4.6 Measuring Organisational Culture

“The field of organisational psychology focuses on units larger than individuals”(Schein,1990). “Organisational culture examines the understanding of the

relationship between how culture in organisations is defined and the appropriate framework and methods for studying and/or measuring this culture” (Daugherty, 2007). Culture manifestations are either invisible or visible to individuals (Nguyen & Watanabe, 2017).

Measuring and mapping an organisational culture provides an opportunity for the development of practical ideas for executing strategic change. “An organisation that desires to understand its own strengths and weaknesses must at one point explore and understand its own culture” (Hofstede Gert & Minkov, 2010 ;Schein, 2004). Organisational culture is a critical tool that can lead to the improvement of organisational performance and member capability (Tama, 2019).

Culture influences what an organisation pays attention to, monitors and how it responds to its external environment. The key benefit of mapping an organisational culture is that it creates an awareness on values or practices that are normally overlooked or not questioned, assists to identify whether the existing culture aligns to the desired strategy and supports leaders identify which cultures should be adopted or changed to support an organisation’s competitive edge.

“Some mergers and acquisitions have failed because of cultural incompatibility of the different organisations” (Balthazaed, Cooke and Potter, 2006; Schein, 1990). “Studying and improving an organisation’s culture is seen as a contributing factor to its success” (Belias & Koustelios, 2014). Changing or improving an organisational culture requires that the current culture must be first identified. “Scholars and practitioners in management science have focused on studying diverse ways to measure organisational culture and how such measures relate to the effectiveness and competitiveness of an organisation” (Belias & Koustelios, 2014).

“A wide range of tools and instruments have been developed to measure organisational culture and applied in different fields” (Scott, Russell, Huw & Marshall, 2003 & Jung, Scott, Davies, Bower, Whalley, McNally, Mannion, 2009). Several scholars have made observation

on the instruments; Both Scott et al. (2003) and Jung et al. (2009) “concluded that the instruments adapted either a dimensional or a typological approach”.

“A typological approach, the assessments reflects one or more types of cultures while a dimensional approach, reflects the culture through a position on a number of continuous variables” (Desselle, Rosenthal, Holmes, Andrews, Lui, & Raja, 2017). “Culture as a property of groups can be measured by questionnaires producing likert-type profiles” (Schein, 1990). Adopting a dimensional approach requires the use of predefined statements. “Dimensional approaches use predefined sets of culture dimensions and seek to assess the presence and relative strength of cultural dimensions in a specific setting” (Jung et al., 2009). Table 2.2 highlights some of the instruments.

Table 2.2*Tools for Culture Assessments*

Dimensions	Tool	Description
Typological approaches	Cameron & Quinn, Organisational Culture Assessment Instrument (OCAI)	“The tool measures four culture types (clan, market adhocracy and hierarchy). The evaluation of a culture is made through those four core values, in a 2 x 2 competing values, Flexibility and discretion opposing Stability and control and Internal focus and integration versus External focus and differentiation”. (Cameron & Freeman, 1991); (Scott et al., 2003)
	Harrison’s Organisational Ideology Questionnaire	Harrison (1975) developed a tool that captured the existing and the preferred culture within an organisation. “The tool consists of 15 items assessing four dimensions, orientation to power, roles, tasks and individuals. Respondents are asked to rank four statements in each of the 15 items in terms of how representative they are both of the organisation and of their own attitudes” (Belias & Koustelios, 2014a);(Scott et al., 2003) (Şomlea & Marian, 2012)
Dimensional approaches	Organisational Culture Inventory	“Cooke and Lafferty (1987) developed Organisational Culture Inventory (OCI)tool”. “The tool assesses shared norms and expectations that affect the group members ways of thinking and behaviour, leading to 12 styles: humanistic/helpful, affiliative, approval, conventional, dependent, avoidance, oppositional, power, competitive, competence/perfectionist, achievement, self-actualization”. (Belias & Koustelios, 2014a).
	Hofstede’s Organisational Culture Questionnaire	“The questionnaire has 135 items given in 5-point scales, based on three values: need for security, importance of work and need for authority. The three values have six factors relating to practice issues: process vs outcome, employees vs task, parochial vs professional, open vs closed system, loose vs tight control, normative vs pragmatic”. (Belias & Koustelios, 2014a)
	MacKenzie’s Culture Questionnaire (1995)	“The tool comprises of 76 items with states that relate to their organisation. “The questionnaire assesses various factors: style of conflict resolution , attitudes to and belief about innovation, employees’ commitment, attitudes to change, , management style, confidence in leadership, teamwork and cooperation, action orientation, openness and trust, human resource, organisational direction”.(Belias & Koustelios, 2014a)
	Corporate Culture Questionnaire (1996)	“The Corporate Culture Questionnaire developed by Walker, Symon and Davies evaluates four key areas domains: “performance, human resources, decision-making and relationships”. There are two versions of the questionnaire, one with 69 and another of 126 items, each with a 5-point Likert-type scale”.(Scott et al., 2003)
	Denison organisational culture survey	The tool consists of 60 items that measure four dimensions of organisational culture: “adaptability, mission, consistency, and involvement. These dimensions are supposed to reflect four key drivers of organisational performance that balance the competing demands of an external versus an internal focus and between stability and flexibility" (Denison et al., 2003).
	Survey of Organisational Culture	“The tool developed by Glaser, Zamanou and Hacker was designed to address six aspects: teamwork and conflict, climate and morale, information flow, involvement, supervision, meetings. It includes 31 items and the responses are rated using a 5- point scale”(Belias & Koustelios, 2014a).

Scott et al. (2003) observed that “some instruments have a theoretical background that is strong, while others have been developed in a more pragmatic fashion”. “The instruments vary in scope, may focus on the one culture dimension or others examine comprehensive

aspects of the dimensions”(Scott et al., 2003). Jung et al. (2009) notes that “each instrument provides a broader understanding of culture within the context in which they are applied”. Scott et al. (2003) in “their study observed notable differences in the ability of the instruments to explore the deeper manifestations of culture”. For example, “all the instruments had the capacity to assess employee perceptions and views about their workplace environment but only the competing values framework (CVF) and the organisational culture inventory (OCI), could examine the values and beliefs that inform those views” (Scott et al., 2003).

None of the tools adequately addresses the unspoken assumptions that direct the employee attitudes and behaviour that form a subculture. The instruments were observed to “vary in the extent of their utilization during empirical studies, evaluation of validity and reliability, and the techniques used to evaluate their scientific properties” (Scott et al., 2003). Finally, observations noted were that the aims of the instruments are diverse, ranging from “formative” to “diagnostic.” The formative seeks to undertake cultural exploration as an end in itself or as part of a broader cultural renewal process; while the diagnostic begins with the intention of identifying and assessing existing cultures and modifying them with the aim of realigning existing cultures to characteristics associated with “high-performance” organisations”(Jung et al., 2009).

Several controversies have emerged concerning the quantitative measurement of culture. “For example, some scholars stated that quantitative research methods were viewed as deficient in measuring organisational culture in its full complexity”(Stevenson & Baker, 2005). However, “quantitative researchers argue that standard measures are required to investigate culture in different organisations. This perspective implies that culture is an attribute that organisations have and therefore it can be identified and changed”(Stevenson & Baker, 2005).

Similar views have been also observed in educational research literature and Berkemeyer, Junker, Bos & Müthing (2015) “suggest that coverage of quantitative results

should be understood as they display the organisational culture essential characteristics only”. According to Jung et al. (2009) despite “a qualitative approach scoring highly on heuristic, flexibility, adaptiveness, depth, and realism”. However, the use of quantitative instruments maybe preferred over qualitative because the numerical data obtained facilitates greater comparisons between organisations or groups, provides some indication on the extent to which participants agree or disagree, convenient, unobtrusiveness and the instruments can be administered and evaluated quickly.”

“Debating the merits of whether to use quantitative measurement versus qualitative approaches when assessing organisational culture may not be profitable because each approach is unique and both offer valuable insight into organisational culture” (Naidoo & Martins, 2014).

2.4.7 Culture and Organisational Behaviour

Culture influences the values, beliefs and norms embraced by the organisation and this supports in regulation and monitoring of attitudes and behaviours of the workforce. “The assumption within organisational psychology is that individual roles and organisational goals are interdependent” (Pradhan and Jena, 2017). “The study of behaviour or the performance of organisations is incomplete without the mention of organisation culture” (Pamela & Wagoki, 2015). “Organisational culture is an important variable in the area of organisational behaviour” (Umrani et al., 2017).

In the business management study field, culture plays a catalyst role in supporting NGOs to achieve their business outcomes and define its market position. Culture promotes organisational effectiveness because it influences the productivity, employee’s passion, stakeholder satisfaction and an NGOs capacity to innovate. “Culture drives behaviours both inside and outside organisations” (Schein, 2009). Culture is unique and is a powerful driver of individual and group behaviour. NGOs are social systems that comprise of individuals and culture is critical for the effective function of these individuals as teams.

Hofstede (2011) defined “culture as the collective programming of the mind that distinguishes one group from another.” The behaviours of organisations can be understood only when observed within the cultural context in which these actions are generated. Awareness of an organisational behaviour in relation to culture is important in the non-profit sector. Values and underlying assumptions related to culture are manifested through the observed employee and workplace behaviours. Schein (1990) states that “organisational culture is learned by members within a group who later pass it on to new members through diverse socialization and communication processes”.

“Culture is defined as how we do things around here or visible behaviours”(Vijfeijken, 2019). Culture influences what an organisation will monitor, where it will focus its attention and how it responds to threats and opportunities within its external environment. Therefore, the existing culture in an organisation will be described by the norms, beliefs and values it embraces to guide both its internal structures and external operations.

Hofstede (2011) considered ‘culture as a variable that could contribute to understanding behaviour’. The author outlined six culture features that have a critical effect on an organisation’s functions, that include “power distance, individualism and collectivism, uncertainty avoidance, masculinity and femininity, long-term orientation, indulgence and restraint” (Hofstede, 2011). Kotter and Hesskett (1992) “believed that values adopted by the organisation are linked to its performance. Cultural components like rituals, symbols, values, heroes shape organisational behaviour.

“Culture is developed through values and these values dictate preferences to certain aspects of operation over others”(Hofstede et al., 2010). Values guide how the organisation functions, manages workflows, team interactions and external relations. Hence, when the core values are translated into observable behaviors they set the tone of an organisation’s culture. Core values are like the foundation that supports culture.

Values have a direct impact on an organisation's behaviour because values are an expression of its culture. NGOs are making headlines due to scandals, and this reflects a failed culture because the behaviours expressed contradict the desired values. If the espoused values do not align with the envisioned culture, it would imply that the core values are a list of words and not operational. Bwonya, Ogutu and Okeyo (2020) observed that where there was a weak culture 'employees had difficulty defining the values the organisation subscribed to and therefore they had challenges in identifying the right process to drive the organisation's business.

Values, are considered as a critical component of an organizational culture and are the foundation of culture. Core values inform decisions, actions and behaviors and when values do not align with the culture then contradictions and conflicts emerge. An organizational culture will decline if the core values are absent or not appropriate to sustaining the envisioned culture. This can result in unwanted subcultures which undermine efforts to create a culture that facilitates aspects of belonging, commitment and value among employees.

A value driven culture ensures the individual values are in alignment with the organizational values and eventually resulting to shared values. Presence of a value driven culture attracts and retains the organization's most strategic and valuable resource, its employees. Core values guide how the organization functions, manages workflows, team interactions and external relations. When employees embrace the core values it leads to culture change because the values are translated into observable behaviors that set the tone of an organization's culture.

Where the core values are not practiced, or appropriate then it becomes difficult to nurture and sustain the envisioned culture. Kotter and Heskett (1992) 'conducted a study that observed the relationship between organisational culture and organisational behaviour'. The study made two conclusions that relate to a contingency and a universal model. "The

contingency model showed that organisations that performed better had strong cultures, and only when the culture fits the organisation's environment”.

“While the universal model indicated, for an organisation to continue performing well in the long term, it must have a culture focused on customers, employees, and stakeholders and researchers have observed a positive relationship between culture and organisational behaviour” (Kotter & Heskett, 1992). Organisational behaviour affects not only productivity and overall effectiveness of the organisation but also the attitudes and actions of the workforce. The culture displayed within an organisation is reinforced by leadership behaviours.

Hofstede et al. (2010) “noted that practices are the visible part of cultures. The prevailing culture within an organisation is learned, shared, and reinforced by the leadership behaviours and practices”. This then influences what employees consider appropriate or inappropriate behaviour. Schein (2004) states that “leaders send messages about their priorities, values and beliefs. Once the messages are accepted then culture is established which then becomes a strong leadership tool that influences the responses and actions of the employees and organisation”. “The culture of the organisation reinforces employee behaviour, attitudes and motivation” (Aryani and Widodo, 2020; Umrani, et al., 2017; Zarnadze and Kasradze, 2020). “The prevailing culture within an organisation is what gives individuals the opportunity to justify their behaviour in response to the preferred value of the organisation” (Vetrakova & Smerek, 2015).

Organisational behaviour is therefore guided by the culture adopted by the organisation. Culture is reinforced through behaviours that are perceived to enable the organisation to succeed and values that support group cohesion and create a sense of belonging among its members. Presence of an appropriate culture is therefore critical among non-profits organisations if they desire to nurture and sustain employee engagement and performance among talented employees.

2.5 Perspectives on Employee Engagement

2.5.1 Concept and Levels of Employee Engagement

“Employee engagement is viewed as a topic that is related to the fields of industrial psychology, organisational development and management” (Bagus & Satata, 2021). Engagement is a valuable state for employees. However, according to Pandey and David (2013) “engaging employees is a challenge experienced by many organisations”. Eighty seven (87) percent of employees globally are not engaged (Sahni, 2021) and in Africa sixty three percent are engaged” (Kincentric, 2019). This indicates employee engagement levels are low.

Several research studies have identified employee engagement as a challenge” (Osborne, 2017; Wahyuningsih et al., 2018). Understanding and enhancing employee engagement is becoming a critical factor to address among the not-for-profit organisations. According to Anitha (2014) “people cannot be duplicated or imitated by competitors and therefore the most valuable asset if properly managed and engaged”. An employee performs two roles within an organisation that is as a specialist within their department and as a project team member (Piwowar-Sulej, 2021).

An employee is a key organisational resource and sustaining their engagement continues to be a challenge in many countries. “The physical presence of employees at work does not necessarily mean they are fully engaged” (Moletsane et al., 2019). Kahn (1990) defines ‘engagement as a mechanism used to utilize an individual to their assigned work-related roles.’ Schaufeli et al. (2002) described “engagement as a positive, satisfying, work-related state of mind that comprises of vigor, dedication and absorption.” Saks, (2006) and Choudhury and Mohanty (2018) define “engagement as the level in which an employee is ‘psychologically’ or ‘mentally’ present when performing their role or duties”.

“Employee engagement is harnessing of employees efforts to their work roles” (Daqar & Smoudy, 2019). “When employees are psychologically involved in their work and are

emotionally attached to their organisation this is defined as employee engagement”(Vinod & Gladstone, 2018).An employee who is engaged is enthusiastic about the work and organisation. Daqar and Smoudy (2019) “identify three pillars of engagement: the cognitive pillar links to the employee beliefs about the organisation, its working environment, and the management”.

“The emotional pillar defines the positive or negative feeling an employee feels regarding the organisation, management, and working conditions”. The third pillar is the physical and relates to the physical energy individuals utilize to accomplish the assigned tasks within their roles”. Scholars and organisations have identified different categories and levels of employee engagement for example; according to Daqar and Smoudy (2019) they describe “three levels of engagement as highly engaged, engaged and disengaged” while other scholars use categories such as actively disengaged, passive, moderately engaged and highly engaged.

Rana et al. (2019) and Daqar and Smoudy (2019) “provide brief descriptions about the levels of employee engagement as follows”: Engaged employees: “This category of individuals who display creativity, commitment, alignment and innovation”. “They are perceived as key contributors to achieving the organisation’s goals. These individuals are passionate about the mission of the organisation and are driven by a purpose to achieve”. Engaged employees are a productive asset meaning they are keen to learn new things, contribute ideas or have the ability to initiate the new ideas into reality. These individuals are proactive, collaborative, can anticipate the future market conditions and can harness opportunities available to assist organisation achieve its objectives.

Not engaged employees: This category presents a majority of people present in organisations. Individuals in this category only do what they are told, and they prefer one instruction at a time. They are productive but not psychologically connected to the organisation. They put in time but energy and passion are lacking. When an employee is not engaged their perception about the organisation may either be positive or negative. These employees lack

initiative and may find it difficult or challenging to anticipate what might be required next to undertake their assignments. They find themselves waiting or relying for direction from their leaders. They can get easily detached with the organisation and be described or perceived as passengers in the bus.

Actively disengaged employees: Employees in this category are generally unhappy at work, disruptive and frustrated with their function or assigned roles. They lack the enthusiasm or drive to undertake any assigned tasks and therefore become a big threat to the achievement of an organisation's goals. Such employees are psychologically absent and are perceived or described as derailleurs. Unfortunately, if actively disengaged employees are not well managed, they become the obstacle or disease centres in the organisation. These individuals become toxic and may eventually undermine co-workers, provoke others to leave the organisation and they may negatively affect the culture of the organisation. Interestingly, employees in this category may stay the longest and their idea of getting to the top is getting rid of those individuals who are perceived to be the barrier to them growing to the next level in the organisation.

According to Daqar and Smoudy (2019) "the three levels of engagement are present in most organisations globally and they are not static". "They further state that shifts can occur whereby highly engaged employees become engaged or vice versa and highly disengaged employees can become highly engaged if managed well". "Dedication and commitment shown by employee towards work and the organisation are indicators of engagement" (Moore, 2020; Motyka, 2018). For example, an employee who is disengaged will feel no attachment or connection to the assigned role, department or organisation. Disengagement can take many forms and can be observed when individuals experience a low energy, work quality and productivity declines, increased absenteeism, ignore normal working hours, taking unnecessary breaks and a recurring unwillingness to participate team building or social events planned by the organisation.

Creating value for their organisation is a critical focus of an engaged employee (Harter et al., 2020). “Characteristics of an engaged employee are; belief in organisation’s mission; identifies with the organisation; motivated to excel in their tasks; reliable; keen to learn new skills or initiate new projects; positive in their approach to work; go beyond the requirements of the job; committed to building their professional skills, treat others with respect and assist colleagues to perform more effectively” (Choudhury and Mohanty, 2018;Ling, 2020).

Research studies, highlight an interesting trend regarding employee engagement, “in 2014, thirty one (31) percent of workers were engaged, fifty one (51) percent failed to engage, and seventeen point five (17.5) percent were actively disengaged”(Simmons, 2018). Unfortunately, organisational leaders and policy makers identify and implement engagement strategies without consideration of the leadership style, nature of the work, industry operations, size of organisation, culture or corporate strategy.

Employee engagement is perceived as high when an individual invests personal energy and stamina in the assigned role at the workplace. Kalia and Verma (2017) “undertook a study in the hospitality industry to investigate the impact of selected organisational culture dimensions on employee engagement. The results show that autonomy and experimentation dimensions of organisational culture influence employee engagement dimensions of vigor, dedication and absorption.

“Thematically, the construct of engagement revolves around the aspects such as: energy or vigor, awareness, and absorption”(Borah and Barua, 2018). A study by Naidoo and Martins (2014) “which explored the impact of dimensions of corporate culture on employee engagement, found that all the dimensions of organisational culture correlated positively with the three employee engagement dimensions”. Empirical studies undertaken by Nurcholis & Widjajaning, (2020) also noted a statistical association between organisational culture and absorption, dedication and vigor dimensions.

2.5.2 Importance of Employee Engagement in the Workplace

“One key factor that contributes to sustainable competitive advantage, promotes a company’s value and its long-term strength are the individuals working for the company” (Pandey & David, 2013). However, organisational value and productivity are being impacted due to unsatisfactory engagement levels. According to Graham et al. (2022) only 20% of employees were engaged at work in 2020. “Global research on engagement has shown that eighty four percent of employees worldwide are not engaged or are actively disengaged in their jobs”(Hayes et al., 2018).

Study findings indicate that employee engagement levels are declining especially in the sub-Saharan Africa. In Africa, employee turnover is high and it was noted that the East African context, persistent employee turnover challenge was daunting (Lentawa et al., 2021). An engaged workforce is key for an organisation and serves as a critical vehicle of achieving and sustaining a competitive advantage in a highly competitive environment.

“The level of an employee’s psychological investment in their organizations is defined as engagement (Oehler & Adair, 2018). Bedarkar and Pandita (2014) “observed that only ten (10) percent of employees demonstrate a highly engaged behaviour and noted that thirty (30) percent of these employees are keen to leave while on the other hand, a large proportion of the disengaged workforce is not considering leaving the organisations”. Both scenarios indicate that organisational and employee value is diminished when employee engagement levels are low.

“Employee engagement is critical for companies as it supports achievement of business outcomes” (Daqar & Smoudy, 2019). Additionally Perrin (2003) “states that diminishing cooperativeness and engagement among employees is risky for an organisation”. “Studies have continued to show that employee engagement levels need to improve” (Osborne, 2017;

Wahyuningsih et al., 2018;) in-order for organisations to sustain their employee performance and productivity.

For example, Osborne (2017) observed that “US corporations lost \$350 billion annually due to disengaged employees”. Organisation face the challenge of creating high-performing cultures due to declining numbers of engaged employees. Therefore, maintaining high levels of employee engagement is critical to sustaining an organisation’s productivity. “Organisations that registered high engagement levels among employees performed better than those with low engagement levels” (Imandin, Bisschoff & Botha, 2015; Choudhury and Mohanty, 2018).

High employee engagement levels resulted in the retention of appropriate talent and fostered greater customer loyalty. The performance of engaged employees is higher, and this eventually differentiates the organisation from its competitors. There are three key behaviours that demonstrate employee engagement (MacPherson et al., 2017) “Say; means the employees mention positive things about their organisation; Stay; means employees feel a connection and desire to be part of the organisation and Strive: employees go the extra mile and undertake work that contributes to the organisation’s success”.

“Engaged employees are full of passion, drive innovation and move the organisation forward” (Harun & Ling, 2020). Successful implementation of the mission and strategy relies on the presence of an engaged workforce in the organisation. “Engagement affects employee morale, productivity and performance”(Harun & Ling, 2020). Highly engaged employees are more committed to the working towards realization of the organisation’s mission.

“Employee engagement enables an organisation sustain its competitive advantage” (Daqar and Smoudy, 2019; Ling, 2020). Decline in organisational performance because of disengaged employees impacts all types of organisations. “Highly engaged individuals are perceived to be more sensible, active and result oriented in their work” (Vinod & Joy, 2018).

Whereas low levels of engagement cause poor employees' attitudes, increases absenteeism and leads to high turnover rates among employees.

“Highly committed and engaged employees are key in every organisation yet it is a unique organisation that succeeds in creating an organisational culture characterized by high trust, high performance, and high employee commitment” (Smith et al., 2016). Kahn (1990) a pioneer of the aspect of employee engagement notes that “engagement is not a constant and that any number of experiences can cause engagement to change”. This implies that engagement is a continuous process and not static. A conducive work environment is key to sustaining engagement as it consistently energizes employees and has the ability to promote an individual's social, emotional and physical wellness.

2.5.3 Drivers of Employee Engagement

The survival of non-profit organisations in Africa is dependent on appropriately and adequately harnessing existing workforce competencies and skills while appreciating that organisational culture change is inevitable because what is appropriate today may not be relevant tomorrow. “For not-for-profit organisations (NFPOs) that provide services benefiting the public, the concerns towards how to increase employee engagement are more pressing”(Nguyen and Pham, 2020).

In Africa for example, in 2019, employee engagement was at sixty three percent (Kincentric, 2019). Low employee engagement levels have a detrimental effect on the organisations' ability to enhance employee performance and contain administrative costs. Therefore, to build and sustain an organisation's productivity leaders must work hard to sustain employee engagement levels and performance through presence of appropriate cultures.

The existence and productivity of NGOs hinges on high levels of employee engagement, which contribute to sustained performance. Therefore, understanding the drivers of employee engagement is critical because employees who are more engaged employees

become more satisfied and productive at the workplace. Employee engagement is inconspicuous and is expressed through behaviours or actions exhibited in the workplace environment.

Engagement is observed in behaviours that reflect passion, commitment and the willingness to invest an individual's talents to help an organisation meet its mission. Organisations strive to increase engagement to inspire quality work and commitment to the organisation. "Engagement is an attitude. It is an employee's feelings towards an organisation and a whole hearted contribution from an individual's towards fulfilment of the organisational goals" (Choudhury and Mohanty, 2018). "An NGO's productivity is linked to sustained levels of employee engagement and performance. Building engagement is a process that never ends" (Chandani, Mehta, Mall & Khokhar et al., 2016).

A lot of research has been undertaken to identify the drivers of employee engagement and performance. A review paper written by Chandani et al. (2016) "on factors affecting employee engagement observed that, drivers of employee engagement were at organisational and individual level". "Some drivers identified were leadership, career development, effective management of talent, clarity of organisational values, policies practices, respectful treatment employees, organisational standards, ethical behaviours and communication." "The review concluded that high levels of employee engagement led to a decline in employees' intentions to leave the organisation and increases innovative work-related behaviour."

A research conducted by Khurape, Mardhekar and Punse (2019) on "factors affecting employee engagement in the organisations using primary data collection among IT companies, observed that work environment, rewards, recognition, leadership and performance management were factors that affected employee engagement. They realized that to manage these factors an organisation must concentrate on strategic fit within the organisation". Leadership is a key antecedent of employee engagement and performance. Chiwawa and

Wissink (2021) conducted a study to “understand the determinants of employee engagement. The study collected data from 260 employees from 15 hotels using both qualitative and quantitative measures. The conclusion of the study was that effective leadership is a key factor that drives employee engagement”.

The study findings are similar to those obtained by Osborne (2017) and Dajani (2015) “who observed that leadership was one of the determinants of employee engagement in the hotel and banking industry respectively”. Leaders within organisation must recognize and value people as an important organisational resource. “Employees’ relationship with their leaders and transformational leadership style were observed to positively relate to employee engagement” (Borah & Barua, 2018). When supervisors utilize a leadership style that focuses on supporting and empowering those working with them, the environment gradually becomes conducive and drives high engagement levels among the employees.

“Culture is both a driver of employee engagement and affects the behaviours employees in the workplace” (Amir & Muathe, 2018 ;Kincentric, 2019). Organisational culture can positively or negatively affect employee engagement and organisational performance. A poor organisational culture leads to low engagement levels and this results into low productivity levels. Kotrba (2016) “highlighted findings from a survey conducted that interviewed 9,464 individuals in ninety organisations in North America and results showed that employee engagement is a result of a healthy organisational culture”.

A study conducted by Singh (2016) “conclude that, employee engagement depended on conditions that included organisational culture, reinforcement of people focused policies, meaningful matrices and organisational performance”. Singh further observed “that corporate culture supports connection with employees, empowerment in decision making process and develops the individuals to shoulder greater responsibilities”.

The results of the study concur with those of Herminingsih (2015) “who conducted a survey among 111 respondents working in firms in Bekasi (Jabodetabek), Bogor, Jakarta and Tangerang”. “The results revealed that organisational culture and practices related to human resource management have a positive influence on employees’ engagement”. However, the study found that leadership had no significant direct effect on employees’ engagement’. Gaan (2016) conducted a study on “how cultural values impact on employee engagement and observed that power distance had a negative effect on engagement”. “Collective individualism, in-group collectivism, and assertiveness were values that had a positive impact on employee engagement. The other five cultural dimensions had an insignificant relationship with employee engagement”.

Communication within an organisation can affect employee engagement in diverse ways. Communication is an organisational practice that can either facilitate or hinder effective interactions within the workplace. Clear communication is key for employees as it enables them to align their roles and behaviours with the organisation’s vision and also understand what they ought to achieve. Therefore, communication that is unclear can be an obstacle to engagement.

Mishra, Boynton and Mishra (2014) “conducted an exploratory study that utilized interviews with executives in public relations teams to explore the role internal communication plays in employee engagement. The study found that greater engagement levels among employees were realized through communication mechanisms that included storytelling, informal communication, and coaching, as well as increased levels of trust. The findings further revealed that managers’ internal communication motivates employees to provide better service to customers. The study findings concur with the perspectives of Bedarkar and Pandita (2014) “who concluded through their study that internal communication is key for ensuring employee engagement”.

“Job resources and tools are considered as predictors of engagement” (Van Heerden, Du Plessis & Becker, 2022). Job resources assist individuals achieve work goals, reduce workload and stimulate individual growth. Adequate resources combined with autonomy, social support, periodic performance feedback, and organisational climate are critical predictors of engagement. This concurs with findings of a survey conducted by Saks (2006) “completed by employees working in diverse jobs and organisations and they also identified resources as drivers of employee engagement” and survey conducted by Gupta, Acharya and Gupta (2015) also “identified resources as impacting employee engagement and performance in service delivery”.

On the other hand, a literature review conducted by Borah and Barua (2018) “observed that there were several studies that have assessed the impact on job resources on employee engagement, however, no studies were found that assessed the impact of technology on jobs”. They argued that technological advancements have resulted in job changes, and it is important to understand how this change in the nature of jobs might impact on employee engagement.

Bersin (2015) “observed that survey results indicated that compensation ranked among the five drivers of engagement but was not ranked number one”. In addition, the author stated that “compensation was not an engagement factor and that increasing compensation may not increase engagement”(Bersin, 2015). An individual’s abilities and personal attitudes are linked with employee engagement. “Employees who are psychologically involved in their work and emotionally attached to their organisation are perceived to be engaged” (MacPherson, Oehler & Adair, 2017; Vinod et al., 2018).

This perspectives concurs with the views of Daqar and Smoudy (2019) who identified the emotional pillar of engagement which described the positive or negative feelings an employee feels regarding the organisation, management, and working conditions. “Employees who utilize their strengths at work tend to be intrinsically motivated by what they do because

it does not feel like work to them”(Osborne & Mohamed, 2017). Being engaged at an individual level is a personal resource that reflects that an individual perceives their profession and abilities as providing fulfilment and purpose. Negative personal and interpersonal behaviours have also been found to lower engagement in the workplace.

“Resistance to change causes low engagement among employees” (Damawan & Azizah, 2020). This concurs with findings from a study done by Imandin, Bisschoff and Botha (2015) “where they observed that when employees are engaged during a change management initiative there was a likelihood of having an increased “buy-in” and better employee performance”. Osborne (2017) further observed that “employees sometimes use their contract agreement provisions to hinder the achievement of organisational goals and objectives”. Individuals desire to work within organisations where their contributions are recognized, valued, and appreciated.

A workplace environment that nurtures and supports creativity impacts on employee engagement and eventually their performance. Organisations that ignore, reject or refuse to support new initiatives, perspectives or ideas among their employee are not facilitating engagement. “Employee engagement is a mutual relationship between employee and their organisation where both of them are aware each other’s needs, and support each other to fulfil these needs” (Choudhury & Mohanty, 2018). When employees do not have opportunities to communicate appropriately and tasks are controlled and restricted, they are less likely to be engaged at work (Lee, Idris & Delfabbro, 2017).

Employee engagement is also determined by the organisational mission and purpose. The alignment between employee satisfaction and the organisation mission is critical. The organisational mission and purpose are aspects that shape the behaviours and actions of the individuals. High levels of engagement are critical to sustaining an organisation’s competitive

advantage. Organisations need to be aware when existing traditional organisational patterns or strategies become barriers to employees' engagement.

“Employee engagement has two key elements: willingness to contribute to organisational success and a positive and energized individual who is at a motivational state” (Anitha, 2014). Researchers have focused more on ‘what’ an employee does and ‘where’ does the individual work as determinants of engagement without acknowledging much about the cultural context within which the individual operates. Sun and Bunchapattanasakda (2019) observed that there was lack of research on personality and cross-cultural differences in employee engagement and lack of intervention mechanism for employee engagement.” These shortcomings create communication challenges, misunderstandings and barriers in adapting to workplace norms and values.

Organizations that understand how cultural difference impacts on employees' engagement will be able to effectively develop effective strategies to enhance engagement. Nonprofit employees desire a workplace where they can advance and develop their skills “(Word, 2012). An employee who is satisfied and enthusiastic at work is considered engaged. Employee engagement is a long-term endeavour and some of the drivers that enhance employee engagement are non-financial.

There is need to the align employees' expectations with the organisational working environment to enhance their productivity. However, it is important to understand what actually promotes or hinders engagement. Findings observed from a study conducted by Osborne (2017) indicated that “leaders who monitor the recurrent reasons why employees become disengaged, can provide valuable feedback to improve employee engagement”. This concurs with the views of Choudhury and Mohanty (2018) “that organisations need to analyse and understand the drivers of employee engagement”.

“Employee engagement nurtures greater motivation for employees to perform well and increase their commitment to the organisation”(Nurcholis & Budi, 2020). When employees are highly engaged, they will strive to perform beyond the contractual agreement and provide greater organisational benefits.

2.5.4 Overview of Employee Engagement Models

Employee engagement is perceived as identification and alignment to the goals of the organization, and hence the individual invests personal energy in the work roles.” Thematically, the construct of engagement revolves around the following main ideas: energy or vigour, awareness, and absorption”(Borah & Barua, 2018). Organizational value and productivity are being impacted due unsatisfactory engagement levels. Bedarkar & Pandita, (2014), “observed that only ten (10) percent of employees demonstrate a highly engaged behaviour”. “However, a greater dilemma exists whereby thirty (30) percent of these employees are keen to leave and on the other hand, a large proportion of the disengaged workforce is not considering leaving the organizations”.

Both scenarios indicate that organizational and employee value is diminished when employee engagement levels are low. According to Choudhury & Mohanty (2018) they stated that drivers only are not the solution to creating engagement and that drivers require a conducive environment to support employee engagement levels “Organisations use diverse engagement building tools in order to stay competitive and improve performance”(Dajani, 2015).

“Engagement models highlight the theoretical framework and strategy of employee engagement in an organization” (Vinod et al., 2018). Employee engagement models can assist organizations to understand what makes employees fulfilled and productive at work. Each model draws on organizational psychology to assist organizations develop their own system for identifying gaps to enhance employee engagement. There are different models used to

describe and understand employee engagement. “A summary of the some models are highlighted below” (Choudhury & Mohanty, 2018; Vinod et al., 2018).

Kahn model was developed by Kahn (1960) who was a psychologist interested in understanding the factors involved in people engagement. It is described as a behavioural model of employee engagement, Kahn identified physical, cognitive and emotional as dimensions of employee engagement. Kahn was of the view that that engaging people across the three dimensions would assist them feel secure in their roles and enhance engagement. Kahn (1990) named three psychological conditions that lead individuals being engaged or disengaged: personal meaningfulness, safety and availability of resources” (Choudhury & Mohanty, 2018).

“Gallup engagement model, looks at productivity in relation to engagement. It is a hierarchy model with four dimensions and twelve indicators to realise engagement a hierarchy in the organization. The four aspects include basic needs, management support, teamwork and, growth. The model is founded on the perspective that employee engagement is an individual being emotionally attached to others at work and alert cognitively.” (Choudhury & Mohanty, 2018).

Zinger model was developed by D. Zinger in 2009. “The model emphasises the value of employee connections with one another, to the organization, to customers, to their broader community, and to the employee’s own performance.” The model highlights three aspects described as organizational, leadership and individual contribution. Organizational aspect is the creation of a culture where employee engagement is valued, becomes a priority and promoted among employees. “Leadership aspect is the enhancement of leaders who already display behaviours of being engaged. “Individual is the employee’s own contribution to engagement co. Zinger’s model posits that when the three inputs are developed, employee engagement will increase.” (Choudhury & Mohanty, 2018; Vinod et al., 2018).

“Penna’s model was developed in 2007 and is a model that is hierarchical in nature. It is a pyramid-shaped model that begins with the level of basic working conditions; followed by learning and development, promotion opportunities, followed by leadership, trust and respect. And finally at the peak is meaning”. “The model also facilitates the development of culture and team coordination in organisations. The assumption of the model is that as the organization develops in each of the levels the engagement of employees will increase”(Vinod et al., 2018).”

“Boston model suggests that creation of a culture of engagement would lead to an increase in the level of employee engagement and therefore the emphasis should be to create a culture that upholds engagement. After the creation of the culture then engagement becomes part of the culture”. “According to this model, the five key drivers for engagement are trust in leadership, two way communication, career development, employee understand their role in achieving success and shared decision making.” (Choudhury & Mohanty, 2018).

“The Schmidt model, was developed in 2004, and focuses on the importance of recruitment and retention of the right workers. This model assumption is that once an organization has the workforce with specific competencies and knowledge, then next they focus on developing a positive and supportive work environment, which then leads to workplace well-being, which eventually leads to employee engagement.” (Choudhury & Mohanty, 2018).

According to the Hewitt model the engagement factors are split into several categories of work, people, opportunities, compensation, procedures and quality of life.” “Three engagement outcomes: Say: Employees who are engaged become ambassadors for the organization. Stay: If employees stay with the company, they’ve established ties with the organization that go beyond simply receiving a salary. Strive: When employees are engaged, they strive to go the extra mile for the company and feel invested in the organization”(Kavya & Padmavathy, 2017).

Robinson model of employee engagement, focuses on bring a sense of value and involvement among employees. It relates to the individual values that target them being human. The assumption made is that organisations create value through mechanisms such as relevant training, involvement in decision making, opportunities for personal growth and development, employee can share their opinions, employee suggestions are acted upon as applicable and appropriate communication (Vinod et al., 2018)".

Deloitte engagement model was developed by Deloitte Touche Tohmatsu Limited after two years of research. "Five aspects that drive engagement were identified as: meaningful work, hands-on management, a positive work environment, opportunity for growth, and trust in leadership". "Meaningful work: Employees are hired for the appropriate position, provided the tools and autonomy to do their best work as part of a supportive team, and aware their contribution matters". "Hands-on management: provision of clear and achievable goals and coaching. Firms invest in leaders to ensure they have the right skills to keep their teams engaged" (Choudhury & Mohanty, 2018).

"Positive work environment: promoting an inclusive and diverse workplace, flexibility and benefits that support well-being and work-life balance for individuals to feel valued". "Growth opportunity: High-performing employees need room to grow. Creating opportunities for career development and advancement within the organization". "Trust in leadership: Organizations provide a unifying mission that employees can feel proud to contribute to. Honesty, transparency, and strong leadership are essential to inspiring employees and encouraging engagement"(Bersin, 2015).

"Employee engagement nurtures greater motivation for employees to perform well and increase their commitment to the organization"(Nurcholis & Budi, 2020). Organizations recruit talented individuals with the aim of leveraging the talents and skills they bring on board to enable the NGO gain competitiveness in the sector. However, these employees require a

workplace environment that is gives them a sense of belonging and respect for them to consistently remain committed and use the skills to benefit the organisation. The study findings from a research conducted by Osborne (2017) “indicated that employees desire challenging work opportunities and desire that leaders would trust them in completing their assigned tasks”.

“Employees are considered engaged when they are physically and mentally present while they contribute to the achievement of the organisation goals” (Choudhury & Mohanty, 2018). Organizations must build organisation to become workplaces that are physically and psychologically safe places to continuously sustain the desirable employee engagement levels. This is becoming more critical with the introduction of remote or hybrid forms of working. When the workplace is conducive, then employees become highly engaged and strive to meet the organisation’s set expectation over and above the contractual agreement and this results to greater organizational benefits.

2.6 Overview of Employee Performance

An individual is endowed with knowledge, talent and abilities that enable the person support achievement of an organization’s goals and hence it is critical to ensure their performance is sustained. “The performance of employee is considered as a key outcome in management and organisational life” (Gifford & Wietrak,2022). Complexities within an organisation and the context of operation, make sustained high performance among employees a critical component in an NGO because it contributes to its competitiveness and sustainability.

2.6.1 Concept of Employee Performance

“Performance measures the effectiveness of the individual and organisations” (Sultana, 2020). According Khan and Mashikhi (2017)“performance is defined as the execution of the task or a behaviour that results in performing or completing a task”. This definition is similar to that of Widyastuti and Hidayat (2018) who “define performance as a behaviour and

result”. “Performance is the grade of success in undertaking of responsibilities and capability to accomplish planned goal and objectives”(Aye et al., 2019).

Employee performance can therefore be described as both an action (behavioural) and effect (outcome) of an individual activities or undertakings. Research findings from study conducted by Osborne (2017) “indicated that employees desire challenging work opportunities and desire that leaders would trust them in completing their assigned tasks”. “In order to survive in a constantly changing market environment organisations are focusing on the on employee performance (EP), as a source of strategic advantage” (Diamantidis & Chatzoglou, 2019). Hence organisations are required to undertake regular employee surveys to assess and understand the employees capability and their contribution to an NGO’s mission and set goals.

2.6.2 Dimensions of Employee Performance

Employee performance has continued to emerge as one of the drivers that impacts on the overall competitiveness of NGOs. Understanding factors that influence an individual’s performance is critical because they influence their productivity. In understanding employee performance, there are three aspects, “a declarative knowledge (understanding and knowledge of work tasks), procedural knowledge and skills (abilities and more specific knowledge about the procedures for doing things), and the third is motivation”(Ramdani, Marliani & Rahman, 2019).

According to Harun and Ling (2020) “employee performance is directly related with the performance of the organisation”. “Employee performance comprises of four dimensions namely task, contextual, counterproductive-behaviour, and adaptive-performance.” (Sultana, 2020). “Other scholars have identified three dimensions comprising of task, contextual and adaptive”(Gifford & Wietrak, 2022). Adaptive, contextual and task performance are three features that encompass an individual’s scope at work and they complement each other and contribute to an employee’s productivity.

“The task performance dimension, describes the competence in which key job related tasks are performed while contextual performance dimension, describes behaviours that support the organisational, social and psychological environment that enable the technical aspect to function”(Kadir and Taha 2019;Koopmans et al., 2013).According to Sultana (2020) “task performance relates to a behaviour associated with fundamental tasks that are mandatory for a specified job”. These tasks are defined in an individual’s job description and refers to the quantity and quality of the work to be undertaken.” “Contextual performance comprises of three elements such as cooperating others, making extra efforts and observing the regulation of the organisation”(Sultana, 2020).

“Contextual performance are those tasks that an employee engages in but are not within their job descriptions and may not be recognized by the organisation. The performance of these tasks contributes to the organisation’s social and psychological context and are known as discretionary behaviour”. “Contextual performance is different from task performance since its activities are not a formal part of the job description” (Widyastuti & Hidayat, 2018). However, contextual performance is critical and complements the task performance.

Individual employees at the workplace are faced with new and emerging approaches to working to achieve their objectives or required to embrace technological changes that may interfere with an employee’s performance either positively or negatively. “The adaptive performance dimension refers to behaviours that enable an employee to adapt to dynamic changes in a work system or work roles” (Kadir & Taha, 2019;Koopmans et al., 2013). In addition, Park and Park (2019) describe “adaptive performance as the flexibility in work behaviours that enable employee adjust to changes to job demand”.

Adaptive performance is critical feature at an individual level and enable an employee adjust to changes introduced in the organisation. It is an aspect that facilitates positive outcome in areas such as an individual’s professional growth, promotes shared organisational learning

and change management. This is key as work places can become uncertain and operating environments highly competitive. Pelgrim, Hissink, Bus, Schaaf, Nieuwenhuis, Tartwijk and Siebelink (2022) “stated that adaptive performance is visible expression of adaptive expertise triggered by a ‘changing task or environment’”. “Studies have also shown that once the employees derive a certain amount of perfection in their assigned tasks, they try to adapt their attitude and behaviour to the varied requirements of their job roles” (Pradhan & Jena, 2017).

“Employees who are able to adjust to changing job demands and embrace behaviour that enables them acquire new skills to accommodate changes in core work duties or the modification of current forms of performing a task are critical to a successful business”(Tannoury, 2022). Adaptive performance is realized when an employee can effectively navigate uncertainties within the work environment that may arise from restructuring within the organisation, strategy changes, inadequate resources, technological changes or change in work design or team operations.

Kadir and Taha (2019) concluded that whenever an employee experienced changes that affected their work-routines, processes and structures, this can result to reduced work passion and reluctance, which eventually affect their performance. For both organizations and individuals, it is therefore essential to “understand how to promote an employees’ ability to adjust their actions and attitudes to meet the demands of new environments, that is, adaptive performance” (Kaltainen & Hakanen, 2022). Therefore, NGO leaders and senior management should identify and improve factors or cultures that will drive the existence of the performance aspects like adaptive in tandem with task and contextual dimensions.

2.6.3 Drivers of Employee Performance

“Employee performance management is fundamental to the effective operation of organisations”(Omolo & Mose, 2019). When individual’s performance is poor it can impact negatively on a team’s performance. Several factors are highlighted and observed to affect the

performance of an employee such as the style of leadership or management, compensation, job design, culture of the organisation, available resources, an individual's well-being and skill set among others. "The interaction between employees within an organisation depends on the existing culture that eventually shapes the individual performance" (Diamantidis & Chatzoglou, 2019).

Mulugeta (2020) conducted a research study among 293 employees in a public service organisation to explore the association between the culture of an organisation and employee performance. The results revealed that the driver of performance among employees was the culture of the organisation. "Culture is a fundamental driver of performance" (Swensen & Mohta, 2019). It is important to understand how a specific culture type affects a particular feature of employee performance variable to enhance their productivity.

Leaders' personalities and leadership styles are factors that affect the performance of an employee. "Effective leadership was seen to play a crucial role in enabling employee perform well therefore leaders plays a pivotal role" (Kabiru & Bula, 2020). Leaders establish pace and drive an employee's positive or negative experience in an organisation. Effective leaders facilitate an employee's performance by ensuring a collaborative work environment exists. Leaders drive and sustain the levels of employee performance and hence the style they adopt is critical in developing and sustaining the quality of an individual's motivation.

"High levels of employee performance are also as a result of employee engagement" (Rana et al., 2019). Alvin et al. (2021) "observed that employee performance is linked to engagement". Engagement has also been identified as a factor that can hinder or foster the performance of employees. "Employee engagement fosters high levels of employee performance" (Rana et al., 2019). Sendawula, Kimuli, Bananuka and Muganga (2018) "conducted a cross-sectional and correlational study to explore the influence of training and engagement on employee performance and collected data from 157 respondents in Uganda's

health sector”. The study findings indicated that there was a strong positive association between employee engagement and their performance. Employee performance in relation to productivity, responsiveness and availability increases when the individual is dedicated and has high energy (vigour).

Kahn (1990) also highlighted that “engagement affects employee performance”. “Levels of engagement matter because employee engagement is linked to performance” (Alvin et al., 2021). Engagement affects employee performance in the workplace. “Employee performance can be enhanced through focusing and fostering employee engagement” (Anitha, 2014). “Employee engagement is a workplace approach that facilitates employees to remain committed to the organization’s goals and values and enhances their sense of wellbeing.

Rana et al. (2019) “conducted a study that explored the concept of employee engagement dimensions and employee performance. The study results also showed that the work performance is the function of vigor, absorption and dedication. The research emphasizes that work engagement of employee is an important predictor for having positive impact on employee’s work performance. “Organizations create relationships with their employees based upon the behaviors that they exhibit, the programs and policies they carry out, and the way employees are treated on a daily basis” (Smith et al., 2016).

“A number of studies demonstrate that to enhance employee performance there is need to foster employee engagement” (Harun & Ling, 2020). Non-governmental organisation can no longer achieve their goals by just defining their mission statement but they must take intentional steps to consistently nurture high levels of employee performance. Sharma and Rathore (2018) noted that the performance of employees was significantly affected by organisational culture. For example, hierarchical culture was observed to negatively affect employees’ performance (Lee, Idris, & Delfabbro, 2017).

Today, a great concern among non-governmental organisations is to enhance performance among its employees to achieve its mandates. Employee performance is critical in sustaining an organization's reputation and profitability. According to Sultana (2020) most of the empirical studies on performance have focused more on task-performance, and overlooked other dimensions of performance. He further noted that employee performance measures in organisations capture only one dimension of performance. Adaptability was observed to influence task performance (Gorostiaga, Balluerka & López, 2022).

Organisations seek for individuals who get the work done but also those who undertake the work with excellence. Pradhan and Jena (2017) stated that with increased importance on task, contextual and adaptive performance, more empirical research is warranted. This study will try to fill this gap through capturing the three employee performance dimensions task, contextual and adaptive.

2.6.4 Employee Performance Models

Goal setting and alignment performance model is based on Edwin Locke's Goal-setting theory developed in the 1960. Theory emphasises the importance of setting clear, measurable and challenging goals to drive performance (Omolo & Mose, 2019). The theory highlights principles such as clarity, challenge, commitment, feedback and task complexity that are useful in creating goals among employees. Setting specific and structured goals leads to employees being highly invested in their work and thus leading to high performance. The model assumptions are that employees with well-defined objectives are focused will therefore perform highly and goal setting contributes to task performance.

Taylor's performance management model is a scientific management approach developed by Frederick Winslow Taylor (1856-1915). The model is also known as Taylorism or the Taylor system of employee performance management. The model proposes to improve employee productivity through systematic review and synthesis of workflows. The assumption

of this approach is that employees can produce more when they are not responsible for planning and decision-making. The focus of the model is task-orientated approach to managing employee performance and emphasizes a mechanical view of an employee. (Uddin Nassir & Hossain Fariha ,2015)

Learning curve performance model highlights the relationship between experience and performance. The concept was developed by Wright (1936) and is used to describe employee's performance when undertaking repetitive tasks. The model is a tool that can effectively monitor workers' performance when the work they do involves repetitive tasks. Therefore, task allocation is align to an individual's learning profile. The assumption made by this model is that skills improve over time based on experience It suggests that as individuals gain experience, their performance improves. Therefore an employee require less time to perform tasks that are repetitive in nature because they have become familiar with the process (Peña Carlos, Romero David & Noguez Julieta, 2022).

Expectancy performance model is based on Victor Vroom's expectancy theory that posits that employees will put effort when they perceive that their efforts will lead to improved performance and a reward. An employee's firm belief that their effort will lead to an expected performance will motivate them to put extra effort. Employees are selective in terms of what they decide to do and when they perceive that a task is achievable then they are determined to perform. The assumption of this model is that when an employee' sense of achievement and the rewards associate with that accomplishment will drive them to better performance (Supatn Nucharee & Puapradit Teeradej, 2019).This model focuses on the internal drive within an employee and what they are capable of accomplishing.

Herzberg's motivation-hygiene performance model is grounded on the Herzberg's Motivation-Hygiene Theory (1974) which highlights aspects that will either drive or hinder employee performance. The model assumptions are that recognition, achievement, job security

and conducive workplace environment will motivate an employee to perform. The factors highlighted are conditions which employee expect the organisations to provide to motivate them to perform and meet organisational goals. If the right conditions are available at the workplace then an employee is motivated to perform to meet the organisation's expectations (Sumra Haleem Shaikh, Haseeb Shaikh & Sumair Shaikh, 2019). Organisations that desire to identify and implement strategies that drive high performance need to carefully consider assessing the existing culture to understand the values, underlying assumptions and practices.

2.7 The Culture, Employee Engagement and Employee Performance Link

Organisations often recruit talented individuals to enable them to gain competitiveness in their sector. However, these individuals need a conducive workplace environment to enable them to remain committed and utilize the skills. "The context in which the service delivery sector operates is a complex mix of cultural systems and institutional interactions" (Navajas-Romero et al., 2020). Unfortunately, "the cultural diversity found among NGOs often goes unappreciated by policy makers, governments and donors" (Fitriani, 2017).

"Culture can be an enabler based on the context and how it is implemented by the organisations"(Singh & Kumar, 2020). "Organisational culture can directly or indirectly influence employee attitudes and actions through values and beliefs embedded in organisational, leadership and management practices"(Wahyuningsih et al., 2018). Culture is an influential tool for regulating employee behaviours rather than rules and regulations (Abane, Adamtey & Ayim, 2022). According to Nurcholis and Budi (2020) "every effort from an organisation to strengthen organisational culture through diverse strategies can increase employee engagement and eventually their performance".

"Organisational culture impacts on employees' attitudes and behaviours and hence their performance levels" (Diamantidis & Chatzoglou, 2019). "Cultures in most organisations are driven top - down, with emphasis on the nature of business or industry that the organisation

operates in” (Wanjiku & Lumwagi, 2014). Organisational culture is reinforced through the leadership styles, organisational structures and systems and finally it manifests itself in the employee behaviours. “Existing research studies show a strong relationship exists between organisational culture and employee engagement and their performance” (Al Shehri et al., 2017; Mohan & Anoop, 2018).

Chiemeke, Ashari and Muktar (2020) states that organizational culture that supports employee engagement is control-oriented, characterized by order, stability and maintenance of routine business process and traditional regulations and rules guide the completion of daily tasks. The ability of the employee to cope with the culture of organisation will determine how they perform at work (Narayana, 2017) and “the biggest driver of employee engagement is culture” (Kansal, 2021). According to Solow, Chheng & Parker (2015) eighty seven (87%) percent of organisations surveyed cited culture and engagement as one of their top challenges”. In addition, “an organisation’s ability to achieve goals, increase its productivity and competitiveness requires the presence of individuals with high work performance” (Widyastuti & Hidayat, 2018).

Organisations must strive to ensure that the workplace is a psychologically and physically safe place to continuously sustain the desirable employee engagement levels. Niraula and Phil (2020) “proposed that to ensure consistent levels of engagement at work it is critical to measure engagement”. This perspective concurs with the views of Sungmala and Verawat (2021) “who proposed that organisations that observed low levels of employee engagement should undertake additional research to determine why employees are disengaged”. According to Kotrba (2016) “if organisations only looked at employee engagement, without consideration on the culture that employees work in, they blind themselves to the strategic strengths and weaknesses in the organisation that impact employee performance and ultimately organisational performance”.

“Organisations are responsible for sustaining employee engagement levels by ensuring the workplace is managed in a way that nurtures engagement. Kotrba (2016) “highlighted findings from a survey conducted by Dennison consulting interviewed 9,464 individuals in ninety organisations in North America and results showed that employee engagement is a result of a healthy organisational culture.” Singh (2016) “conclude that, employee engagement depended on conditions that included organisational culture, reinforcement of people focused policies, meaningful matrices and organisational performance”.

A culture that nurtures high engagement levels benefits both individuals and organisations. Babu, et al. (2020) “undertook research to investigate the impact of work culture on employee engagement in service sector organisations”. The study used an empirical cross-sectional methodology, and the outcome indicates a significant impact of culture on employee engagement. Among the different cultural dimensions, the researchers observed that the adhocracy culture empowered employees to feel more engaged. The study findings further showed that there was an increase in job performance among engaged employees and that organisational culture dimensions as typified in the competing values framework impacted on employee engagement.

Bagus and Satata (2021) “examined employee engagement and how it linked to improving work performance using a literature review search”. The results show that there exists a positive between employee engagement and performance and therefore concluded that employee engagement influences the quality of individual performance at work.

Sendawula et al. (2018) “conducted a study to explore the influence of training and engagement on employee performance and collected data from 157 respondents in Uganda’s health sector”. The findings of the study showed there is a strong positive relationship between employee engagement and employee performance. This alludes to the fact that a positive

change in both employee engagement and their performance is key. When an employee is dedicated and have vigour their performance and availability increases.

Currently many non-profit sector organisations are having challenges executing their mandates and studies conducted have identified several challenges, one being organisational culture, as a factor affecting employee performance (Omolo & Mose, 2019). A study conducted by Wanjiku and Lumwagi (2014) “among the NGO staff, examined the link between the culture of an organization and employee performance”. The results showed that there was a strong relationship between organisational culture dimensions, and employee performance. This concurs with study findings of Soni (2015) “that revealed that the culture of the organisation had an distinctive impact on engagement and effectiveness of employees”.

Aye et al. (2019) conducted a study among international non-profit organisations in Myanmar observed that the mean score in performance was lowest in those with low level of organization culture. Omolo and Mose (2019) conducted a study among NGOs in Kenya and noted that a healthy working environment would motivate employees achieve superior performance. While a study conducted by Ugheoke (2019) among employees in the education ministry revealed that supportive and bureaucratic culture impacted positively on employee performance. However, innovative culture had no influence on employee’s performance in the public sector.

Opoku, Hongqin and Aram (2022) noted that “management focus has been more on financial indicators to determine employee performance and therefore have overlooked the importance of organisational culture to which employees are exposed to”. According, to Bhardwaj and Kalia (2021) who conducted a study among teachers and the findings revealed that organisational culture impacts more the contextual performance of employees as compared to task performance. Contextual performance measures the environment at work, and therefore is determined by the values and belief system prevalent in the organisation.

Nguyen and Pham (2020) “conducted a quantitative study among 205 employees to find out factors that influenced employee engagement in the non-profit sector. “Using the study conclusions the authors recommended that non-profits should work to improve the work environment through establishing cultures that promote employee engagement”. This view is supported by Alvin et al. (2021) “who based on research findings concluded that organisations should pay close attention to the culture of the organisation as it positively impacts employee engagement”.

A study conducted by Brenyah and Darko (2017) among public sector organisations in Ghana to explore the relationship between culture and employee engagement revealed that achievement and support cultures lead to employee engagement while the power culture had a negative relationship with employee engagement”. Aryani and Widodo (2020) conducted a literature review to identify a “conceptual framework of organisational culture that can build and develop organisations”. The results of research showed that organisational culture affects engagement. The findings concur with the findings of Parent and Lovelace (2015) “that organisational culture can lead to increasing engagement levels among the employees”.

Abdullahi et al.(2021) conducted research among “Malaysian private universities with the purpose of investigating the impact of organisational culture on employee engagement and employee performance.” “The results revealed that organisational culture has an impact on employee performance and that employee engagement partially mediates the relationship between organisational culture and employee performance”. The findings concur with a study undertaken by Kadir and Amalia (2017)“that indicated that organisational culture has significant effect on employee performance”.

Aye et al. (2019) conducted research among non-profit organisations in Myanmar with the purpose of investigating organisational culture and leadership style influence on job performance. “The results revealed that organisational culture had an impact on employee

performance. From the review of literature from different fields of study, it can be inferred that organisational culture and employee engagement and performance studies, reveal that some cultures can nurture more positive employee behaviours such as participation and commitment when compared to others. This alludes to the fact that organisational culture has the capacity to affect engagement and performance of employees.

A highly engaging organisational culture is linked to a reputable employer brand, and this attracts and retains the best talent. Strong organisational cultures are linked to decreased turnover, higher employee engagement levels and increased performance. Organisations that have an appropriate culture have a head start on their employee retention strategy and this makes understanding culture even more important. Once employees are engaged and performance levels are high then organisations will improve their project and overall organisational performance.

‘Employee performance is a behavioural outcome and an individual’s performance flourishes when an organization provides proactive attention and recognition to an employees’ work and contribution’ (Li, Jameel, Ma, Sun, Hussain & Mubeen, 2022). “A key challenge the nonprofit sector is facing currently is low commitment levels from employees” (Wang, 2021). The prevailing culture within the organisation impacts on employee’s performance positively through shaping employee attitudes towards the achievement of organisation’s goals.

“A toxic culture demotivates employees and ultimately undermines their performance” (Culwell, 2018). Decay in organisational culture leads to unethical behaviours at both employee and organisational level. Many factors can lead to organisational culture decay, such as toxic and incompetent leadership, weak organisational structures, poor communication, inadequate capacity to develop and enforce core values and inadequate systems for cultural integration.

Fully engaging professional and talented individuals during their different stages of their work lives remains a key challenge among organisations in the non-profit sector. “Organisations that have experienced success have proven that there is a direct association between robust organisational cultures and high employee engagement”(Soni, 2015).“Organisations with a negative and weak culture weaken employees' motivation to work, and may even make employees not perform well”(Nurcholis & Widjajaning, 2020).

Studies have focused more on culture and the overall organisational performance and not on how culture affects the employee's productivity. The culture of the organisation has the capacity to influence employee-related variables, the aim of this study is to investigate the relation between organisational culture dimensions and employee engagement as depicted in the competing value framework. Maintaining an appropriate organisational culture that facilitates high levels of engagement and performance among employees remains a challenge in many non-governmental organisations in developing countries.

“The biggest driver of employee engagement is culture” (Kansal, 2021). Eighty seven (87) percent of organizations cite culture and engagement as one of their top challenges” (Solow et al., 2015). In addition, “an organization's ability to achieve goals, increase its productivity and competitiveness requires the presence of individuals with high work performance” (Widyastuti & Hidayat, 2018). “The context in which the service delivery sector operates is a complex mix of cultural systems and institutional interactions” (Navajas-Romero et al., 2020).

“Culture can be an enabler based on the context and how it is implemented by the organisations”(Singh & Kumar, 2020).Organisations in developing countries can differentiate their services and consistently achieve their mandate by focusing on appropriate cultures that nurture and retain their talented workforce. “An organisational longevity is affected by employee engagement and productivity” (Osborne & Mohamed, 2017).Hence the need to

understand how cultures impact on employee wellbeing and productivity in developing countries.

2.8 Research Gaps

The literature review undertaken reinforced the need for capturing employee perceptions on existing culture dimensions within organisations and how they impact on their engagement and performance. “Organisational culture is a core competency that affects the performance of individuals and organisation as a whole”(Nazneen et al., 2018). A healthy and robust organisational culture is a reliable compass that guides and moderates employee behaviours.

Several studies indicated the importance of having an appropriate organisational culture, yet many organisations face challenges in understanding what culture means, or how to identify appropriate cultures, that can sustain employee engagement and their performance. The literature review undertaken identified contextual and methodological gaps on the previous studies undertaken which are highlighted in this section.

There is evidence in research that employee engagement and their performance is affected by the existing culture within an organisation”(Al Shehri et al., 2017;Soni, 2015). In addition, the non-profit sector organisations are facing challenges related to weak cultures that have resulted to decline in employee satisfaction levels. Many non- governmental organisations are unaware of their cultures profiles and many are yet to understand its impact on current employees’ engagement and their performance. Oketch, Kuria and Kariuki (2018) “observed that cultural research within the NGO field is not common”. Pamela and Wagoki (2015) are of the opinion that “more research should be undertaken to understand NGO employees’ perception of their work experience”.

Truss et al. (2013) also “suggests that studies explore the relationship between the internal environment within organisations and engagement are crucial”. “Despite evidence in

literature and empirical studies indicating that organisational culture is key in determining employee related factors, studies to identify how organisational culture affects employee engagement and their performance are still limited”(Babu et al., 2020;Moore, 2020).

Marchant (2017) states that most research on organisational culture done by management scholars has focused predominantly on culture at for- profit organisations. Even though organisational culture has been widely discussed within organisational theory and management, but it has received far less attention within non-governmental sector research. The concept of organisational culture is rarely considered within the analysis of development organisations when developing their strategies and project interventions. “Even with the assumption that every organisation displays cultural elements, yet it has not being clarified how many cultures can be found in an organisation” (Berkemeyer, Junker, Bos & MÜthing , 2015). This study will address this gap by capturing the culture types that exist within the NGOs.

“There has been keen interest among NGOs on how to keep employees engaged” (Wang, 2021) and thereby improve their performance. However, Bailey, Madden, Alfes and Fletcher (2017) “are of the opinion that despite increased studies on the field of engagement, yet research that relates to employee engagement lacks depth, breadth and adequate explanatory theory”. While on the other hand, Babu et al., (2020) were of the “opinion that hardly much attention has been paid in previous research on the culture types and their impact on employee engagement.”

In addition, studies focused on either one of the variables to determine the association with culture and few if any focused on the dimensions within the three variables to get an in-depth on the relationship within the perspective of NGOs in Kenya. Nor were there studies that focused on association of culture with the different the sub dimensions of engagement. This study seeks to understand this aspect in depth by not only looking at aspect of engagement as a whole but how culture affects three sub-dimensions within engagement.

According to Bhardwaj and Kalia (2021) they noted that past studies have not explored extensively the influence of organisational culture on variables of employee performance namely the contextual and task performance aspects. Previous studies conducted did not separate the employee work performance into different dimensions and could not determine the relationship between organizational culture and employee performance dimensions. For example, while studies conducted by Hung, Su, & Lou (2022) and Bhardwaj & Kalia (2021) did not capture the aspect of adaptive performance.

Pradhan and Jena (2017) also suggested the need to undertake more empirical studies on task, contextual and adaptive performance. The study therefore addressed the gap focusing on the key dimensions within the employee performance variables to get an in-depth analysis on how culture affected each of the dimensions within the perspective of NGOs in Kenya.

Dissatisfaction and disengagement with the existing culture within the organisations leads to high employee turnover. Pamela and Wagoki (2015) “suggest that more research should be done on how the NGO employees perceive their work experience”. In addition, methodological gap was identified during the literature search, most of the studies explored and undertaken in Kenya were qualitative in nature and focused on case study approach. There were minimal quantitative research studies that focused on the impact of organisational culture on employee engagement and their performance using the CVF model, if any in Kenya that focused on the NGO sector within the county of Nairobi.

The literature review on previous studies revealed that studies conducted sampled senior managers categories in the NGOs. This study addressed the gap by including all cadres of staff to avoid any bias associated by focus on one cadre of staff and to get additional perspectives from other categories of employees who interact and are impacted by culture in terms of their engagement and performance. Additionally, some contradictions were observed in previous studies. “Adhocracy, market, and hierarchical cultures were found to have a

positive influence on employee engagement and their performance.”(Al Shehri et al., 2017;Durgadevi & Vasantha, 2017).

However, this differs with other studies on the generalization that culture of all types influences employee engagement as observed in studies undertaken by Brenyah and Darko (2017) who observed a weak association between some dimensions of organisational culture and employee engagement. The culture within an organisation changes overtime. “Culture variations can be observed in organisations for example a homogeneous culture can exist across an entire organisation or multiples or subcultures can be observed in larger and diverse organisations” (Bendak, Shikhli & Abdel-Razek, 2020).

Employees working in NGOs operate and are impacted either consciously or unconsciously by existing organisation’s value system and practices that are developed to align to an organization’s strategic focus, project practices, donor requirements and government regulations. This dynamic interaction leads to adoption and implementation of several cultural attributes and traits for an organization to survive or considered competitive and the culture upheld eventually impacts on aspects of employees’ engagement and performance within an NGO context.

Njoroge and Nzulwa (2017) stated that the NGO sector in Kenya was becoming ineffective as a result of low employee retention rates and they recommended that this be investigated, and solutions implemented to enable the sector address community needs. Therefore, when culture is not measured or monitored periodically it may become toxic thus destroying the competitiveness and survival of the organisation. This view is supported by Singh and Kumar (2020) “who argue that a carefully evaluated organisational culture can promote the highest productivity, better employee relations and engagement”.

2.9 Summary

“Organisational effectiveness in nonprofits has been linked to the culture of the organisation” (Langer & LeRoux, 2017). Organisations with appropriate cultures tend to retain the loyalty of their beneficiaries and stakeholders, while at the same time staff turnover is minimized and the organisations achieve financial stability overtime. A lack of organisational cultural competence among NGOs leads to design of ineffective strategies or programs, loss of funding, poor performance and employee disengagement.

A compelling organisation culture is therefore key to sustaining competitive advantage. Cultures that drive employee engagement and their performance need to be identified among NGOs in the development sector. Most NGOs in developing countries focus more on achievements, theories of change, performance metrics, and impact. However, Culwell (2018) suggests that it is also important to look at how the work is done with a focus on culture and internal behaviors.

Global research studies indicate that organisational cultures create high levels of commitment and performance. Studying this relationship is timely as scholars have advocated for more research on factors influencing employee engagement and performance within non-profit organisations. The literature review highlighted perspectives on the study of organisational culture and finds that organisational culture dimensions impact on employee engagement and this concurs with Moore (2020) who reported that “organisational culture as typified in competing values framework impacts on employee engagement”.

Non-governmental organisations are defined by their missions and focused towards promoting social impact through projects they undertake. According to Navajas-Romero et al. (2020) “NGOs are essential due to global challenges such as, an increase in climate change and a myriad of social problems, and these problems require extraordinary interventions”.

Non-governmental organisations in Kenya play a key role in the development platform and contribute to employment opportunities. NGOs and remain a relevant sector in Kenya. Development programs and strategies undertaken by non-governmental organisations are achieved through employees who interact daily with diverse communities, stakeholders and circumstances at the local level. Studies done in Kenya indicated that some cultures impacted negatively on employee productivity in the NGO workplace (Lentawa et al., 2021; Oketch et al, 2018; Omolo & Mose, 2019). Therefore, ensuring the environment within NGOs is conducive for the well-being and performance of employees should be considered a priority.

Culwell (2018) “noted that the non-profit sector has had its share of scandals and suggests organisations should focus on culture and internal organisational behaviours”. This eventually impacts on the success of the projects being implemented. The culture of an organisation comprises of the values and behaviours that eventually form a dynamic socio-cultural environment within an organisation. “Culture shapes the identity and image of the organisation”(Mohan & Anoop, 2018) and “a critical factor for regulating interaction in a group” (Zarnadze & Kasradze, 2020).

Singh and Kumar (2020) conducted a study where nine out of ten respondents highlighted that protecting and maintaining a healthy organisational culture was key.” Organisational culture is a channel through which employees experience the NGO’s brand and uncover what the organisation values and what it considers key to achieving its mandate. NGO employees are motivated differently when compared to their public or private sector colleagues. “Researchers continue to advocate for NGOs to focus on the overall functioning and culture of the organisation” (Amir & Muathe, 2018).NGOs have to strengthen their organisational strategies to focus and nurture conducive work place environments that will leverage and nurture the potential and productivity of employees.

According to Aransyah et al. (2020) they argued that employees “working under clan culture experienced fewer arguments between colleagues as mutually agreed decisions can be reached through discussions that improve cohesivity, confidence, and participation levels”. “Nonprofit professionals are dedicated individuals who are passionate about making a difference in the world, yet the nonprofit sector continues to face high employee turnover rates” (Wang, 2021).

NGOs need to improve employee performance strategies to sustain employee productivity and their effectiveness as they work in the organisation. “Employee engagement is an employee's intrinsic motivation and emotional commitment to the achievement of organization’s goals” (Hassan, Astuti, Wulida & Iqbal, 2020). “While individual performance is described as an action or implementation of a task that is completed within a specific and measurable timeframe”(Hassan et al., 2020).

“The importance of highly committed and engaged employees is key and it is a determined organisation that successfully creates an organisational culture of high trust, high performance, and high employee commitment”(Smith, Peters & Caldwell, 2016). Moletsane et al.(2019) noted that “employees being physically present at work did not mean they are engaged.” “Given the high importance of keeping employees engaged, it is critical to understand the variables that can lead to high levels of engagement among employees” (Akingbola & Berg, 2019).

NGOs will sustain high levels of employee engagement and performance when they understand how culture impacts an employee’s experiences in the work environment. Therefore, culture should be assessed continuously and not as a one-off undertaking because it requires a mental shift and learning to effectively identify and nurture a culture that positively drives employee engagement and performance. One other aspect for NGOs to be aware of is that the culture of an organisation evolves as the organisation goes through its growth phases,

new employees join, change in leadership or mandate. “Working with culture effectively, requires understanding and recognizing which traits are preeminent and consistent”(Mohan & Anoop, 2018) and this should be considered at each growth phase.

Zarnadze and Kasradze (2020) “observed that workers’ engagement has increased during the COVID pandemic due to fear of losing jobs, however decision makers have taken advantage of the situation by reducing wages, increasing work time and intensity, and treating employees unethically”. Culture is perceived as appropriate when it aligns and is relevant to the strategic focus and context of the organisation. A healthy culture is one that should facilitate rather than hinder an organisation’s ability to source and leverage its human resources. Hence it is not easy to suggest or propose one culture as more appropriate over another without first identifying what exists and exploring what will suit the employees and organisation at a particular lifecycle phase.

Organisational cultures that are deeply rooted in the founder’s views or industry perspective can influence organisational behaviour and employee productivity in unique ways. If an organisation’s current culture is appropriate and facilitates it to drive its mission, then it would be prudent to reinforce it. If the current culture is perceived to be inappropriate or an obstacle, then the NGO should investigate what needs to change and steps taken to develop or change it with periodic assessment to measure successful adoption. “Successful culture change initiative has been linked to leadership within the organisation” (Kotter & Hesskett, 1992; Schein, 2004). “Both leadership and management are involved in strengthening, maintaining, changing, or creating a culture”(Cameron & Quinn, 2006). This means that leaders need to be proactive and participate when introducing culture change initiatives and not designate culture change as a responsibility of the human resource function.

“Organisational culture is crucial in promoting organisational strategies, visions, and goals” (Aransyah et al., 2020). Organisational culture resonates well with employees when their

expectations and needs are aligned with the values and norms of that culture. A specific culture type will drive the behaviour of employees within an NGO either positively or negatively and a positive organisational culture can build a conducive work environment. For example, an organisational culture that emphasises and values flexibility will motivate and satisfy individuals with a need for career growth but will not be a motivate an employee with a need for security and belonging.

The existing culture in an organisation influences the extent to which an employee is involved in their work and performance to meet the expectations of the organisation and eventually its survival. A negative or inappropriate culture that is allowed to persist for long will often lead to presence of dysfunctional teams and negative employee attitudes. Measuring periodically the state of the existing culture and aligning it with an organisation's development phase and NGO's strategy is critical.

Local communities and other external stakeholders interact daily with an NGO's operational aspects and therefore a healthy organisational culture has the potential to bring great satisfaction and build the reputation of the organisation. Changes in the global socio-economic and political context force NGOs to operate in an environment that is becoming highly competitive. Yet, regardless of the NGO's strategy, size, context and extent of its project operations, challenges of disengaged employees and low levels of performance affect most NGOs.

Engaged employees are energetic, absorbed and dedicated to their work, therefore find fulfilment as they undertake their tasks. Literature reviewed reinforced the need for understanding the culture types, capturing employee perceptions on existing cultures and how they affect their engagement and performance within the NGO context. Empirical information on types of cultures would provide an in-depth understanding of the traits, underlying

assumptions of each culture within the NGO context could offer NGO leaders and policy makers insights on how to enhance engagement and performance.

This study assumption was that organisational culture determined the extent of employee engagement and their performance and hence the relationship between different culture types and employee engagement and performance was investigated. Another assumption made was that different culture types present in the NGO context would either have a strong positive effect on engagement and performance of employees, whereas other culture types would have a negative and insignificant association with employee engagement and their performance. Thus, the study findings contribute information on the culture types that exist in NGOs as depicted in the CVF approach and the extent to which each culture type was associated with engagement and performance.

CHAPTER 3: RESEARCH METHOD

3.1 Research Approach and Design

The aim of the quantitative study was to study the effect of the organisational culture types on employee engagement and performance within non-governmental organisations, in Nairobi City County in Kenya. The study focused on the problem of declining engagement and performance among employees that affected effective project execution among NGOs. This chapter describes the research philosophy and methodology adopted. The chapter highlighted of population size, stratified random sampling and sample size calculation using the Yamane formulae which are discussed in detail.

The chapter highlights the data collection methods and includes the validity and reliability with a discussion on the data analysis and statistical methods used in the research. Finally, the chapter ends with a summary. The goal of this study was to establish empirical evidence that different culture types have an effect on employee engagement and their performance. The study explored the association between four culture types (clan, adhocracy, market and hierarchy) with engagement and performance among NGO employees.

NGO competitiveness has declined and they have been criticised for unsatisfactory service delivery performance and high employee turnover rates. Low engagement and decrease in performance among employees interfere with the quality of projects undertaken and service delivery among NGOs. A positivistic philosophy guided the research design to investigate relationships among the independent and dependent variables. This quantitative study was anchored on organisational culture theory that states that culture influences the behaviour of individuals; resource-based theory where culture is viewed as an organisational strategic resource and social exchange that suggests there is an exchange relationship that occurs in the workplace that causes reciprocity.

“Several studies and researchers advocate for NGOs to focus on the culture of the organisation”(Amir & Muathe, 2018) to nurture a satisfactory and fulfilling workplace environment. The study explored and identified cultures that exist within NGOs in Nairobi City county in Kenya and additionally explored the association between the four culture types and their dimensions with engagement and employee performance.

Therefore, in-depth knowledge on culture types that exist within the NGO context could offer leaders and policy makers information on how appropriate cultures can be identified and nurtured that enhance workforce engagement and performance. The target population of the study was NGOs that implemented development projects in Kenya which had a total of approximately 33,143 salaried employees (NGCB, 2019). A self-administered questionnaire was utilized during the survey and used a stratified random sampling technique to facilitate selection of the respondents. “NGO Coordination Board report indicated there were 1143 registered and active NGOs in Nairobi City County” (NGCB, 2020).

Stratified sampling techniques were utilised for this study because they were suitable, quicker to administer, less time consuming and cost effective based on the high numbers of employees and NGOs in Kenya. The survey questions within the tool explored and identified the existing culture types, status of engagement and performance. The tool collected information to measure the extent of association between the culture types, employee engagement and performance. “Social research can be meaningfully and appropriately interpreted only when an individual has an adequate understanding of the philosophical principles and the theoretical assumptions of the discipline” (Moon & Blackman, 2014).

This study utilised a non-experimental quantitative methodology and adopted a correlational research design. The three research questions were aligned with the study purpose and objective that examined the characteristics of the variables, assessed their relationship and used statistical analysis to test the hypothesis to determine if any relationship existed between

study variables. “Correlational research is suitable when trying to describe relationships among variables” (Thompson, 2014). Correlational research design explores and identifies whether the study variables have some sort of association that may cause a change in results of the other. The study was guided by the “positivist research paradigm that focusses on searching for facts within a situation and the researcher is detached” (Kivunja & Kuyuni, 2017) instead of the interpretivism paradigm where the researcher interacts with the respondents.

This research also embraced the system and behaviourist paradigms. “The systems perspective views an organisation as a sub-system within a larger system” (Lai & Huili, 2017). “Behaviourist perspective makes the assumption that an individual’s behaviour is acquired through interaction with the surrounding environment” (Das, 1993). Therefore, employee actions are perceived to be responses to an environmental stimulus, which in this study was the culture operating within the organisation.

According to Bryman (2012) “an organisation is a tangible object that has rules and regulations and adopts standardized procedures for getting things done”. The researcher “further states that cultures can be seen as repositories of shared values and customs into which people are socialized so that they can function as full participants within a system or entity”. Employees in organisations are bound by the cultures that exist as they internalize the beliefs, underlying assumptions and values that embody those cultures. In this case both the organisation and culture, of the social entity are assumed to be external to the individual and has a tangible reality of its own.

Bryman (2012) “stated that cultures are social entities that impact individuals, and focus would be on the beliefs and values relating to the culture. Organisational culture defines how an NGO interacts with its surrounding and provides it with a distinct character that defines them. The objectivist ontological research perspective was suitable for this study as the purpose of the research was to identify the cultural dimensions exhibited within the non-profit

organisations to understand the impact culture has on levels of employee engagement and their performance.

3.1.1 Research Methods

“Research approaches comprise of qualitative, quantitative, and mixed methods” (Creswell, 2014). “Qualitative research involves using a narrative description to explore and understand an individual or group perspectives on a social phenomenon” (Creswell, 2012; Kumar, 2013). “Quantitative research measures and analyses variables using a numerical system and a variety of statistical techniques to highlight relationships among variables” (Burke & Christensen, 2014). A research involving mixed methods collects both qualitative and quantitative data” (Burke & Christensen, 2014). Key features in each of the definition is points to the fact that a research approach involves philosophical perspectives and unique methods or procedures.

The study adopted a correlational study approach that involved measuring and assessing the variable relationships. The study approach was selected because; “correlational research is suitable when trying to describe relationships among variables” (Creswell, 2014) “Therefore the study utilized a quantitative approach” (Almalki, 2016) and “examined relationships” (Creswell, 2014) between the variables as opposed to “qualitative method that is subjective” (Kothari, 2004).

There are several reasons that led to the selection of a quantitative methodology as opposed to a qualitative approach. “The positivist epistemology advocates for detachment of the knower and objects to be studied and hence reinforces the use of quantitative methodology” (Saunders, Lewis & Thornhill., 2009; Tuli, 2010; Tubey, Rotich and Bengat, 2015). A quantitative approach was chosen for this study because it was important so that the research findings would be free from any bias and this would assist generate confidence that the results were rigorous and accurate.

“When compared to qualitative research, quantitative research ensures that researcher’s personal bias and opinion is avoided” (Gratton, 2014). “The role of the researcher is neutral” (Castellan, 2010) and this helped to manage and minimized any personal bias from the researcher. Choy (2014) states that “quantitative research uses a ‘randomized’ process hence bias is prevented”. Randomness is advantageous when undertaking a quantitative study because the data gathered can be applied to a larger group besides the sampled population.

Using quantitative methods meant it was easy to aggregate data and derive conclusions using the defined measures. The analysis would be less cumbersome when compared to qualitative research. Williams (2007) and Choy (2014) stated that “quantitative research enables the quantification of data. This enables the data to be subjected to statistical analysis in order to support or disallow alternate knowledge claims.” “Quantitative approach provides realistic information” (Gratton, 2014; Rahman, 2016) and therefore there is a high validity when compared to qualitative approach.

In quantitative research sampling is systematic, and standard compared to qualitative research. “Quantitative methodology allows for a broad coverage and generalization of results is possible” (Walliman, 2011) and “it can be a useful method for determining the cause and effect relationships among variables” (Castellan, 2010). The use of quantitative methodology leads ensured objectivity and supported comparison of results. “Quantitative research utilizes systematic processes and validated instruments for collecting data” (Burke & Christensen, 2014; Queirós, Faria and Almeida, 2017). “Data collected through questionnaires can verify information collected through observations and this provides reliability” (Choy, 2014). Therefore, study findings can be compared with other studies of a similar nature.

In a quantitative approach it is easier to access a large population within a very short timeframe and respondents are not required to be physically present in a specific location for data to be collected. Using a quantitative approach means that data collection and analysis can

be done within a reasonable amount of time and therefore, less time is spent compared to mixed methods or qualitative approaches. Research approaches are either inductive or deductive. “The difference between the two approaches is that deductive involves testing theory and inductive involves building theory” (Woiceshyn & Daellenbach, 2018). Bryman (2012) “compares the quantitative and qualitative research strategies by highlighting three main aspects namely the connection between theory and research, epistemology and ontology”. The three key features are shown in Table 3.1.

Table 3.1

Comparisons Between Qualitative and Quantitative Research Strategies

Orientation Principle	Quantitative	Qualitative
“Principle orientation to the role of theory in relation to research”	Deductive; testing of theory	Inductive; generation of theory
Epistemological orientation	Positivism	Interpretivism
Ontological orientation	Objectivism	Subjectivism/constructivism

The study explored the effect of culture types and employee engagement and their performance in selected non-governmental organisations in Kenya. This research used the deductive approach because organisational culture variable was examined to determine the effect of the independent variable on employee engagement and their performance. Data collection in this study utilised survey approach using a self-administered questionnaire. “Surveys use questionnaires with the aim of generalization” (Bryman, 2012; Creswell, 2014). “Questionnaires are considered a convenient to collect information from a large sample of respondents” (Kothari, 2004) or those who are far or widely scattered” (Walliman, 2011).

The format of the final report of this research would involve presentation of statistical data that highlighted the correlations and comparisons of the variables and summarised the statistical findings from the results. Therefore such data can only be well articulated and presented through a quantitative research analysis and not qualitative. Since this research study, was descriptive by design, therefore the quantitative approach was the preferred as neither the

qualitative nor the mixed-method methodologies would be appropriate based on the reasons presented in this section.

3.1.2 Steps to a Quantitative Research Design

Research is a systematic activity to gather information to provide knowledge or add to already existing knowledge. According to Kothari (2004) “the aim of research is to apply scientific procedure in order to uncover answers to certain questions”. “Research is a process that involves collection, analysis and interpreting information to answer questions” (Kumar & Ranjit, 2011). Several steps have to be considered before starting the research.

The key steps in a research process may include: “(i) formulation of a research problem (ii) undertake a literature review (iii) developing the hypothesis and identifying theories (iv) preparing the research design (v) determining sample design (vi) develop data collection instrument and collect the data; (vii) execution of the research; (viii) analysis of data and data interpretation, and (ix) development and presentation of the report” (Kothari, 2004; Kumar and Ranjit, 2011). The actions within the research process overlap and may not follow a prescribed sequence. Sometimes, the initial step may determine the nature of the next step to be undertaken and therefore if subsequent steps are not followed explicitly in the initial phases, serious obstacles may arise in the future that may interfere with the timely completion of the research.

Kivunja and Kuyini (2017) and Creswell (2007) state that “paradigms influence and guide the research process”. Therefore, choosing an appropriate research philosophy is an important part of research process. “A quantitative research design involves collection of numerical data with a deductive view of the understanding the link between theory and research” (Creswell, 2007; Kumar and Ranjit, 2011) . The steps to be followed in a quantitative research approach are interactive and are highlighted in summary as follows:

Formulation of Research problem

This is the beginning of a quantitative approach and requires a lot of thought and time because it involves the identification of the key research problem by exploring different angles of an issue to determine whether its suitable for further investigation. Formulation of a research topic that is relevant is key. This stage is crucial because the researcher selects the relevant and feasible research topic which guides the study focus. Kothari (2004) identifies “two types of research problems as those that relate to state of nature and those that relate to relationships between variables”.

Review of Literature

This phase, the researcher explores diverse articles in the area of interest to understand the critical elements of the research and to identify any research gaps. A literature review involves critical reading, evaluation and organization of existing literature on the topic of interest to determine the existing knowledge and gaps in the study topic. The literature review is generally done concurrently with the development of the theoretical and design of the conceptual frameworks. “A wide range of literature is available from primary, secondary and tertiary sources” (Saunders *et al.*, 2008). This step requires the researcher to develop a critical eye as they review the research articles to get an insight of what other scholars have explored and observed regarding the selected problem and to identify gaps. “Deductive approach is when research uses literature to identify theories and ideas that are tested using data and when it involves exploring data for the purpose of developing theories it is defined as the inductive approach” (Saunders *et al.*, 2008).

Development of theoretical and conceptual framework

While the researcher is reviewing and summarising the literature, they refine the study topic and the scope of the research problem. The phase involves theory identification and hypothesis definition. “A theoretical framework is defined as the theory that guides research”

(Imenda, 2014). A theoretical framework ensures the research is structured and well organized. Data collection and analysis are guided by a theoretical and conceptual framework. Once data is collected it is analysed against the theoretical framework.

Clarification of research questions or hypothesis

This phase of the study the research objectives that guide the research are specified based on the literature review and theoretical framework. The research questions are important and support in the designing of the research and tools for data collection. The research questions support the final analysis of the findings. Research questions assist to narrow the scope of the research and identify the specific area of focus. The research questions and hypothesis influence the determination the study design

Research Design

In this step the researcher's focus is on the data required to be collected to answer the research questions and the most viable and reliable method to collect the data is identified. According to Yin (2006) "a research design is a blue print that guides the researcher in the process of collecting, analysing, and interpreting observations". The type and size of the sample is specified during this phase and the research method to be used is developed. Once this is concluded then the "researcher develops a proposal" (Creswell, 2014) for review that highlights the research arguments and propositions. Ethical approval is obtained from relevant bodies.

Operationalising Concepts

Operationalising the concept is the process where the measure of the concepts to make it easier to be investigated and to be understood by the respondents, is devised.

Selection the Study Site and Respondents

The selection of a research site, requires the researcher to consider practical and ethical factors and the approval obtained. The selection of the site and sample is based on convenience, reach and the availability of the respondents. During the identification and selection process

for respondents, different sampling techniques were explored. An appropriate technique was utilized to support selection of an adequate sample from the population. This was determined by the hypothesis, availability and agreement to participate, ethical factors and practicality.

Data Collection, Analysis and Conclusions

During this phase, the researcher specified the information required and developed the method of data collection. The researcher designed the questionnaire based on the survey method selection. Before finalization of the questionnaire a pilot was undertaken that tested the instrument to verify its validity and completeness. Once the data was gathered it is analysed and the results interpreted using the research questions using codes to enter the data.

During the data collection phase, it was important for the researcher to ensure the data was complete and accurate and this was an ongoing process. The data was later summarized and displayed using charts, graphs or tables as applicable. The next step involved drawing conclusions from data and this required deduction of the findings and undertaking comparisons based on the results and interpretation of the results. Next step was involved highlighting recommendations based on the summary conclusions from the results. The researcher made reference to the research questions and hypothesis to highlight the evaluation findings.

Share final research report

The final step was the summary presentation of the documented research findings of and publication of the study results. The presentation captured the four culture types and their effect and association with employee engagement and performance. This study therefore provided additional empirical evidence and insights on cultures types and their characteristics and effect in creating a healthy work environment.

3.2 Population and Sample of the Research Study

“Population is a group of individual, items or objects from which samples are taken from measurement” (Creswell, 2012). A population would comprise of individuals,

organisations or units that are relevant to the purpose of the study. The aim of the study was to understand the effect of organisational culture types on employee engagement and their performance. The study focused on NGOs as a subset of the non-profit sector.

NGOs that were involved in development projects, were considered as the target population. The unit of observation were employees from the NGOs within Nairobi city county. The researcher chose Nairobi city county, Kenya, because many NGOs that implement development projects in different counties in Kenya have their headquarters offices in this county. Therefore, Nairobi city county was deemed representative and would provide a better overview of the state of NGOs in Kenya.

The NGOs were a focus because they play a huge role in the poverty alleviation among communities and the employment sector in Kenya. “In 2019/2020, NGOs spent sixty percent of the total expenditure on projects which benefitted a 2,448,887 people” (NGCB, 2020). In the year 2018/19 the NGO sector had 39,109 salaried NGO employees, with 32,868 of them based in Kenya and 6,241 stationed in other countries. The NGOs also had a workforce of 37,401 as volunteers and interns (NGCB, 2019). This suggests that NGOs absorb a considerable huge percentage of the country’s workforce within the non-profit sector.

NGOs who implement development projects comprised of diverse characteristics such as number of staff were from two staff to more than two hundred employees. In addition, these NGOs implemented community development projects in different sectors such as water and sanitation, education, peace, health, environment, relief and disaster management, youth, gender, environment and economic empowerment.

The study based on the unit of analysis identified the unit of observation as the employees from the NGOs within the county. The target population in the NGO sector was highlighted as thirty-three thousand, one hundred and forty-three (33,143) salaried employees. The population demographic characteristics comprised the following features professional

employees that had technical skills in their different professions, individuals in management positions. Including the different staff categories achieved variability and the employees represented diverse socio-economic background.

There are diverse reasons for selection of NGO employees during this research study. The selection as the unit of study was due to the fact that the individuals were familiar with the upheld organization's values, and they experienced the values and practices that supported or hindered their performance and engagement. The category of employees interacted directly with communities and projects undertaken by the NGOs. Therefore, NGO employees were suitable because the study was able to capture their perspectives and experiences on culture using a questionnaire with statements that enabled them explore their experiences.

3.2.1 Sampling Technique

Sampling process in research consists of determining sample designs and sizes that are appropriate based on research purpose and objectives. "A subgroup of the target population that the researcher plans to study to make generalization about the target population is defined as the sample" (Bhardwaj, 2019; Creswell, 2012). A defined sample size makes the data collection process more feasible, less time-consuming and less expensive. "Sampling is an effective approach for selecting respondents and allows for implementation of research projects that face time and budget constraints" (Ragab & Arisha, 2018). "Sampling techniques include probability and non-probability methods for example simple random sampling, systematic sampling, snowballing, cluster sampling, purposive sampling, quota sampling, and stratified sampling" (Bhardwaj, 2019; Saunders et al., 2009; Taherdoost, 2016).

In order to make statistical generalization from a sample it requires using probability sampling, which allows for random selection. This study applied probability sampling to provide respondents an equal chance of being selected. The study sampled employees utilising stratified random sampling. Stratified random sampling technique was deemed appropriate and

would ensure representation of respondents working in the NGOs. Stratified random sampling deals with heterogeneous population, which is initially divided into sub-groups referred to as strata (Saunders et al., 2009). This ensured that every individual within each stratum had an equal chance of being selected.

“A sampling frame is a physical representation of different elements in the target population, where the researcher draws the sample” (Kothari, 2004). The sampling frame was derived from the NGO Coordination Board report which indicated there were 1143 registered and active NGOs in Nairobi County (NGCB, 2020). The study targeted employees from five functional units and these were categorized as homogenous units. The study focused on professional roles and salaried staff within the identified departments.

Kabetu & Iravo, (2018) conducted a study and explored the influence of strategic leadership on performance of international humanitarian organisations in Nairobi City County and used similar departmental categories. Since it was not feasible to get extensive data sources that had detailed numbers of salaried NGO staff within the Nairobi City County. The general population distribution was calculated and estimated as highlighted. See table 3.2 below.

Table 3.2

Population Distribution

Stratum	Number of NGOs	Number of observation organization	units of per respondents	Number of
Project/Program	1143		2	2286
Management	1143		1	1143
Finance/accounting	1143		1	1143
HR/administration	1143		1	1143
Procurement	1143		1	1143
Total	1143		6	6,858

The study population target comprised of a total of 6,858 respondents from management, finance, human resource, project/program and procurement departments as applicable. This captured perspectives from the different groups that worked within the NGOs. Memon *et al.* (2020) “suggest that researchers should determine sample size using power analysis”. “Using a formula takes the guesswork out of determining the number of individuals to study and provides a precise estimate of the sample size” (Creswell, 2012). When undertaking a descriptive survey, a sample comprises of a sub-division of a whole population and allows the researcher to obtain key information about the population. Since the study's sampling frame was considered non-homogeneous, the Yamane formula was therefore utilized and calculated the sample size from the entire population. In the sample computation a 95% confidence level was deemed appropriate, permitting a mere 5% margin of error. An accuracy error of 0.05 is widely accepted in social sciences. The formula determined the sample size based on the following calculations.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n refers to the sample size

N is the population comprise of 6,858 employees

E is the margin of error– 5%.

Where n = sample size, N = population size e = error term (0.05). Hence, $n = 6,858 / [1 + 6,858 (.05)^2] = 6858 / 18.15 = 378$. The study sample size translated to 378 respondents. According to Mugenda & Mugenda (2013), “when the study population is less than 10,000, a sample size of between 10 and 30% is a good representation of the target population”. Therefore, the study sampled the respondents from across management and non- management functions as highlighted in table 3.3.

Table 3.3*Distribution of Study Sample*

Strata of Population (employees)	Population Sample	Percentage (%)	Sample
Project and program	378	30	113
Management	378	20	76
Finance/Accounting	378	20	76
HR/Administration	378	20	76
Procurement	378	10	38
Total		100	378

Using the list of organisations retrieved from the NGO directory, NGOs were contacted through the gatekeepers and respondents were recruited. Due to the NGOs' closure and minimised accesses based on COVID-19 restrictions, the researcher was compelled to only contact accessible and available employees within the organizations. There were no preferences in terms of age or gender in the organisation and those employees involved were fulltime employees, in the identified departments and were directly or indirectly involved in any projects or supporting projects related tasks.

3.3 Materials and Instrumentation of Research Tools

In the previous section of this chapter, it was highlighted that the researcher adopted the positivist paradigm which later influenced the utilisation of a quantitative research approach. Therefore, "the instrument utilized for collecting data was a questionnaire. "Questionnaires are considered appropriate for use in large survey researches" (Baruch & Holtom, 2008). "A questionnaire is considered quick and less expensive compared to other data collection methods like observations or interviews" (Saunders *et al.*, 2008). According to Rowley (2014) and Creswell (2012) "questionnaires may be distributed via face to face, manual or electronic forms".

“The study utilized a structured questionnaire as opposed to unstructured one” (Kothari, 2004) because structured questionnaire are easier to administer and analyse. “The rationale for selecting the questionnaire as a research instrument over structured interviews was due to the researcher’s desire to maintain strict adherence to the epistemological underpinnings of the positivist paradigm, which allows researchers to remain detached and independent from their study without imposing personal biases or influences over the results of the research at hand” (Tuli, 2010).

By adopting the online-email questionnaire distribution approach, the researcher administered and collected data without direct contact with the potential respondents. “Electronic data collection method has been observed to yield response rates as high as or higher than traditional mail methodology” (Baruch & Holtom, 2008). “Online surveys have several advantages like easy to collect large sample, ease of data entry and analysis, low administration cost and flexibility”(Nayak & Narayan, 2019).

“An online questionnaire provides respondents with anonymity” (Gratton, 2014). When a study utilizes an online questionnaire there is anonymity, comfort and invisibility among the respondents. The researcher used a web-based platform, for hosting the questionnaire and the tool was shared via email as an embedded link to the survey.

3.3.1 Questionnaire Development

The study adopted the use of questionnaires and this enabled the researcher utilise already existing questionnaires that were modified to fit the context. The design of the questionnaire involved a detailed review of the objectives, research questions, hypothesis as well as the different literature gaps and review of tools identified in the literature review. The researcher opted to use existing survey tools to generate a questionnaire.

Therefore the design of the research tool involved adopting and modifying existing tools which were the “Organisational Culture Assessment Instrument (OCAI)” designed by

Cameron and Quinn (2006), the Utrecht Work Engagement Scale (UWES) tool” (Schaufeli, *et al.*, 2006) and the “Individual Work Performance Questionnaire (IWPQ)” (Koopmans *et al.*, 2013; Ramos *et al.*, 2019). No permission was required to use the tools since these were open access tools and the tools had been used and validated in other similar empirical studies.

The tool adopted was contextualised and consolidated to comprise of five sections namely, Section A B, C, D and E. The section (A) captured employee demographic information such as their age, sex, department, length of working and additional questions that captured different characteristics of the organisation like size and length of operation. Section B contained features that captured the dimensions of four culture types. Section C contained aspects that focused on employee engagement. Section D captured employee performance statements and the final section E captured respondents’ perspectives and recommendations. “Organisational culture encompasses shared beliefs, values, and assumptions that guide and give meaning to behaviours and relationships in organisations” (Schein, 2004).” “Organisations fit into distinct cultural profiles” (Cameron & Quinn, 2006; Schneider *et al.*, 2014). Therefore, the OCAI tool was used and explored the different types of organisational culture as depicted in the CVF model.

“The OCAI tool that was adopted for the study is the operationalisation of the CVF framework that highlighted the four culture types namely adhocracy, clan, hierarchy and market culture” (Karlsson, Karlsson, Åström & Denk, 2022). The OCAI tool is a validated tool and hence reliable for assessing culture types within NGOs and is comprised of structured statements that support identification of traits that describe adhocracy, market, hierarchy and clan cultures. “The OCAI tool can be used by any organisation to assess existing culture types” (Tubey, Rotich & Bengat, 2020). “The tool measures culture-profiles within organisations through examining the core values, shared assumptions, and common approaches to work” (Alsaqqa & Akyürek, 2021; Heritage, Pollock & Roberts, 2014).

The tool consists of twenty four (24) statements that are divided into six dimensions that define the culture type; “Dominant characteristics identifies the overall organisation’s values, organisational leadership that captures the leadership style, how employees are managed, organisational glue, the fifth dimension captures the strategic emphasis and the final dimension captures statements that focus on the criteria of success”.(David, Valas & Raghunathan, 2018; Nguyen Huy, Nguyen T, Nguyen Anh, Nguyen Au, Nguyen P, Nguyen C & Pham, 2020). The four statements are presented within each dimension, where each statement is representative of one of the four culture scales. In this research study, “the OCAI tool was modified to include the likert scale for scoring the statements, instead of the ipsative gauge in the original instrument” (Alsaqqa & Akyürek, 2021). Respondents were asked to indicate the extent to which each statement described their organisation culture using a five-point likert scale ranging from, “strongly agree”, ‘agree’, no comment, ‘disagree’ to ‘strongly disagree.’

“Engagement, is understood as a motivational, fulfilling, work-related state of mind” (Saks, 2006). The UWES tool was used to assess the aspect of employee engagement and according to Reissner & Pagan (2013) the tool has the ability to identify the presence or absence of employee engagement” The tool is reliable, validated and is highly regarded within the employee engagement studies. The tool has seventeen (17) engagement statements which reflect a three-factor structure with aspects of: Vigour (6 items), Dedication (5 items) and Absorption (6 items).

The section C of the questionnaire used the original 17 items highlighted in the UWES tool. The tool used structured statements to measure aspects of vigour; dedication, and absorption. “Employee performance, was assessed using the items adopted from the ‘individual work performance questionnaire (IWPQ)’, developed by Koopmans” (Ramos, Barrada, Fernández-del-Río1 & Koopmans., 2019). According to Koopmans *et al.* (2013) “the tool

focuses on behaviours and actions of employees and recommended the use of a short questionnaire to measure individual work performance.”

“The IWPQ questionnaire comprised of 18 items and is suitable for research studies involving workers from different types of job” (Widyastuti & Hidayat, 2018). The original tool was modified and incorporated twelve (12) items with 3 dimensions namely task, contextual and adaptive aspects instead of 47 items with four dimensions used in the original tool. “Task performance measures the ability, knowledge, skills and job experience, while contextual performance is assessed using personality-related measures” (Allworth & Hesketh, 1999).

The study tool included the adaptive performance statements instead of the counter-productive statements because of the following reasons; there were increasing technological changes facing organisation for example due to “COVID; NGO work environments required the engagement with multidisciplinary teams and finally employees are expected to adjust their interpersonal behaviours to work effectively with others” (Charbonnier-voirin & Roussel, 2012). Hence the ability to adapt to a dynamic or rapidly changing work environment becomes an important aspect to measure among NGOs in Kenya.

“Adaptive performance cannot be merged to fit within the other dimensions as proposed by Widyastuti and Hidayat (2018) because “adaptive performance has to do with behaviours that respond changes in the work environment while contextual performance relates to behaviours that influence the work environment.” The other reason for inclusion of the adaptive performance as a separate dimension were empirical reasons provided by Allworth and Hesketh (1999) “who found that adaptive performance had differential predictors than task or contextual performance.”

The survey tool used in the study had structured statements that captured task, contextual and adaptive aspects using a five (5) point likert scale score ranging from “strongly agree”, ‘agree’, no comment, ‘disagree’ to ‘strongly disagree. The entire instrument used a five-

point likert scale as recommended by Rahi (2017) because it is simpler and eases filling out the responses compared to a seven point scale or the ipsative gauge. Control variables in the study are gender (male or female). Other control variables included tenure within the organisation, organisation size (number of employees) and years of operation were measured at the organisational level. These variables were asked during the survey and summarized as part of the descriptive analysis results

Mail and online survey sometimes cause high non-response rates which can impact negatively on the fulfilment of the research objectives. Therefore, high non response rates, the study implemented the following measures; questions had to be answered in a logical order using online survey, respondents were identified and reminders were shared through email after two weeks. Saunders et al. (2008) observed that longer questionnaires affect the response rate and therefore proposes questionnaire of about four (4) to eight (8) pages. The researcher, therefore, ensured the questionnaire length was reasonable and included close-ended questions which are considered better suited for survey studies with “large sample sizes” (Rowley, 2014).

3.3.2 Pilot Study

“A pilot study seeks to verify whether respondents are able to understand and answer all the questions” (Memon, Ting, Ramayah & Cheah, 2017; Taherdoost, 2016). The pilot study was conducted with the aim of pretesting the questionnaire and to confirm if the questions sufficiently capture the views and experiences of the participants. “The pre-test of the tool involved administering the research instrument to a sample of twenty” (Memon et al., 2017) individuals from NGOs to assure validity and reliability of the research instrument.

The pilot assist to assess whether the questions are relevant or well structures to provide the responses expected, length of time taken to answer the questions and supports the restructuring or modification of the questionnaire where applicable. The data collected from the pilot study was analysed statistically using the current version of Statistical Package for

Social Sciences (SPSS) version 23 to determine the degree of validity and reliability of the instrument. The result from the analysis (*see table 3.4*) was discussed thoroughly with supervisors and research fellows' and their suggestions used to shape the final instrument used to collect data making it authentic, valid and reliable.

3.3.3 Reliability and Validity

“Reliability measures the extent to which the survey results are repeatable” (Bryman, 2012) and that scores derived using data collection tool are consistent. Reliability is important because it assists in minimising biases or errors in a study. ‘Reliability is defined “as the consistency of either measurement or design to give the same conclusions if used at different times or by different scholars” (Scott et al., 2019). The first step in ensuring reliability was through providing clear operational definitions of the variables under study. The coefficient alpha was used to test for internal consistency and according to Bujang et al. (2018) it is useful in “providing a coefficient to estimate consistency of scores on the tool”

Bonett and Wright (2015) stated that “cronbach’s alpha is a common tool used in assessing the internal reliability of the research instrument”. The researcher applied the Cronbach Alpha method to test the consistency of the responses from the 20 employees (5 percent of 378) selected for the pilot study. The Cronbach’s alpha coefficient was used to test the reliability of the data collected and the research instrument. Results are expressed between 0-1 and hence testing for reliability of the research instrument, requires scores be above 0.7 to show percent reliability.

Table 3.4*Reliability Test of Survey Instrument*

S/N	Study Variables	No. of items	Cronbach Alpha Value
1	‘Organisational Culture’	24	9.58
2	‘Employee Engagement’	17	9.34
3	‘Employee Performance’	17	0.850

The results of Cronbach’s alpha coefficient were presented in a table that showed the reliability test for the questionnaire items contained in the research instrument. After the data collection, reliability analysis was done and the findings for each of the variables was presented in table format. The coefficient for all variables was above 0.8 and this was above the 0.7 minimum threshold. The findings of the pilot study showed that the instrument was reliable and according Bryman and Bell (2011) the prescribed threshold for reliability values is above 0.7.

Refining of the instrument was done to remove or modify statements that were vague and repetitive based on the reliability test. Changes to the instrument were done as follows: The piloted tool had 58 statements but after the pilot the statements were reduced to fifty-three (53). The instrument was refined to remove statements that were vague and repetitive based on the reliability test. Other revisions to the statements were made based on respondent feedback. The IWPQ tool was refined to capture only twelve statements for the employee performance instead of seventeen statements. The five statements were eliminated due to low factor loadings. However, the UWES- 17 statements which have been used in 79% of previous studies(Motyka, 2018) were retained.

According to Creswell (2012) “validity examines whether the scores from the instrument (not the instrument itself) are valid”. Research should be appropriately designed, so that it is both internally and externally valid. Research is internally valid when the constructs

are measured in a valid way, and the data that is measured is accurate and reliable. The analysis should be relevant to the type of data collected, and the final solutions should be adequately supported by the data.

In the empirical research, construct validity was ensured using appropriate tools and survey questions that have been used in previous studies of organisational culture, employee engagement and performance. Using a validated research instrument is critical as it ensures that the findings obtained are valid (Sürücü & Maslackci, 2020). “Validation studies have been conducted and the OCAI, UWES and IWPQ tools have been used in diverse organisations globally and different sectors including the NGO sector” (Bakker and Demerouti, 2008; Igo and Skitmore, 2006).

In planning the survey, “the researcher was guided by the need to draw the meaningful responses from the respondents and to get a sense of whether the questions are straightforward and whether the questionnaire is easy to complete” (Rowley, 2014). “The validity of a research instrument can be determined if it captures to a great extent what it is intended to quantify” (Creswell, 2012). In order to increase the validity of the tool the mechanisms such as reviewing the questionnaires and questions used previously in similar research; examining numerous articles and books regarding the same concepts and related models; and consulting experienced individuals in the area of research.

In addition, the university supervisor and some experts reviewed and ascertained the correctness of the questionnaire to be used. Apart from the content validity, the face validity was measured by sending the questionnaires to individuals who have conducted a study focusing on employees in the sector. The inputs provided by the supervisors and subject experts were considered and the questionnaire refined as appropriate, but in alignment to the study objectives. Finally, the improved version of the questionnaires was uploaded and disseminated

online. Secondary data from the NGO coordination board annual performance reports, journals, publications, related to the non-profit sector were analysed to complement primary sources.

Conceptualization of the organisational culture, employee engagement and employee performance terms to ensure that the concepts are well defined. The conceptualizations were derived from relevant literature, to ensure that the subjective choice of constructs, concepts and dimensions were removed from this research. In addition, the meaning of the three concepts were operationally defined and all the subcomponents listed. This research explored the latest research studies but in addition some historical sources are referenced to provide a historical perspective on the development of the concepts.

3.4 Operational Definition of Variables

The variables were measured using nominal and ordinal types of measurements. A 5-point interval likert scale was used to compute the respondents' responses, the level of agreement was ranked as strongly agree, which reflected more agreement than just agreement or strongly disagree compared to just disagree. Therefore, the numbers in the ordinal scale represented relative position among the variables. The nominal scale of measurement was applied to cases which have some common characteristics such as sex, age, and employment title among others. "In nominal measurement of variables, numbers were assigned only for the purposes of identification" (Hair, et al., 2014) but were not used for comparison of the variables to be measured.

3.4.1 Construct/ Variable 1

Organisational culture is depicted by values, beliefs and assumptions that are shared and guide organisational behaviours and interactions. "Culture is defined as how we do things around here or visible behaviours" (Vijfeijken, 2019). Measuring culture is a dynamic process. Culture is described as a collection of behaviours; and all meaningful behaviours are measurable. Organisational culture profiles were measured using the OCAI tool that highlights

clan, adhocracy, market, hierarchy cultures but with some modifications using a five-point likert scale.

Organisational culture was the independent variable or the predictor variable. The culture types in this study were examined at organisational level. Organisational culture was operationalized by clan, adhocracy, market, hierarchy as constructs of culture. Respondents indicated the extent to which statements described their organisation using a five-point likert scale ranging from, “strongly agree”, ‘agree’, no comment, ‘disagree’ to ‘strongly disagree.’ Scores on each of the four subscales were summed up to indicate an overall score of the four cultural dimensions. Therefore, to determine NGO culture profiles, high scores indicated that a specific culture dimension is dominant within the organisation.

3.4.2 Construct/ Variable 2

“Employee engagement is a positive, fulfilling, work-related state of mind comprising of vigor, dedication, and absorption” (Schaufeli et al., 2002) and this concurs with the definition by Lockwood (2007). Employee engagement as the psychological and behavioural outcomes that lead to better employee performance” (Brenyah & Darko, 2017; Rana et al., 2019). These definitions refer to employee engagement as the level of employee commitment to the organisation and their role.

The study measures adopted for this study were absorption, dedication and vigor. Rana et al. (2019) “conducted a study that explored the concept of employee engagement dimensions using the constructs of vigor, absorption and dedication”. This concurs with Bakker and Demerouti (2008) “who state that engagement captures how individuals experience their work: as stimulating and energetic (vigor); as significant and meaningful pursuit (dedication); and engrossing (absorption)”.

In this study, employee engagement is the dependent variable or the criterion variable. Employee engagement dimensions were examined at employee level. Employee engagement

was operationalized by absorption, dedication and vigor as constructs of engagement. The seventeen (17) items were scored on a five- point likert scale ranging “strongly agree”, ‘agree’, no comment, ‘disagree’ to ‘strongly disagree.’ Respondents were required to indicate their level of engagement at work on each item on a five-point likert scale ranging from “strongly agree”, through ‘agree’, no comment, ‘disagree’ to ‘strongly disagree’.

Scores on each of the three subscales are summed to retrieve an individual score based on underlying dimensions of employee engagement. Therefore, where finding depicted high scores on vigor, dedication, and absorption was indicative of high-level engagement.

3.4.3 Constrict/Variable 3

According Khan and Mashikhi (2017) “performance is defined as the execution of the task or a behaviour that results in performing or completing a task”. This definition is consistent with Widyastuti and Hidayat (2018) who “define performance as a behaviour and result”. “Employee performance is an individual physical, behavioural and cultural output” (Khan & Mashikhi, 2017). NGOs can develop controls that may emphasize either the results of the actual performance or activities that generate the performance. Performance is managed through organisational rules policies, operating procedures, and the supervisor or the use of performance objectives and milestones.

Employee performance is a dependent variable, or a criterion variable and the dimensions of employee performance was examined at employee level. Employee performance was operationalized by contextual, task and adaptive as constructs of performance. “The task performance dimension, describes the competence in which key job related tasks are performed while contextual performance highlights behaviours that support the organisational, social and psychological context that enable the technical aspect to function” (Koopmans et al., 2013).

“Contextual performance is different from task performance since its activities are not a formal part of the job description” (Widyastuti & Hidayat, 2018). Yet contextual performance

facilitates the undertaking of the task performance. “The adaptive performance dimension refers to behaviours that enable an employee to adapt to dynamic changes in a work system or work roles” (Charbonnier-voirin & Roussel, 2012). In addition, Park and Park (2019) describe “adaptive performance as the flexibility in work behaviours that enable employee adjust to changes to job demand”.

Table 3.5

Mapping of Variables

Variable Type	Variable Name	Sub variables indicators	Measurement tool
Dependent Variable	Employee engagement	Absorption,	5-point Likert scale items
		Dedication	5-point Likert scale items
		Vigor	5-point Likert scale items
Dependent Variable	Employee Performance	Task performance	5-point Likert scale items
		Contextual performance	5-point Likert scale items
		Adaptive performance	5-point Likert scale items
Independent Variable	Organisational culture	Adhocracy	5-point Likert scale items
		Market	5-point Likert scale items
		Clan	5-point Likert scale items
		Hierarchy	5-point Likert scale items

Source: (Researcher, 2022)

All the variable statements were measured using five-point likert scale. Respondents were required to indicate their scores on performance dimensions on each item ranging from “strongly agree”, through ‘agree’, no comment, ‘disagree’ to ‘strongly disagree’. A summary of operationalization of the variables under study are summarized in Table 3.5. For example, “an individual who scores highly in the aspect of adaptive performance means the individual is more likely to move with ease between tasks, compared with an individual with high scores on task performance only” (Allworth and Hesketh, 1999).

3.5 Study Procedures and Ethical Assurances

Researchers are required to have their research plans reviewed by an institutional review board in their universities” (Creswell, 2014). The researcher received ethical clearance and approval from the UNICAF ethical review board. The UNICAF approved authorization was provided on February 2022 to enable the researcher proceed with the data collection. The researcher applied and received a one-year research permit on May 2022 to undertake a research study in Kenya from National Commission for Science, Technology and Innovation (NACOSTI) this also ensured that the ethical guidelines were followed throughout the study. The researcher also obtained approval from management of targeted organisations to collect data from their employees.

3.5.1 Ethical Assurances

“During the research process basic human rights can be easily violated” (Burke & Christensen, 2014). “Research ethics therefore guide the research process from its inception through to the dissemination and publication of study findings” (Code of Human Research Ethics, 2012). Ethics is the appropriateness of behaviour regarding the rights of those who become the involved in the research, or are affected by the study (Saunders *et al.*, 2009). Research ethics ensures the protection of an individual’s dignity and privacy during and after the study. Research ethics also promotes the integrity of the researcher; trustworthiness of the study process and supports the execution of a credible and unbiased research study.

Data was gathered from employees who work in non-profit organisations in Kenya but had minimal risk to participants. The main ethical principles included “minimizing harm, respecting autonomy, protecting privacy, offering reciprocity and treating people equitably”. For the purpose of this study, the researcher selected confidentiality and informed consent as the key ethical principles that guided the research. Confidentiality involved the using of the collected data only to the purpose of the present study only. The researcher took measures to

ensure that the participants' identities are protected. The data collected was securely stored within the SPSS software. "Anonymization is one of the forms of confidentiality, which involves concealing the identity of study participants" (Surmiak, 2018).

Confidentiality was achieved by modification of any identifying information from the data submitted. However, in this study there was no collection of any personal identifying information such as names, staff numbers, or emails. The researcher used password protected files or encryption when sending information over the internet. The assumption made was that when the study conceals the identity of the respondents, they were protected from harm resulting from termination of employment or discrimination.

Once data was collected and analysed, any identifiers and research files always remained encrypted. Strong passwords were used to ensure data security and access was with the researcher. In order, to maintain the ability to re-identify the analysis data set, a unique "ID" was created by the researcher and shared with the data analyst as appropriate when required. The researcher only reported aggregate findings, not individual-level data. "Free and informed consent requires introducing the study and its purpose, the selection criteria and the procedures to be undertaken" (Cohen *et al.*, 2013). The respondents were informed of the aims of the study and how the data collected would be utilized and presented in the final document.

After reading and familiarizing with the survey requirements, the individual indicated the acceptance and willingness to participate in the study by signing the consent form and then access to the questionnaire link was provided. The role of a researcher can present ethical issues during the research process. "Researchers need to be cognizant of how their role and influence may impact the study participants" (BERA, 2018). The researcher's role during the study was the identification of the organisations, determination of the study population and sample size, conducting the pilot study and dissemination of the questionnaire to the organisations and respondents. In this study, the researcher adopted an online-email questionnaire distribution

approach, and this ensured the researcher had minimal influence during data collection as direct contact with the selected respondents was avoided.

3.6 Data Collection and Analysis

This study utilized a quantitative survey methodology using self-administered survey questionnaires to collect data. The study enrolled employees within the organisations using stratified sampling methods. The researcher had no preferences in terms of age, gender or department in the organisation and therefore all employees were eligible.

A structured web-based questionnaire was used in collecting the main data and including the pilot. “A web-based questionnaire has the advantage of sending many questionnaires over a short period, anonymity of respondents, low cost of distribution, and rapid response” (Alatawi, 2017). The study used a consolidated questionnaire that had 3 tools incorporated which were organisational culture assessment tool (OCAI) adapted from Cameroun and Quinn. Employee engagement adapted from Schaufeli, and employee performance scale adapted from Koopmans.

A pilot test of the research instrument was undertaken before actual data collection occurs. “The pre-test assisted in determining the efficacy and reliability of the tool” (Adams, et al., 2007; Babbie, 2011). Once the pilot was undertaken, then data collection began. An introductory email was sent to individual employees or representatives of the NGOs who shared the link with employees to participate in the study. The email included an information letter explaining the background and purpose of the study, as well as information about confidentiality and anonymity considerations.

A total of 378 questionnaires were distributed through an online survey method. Tama (2019) advocates for the use of online survey to collect responses of above 300. The eligible participants were above 18 years of age and comprised of all employees from NGOs. The link to the survey platform email included a link to the questionnaire and instructions to the

respondents. The online questionnaire required the individual to sign a consent form before being provided the link to the actual survey and provided an opportunity to decline or withdraw at this point.

At the end of the questionnaire the researcher once again mentioned the aspect of withdrawal from the study. Information at this point indicated that data once submitted can no longer be withdrawn from the study. The duration for submitting the online responses was two weeks. Where an organisation or employee accepted the request to participate, a unique link of the web-based questionnaire was shared and this supported follow-up of the employee responses. Two weeks later, the researcher sent a follow-up e-mail, to the respondents. Sending reminders after the initial questionnaire administration, has been observed to influence higher response rates.

3.6.1 Data Analysis

“Analysis and interpretation of data involves presenting conclusions; summarizing the data and making conclusions based on the research questions” (Creswell, 2012). The raw data from the survey was summarized and analysed quantitatively but before analysis, the data was checked for logical completeness, accuracy, consistency, and uniformity. Data was screened for missing data, outliers, and normality. The data was then coded and then analysed using SPSS version 23. The data analysis involved both descriptive and inferential statistics.

Data collected was subjected to factor analysis using Quantile-Quantile (Q-Q) tests. Factor analysis is a statistical procedure used to validate variables and attempts to group indicators that correlate highly with each other. Factor analysis was used to determine correlations among culture, employee and performance variables in order to eliminate traits that are highly correlated to ensure validity of the variables, as well as reducing the data into relevant number of factors to enable further analyses.

The normality of employee engagement and employee performance as dependent variables were determined by Shapiro Wilks Test using the SPSS. Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM) were used to check the suitability of data to proceed for further statistical analysis. Descriptive analysis was applied to analyse the demographic data using frequencies, means, percentages and standard deviations. The presentation of demographic profile of respondents used descriptive statistics.

Data was analysed using inferential statistical tests like simple regression and multiple regression techniques. This study employed inferential statistics such as multiple linear regression analysis, analysis of variance (ANOVA), Pearson's correlations, Spearman's rho test correlations, and factor analysis. SPSS was used as the data analysis tool, and tables and diagrams were used to illustrate the results in a logical way. Level of significance used in this study was 5%.

Analysis measured the relationship between the independent variable, that is, organisational culture and the dependent variables, that is, employee engagement and employee performance by using statistical packages for social sciences (SPSS V23). According to Kothari (2004) correlation and regression analysis are used to determine the relationship between variables, and measure the strength of association between two or more variables.

Multiple regression analysis enabled determine the percentage variance among the independent variable and the dependent variables. Then comparison was undertaken to confirm the relationships between the variables and against existing literature to establish areas of congruence or divergence. This assisted in testing the hypotheses of the study and establish the degree of association between independent and dependent variables.

Pearson correlation analysis was used to examine if there is any association between the independent variable culture and employee engagement and employee performance. 'Pearson measures the degree of association between two variables and the value range is from

-1.0 to +1.0' (Lai, 2018). "An absolute value that is big indicated a stronger relationship; the positive or negative sign indicated the direction of association. A statistical association indicated that an increase in one variable increases, the other variable; while a negative correlation makes the assumption that as one variable increases, the other variable decreases"(Saunders et al., 2009).

Descriptive statistics were used to analyse quantitative data to generate percentages, mean, median, mode, standard deviation and variance of the dependent and independent variables. Data was displayed by organizing and arranging data into diagram or visual displays that summarise the information. Presentation of findings were presented using statistical tables, charts and graphs. Presentation methods were determined by the data format, analysis method, and the information to be emphasized based on the research objectives.

Text was used to explain results, outline trends, and provide contextual information. Texts were used to provide interpretation of the findings based on the research questions and hypothesis of the study. Tables were used to present individual or group information because they are easier to present large amounts of information and information that cannot be displayed on graphs. Charts and graphs are ideal for presenting complex information and therefore, were used to facilitate comparison, depict trends and relationships within the data such as correlations and frequency distribution.

3.7 Summary

Research methodology begins with the initial identification of philosophies and ends with techniques and procedures. This chapter highlights the philosophical assumptions underpinning this research, the strategy and techniques that were used to collect and analyse data required to address the research questions and to test the hypothesized relationships in this study. "Despite philosophical ideas remaining hidden in research they still have an impact on the research practice" (Creswell, 2014).

Kivunja and Kuyini (2017) stated “that paradigms influence and guide the research process”. Positivism was the underlying research philosophy for this study. Saunders *et al.*, (2009) “state that a positivist philosophy usually uses quantitative methods as research tools, as these are objective, and the results are generalizable and replicable. The focus being on looking for an explanation for behaviour, and not for meaning”.

According to Tuli (2010) “the positivist framework reinforces quantitative methodology and hence quantitative method was adopted by the researcher”. “A quantitative approach provides realistic information” (Rahman, 2016) and hence has a high validity when compared to qualitative approach. The sampling technique used, and sample population were discussed in this chapter. According to Hair, et al. (2014) “representative samples are obtained through a set of well-defined procedures, that include defining the target population; selection of a sampling method; and determination of a sample size”.

Probability sampling was utilised in this study and is associated with survey (Saunders et al., 2009). Stratified random sampling was used to determine the sample size of employees within Nairobi County. This comprised of dividing the study population into subgroups and respondents were drawn from each category. This technique was used because means the results can be generalized and greater representations. The technique also provides better coverage of the population to be studied and makes data collection easier and less costly.

The study utilized a survey technique for data collection using a self-administered questionnaire. “Survey technique was selected because it has been used in similar empirical studies” (Alharbi & Sidahmed, 2018; Botti & Vesci, 2018; Zeb et al., 2021). “Quantitative research utilizes validated instruments for collecting data” (Queirós, Faria & Almeida, 2017).

The questionnaire combined and contextualized three existing tools namely the OCAI, UWES and IWPQ using a likert scale design. The likert scale was selected over other scaling methods in this study. “The likert scale was suitable for obtaining attitudinal information”

(Adetayo, 2019) whereby “respondents indicate their level of agreement or disagreement with each statement in the questionnaire” (Joshi & Pal, 2015). “The likert scale is preferred for this research context since according to other scholars such as Willits, Theodori & Luloff (2016) considered the scale reliable, easy to design and administer the questionnaire.”

A pilot test of the research instrument was undertaken before actual data collection occurs with a sample of 20 respondents. The pilot study tests the research instrument and is used in quantitative studies (Majid, Othman, Mohamad, Lim & Yusof, 2017). “The pre-test assisted in determining the efficacy and reliability of the tool” (Babbie, 2011). The Cronbach’s alpha coefficient was used to test the reliability of the data collected and the research instrument. The Cronbach scores were as follows culture (0.958), engagement (0.934) and performance (0.850). The scores met the threshold of 0.7 (Bryman & Bell, 2011).

The instrument was refined and statements that were vague and repetitive were removed or modified based on the reliability test. The revised tool had 53 statements for example the IWPQ tool was refined to capture only twelve statements for the employee performance instead of seventeen statements. The five statements were eliminated due to low factor loadings. However, the 24 statements in the OCAI tool and UWES- 17 statements were retained (Motyka, 2018).

Ethical considerations, principles to be upheld and the process to get ethical clearance from the University and other relevant institutions are highlighted in the chapter. The study target was 378 respondents from NGOs within Nairobi City County and the researcher ensured the respondents understood the purpose of the study and they provided the consent. During data collection, an introductory email, was sent to the employees once they accepted to participate in the study. The email included an information letter explaining the background and research aims, as well as information about confidentiality and anonymity considerations. A unique link of the same web-based questionnaire was developed to reach out to employees

based in the NGOs to support follow-up of the employee responses. This link to the questionnaire and instructions was included in the email to each participating organisation.

Two weeks later, a follow-up e-mail, was sent to the representatives of the NGOs who sent friendly reminders to the targeted respondents. Sending reminders after the initial questionnaire administration, was observed to influence higher response rates. “High response rates means that the potential for differences between respondents and non-respondents are lower hence increasing the likelihood that survey results can be generalized and reduces the likelihood of response bias” (Brtnikova, Crane, Allison, Hurley, Hurley, Beaty & Kempe, 2018).

Some challenges were experienced such as closure of NGOs as a result of impacts of COVID-19, employees were not easily accessible due to lockdown measures or unwilling to participate because of staff changes due to employee terminations. Organisational protocols put due to COVID-19 restrictions that restricted access to offices and employees. Saunders et al. (2009) noted that issues of confidentiality and anonymity are key considerations during the analysis and report writing stages.

Therefore, to anonymity was considered during the presentation of the information which did not capture individual responses, and no comparisons was made on the NGOs who participated in the study. Once the data collection was completed the numerical data was coded (Saunders et al., 2009) and then entered before analysis. The data analysis used the SPSS software and results were illustrated using tables and diagrams. Presentation methods used were based on the data format, analysis method, and the information to be highlighted based on the research questions.

Level of significance used in this study was 5%. Data analyses was based on the research questions and the hypotheses selected for the study. The analysis of the data utilized descriptive statistics and inferential statistics techniques such as correlation and regression

analysis. Variables are described and compared numerically using descriptive statistics (Saunders et al., 2009). The study used descriptive statistics to analyse quantitative data to generate percentages, mean, median, mode, standard deviation and variance of the dependent and independent variables.

The relationship between cultures (independent variable) and employee engagement and employee performance (dependent variables) were analysed. Correlation and regression analysis were used to determine the relationship between variables, and measured the strength of association between two variables (Kothari, 2004). Some of the tests used were; Spearman's rho was used to measure the strength and direction of association between the independent and dependent variables, chi square test measured the level of significance; Pearsons tests measured the correlation between the variables (Saunders et al., 2009; Bryman, 2012).

Multiple regression analysis determined the percentage variance among the independent variable and the dependent variables. The relationships between the variables were confirmed through the tests done and comparisons made with existing literature to highlight areas of congruence or divergence. This assisted in testing the hypotheses of the study and establish the degree of association between independent and dependent variables. The next chapter highlights the study findings.

CHAPTER 4: FINDINGS

Introduction

The study purpose was to understand the type of cultures that exist within NGOs and their effect on employee engagement and their performance within Nairobi City County in Kenya. The study formulated five objectives and hypotheses that guided the study. The objectives were; to identify whether the four culture types (clan, adhocracy, market and hierarchy) exist within NGOs; determine the association of the four cultures (clan, adhocracy, market and hierarchy) with employee engagement and performance.

The independent variables were clan, adhocracy, market and hierarchy cultures and their impact on the dependent variables, which were employee engagement and employee performance. The study attempted to answer the research questions and utilised a questionnaire as the main instrument for data collection and this was supplemented by secondary data. The questionnaire was developed using a survey administration application and a link to the questionnaire was sent to the respondents via email and social platforms.

This chapter discusses the analysis and interpretation of the findings resulting from the survey. This chapter described the various tests were used to analyse the relationship between the 3 variables, level of significance, reliability and validity. Specifically, cronbach's alpha test was used as a reliability test, validity of the questionnaire was done using, the Kaiser-Meyer-Olkin measures of sampling adequacy to test how data is suitable for factor analysis. Descriptive analysis was used to analyse the demographic data using frequencies and percentages. Data normality was determined by plotting a histogram. Factor analysis was used to identify the key measures influencing the three variables using multiple construct items. This study utilised Confirmatory Factor Analysis (CFA) statistical test to measure the internal structure of instrument (Tavakol & Wetzel, 2020). Hypothesis were analysed using the chi-

square test and multiple linear regression analysis was used to determine the percentage variances among the independent and the dependent variables.

The ANOVA test was used to determine if there were relationships between independent and dependent variables. The level of significance used in this study was five (5) percent. Data were compiled from self-administered questionnaires, completed by 294 employees out of the 378 questionnaires distributed. The completed questionnaires met the required inclusion criteria and hence were usable for analysis. The raw data from the questionnaires, was coded, cleaned, analysed and interpreted.

The questionnaire had four sections and data presented as follows: The first section presents the evidence to support the trustworthiness, reliability and validity of the data. The next section presents the findings of the research such as the demographic data for example age, gender, years of work experience, number of employees (size of organisation) and number of years the organisation has been in operation. The next section presented data describing the culture profiles, employee engagement and employee performance levels. Data obtained from the analysis of the association between the four culture types and employee engagement and their performance dimensions were examined, the association between the variables discussed and the hypothesis results presented. Finally, the chapter ends with key evaluation of the findings and a summary of the chapter.

4.1 Survey Response Results

The survey response results demonstrate whether the findings are representative of the target. The study sample size target was 378 respondents from a study population of non-governmental organisations within Nairobi City County. Three hundred and seventy-eight questionnaires were distributed, out of which a total of 294 responses were received. A 78 % response rate was achieved because of respondents were assured of confidentiality and privacy and in addition several reminders sent through telephone calls, emails and provision of an

offline mode to allow for data to be filled and later uploaded online. Table 4.1 indicates the response rate.

Table 4.1

Survey Response Results

Category	Target	Responses Received	%
Employees	378	294	78 %

The 294 completed online questionnaires were considered adequate for further analysis and therefore used for computing the results. According to Fincham (2008) ‘a response rate of sixty percent (60%) is adequate for further analysis’ and since the overall response was seventy eight percent (78 %) for this study, it was regarded as adequate for further analysis.

A research study needs to meet the minimum ethical standards. Before proceeding to undertake the data collection the researcher sought for the review of the research methodology and tools and received approval internally from the UNICAF Institutional Review and Ethical Committee and externally through Daystar University ethical review board in Kenya to support application of a permit. The researcher received a one-year research permit from the National Commission for Science, Technology and Innovation (NACOSTI) in Kenya to undertake the study.

Several ethical aspects were taken into considerations during the data collection and analysis. The researcher ensured that data collection process followed ethical guidelines to ensure no harm to the participants and that they provided consent prior to participation. The researcher informed the respondents about the study aim, methodology of the study and were informed that participation was voluntary. Once the respondents were clear on the process of data collection, they provided consent, and they were assured that no names would appear in any document.

Confidentiality and anonymity of the individual and their employers was ensured because there were no questions that required such information from the respondents. Therefore, during analysis, the respondents were identified by serial numbers and not individual names or organisations. Anonymity was achieved through grouping and analysing the data as a whole and avoided presentation of individual responses. The respondents were not exposed and hence there was no risk of any harm as they were not required to share any sensitive information, and neither were their names indicated anywhere during collection and analysis of data.

The online responses were checked for completion and then analysed. Each attribute was coded with a number in the SPSS data editor. The numbers assigned did not represent the relative position. Data coding was helpful during the summarising and presentation of data to enable the researcher to have a systematic account of the recorded information.

4.2 Trustworthiness of Data

4.2.1 Evidence on Trustworthiness of the Data

Data collection utilized a questionnaire that comprised of three instruments OCAI, UWES and IWPQ tools. The respondents were employees working in different departments or cadres within NGOs in Nairobi City County (NCC).

4.2.2 Trial of Model Tests

Confirmatory Factor Analysis

Factor analysis (FA) explores the underlying dimensions that explain the relationships between the multiple variables using statistical procedures (Tavakol & Wetzel, 2020). The results of the confirmatory factor analysis (CFA) suggest that the model for organizational culture, employee engagement, and employee performance demonstrates an overall good fit. The chi-square statistic ($\chi^2 = 135.755$, $df = 52$, $p = 0.068$) indicates an acceptable fit, as the p-value is greater than 0.05, suggesting that the model's predicted covariance structure does not

significantly differ from the observed data. The normed chi-square (CMIN/DF = 2.61) falls within the acceptable range of 1 to 3, further supporting the model's suitability. Additionally, the Root Mean Square Error of Approximation (RMSEA = 0.011) indicates a close fit, as it is significantly below the threshold of 0.05, reflecting minimal discrepancy between the model and data.

Table 4.2

Model Fit Measurement for OC, EE and EP

Fit Measures Parameter	Fit Measures' Indications	Interpretation	Model Results
Chi-square (χ^2)	<0.5 >0.5		135.755
Degree of Freedom (df)			52
P-Value	<0.5 >0.5	Acceptable fit	0.068
CMIN/DF (χ^2 /df)	<1 1-3 >3	Over fit Good fit Over fit	2.61
Root Mean Square Error of Approximation (RMSEA)	0 <= about 0.05 <= about 0.08 > 0.1	Exact fit Close fit Reasonable Over fit	0.011
Incremental Fit Index (IFI)	0- 1 close to 1 > 1	Fit Very good fit Over fit	0.946
Comparative Fit Index (CFI)	0-1 close to 1 > 1 over	Fit Very good fit Over fit	0.946
Normed Fit Index (NFI)	0- 1 close to 1 > 1	Fit Very good fit Over fit	0.931
Goodness of Fit Index (GFI)	0- 1 close to 1 > 1	Fit Very good fit Over fit	0.995

Incremental fit measures, including the Incremental Fit Index IFI (= 0.946), CFI (= 0.946), and NFI (= 0.931), are all close to 1, demonstrating strong fit quality. The GFI (= 0.995) similarly indicates a very good fit, suggesting that the model captures a substantial proportion of the variance and covariance in the data. Overall, the results suggest that the CFA model provides a robust representation of the relationships among organizational culture, employee

engagement, and employee performance, offering a strong foundation for further analysis and interpretation.

Table 4.3

Factor Loadings

Factor	Indicator	Symbol	Estimate	Std. Error	z-value	p	95% Confidence Interval	
							Lower	Upper
Organisational Culture Profiles	Clan Culture	λ_{11}	0.442	0.024	18.439	< .001	0.395	0.489
	Adhocracy Culture	λ_{12}	0.460	0.025	18.34	< .001	0.411	0.509
	Market Culture	λ_{13}	0.375	0.027	13.971	< .001	0.323	0.428
	Hierarchy Culture	λ_{14}	0.415	0.024	17.259	< .001	0.368	0.462
Employee Engagement	Vigor physical Engagement	λ_{21}	0.494	0.029	17.206	< .001	0.437	0.55
	Dedication Emotional Engagement	λ_{22}	0.477	0.031	15.514	< .001	0.417	0.538
	Absorption Cognitive Engagement	λ_{23}	0.385	0.042	9.212	< .001	0.303	0.467
Employee Performance	Task Performance	λ_{31}	0.464	0.027	17.42	< .001	0.412	0.517
	Contextual Performance	λ_{32}	0.497	0.026	19.017	< .001	0.446	0.549
	Adaptive Performance	λ_{33}	0.506	0.032	15.919	< .001	0.443	0.568

The results in Table 4.3 offer a comprehensive analysis of the factor loadings for each indicator within three main constructs: Organizational culture types, Employee engagement, and Employee performance. Each indicator's loading and 95% confidence interval provide insights into the strength and reliability of its relationship with the latent construct it represents. These values are statistically significant, with p-values <.001, indicating strong evidence for

the hypothesized structure. By examining each factor individually, we can interpret the contributions of these indicators to the overall model.

Organizational culture was represented by four types: clan, adhocracy, market, and hierarchy cultures. The loadings were for clan culture (0.442), adhocracy culture (0.460), hierarchy culture (0.415) and market culture (0.375). Adhocracy culture had a higher factor loading compared to the other three culture types. The findings demonstrate all four cultural types are present and contribute to the organizational culture profile, however clan and adhocracy types of cultures were slightly more prominent among the four cultures.

Employee engagement was captured by three dimensions: vigor, dedication, and absorption. vigor had a loading of 0.494, dedication, a loading of 0.477 and absorption had a loading of 0.385. Vigor had a higher factor loading compared to the other two dimensions. Employee performance was captured through task, contextual, and adaptive dimensions. Contextual performance had a loading of 0.497, adaptive performance had a loading of 0.506 and task performance, with a loading of 0.464. Adaptive performance had a higher factor loading compared to the other two dimensions.

Table 4.4

Factor Covariances

						95% Confidence Interval	
		Estimate	Std. Error	z-value	p	Lower	Upper
Organisational Culture Profiles	↔ Employee Engagement	0.702	0.040	17.655	< .001	0.624	0.780
Organisational Culture Profiles	↔ Employee Performance	0.663	0.041	16.287	< .001	0.583	0.743
Employee Engagement	↔ Employee Performance	0.780	0.034	22.648	< .001	0.713	0.848

Table 4.4 shows factor covariances. The relationship between a value and a set of values' mean is explained using the statistical measurement the Z-score. Measuring the Z score

uses the standard deviations from the mean. A Z-score of zero is interpretation means the data point's score is the same as the mean score.

The likelihood that the source data completely fits the number of factors supplied is known as the p-value. When the p-value is 0.05 or less, the result is hailed as significant; however, when it is larger than 0.05, the result is non-significant and is frequently overlooked. The alpha value determines the confidence level, which is the proportion of times one would anticipate being able to recreate an estimate between the top and lower boundaries of the confidence interval. Any integer bigger than or equal to all the set's components is the interval's upper bound. Lower confidence limit is a value established by the data that, with a specific level of confidence, is less than a certain parameter.

Factor covariances show the correlations between the factors/variables and from Table 4.4, the relationship between study variables is significant. The relationship between organisational cultural profile and employee engagement is significant at p-value less than 0.01. Organisational culture profile significantly relates to employee performance at a p-value of less than 0.01. The study again shows that the relationship between employee engagement and employee performance is significant at a p-value of 0.01.

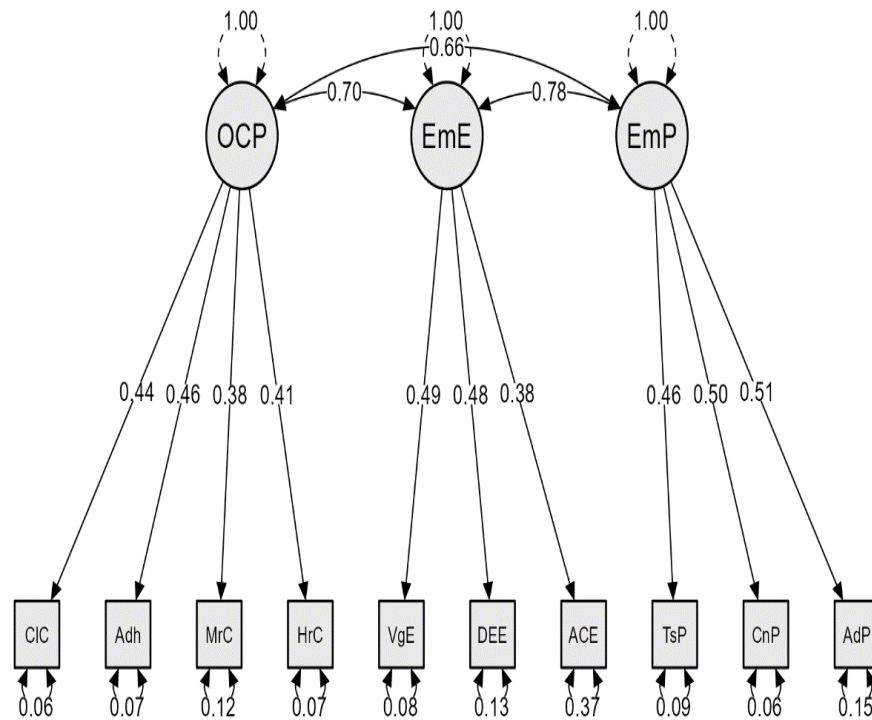
Model Plot

From the model diagram, three factors are shown representing the four study variables as shown in figure 4.1. The item variances are indicated right below the diagram representing each parameter from every study variable. The correlations between the variables are also shown by the model diagram. For instance, the correlation between organisational culture profiles and employee engagement is 0.70, that between employee engagement and employee performance is 0.78, and organisational culture profiles and employee performance is 0.66. However, “a standardized loading factor coefficient between 0.50 to 0.69 is acceptable”

(Widodo, Turmudi, Dahlan, Harini & Sulistyowati, 2020). Gravetter, and Forzano, (2012) stated that “a value between 0.6 to 0.7 is acceptable and permits for further analysis.”

Figure 4.1

Model Plot



The correlation between the factor and the item is measured by the factor loading; a factor loading of higher than 0.30 typically denotes a moderate correlation between the factor and the item. Since they are above 0.30, the output shows a substantial correlation between the items and the factors. Adhocracy culture has a 0.46 strong influence on organisational culture according to the organisational culture profile. When it comes to employee engagement, vigor engagement has a significant influence (0.49). At 0.51, adaptive performance has a significant impact on employee performance.

Structural Equation Modelling (SEM)

Table 4.5

Model Fit

				Baseline test			Difference test		
	AIC	BIC	n	χ^2	df	P	$\Delta\chi^2$	Δdf	P
Model 1	3208.585	3330.144	294	135.971	32	<.001	135.971	32	<.001

AIC and BIC, also known as the Akaike information criterion and Bayesian information criterion. AIC is a metric that assesses a model's accuracy in prediction while accounting for model complexity. A lower AIC value indicates that the model can be effectively used to forecast the dependent variable with fewer parameters, making it a stronger predictor. BIC is a metric that evaluates how well a model fits the data while accounting for the model's complexity and sample size.

A model with a lower BIC value is said to be better fitting since it signals that it can reliably predict the dependent variable with fewer parameters and a larger sample size. From the SEM output, the model has a Chi-square value of 135.971, 32 degree of freedom and the model is significant at 0.01. This infers that the model is good in predicting the relationship between variables.

Table 4.6*Factor Covariances for SEM*

Variables	Estimate	Std. Error	z-value	p	95% Confidence Interval	
					Lower	Upper
OCP – EmE	0.153	0.018	8.435	< .001	0.118	0.189
OCP – EmP	0.136	0.017	8.169	< .001	0.103	0.169
EmE – EmP	0.179	0.020	8.836	< .001	0.139	0.219

In table 4.6, the factor covariances for SEM reveals the relationship between culture types, employee engagement and their performance. From the results, at a Z-value of 8.435, the relationship between organisational culture and employee engagement is significant at 0.01. The study findings also reveal that at Z-value of 8.169, the relationship between organisational culture and employee performance has significant at 0.01. Finally, the study shows that at Z-value of 8.836, the there is a significant relationship between employee engagement and employee performance at 0.01.

4.2.3 Data Normality, Multicollinearity and Linearity Tests

The trustworthiness of the data was confirmed by undertaking several diagnostic tests such as multi-collinearity test (Variance inflation factor VIF), normality tests (histogram), linearity test (scatter plot).

Multicollinearity test.

Multi-collinearity usually occurs when two or more independent variables are highly correlated to each other. Independent variables ideally should be independent and any signs of multicollinearity among independent variables results in less reliable statistical inferences. It can lead to difficulties understanding or explaining which variable influences the dependent variable. When multicollinearity occurs, it undermines the statistical significance of an independent variable. The Variance Inflation Factor (VIF) was computed on the independent

variables. This test is conducted to measure the severity of multicollinearity, and the results are highlighted in table 4.7 below.

Table 4.7

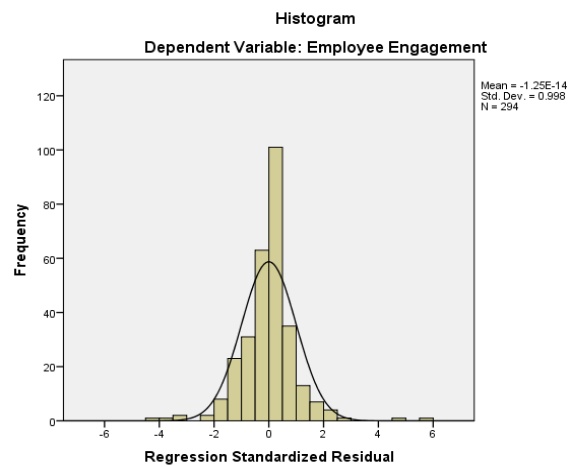
The Variance Inflation Factor (VIF) Results

Variable	Tolerance	VIF
Clan Culture	0.318	3.147
Adhocracy Culture	0.304	3.293
Market Culture	0.446	2.240
Hierarchy Culture	0.342	2.924

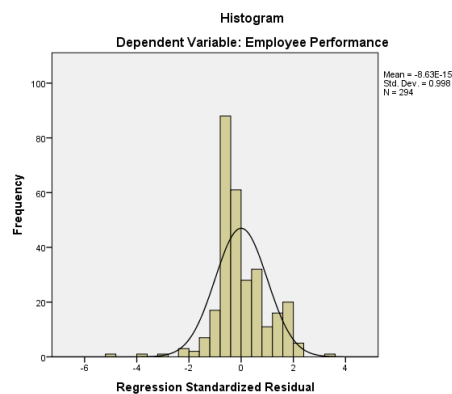
The VIF values in the study were all less than 10, and this indicated that the assumption that there is no collinearity is met and is acceptable. Further the values of the tests indicated low correlation among variables, and this was due to the fact that all the variables had VIF values that were less than 5 which is the default VIF cut-off value. Therefore, the independent variables were all included.

Normality Test.

The model's residuals must be normally distributed to satisfy the normality test's presumption. Skewness of the employee engagement data set was determined using the normality test. To verify the assumption, a histogram of the residuals' distribution was plotted and examined. The results are shown in Figure 4.2. The residuals assumed an inverted U-shape in the plot, showing that the employee engagement data was normally distributed.

Figure 4.2*Normality Results for Employee Engagement*

The normality test for employee performance makes the assumption that the model's residuals are evenly distributed. The normality test was used to determine how skewed the data set was. To verify the assumption, a histogram of the residuals' distribution was plotted and examined. The results of the investigation are shown in Figure 4.3.

Figure 4.3*Normality Results for Employee Performance*

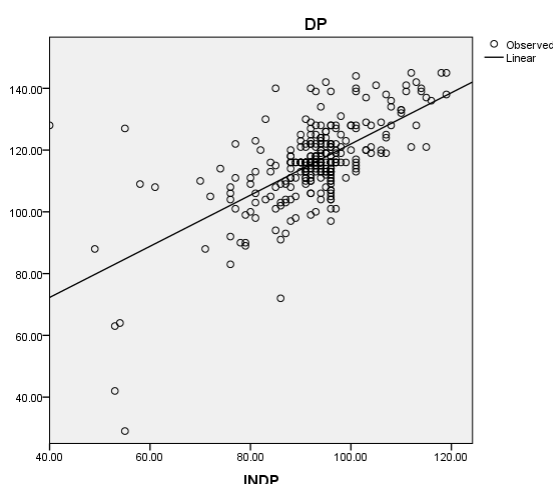
The plot shows that the residuals assumed an inverted U-shape indicating that the data on employee performance was normally distributed.

Linearity Test.

To test whether the regression models between the independent and the dependent variables in this study are related to a straight line to the right or bottom right, the linearity test was done. The linearity of the data was checked through a scatterplot. This is displayed in figure 4.4.

Figure 4.4

Linearity Test: Scatter Plot for Dependent and Independent Variables



The data did not form a horizontal line on the scatterplot and the fitted line was horizontal and close to zero (0) hence the linearity was present.

4.3 Reliability and Validity of Data

‘Reliability refers to whether the results supplied are consistent and validity refers to whether the results represent what they are supposed to measure’ (Cooper & Schindler, 2014).

4.3.1 Pilot Test

“A pilot study serves as a test run for the main survey and can be helpful in identifying any gaps in the methods and instruments used for data collecting” (Cooper & Schindler, 2014).

‘The viability of the study instruments is determined by the pilot study, that assists the

researcher improve the questionnaires so that respondents have no issues recording the data' (Saunders et al., 2009).

Before beginning the main study, a pilot study was conducted, and the findings were used to assess the feasibility and determine any alterations or amendments that were necessary. A pilot test is critical as it enables the detection of any gaps in design and instrumentation (Cooper & Schindler, 2014). By pre-testing the questions before using them in the study, the pilot study assisted in determining the validity of the questions as well as the dependability of the tool (questionnaire). A total of thirty (30) respondents working within non-profit sector organisations, or 10% of the sample size, were the focus of this pilot study.

Information was gathered from staff members of the non-profit organisations. This pre-testing ensured that the questions were valid for scientifically examining organisational cultures that exist in non-profit companies as well as evaluating the connection between employee engagement and performance and perceived organisational cultures. The pilot testing assisted the researcher refine the questionnaire through identifying and correcting questions that were not straight-forward and added questions to capture appropriate responses.

These measures enhanced the objectivity and effectiveness of the tool in addressing the objectives of the study. Internal validity was verified by ascertaining that the tool developed would measure what it is was designed to capture. The study begun with ensuring that the survey instrument would adequately capture the responses required. Cronbach alpha was used to test the instrument's reliability, and the reliability coefficient was calculated based on the responses from 30 respondents during the pilot study. The instruments were adopted from existing tools which had 24 statements (OCAI) for culture and 17 statements for engagement (UWES) and 17 statements for performance (IWPQ). The results are presented in Table 4.8.

Table 4.8*Reliability Test of Survey Instrument*

S/N	Study Variables	No. of items	Cronbach Alpha Value
1	‘Organisational Culture’	24	0.958
2	‘Employee Engagement’	17	0.934
3	‘Employee Performance’	17	0.850

The coefficient for all variables was above 0.8 and this was above the 0.7 minimum threshold. The findings of the pilot study showed that the instrument was reliable and according Bryman and Bell (2011) the prescribed threshold for reliability values is above 0.7. Refining of the instrument was done to remove statements that were vague and repetitive based on the reliability test.

Other revisions were made based on feedback provided by the respondents, supervisor and experts. Therefore, the final questionnaire had 12 items for the employee performance variable instead of 17 statements. The five statements were eliminated due to low factor loadings. The pilot testing confirmed the questionnaire statements, method and web platform to be utilized to collect the information were appropriate and operational.

4.3.2 Test- Retest Reliability Results

Before analysing the relationship between clan, adhocracy, market, and hierarchy culture types, employee engagement and their performance. The variables were re-tested to measure reliability and validity. Cronbach's alpha test was undertaken to ascertain the internal consistency of the data acquired to examine dependability. Cronbach's alpha was therefore calculated by summing the scores for all scale items and each observation, which was often a single survey responder, and comparing the result to the variation for all individual item scores.

Table 4.9*Cronbach's Alpha Rule of Thumb*

'Cronbach's alpha (α)'	'Internal Consistency'
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: Nashir et al., (2020).

Cronbach's alpha interpretation table for questions using the Likert scale is shown in Table 4.9. "A cronbach's alpha coefficient value closer to one, indicates that the items represented in the scale are reliable" (Zikmund et al., 2009). Cronbach was appropriate for determining the reliability of likert- type questions which form a scale. All the 53 items were analysed in SPSS version 23, and the results illustrated in Table 4.10.

Table 4.10*Cronbach Reliability Results*

Variables	Sections	Cronbach's Alpha	N of Items	Comments
Organisational Culture	Sec B: Q1 to Q24	0.926	24	Reliable
Employee Engagement	Sec C: Q1 to Q17	0.923	17	Reliable
Employee Performance	Sec D: Q1 to Q12	0.929	12	Reliable
Combined variables of the study	Sec B:Q1 to Sec D: Q53	0.962	53	Reliable

The Cronbach's Alpha and the Kuder-Richardson tests are two examples of frequently utilized assessments. The findings in Table 4.10 showed that the Cronbach's Alpha values for the investigated constructs had high reliability standards that ranged from 0.923 to 0.929 for each component of the questionnaire. The cronbach's alpha value for the pooled study variables

was 0.962 for the 53 items. ‘The results were consistent with the accepted rule of thumb for internal consistency’ as indicated by Nashir et al. (2020).

A Cronbach's Alpha value greater than 0.9 is regarded as having outstanding internal consistency according to the general rule of thumb. Given that all sections of the questionnaire had Cronbach Alpha values higher than 0.7, which is the standard threshold for internal consistency and considering that lower coefficients have been utilized in certain research, the instrument was regarded as being quite reliable (Hair et al., 2014).

4.3.3 Validity Results

The Kaiser-Meyer-Olkin (KMO) test of sampling adequacy was used to determine the suitability of factor analysis based on the sample of the study. A value of statistic (0.5 – 1) shows the appropriateness of the factor analysis and a value that is below 0.5 indicates the inappropriateness of the factor analysis for data presented. The validity of the research data was then examined using Kaiser-Meyer-Olkin sample sufficiency index (KMO) and Barlett's test of sphericity. The results are indicated in Table 4.11 below.

Table 4.11

Sampling Adequacy Tests

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.916
Bartlett's Test of Sphericity	Approx. Chi-Square	12339.043
	Df	1378
	Sig.	.000

KMO measurements have values ranging from 0 to 1. Values that are very close to one show that the measured variables all accurately predict the other variables. Values less than 0.5 point to a validity issue. The value of the KMO and Bartlett's test for the research data was 0.916, and Barlett's 0.00 as can be seen in Table 4.11. Since the number is higher than 0.5, it

implies that validity was seen and that the variables were most likely to account for 91.6 percent of the variation.

Table 4.11 indicates that KMO measures of sampling adequacy coefficients was 0.916 revealing an acceptable index since Kaiser proposes that an index of over 0.5 as an accepted index therefore proceeded with exploratory factor analysis. The sphericity test looks at whether the variables being measured are adequate and verifies that the instrument used allowed for the collection of enough data to be evaluated and ultimately tested against the hypothesis. It is deemed improper to use a significance level larger than 0.05 or a confidence interval of 95%. Given these findings and the study's computed significance value of $0.000 < 0.05$, data achieved the validity test.

4.4 Results

The study responses were analysed to establish the effect of clan, market, adhocracy and hierarchy cultures on employee engagement and their performance within NGOs in Nairobi City County. The section presents and highlights the findings based on the five research questions.

4.4.1 Characteristics of Study Respondents and Organisations

This section outlines the demographic data, comprising of gender, age, department and the years in organisation. The demographics of the respondents are highlighted in Table 4.12.

Gender of Respondents

The descriptive statistics of the study showed that 178(60.5%) of the respondents were men while the remaining 116 (39.5%) were women, this indicate that the sector is male dominated. Even though the data depicts that the male gender were dominant, but analysis indicate that the views were collected from a gender balanced perspective. According to Kothari, (2004) a gender representation of 1:2 of either gender in a study is representative.

Table 4.12*Characteristics of the respondents*

Variable	Level	Frequency	Percent
Gender	Female	116	39.5
	Male	178	60.5
	Total	294	100
Age	20-30years	90	30.6
	31-40years	158	53.7
	41-50years	37	12.6
	51-60years	7	2.4
	61-70years	2	0.7
	Total	294	100
Work Tenure	Less than 3 Years	118	40.1
	4-9 Years	140	47.6
	Over 10 years	36	12.2
	Total	294	100
Department	Programs/Projects	116	39.5
	Finance/Accounting	37	12.6
	HR/administration	71	24.1
	Management	57	19.4
	Procurement	12	4.1
	Other	1	0.3
	Total	294	100

Age of Respondents

The descriptive statistics of the study indicated that; 90(30.6%) of the respondents were between the age of 20 to 30 years. 158 (53.7%) of the respondents were between the age of 31 to 30 years, 37 (12.6%) of the respondents were between the age of 41 to 50 years. 7(2.4%) of the respondents were between the age of 51 to 60 years and 2 (0.7%) of the respondents were between the age of 61 to 70 years. Most of the respondents were between the ages of 31-40 years which constituted 53.7% of the respondents.

Work Tenure

Respondents indicated the years they had worked within their organisations. It is revealed that 118 (40.1%) of the respondents were in the organisation less than 3 years, 140 (47.6%) were in the organisation between 4-9 years, 36 (12.2%) of the respondents were in the respective organisations over 10 years. This indicates that length of service between (4-9 years)

was high at 47.6 % but after ten years the percentage was lower. This could indicate that there is low retention of staff after 10 years in this sector.

About sixty (60 %) percent of the respondents had worked in their organisation for more 3 years. It is assumed that the longer the employee have worked for the organisation, it means the more they understand the organisation and hence they have a greater ability to provide perspectives on their work environment and by extension the organisational culture. This means that the respondents provided valuable information based on being in the organisation for extended period of times.

Department of Respondents

The findings of the study in table 4.12 reveal that 116(39.5%) of the respondents worked within the programs/projects department, 71(24.1%) of the respondents worked in HR/administration department, and 57(19.4%) of the respondents were from management (Head of organisations or departments). The study illustrates that 37(12.6%) of the respondents came from finance/accounting department, 12(4.1%) of the respondents came from the procurement department, and 1(0.3%) of the respondents came from other departments not mentioned on the listed choices. The findings of the study indicate that respondents from the targeted departments were represented.

4.4.2 Organisation Characteristics

This section outlines the key characteristics of the organisations that comprised of years in operation and size based on number of employees. The summary is presented in Table 4.13

Table 4.13*Characteristics of the NGOs*

Variable	Level	Frequency	Percent
Number of Years in Operation	Less than 5 years	55	18.7
	5-10 years	110	37.4
	11-15 years	31	10.5
	Over 15 years.	98	33.3
	Total	294	100
Number of Employees	0-50	178	60.5
	51-100	76	25.9
	Over 100	40	13.6
	Total	294	100

The study highlighted the number of years the organisations had been in operation. The findings showed that 37.4 percent of the organisations had been in existence between 5-10years, while 10.5 percent of the organisations have been in existence between 11-15 years.18.7 percent of the institutions had existed for less than 5 years, and 33.3 percent of the institutions have been in existence for over 10yrs.

The study also captured information on the number of employees within the selected organisations to highlight the size of the NGOs participating in the study. The findings indicated that organisations with 0-50 employees were the majority with 60.5%. Organisations with between 51-100 employees were 25.9 percent and those with over 100 employees were 13.6 percent. This indicates that majority of the NGOs that participated in the study can be classified under the category of small.

4.5 Study Findings on Research Questions

This section highlights the study findings which are based on responses provided to answer the research questions and hypothesis. The research question one examined which cultural traits within clan, hierarchy adhocracy and market cultures existed among NGOs. The second question examined whether the four organisational culture types had any effect on

employee engagement and finally the third sought to understand whether the four organisational culture types had any effect on employee performance.

4.5.1 Research Question 1

Research question one sought to identify whether the four culture types (clan, adhocracy, market and hierarchy) existed within the NGOs and the OCAI tool was used to capture the responses. The respondents were required to rate the extent to which each statement in the OCAI tool matched cultural traits demonstrated in their organizations.

Descriptive Analysis and Results for Clan Culture Type

The study sought to examine the extent to which traits within the clan culture existed within the NGOs. These were analysed by using, descriptive results and factor analysis. The Table 4.14 summarizes respondents' level of agreement on the existence of clan culture traits.

Table 4.14

Descriptive Results of Level of Agreement on Clan Culture Profile

Clan Culture Variables	Std.			
Opinion statement	Min	Maxi	Mean	Deviation
Dominant characteristic –Family	1.0	5.0	3.745	.7104
Organisation leadership-Mentors	1.0	5.0	4.075	.6721
Employee management-Teamwork	1.0	5.0	4.054	.6639
Organisation glue-Allegiance	1.0	5.0	3.922	.6589
Emphasis on strategy-Human development	1.0	5.0	3.990	.7226
Measure of Success- Growth	1.0	5.0	3.966	.7428
Valid N (listwise)	294			

The scale used:1.0-1.7(strongly disagree); 1.8-2.5 (disagree); 2.6-3.3(no comment); 3.4-4.1 (agree); and 4.2-5.0 (strongly agree)

The score within the table indicated that; Leadership style ranked highest with a mean score of 4.075 of the respondents agreed that the leadership is one that facilitates, mentors and

nurtures staff. The second ranking was management of employees with a score of 4.054 where respondents agreed that the emphasis was on teamwork, consensus and participation.

Emphasis on strategy was ranked third with a score of 3.990 where respondents agreed that their organisation emphasis was on human development, trust, openness and participation. Measure of success ranked fourth with a mean score of 3.966 where the respondents agreed that their organisation emphasis was the growth of human capital, teamwork, employee commitment and concern for people.

Table 4.15

Clan Culture Variable Aspects Descriptive Responses

Clan: Dominant characteristic						
Response	SD	D	NC	A	SA	Total
Frequency	1	18	61	189	25	294
Percent	3	6.1	20.7	64.3	8.5	100
Organisational Leadership						
Response	SD	D	NC	A	SA	Total
Frequency	3	7	17	205	62	294
Percent	1.0	2.4	5.8	69.7	21.1	100
Employee management						
Response	SD	D	NC	A	SA	Total
Frequency	2	10	15	210	57	294
Percent	0.7	3.4	5.1	71.4	19.4	100
Organisation glue						
Response	SD	D	NC	A	SA	Total
Frequency	3	5	43	204	39	294
Percent	1.0	1.7	14.6	69.4	13.3	100
Emphasis on strategy						
Response	SD	D	NC	A	SA	Total
Frequency	3	11	27	198	55	294
Percent	1.0	3.7	9.2	67.3	18.7	100
Measure of Success						
Response	SD	D	NC	A	SA	Total
Frequency	3	11	35	189	56	294
Percent	1.0	3.7	11.9	64.3	19.0	100

The fifth ranked score was organisation glue with a mean score of 3.922 where respondents agreed the glue that organisation valued allegiance, shared trust and commitment to the organisation runs high. The sixth and lowest score was in the dominant characteristic

with a mean score of 3.745 was where respondents agreed that their organisations dominant characteristic was that it feels like a family; people seem to share a lot of information about themselves.

The summary findings of the Table 4.15 are as follows: *Dominant characteristic*: 64.3 percent of the respondents agreed that their organisations dominant characteristic was that it feels like a family; people seem to share a lot of information about themselves 20.7 percent had no comment, 6.1 percent disagreed, 8.5 strongly agreed and 3 percent strongly disagreed.

Leadership: 69.7 percent of the respondents agreed that their organisation leadership is one that facilitates, mentors and nurtures staff. 21.1 percent strongly agreed, 5.8 percent had no comment, 2.4 percent disagreed, and 1 percent strongly disagreed. *Employee management*: 71.4 percent of the respondents agreed that management of employees adopts a style based on teamwork, consensus and participation. 19.4 percent strongly agreed, 5.1 percent had no comment, 3.4 percent disagreed, and 0.7 percent strongly disagreed.

Organisation glue: 69.4 percent of the respondents agreed the glue that holds their organisation together is allegiance, shared trust and commitment to the organisation runs high. 13.3 percent strongly agreed, 14.6 percent had no comment, 1.7 percent disagreed and 1 percent strongly disagreed. *Emphasis of strategy*: 67.3 percent of the respondents agreed that emphasis on strategy in their organisation was on human development, trust, openness and participation 18.7 percent strongly agreed, 9.2 percent had no comment, 3.7 percent disagreed and 1 percent strongly disagreed.

Measure of success: 64.3 percent of the respondents agreed that the measure of success in their organisation is measured by the growth of human capital, teamwork, employee commitment and concern for people. 19 percent strongly agreed, 11.9 percent had no comment, 3.7 percent disagreed, and 1 percent strongly disagreed.

Clan Culture Factor Results

Assessment of the six statements within the clan culture was done for confirmatory validity to allow for further analysis. The result of the factor analysis is highlighted in Table 4.16 and one critical factor that was driving clan culture in NGOs, which cumulatively accounted for 54.167 % of the total variance (variance is a measure of how data points differ from the mean) in this construct. The clan culture variable had six (6) factors. Out of total six factors, only five were retained for further analysis since they met the threshold values of above 0.4 (Torres-Espin et al., 2021).

Table 4.16

Clan Culture Factor Results

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.250	54.167	54.167	3.250	54.167	54.167
2	.884	14.739	68.905			
3	.625	10.415	79.320			
4	.489	8.145	87.465			
5	.421	7.017	94.482			
6	.331	5.518	100.000			

Results in Table 4.17 highlight the components for clan culture. The component matrix shows the details of the one component that made up the one critical factor that was driving clan culture in NGO.

Table 4.17*Clan Culture Component Matrix*

Clan culture Variable	Component 1
Dominant characteristic _Family	.458
Organisation leadership_-Mentors	.777
Employee management-Teamwork	.719
Organisation glue-Allegiance	.766
Emphasis on strategy-Human development	.825
Measure of success- Growth	.807

‘Extraction Method: Principal Component Analysis. a. 1 components extracted’.

Descriptive Analysis and Results for Adhocracy Culture Profile.

The study sought to examine the extent to which traits within the adhocracy culture exist within the NGOs. These were analysed by using, descriptive results and factor analysis.

Table 4.18*Descriptive Results Adhocracy Culture Profile*

No	Opinion statement	Sample size N	Sample size		Mean	Std. Deviation
			Minimum	Maximum		
1	Dominant Characteristic culture Innovation	294	1.0	5.0	3.745	.6759
2	Organisation leadership Invention and risk taking	294	1.0	5.0	3.878	.7287
3	Employee management personal invention	294	1.0	5.0	3.898	.7033
4	Adhocracy culture Organisation glue Commitment to innovation	294	1.0	5.0	3.823	.6630
5	Adhocracy culture Emphasis on strategy New things and prospects	294	.0	5.0	3.619	.8493
6	Adhocracy culture Measure of success New products	294	1.0	5.0	3.459	.8956

Table 4.18 highlights respondents' level of agreement on the adhocracy culture type traits. The scale used was: (Strongly disagree-1.0-1.7); (Disagree-1.8-2.5); (Neutral-2.6-3.3); (Agree-3.4-4.1); and (Strongly agree-4.2-5.0). Management of employees had a high score with a mean of 3.898 where respondents agreed that emphasis was on personal, invention, liberty and exclusivity. Organisational leadership was second with a mean score of 3.878 where respondents agreed that the leadership demonstrated aspects of free enterprise, invention and risk taking. Organisation glue had a mean score of 3.823 where respondents agreed their organisation is commitment to innovation and development; an emphasis on being on the cutting edge.

The dominant characteristic was ranked fourth with a mean score of 3.745 where the respondents agreed that their organisations provide a vibrant innovative space providing for risk-taking. Emphasis on strategy ranked fifth with a mean score of 3.619 where respondents agreed that their organisation emphasized on procuring new resources and creating new challenges; value is placed on trying out new things and looking for new prospects. Measure of success had the lowest ranking with a mean score of 3.459 where respondents agreed that their organisation is measured by having newest and most unique products; it leads in innovating new products.

The summary findings of the table 4.19 are as follows; *Dominant characteristic*; Provides a vibrant innovative space for risk-taking received a high response of 66.7 %. While 21.4 percent of the respondents had no comment, 6.8 percent strongly agreed, 4.4 percent disagreed, and 0.7percent strongly disagreed. *Leadership variable*; 69.4 percent of the respondents rated leadership that exhibits free enterprise, invention and risk taking, 12.9 percent had no comment. 21.16 percent strongly agreed, 3.4percent disagreed and 1 .7 percent strongly disagreed.

Table 4.19*Descriptive Results of Adhocracy Culture Variables*

Dominant Characteristic						
Response	SD	D	NC	A	SA	Total
Frequency	2	13	63	196	20	294
Percent	0.7	4.4	21.4	66.7	6.8	100
Organisational Leadership						
Response	SD	D	NC	A	SA	Total
Frequency	5	10	38	204	37	294
Percent	1.7	3.4	12.9	69.4	12.6	100
Employee management						
Response	SD	D	NC	A	SA	Total
Frequency	2	13	38	201	40	294
Percent	0.7	4.4	12.9	68.4	13.6	100
Organisation glue						
Response	SD	D	NC	A	SA	Total
Frequency	2	10	53	202	27	294
Percent	0.7	3.4	18.0	68.7	9.2	100
Emphasis on strategy						
Response	SD	D	NC	A	SA	Total
Frequency	1	28	83	147	35	294
Percent	0.34	9.52	28.23	50.0	11.91	100
Measure of Success						
Response	SD	D	NC	A	SA	Total
Frequency	5	41	87	136	25	294
Percent	1.7	13.9	29.6	46.3	8.5	100

Employee management; 68.4 percent of the respondents agreed that the focus was encourages personal, invention, liberty and exclusivity teamwork, consensus and participation. 13.6 percent strongly agreed, 12.9 percent had no comment, 4.4 percent disagreed and 0.7 percent strongly disagreed. *Organisation glue*; 68.7 percent of the respondents agreed that commitment to innovation and development; an emphasis on being on the cutting edge was the glue. 18.0 percent had no comment, 9.2 percent strongly agreed, 3.4 percent disagreed and 0.7percent strongly disagreed.

Emphasis on strategy; 50 percent of the respondents agreed that emphasis was on procuring new resources and creating new challenges; value is placed on trying out new things and looking for new prospects. 28.2percent had no comment, 11.6 percent strongly agreed, 9.5

percent disagreed and 0.07 percent strongly disagreed. *Measure of success*; 46.3 percent of the respondents agreed that the measure of success in their organisation was having newest and unique products and leading in innovating new products. 29.6 percent had no comment, 13.9percent disagreed, 8.5 percent strongly agreed, and 1.7 percent strongly disagreed.

Adhocracy Culture Factor Results

Adhocracy culture had six statements appraised for confirmatory validity for further analysis. Table 4.20 highlight the results of the factor analysis and two critical factors that were driving adhocracy culture in NGOs that cumulatively contributed to 68.99 % of the total variance.

Table 4.20

Adhocracy Culture Factor Analysis

Component	Extraction Sums of Squared					
	Initial Eigenvalues			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.110	51.839	51.839	3.110	51.839	51.839
2	1.029	17.156	68.995	1.029	17.156	68.995
3	.648	10.803	79.798			
4	.504	8.397	88.195			
5	.392	6.531	94.726			
6	.316	5.274	100.000			

Out of the six (6) factors, comprising adhocracy culture only 5 factors were retained for further analysis because “they were within the threshold value of above 0.4’ (Torres-Espin et al., 2021).

Table 4.21*Adhocracy Culture Component Matrix*

Adhocracy Culture	Component	
	1	2
Dominant characteristic culture-Innovation	.742	
Organisation leadership- Invention and risk taking	.820	
Employee management-personal invention	.738	
Organisation glue-Commitment to innovation	.838	
Emphasis on strategy-New things and prospects	.581	.566
Measure of success- New products	.551	.668

Results presented in Table 4.21 shows the components within the adhocracy culture. The component matrix above shows the details of the two components that made up the two critical factors that were driving adhocracy culture in NGOs.

Descriptive Analysis and Results for Market Culture.

The study sought to examine the extent to which traits within the market culture exist within the NGOs in Nairobi City County. These were analysed by using; descriptive results and factor analysis. The study sought to determine the culture types that exist among the selected NGOs and Table 4.22 highlights the respondents' level of agreement on the existence of market culture profile aspects. The highest-ranking score was organisation glue with a mean score of 4.014 where respondents agreed their organisation is emphasis on accomplishment and goal attainment; winning and assertiveness are important.

Dominant characteristic ranked second with a mean score of 3.993 where the respondents agreed that their organisation was results oriented, with an emphasis of doing the job; individuals are competitive and achievement oriented.

Table 4.22*Market Culture Profile*

Market Culture Opinion statement	N	Min.	Max.	Mean	Std. Deviation
1.Dominant characteristic Results oriented	294	1.0	5.0	3.993	.5724
2 Organisation leadership No-nonsense and aggressive	294	1.0	5.0	3.731	.8048
3 Employee management Effectiveness and success	294	1.0	5.0	3.935	.7384
4. Organisation glue Competitive action	294	1.0	5.0	4.014	.5956
5. Emphasis on strategy Competitive actions	294	0	5.0	3.558	.8831
6. Measure of success Winning in the market	294	1.0	5.0	3.405	.9141

Management of employees had a mean score of 3.935 where respondents agreed focus was on hard driving, effectiveness, high demands, and success. Organisation leadership had a mean score of 3.731 where the respondents agreed that leadership was aggressive, no nonsense and results focused. Emphasis on strategy was ranked fifth with a mean score of 3.558 with respondents agreeing that their organisation focused on competitive actions and accomplishments; attaining stretch goals and winning in the marketplace is important.

Measure of success was ranked sixth with a mean score of 3.405. This score was the lowest with respondents agreeing that their organisation focused on winning in the market and outpacing competition; leadership in a competitive market was seen as vital. The summary findings of the table 4.23 are as follows; *Dominant Characteristic*: results oriented with an emphasis of doing the job; individuals are competitive and achievement oriented had a total of 79.3 percent responses. While 11.9 percent strongly agreed, 5.4 percent had no comment, 3.1 percent disagreed, and 0.3 percent strongly disagreed

Leadership aspect; was perceived as no nonsense, aggressive and results focused had a 66.7 % response. While 15.6 percent of the respondents had no comment, 8.8 percent strongly agreed, 6.5percent disagreed and 2.4 percent strongly disagreed. *Management of employees*; was characterized by hard driving, effectiveness, high demand, and success as highlighted by

71.8 % of the respondents. While 14.6 percent strongly agreed, 8.2 percent had no comment, 3.4 percent disagreed, and 2.0 percent strongly disagreed.

Table 4.23

Descriptive Results of Market Culture Variables

Descriptive results of Market culture variables						
Dominant characteristic						
Response	SD	D	NC	A	SA	Total
Frequency	1	9	16	233	35	294
Percent	0.3	3.1	5.4	79.3	11.9	100
Organisational Leadership						
Response	SD	D	NC	A	SA	Total
Frequency	7	19	46	196	26	294
Percent	2.4	6.5	15.6	66.7	8.8	100
Employee management						
Response	SD	D	NC	A	SA	Total
Frequency	6	10	24	211	43	294
Percent	2.0	3.4	8.2	71.8	14.6	100
Organisation glue						
Response	SD	D	NC	A	SA	Total
Frequency	2	10	53	202	27	294
Percent	0.7	3.4	18.0	68.7	9.2	100
Emphasis on strategy						
Response	SD	D	NC	A	SA	Total
Frequency	3	28	96	131	35	294
Percent	1.4	9.5	32.7	44.6	11.9	100
Measure of Success						
Response	SD	D	NC	A	SA	Total
Frequency	8	39	97	126	24	294
Percent	2.7	13.3	33.0	42.9	8.2	100

Organisation glue; emphasis was on accomplishment and goal attainment. As rated by 68.7 % of the respondents. 18.0 % no comment, 9.2 % strongly agreed, 3.4 % disagreed and 0.7 % strongly disagreed. *Emphasis on strategy*; Focused on competitive actions. attaining stretch goals and winning in the marketplace as highlighted by 44.6 percent of the respondents, 32.7 percent had no comment, 11.9 percent strongly agreed, 9.5percent disagreed and 1.4 percent strongly disagreed. *Measure of Success*; emphasis was on winning in the market and outpacing competition; leadership in a competitive market as highlighted by 42.9%, while 33.0 percent had no comment, 13.3 percent disagreed, 8.2 percent strongly agreed, and 2.7 percent strongly disagreed.

Market Culture Factor Results

Market culture had six statements that comprised the market culture were reviewed for confirmatory validity for further analysis. The factor analysis results indicated one critical factor that was driving market culture in NGOs, which cumulatively totalled 47.80 % of the total variance in this construct as depicted in table 4.24. Only five (5) factors were retained out of the six for further analysis because they met the threshold values of above 0.4 (Torres-Espin et al., 2021).

Table 4.24

Market Culture Factor Analysis

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.868	47.804	47.804	2.868	47.804	47.804
2	.972	16.195	63.999			
3	.791	13.182	77.181			
4	.516	8.598	85.779			
5	.463	7.710	93.489			
6	.391	6.511	100.000			

Results presented in table 4.25 shows the aspect of market culture. The component matrix shows the details of the one component that made up the one critical factor that was driving market culture in NGOs.

Table 4.25*Market Culture Component Matrix*

	Component 1
Dominant characteristic- Results oriented	.622
Organisation leadership- No nonsense and aggressive	.646
Employee management- _Effectiveness and success	.743
Organisation glue-Competitive action	.774
Emphasis on strategy-Competitive actions	.683
Measure of success-Winning in the market	.668

Descriptive Analysis and Results for Hierarchy Culture Type

To understand the traits within the hierarchy culture. This aspect was analysed using, descriptive results and factor analysis. The study sought to determine the existence of hierarchy culture traits and Table 4.26 summarizes the respondents' level of agreement on the existence of hierarchy culture. The highest-ranking score was in leadership style with a mean score of 4.061 where leadership coordinates, organizes and focuses on efficiency. Second was emphasis on strategy with a mean score of 4.034 with a focus on stability, efficiency, control and operating smoothly.

Organisation glue ranked third with a mean score of 4.014 with focus on rules and policies; maintaining a smooth-running organisation is considered very important. Measure of success had a mean score of 3.986 with attributes focus on efficiency, dependable delivery, smooth scheduling, and low-cost production.

Table 4.26*Descriptive of Hierarchy Culture Profile*

No	Opinion statement	N	Min.	Max	Mean	Std. Deviation
1	Dominant characteristic Controlled and structured	294	1.0	5.0	3.820	.7956
2	Organisation leadership_ Focus on efficiency	294	1.0	5.0	4.061	.6684
3	Employee management_ Security of employment	294	1.0	5.0	3.810	.7420
4	Organisation glue_ Rules and Policies	294	1.0	5.0	4.014	.6960
6	Emphasis on strategy_ Stability	294	.0	5.0	4.034	.6953
6	Measure of Success- Dependable delivery, low-cost production	294	1.0	5.0	3.986	.7342

Employee management style ranked fifth with a mean score of 3.810 highlighting a style that focused on security of employment, predictability and steadiness in relationships. Dominant characteristic was ranked sixth with the lowest mean score of 3.820 was highlighted as a controlled and structured environment and procedures govern what people do.

The summary findings of the table 4.27 are as follows; *Dominant Characteristic*; focused on controlled and structured place; procedures govern what people do was highlighted by 71.4 % of the respondents. 10.5 % strongly agreed, 10.5 % had no comment, 4.4 percent disagreed, and 3.1 percent strongly disagreed. *Leadership aspect*: Leadership that focused on coordination, organization and efficiency was highlighted by 69.0 % of the respondents. While 20.7 % strongly agreed, 6.1 percent had no comment, 3.7 % disagreed and 0.3 % strongly disagreed.

Management of employees; focused on security of employment, predictability and steadiness in relationships was highlighted by 70.4 % of the respondents. While 13.3 percent

had no comment, 9.5 percent strongly agreed, 5.1percent disagreed and 1.7 percent strongly disagreed. *Organisational glue*: focused on stability, rules, policies and sustaining a smooth-running organisation as indicated by 68.4 % of the respondents. While 18.7 % strongly agreed. 10.2 % had no comment, 1.7 % strongly disagreed and 1.0 % disagreed.

Table 4.27

Descriptive Results of Hierarchy Culture Variables

Descriptive results of Hierarchy culture variables						
Response	SD	D	NC	A	SA	Total
Dominant Characteristic						
Frequency	9	13	31	210	31	294
Percent	3.1	4.4	10.5	71.4	10.5	100
Organisational Leadership						
Response	SD	D	NC	A	SA	Total
Frequency	1	11	18	203	61	294
Percent	0.3	3.7	6.1	69.0	20.7	100
Employee Management						
Response	SD	D	NC	A	SA	Total
Frequency	5	15	39	207	28	294
Percent	1.7	5.1	13.3	70.4	9.5	100
Organisation Glue						
Response	SD	D	NC	A	SA	Total
Frequency	5	3	30	201	53	294
Percent	1.7	1.0	10.2	68.4	18.7	100
Emphasis on Strategy						
Response	SD	D	NC	A	SA	Total
Frequency	2	4	32	195	61	294
Percent	0.68	1.36	10.88	66.33	20.75	100
Measure of Success						
Response	SD	D	NC	A	SA	Total
Frequency	4	7	36	189	58	294
Percent	1.36	2.38	12.24	64.29	19.73	100

Emphasis on strategy; 66.3 percent of the respondent rated stability efficiency, control and operating smoothly. 20.4 percent strongly agreed, 10.9 percent had no comment, 1.4 percent disagreed, and 1.0 percent strongly disagreed. *Measure of success*; 64.29 percent of the respondents revealed that success was measured by efficiency; dependable delivery, smooth scheduling, and low-cost production. 19.73 percent strongly agreed, 12.24 percent had no comment, 2.38 percent disagreed, and 1.38 percent strongly disagreed to the statement.

Hierarchy culture factor results

Hierarchy culture had six statements that were reviewed for confirmatory validity for subsequent analysis. Table 4.28 below highlights the results of the factor analysis and indicated one critical factor that was driving hierarchy culture in NGOs, which cumulatively summed up to 48.473 % of the total variance.

Table 4.28

Hierarchy Culture Factor Analysis

Component	Total	‘Initial Eigenvalues’ % of		‘Extraction Sums of Squared Loadings’		
		Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.908	48.473	48.473	2.908	48.473	48.473
2	.874	14.561	63.034			
3	.672	11.206	74.240			
4	.571	9.518	83.758			
5	.528	8.806	92.564			
6	.446	7.436	100.000			

All the six (6) factors within this culture were kept for further analysis because they met threshold values of above 0.4. Table 4.29 highlights the scores.

Table 4.29

Hierarchy Culture Component Matrix

Hierarchy	Component 1
Dominant characteristic Controlled and structured	.535
Organisation leadership Focus on efficiency	.751
Employee management Security of employment	.699
Organisation glue Stability	.738
Emphasis on strategy Stability & Efficiency	.726
Measure of success Dependable delivery, low-cost production	.705

Culture Types based on Years of Operation and Organization Size

The culture types highlighted based on the years of operation and organization size (number of employees) are demonstrated in Appendix F. The study revealed that organizations with less than 5 years of operation are significant on clan culture ($M=3.90$), 5 to 10 years of operation are significant on hierarchy culture ($M=4.06$), 11 to 15 years of operation are significant on clan culture ($M=4.01$). While organizations over 15 years displayed characteristics related to clan culture ($M=3.89$).

The culture profile based on size (number of employees), the respondent's perspectives revealed that organizations with 0 to 50 employees displayed traits within the clan culture ($M=3.94$), 51 to 100 employees displayed traits within the hierarchy culture ($M=4.05$), and organisations with over 100 employees displayed traits and values within both clan culture and hierarchy culture with values of ($M=3.91$) respectively.

Summary of Culture Types Descriptive Results

Table 4.30 provides a summary of the culture types and cultural elements that are demonstrated within NGOs in Nairobi County. The study finding highlights overall scores for the values or traits of each culture present based on the six components in NGOs are as follows.

Dominant characteristic was results oriented (Market) was highest with mean of 3.993. *Leadership style* of mentorship (Clan) was highest with a mean of 4.075. *Employee management*: emphasizes on teamwork (Clan) was highest with a mean of 4.054. *Organisation glue*; The traits and values displayed resonated with both hierarchy and market cultures that is accomplishment and goal attainment (Market) and Stability, rules and policies (Hierarchy) each with a mean score of 4.014 each. *Emphasis on strategy*; stability and efficiency (Hierarchy) with a mean score of 4.034

Table 4.30

Summary of Organisation Culture Dimensions within NGOs in Nairobi County

Measures	‘Clan culture ‘	‘Adhocracy culture’	‘Market culture’	‘Hierarchy culture’
Dominant characteristic	Family 3.745	Innovation 3.745	Result oriented 3.993	Controlled and structured 3.820
Organisation leadership	Mentors 4.075	Invention and risk taking 3.878	No nonsense and aggressive 3.731	Focuses on efficiency 4.061
Employee management	Teamwork 4.054	Personal invention 3.898	Hard driving and effectiveness 3.935	Security of employment 3.810
Organisation glue	Allegiance 3.922	Commitment to innovation 3.823	Accomplishment and goal attainment 4.014	Stability, rules and policies 4.014
Emphasis on strategy	Human development 3.990	Procuring new resources 3.619	Competitive Actions 3.558	Stability and efficiency 4.034
Measure of success	Growth of human capital 3.966	Newest unique products 3.459	Winning in the market place 3.405	Dependable delivery 3.986
Average Mean	3.959	3.737	3.773	3.954

The *measures of success*; emphasis on dependable delivery (Hierarchy) was highest with mean of 3.986. From the general observation of the findings, the overall culture profiles traits scores are clan culture was the highest (M=3.959); followed by hierarchy culture with (M=3.954), market culture with (M=3.773) and finally adhocracy culture with (M=3.737).

4.5.2 Research Question 2

The second research question sought the four culture types effect on employee engagement dimensions among NGOs in Nairobi City County (NCC). The purpose was to assess the effects of hierarchical, market, clan, and adhocracy cultures on employee engagement in Non-Governmental Organizations (NGOs). The study conducted factor analysis, correlational analysis, and Spearman’s Rho test. The relationship between independent variables (clan, adhocracy, hierarchy, and market cultures) and dependent variables (employee engagement) was tested using correlational test.

Descriptive Analysis of Employee Engagement

The section begins with highlighting employee engagement levels within the NGOs.

Table 4.31

Descriptive Results of Employee Engagement Dimensions

o	Opinion Statement	Sample size	Mean	Std. Deviation
	Descriptive on Vigor			
1	'I burst with energy at my work'	294	3.850	.7514
2	'I feel strong and energetic at my work'	294	3.891	.6725
3	'I feel like going to work when I get up in the morning'	294	3.857	.7250
4	'I can work for extended periods'	294	4.034	.7519
5	'I am mentally robust at work'	294	3.976	.6631
6	'I have a high perseverance at work even when things are wrong'	294	4.068	.6363
	Average mean for Vigor	294	3.946	.7000
	Descriptive on Dedication			
7	'My work is/has a lot of meaning and purpose'	294	4.190	.6382
8	'I am passionate about what I do'	294	4.235	.6368
9	'I am proud of my work'	294	4.255	.6449
10	'I am inspired by my job'	294	4.109	.6674
11	'To me, my job is fulfilling'	294	4.119	.6784
12	'I have no recollection of time when I am working'	294	3.639	.8048
	Average mean for Dedication	294	4.091	.6784
	Descriptive on Absorption			
13	'I feel happy when I am working intensely'	294	3.755	.7670
14	'I forget everything else around me when I am doing my work'	294	3.476	.9262
15	'When I am engaged with work, I get carried away'	294	3.582	.8890
16	'I am unable to detach myself from work'	294	3.265	.9623
17	'I am immersed in my work'	294	3.680	.8703
	Average mean for Absorption	294	3.552	.8830
	Overall mean and standard deviation for EE	294	3.881	.7538

The results are illustrated in table 4.31 are as follows; 4.190 (highest mean) of the respondents agreed that their work had a lot of meaning and purpose while 3.265(lowest mean) agreed that they were unable to detach themselves from work. On vigor most respondents agreed that they had a 'high perseverance at work even when things went wrong with mean of 4.068. On dedication most respondents agreed that their work is/has a lot of meaning and purpose with mean of 4.190. Lastly on absorption most respondents agreed that they feel happy when working intensely with mean of 3.755.

The results of the UWES are divided into five categories based on the guidelines provided by the designers of the tool and interpret the levels of work engagement: very low ≤ 1.93 ; low 1.94–3.06; average 3.07–4.66; high 4.67–5.53, very high ≥ 5.54 (Torabinia, Mahmoudi, Dolatshahi & Abyaz, 2017).

Factor Analysis Measures

Factor analysis was used to explore the key attributes driving the variables assessed using multiple construct items.

Table 4.32

Factor Results-Total Variance for Employee's Engagement Measures

	Component					
	Total	% Variance	of Cumulative %	Total	% Variance	of Cumulative %
1	8.405	49.439	49.439	8.405	49.439	49.439
2	2.816	16.564	66.003	2.816	16.564	66.003
3	1.280	7.528	73.531	1.280	7.528	73.531
4	.793	4.666	78.197			
5	.648	3.812	82.009			
6	.427	2.510	84.519			
7	.409	2.408	86.927			
8	.386	2.269	89.195			
9	.355	2.091	91.286			
10	.320	1.884	93.170			
11	.260	1.528	94.698			
12	.215	1.262	95.960			
13	.194	1.141	97.102			
14	.159	.935	98.037			
15	.139	.819	98.855			
16	.107	.632	99.487			
17	.087	.513	100.000			

The study results depicted in the Table 4.32 revealed three key factors driving employee engagement in NGOs that cumulatively accounted for 73.531 % of the total variance. This suggested that 73.53 % of the common variance shared by the 17 variables could be accounted by the three factors.

Factor Analysis Measures for Component Matrix

Confirmatory factor analysis for the dependent variable, engagement was undertaken. The analysis is highlighted in Table 4.33. Nine out of seventeen (17) factor loadings were positive and above the 0.4 threshold. The results validated the indicators of employee engagement within NGOs. The component matrix above shows the details of the components that made up the critical factors that were driving employee engagement levels in NGOs.

Table 4.33

Component Matrix for Employee's Engagement Measures

	Component		
	1	2	3
Vigor Physical engagement	.732		.483
Vigor Physical engagement	.761		.431
Vigor Physical engagement	.737		.429
Vigor Physical engagement	.768		
Vigor Physical engagement	.745		
Vigor Physical engagement	.617		
Dedication Emotional engagement	.804		
Dedication Emotional engagement	.774		
Dedication Emotional engagement	.765		
Dedication Emotional engagement	.800		
Dedication Emotional engagement	.819		
Absorption Cognitive engagement	.611	.528	
Absorption Cognitive engagement	.623	.455	
Absorption Cognitive engagement	.569	.696	
Absorption Cognitive engagement	.605	.614	
Absorption Cognitive engagement	.506	.663	
Absorption Cognitive engagement	.610	.531	

Analysis of Inferential Statistics

The independent variables (clan, adhocracy, hierarchy, and market cultures) and dependent variables (employee engagement) were correlated using correlation tests.

Culture Types and Employee Engagement Subdimensions

The analysis for organisational culture and each parameter for employee engagement is shown in the Table 4.34. The table shows correlations between elements of organisational culture and element of employee engagement.

Table 4.34

Inferential results on culture dimensions and employee engagement dimensions

		Clan Culture	Adhocracy Culture	Market Culture	Hierarchy Culture
Vigor-Physical Engagement	Pearson Correlation	.616**	.491**	.363**	.498**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	294	294	294	294
Dedication- Emotional Engagement	Pearson Correlation	.554**	.441**	.336**	.408**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	294	294	294	294
Absorption- Cognitive Engagement	Pearson Correlation	.371**	.376**	.309**	.355**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	294	294	294	294

**Correlation is significant at the 0.01 level (2-tailed). From the study, it is revealed that Vigor-Physical Engagement strongly and significantly associate to clan culture $r(294) = .616$, $p < .05$ than other organisational culture types. Dedication-Emotional Engagement, as indicated in the study results, is strongly and significantly associated to clan culture $r(294) = .554$, $p < .05$. On Absorption-Cognitive Engagement, the study results show that the relationship is statistically and significantly associated with adhocracy culture $r(294) = .376$, $p < .05$.

Pearson Product Moment Correlations -Culture Types and Engagement

Moment of the Pearson product a correlations test was performed, and the results are shown below. Table 4.35 highlights the association between the four culture types and employee engagement. The results indicate that all parameters of organisational culture significantly correlate to employee engagement. The results show that there is a statistically, significant association between clan culture and employee engagement, $r(294) = .616$, $p < .05$.

Table 4.35

Correlations between Culture and Employee Engagement

	Employee Engagement		N
	'Pearson Correlation'	'Sig. (2-tailed)'	
'Clan Culture'	.616**	.000	294
'Adhocracy Culture'	.528**	.000	294
'Market Culture'	.409**	.000	294
'Hierarchy Culture'	.508**	.000	294
Organisational Culture	.588**	.000	294

From the general point of view, organisational culture statistically and significantly correlates with employee engagement $r(294) = .588$, $p < .05$. The implication of the study is that organisational culture strongly and significantly associates with employee engagement.

Spearman's rho Test.

The purpose of this correlation test is to assess the degree of association and relationship between two ordinal variables. After performing the Spearman's rho test, the findings were shown in table 4.36. The correlation test was computed to assess the association between organisational cultures dimensions (clan, adhocracy, market, hierarchy) and dependent variables (employee engagement).

Table 4.36*Results of Spearman's Rho Test Results*

			'Clan Culture'	'Adhocracy Culture'	'Market Culture'	'Hierarchy Culture'
Spearman's rho	Employee Engagement	Correlation Coefficient	.519**	.482**	.396**	.405**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	294	294	294	294

There was a significant association between organisational culture and employee engagement with clan culture having the strongest correlation $r(294) = .519, p < .05$. The study findings implied that organizational culture has a statistically, significant association with employee engagement. Employee engagement and organizational culture variables showed a statistically significant association, with the maximum value ($r(294) = .519, p < .05$) representing clan culture and the lowest value ($r(294) = .396, p < .05$) representing market culture. Thus, the strongest correlation between clan culture and employee engagement was found. This is depicted in table 4.37

Table 4.37*Organisational Culture Types and Employee Engagement*

Test		Independent variables (organisational cultures dimensions)			
Correlation Coefficient and coefficient of regression (Beta)		Clan Culture(CC)	Adhocracy culture (AC)	Market culture(MC)	Hierarchy culture(HC)
Spearman's rho	EE	.519**	.482**	.396**	.405**
Multiple Regression analysis	EE	.416	.272	.163	.259

Clan culture ranked highest in terms of ranking, followed by adhocracy culture in second place, hierarchical culture in third place, and market culture in fourth place, as seen in table 4.37 above for both multiple regression analysis and the spearman's rho test. The study's implication was that, with a beta of 0.416, clan culture had the greatest and most favourable relationship with employee engagement. Although the correlation for adhocracy culture is slightly weaker than clan Culture, it still indicates a significant relationship between culture and engagement. Hierarchy culture shows a positive relationship with engagement with a correlation coefficient of 0.405. Market culture, had the weakest positive correlation of 0.396,

4.5.3 Research Question 3

The third research question explored the four culture types and their effect on employee performance among NGOs within Nairobi City County. The purpose was to assess the effects of hierarchical, market, clan, and adhocracy cultures on employee performance in Non-Governmental Organizations (NGOs). The tests conducted included factor analysis, correlational analysis, and spearman's rho test. Correlation and spearman's rho tests were used to determine the association between the dependent variable (employee performance) and the independent factors (clan, adhocracy, hierarchy, and market cultures).

Descriptive Analysis of Employee Performance Measures

The study sought to establish the existing employee performance dimensions within the NGOs. The following were the results capturing variables of task performance, contextual performance and absorptive performance (Table 4:38). On task performance, most respondents agreed that they are accountable for achieving specific results with mean of 4.279 (highest mean) and adaptive performance (mean = 4.027) agreed they receive timely support which was the lowest mean.

Under contextual performance most respondents agreed that they offered creative solutions to problems with a (mean = 4.218) and in adaptive they agreed opportunities to acquire skills (m=4.061) and received timely information to undertake work (m= 4.061).

Table 4.38*Descriptive Analysis of Employee Performance Variable*

		Sample size	Mean	Std. Deviation
Descriptive on Task Performance				
1	Task performance Prioritize task	294	4.255	.6234
2	Task performance task within schedule	294	4.194	.6711
3	Task performance objective achievable with provided resources	294	4.136	.6361
4	Task performance accountable for achieving specific results	294	4.279	.6268
	Average Task	294	4.216	.6394
Descriptive on Contextual				
5	Contextual performance Initiative to embark on new tasks	294	4.187	.6781
6	Contextual performance creative solutions to problems	294	4.218	.6073
7	Contextual performance involved in providing input	294	4.170	.6597
8	Contextual performance day to day responsibilities consistent with role	294	4.214	.6545
	Average Contextual	294	4.197	.6499
Descriptive on Adaptive				
9	Adaptive performance opportunity to acquire new skill	294	4.061	.6984
10	Adaptive performance opportunity to keep knowledge up to date	294	4.017	.7638
11	Adaptive performance receive information to undertake work in good time	294	4.061	.7410
12	Adaptive performance receive timely support required	294	4.027	.7385
	Average Adaptive	294	4.042	.7354
	Overall mean and standard deviation for EP	294	4.152	.6610

Finally, under adaptive performance respondents agreed that they had an opportunity to acquire new skills and receive information to undertake work in good time both with a mean of 4.061.

Factor Analysis for Employee Performance.

The table 4.39 below provides results.

Table 4.39

Factor Results Total Variance for Employee Performance Measures

Component	‘Initial Eigenvalues’			‘Extraction Sums of Squared Loadings’		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.173	59.776	59.776	7.173	59.776	59.776
2	1.098	9.151	68.927	1.098	9.151	68.927
3	.667	5.560	74.487			
4	.599	4.992	79.479			
5	.429	3.576	83.055			
6	.421	3.511	86.566			
7	.387	3.229	89.795			
8	.360	3.002	92.797			
9	.278	2.319	95.116			
10	.229	1.906	97.022			
11	.208	1.733	98.755			
12	.149	1.245	100.000			

The findings showed two major factors driving employee performance in NGOs cumulatively accounted for 68.927 % of the total variance. This suggested that 68.927 % of the common variance shared by the 12 variables could be accounted for by the two factors.

Component Matrix for Employee Performance Measures

The component matrix table 4.40 shows the details of the two components that made up the two critical factors that were driving employee performance in NGOs. The component matrix above shows the details of the two components that made up the two critical factors that were driving employee performance in NGOs. A confirmatory factor analysis for employee performance in NGOs was undertaken and the results showed that all the twelve (12) components had factor loadings above 0.4 and positive. These results validate the dimensions of employee performance among NGOs.

Table 4.40*Component Matrix for Employee Performance Measures*

Variable Statements	Component	
	1	2
Task Performance		
Prioritize task	.808	
Task within schedule	.764	
Objective achievable with provided resources	.768	
Accountable for achieving specific results	.745	
Contextual performance		
Initiative to embark on new tasks	.767	
Creative solutions to problems	.819	
Involved in providing input	.786	
Day to day responsibilities consistent with role	.792	
Adaptive Performance		
Opportunity to acquire new skill	.797	
Opportunity to keep knowledge up to date	.717	.448
Receive information to undertake work in good time	.787	
Receive timely support required	.720	.422

Analysis of Inferential Statistics

Correlation tests were used to determine the association between the dependent variable (employee performance) and the independent factors (clan, adhocracy, hierarchy, and market cultures).

Culture Types and Employee Performance Sub-dimensions

The analysis for organisational culture and each parameter for employee performance is displayed in the Table 4.41

Table 4.41*Inferential results on culture dimensions and employee performance dimensions*

Employee Performance		Organisational Culture			
		Clan Culture	Adhocracy Culture	Market Culture	Hierarchy Culture
Task Performance	‘Pearson Correlation	.501**	.492**	.436**	.508**
	Sig. (2-tailed)’	.000	.000	.000	.000
	N	294	294	294	294
Contextual Performance	‘Pearson Correlation	.482**	.450**	.377**	.435**
	Sig. (2-tailed)’	.000	.000	.000	.000
	N	294	294	294	294
Adaptive Performance	‘Pearson Correlation’	.566**	.567**	.466**	.524**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	294	294	294	294

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

The table shows correlations between elements of organisational culture and element of employee performance. From the study, it is revealed that task performance is strongly and significantly associated with hierarchy culture $r(294) = .508$, $p < .05$ than other organisational culture types. Contextual performance, as indicated in the study results, is strongly and significantly associated to clan culture $r(294) = .482$, $p < .05$. On adaptive performance, the study results show that the relationship is statistically and highly significantly associated with adhocracy culture $r(294) = .567$, $p < .05$.

About ninety-five (95.9) percent of the respondents agreed that culture positively affect their performance, while 4.1 percent disagreed. Majority of the respondents agreed that organisational culture affected their performance.

Culture Types and Employee Performance

Pearson Product Moment Correlations

A correlations test was run using the moment of the Pearson product, and the outcomes are displayed below. The correlation between culture and employee performance is highlighted in Table 4.42.

Table 4.42

Correlations between Culture and Employee Performance

	Employee Performance		
	‘Pearson Correlation’	‘Sig. (2-tailed)’	N
‘Clan Culture’	.577**	.000	294
‘Adhocracy Culture’	.563**	.000	294
‘Market Culture’	.477**	.000	294
‘Hierarchy Culture’	.546**	.000	294
Organisational Culture	.617**	.000	294

The findings presented in Table 4.42 demonstrate a significant correlation between employee performance and all organizational culture types. Employee performance is strongly and significantly associated with clan culture ($r(294) = .577$, $p < .05$). In general, there is a significant and statistical association between organizational culture and employee performance ($r(294) = .617$, $p < .05$).

Spearman’s rho Test.

The purpose of this correlation test is to assess the degree of association and relationship between two ordinal variables. After performing the Spearman's rho test, the findings were shown in table 4.43.

Table 4.43*Results of Spearman's Rho Test Results*

				'Clan Culture'	'Adhocracy Culture'	'Market Culture'	'Hierarchy Culture'
Spearman's rho	Employee Performance	Correlation Coefficient		.522**	.494**	.392**	.379**
		Sig. (2-tailed)		.000	.000	.000	.000
		N		294	294	294	294

To evaluate the association between dependent variable (employee performance) and organizational culture aspects (clan, adhocracy, market, and hierarchy), a correlation test was computed. The results of the study indicate that there is a statistically significant correlation between employee performance and organizational culture, with clan culture showing the largest correlation ($r(294) = .522$, $p < .05$). The study findings revealed that there was a statistically significant correlation between the organizational culture types and employee performance. Of all the culture types, clan culture showed the strongest association ($r(294) = .522$, $p < .05$). This is highlighted in table 4.44.

Table 4.44*Organisational Culture Dimensions' Impact on Employee Performance*

Test		Independent variables (organisational cultures dimensions)			
Correlation Coefficient and coefficient of regression (Beta)		Clan Culture(CC)	Adhocracy culture (AC)	Market culture(MC)	Hierarchy culture(HC)
Spearman's rho	EP	.522**	.494**	.392**	.379**
Multiple Regression analysis	EP	.432	.130	.067	.111

There was a statistically significant correlation found between the organizational culture and employee performance characteristics. Clan culture was represented by the highest value ($r(294) = .522, p < .05$) and hierarchy culture by the lowest value ($r(294) = .379, p < .05$). Consequently, the strongest relationship between employee performance and clan culture was observed. Both multiple regression analysis and the spearman's rho test, clan culture scores were high in terms of ranking, followed by adhocracy culture, hierarchical culture, and finally market culture. According to the study, clan culture had the strongest and statistical association with employee performance, with a beta of 0.432. Hence clan culture had the highest relationship with employee performance, while the p values 0.00 which is below the set value of 0.5.

Feedback on Organisational Culture Change Management

The respondents were asked whether the existing culture in their organisation required any modification to enhance employee engagement and performance. The results were as illustrated on table 4.45.

Table 4.45

Results on Culture Modification

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Yes	221	75.2	75.2	75.2
	No	73	24.8	24.8	100.0
	Total	294	100.0	100.0	

As illustrated in table 4.45, out of the 294 respondents, 221(75.2 percent) agreed that the existing culture in their organisation required modification to enhance employee engagement and their performance. While 73 (24.8 percent) out of the 294 respondents were of the opinion that the existing culture did not require any modification. The respondents were recommended two aspects that would improve their existing organisations' culture. The results are illustrated in table 4.46.

Table 4.46*Aspects to Improve Organisational Culture*

	Frequency	Percent
Core values	31	10.5
Mission and strategy	8	2.7
Organisations structure	53	18.0
Leadership style	101	34.4
Develop process for defining, building and monitoring culture	20	6.8
Organisations policies and processes	3	1.0
HR recruitment, orientation and on boarding practices	5	1.7
Not selected	73	24.8
Total	294	100.0

Thirty-four-point four (34.4%) percent of the respondents ranked leadership style, 18 percent ranked that organisation structure, 10.5 percent ranked organisations core values while 6.8 percent ranked process for defining, building and monitoring culture.1.7 percent ranked HR recruitment, orientation and on boarding practices.

One (1%) percent ranked organisations policies and processes; 24.8 percent of the respondents believed that their culture does not require any modification hence they did not select any aspect to be modified. Majority of the respondents ranked leadership style followed by organisation structure, then core values, process for defining, building and monitoring culture, HR recruitment, orientation and on boarding practices and organisation's policies and processes respectively. Therefore, the two areas that rated high by the respondents were leadership style (34.4 %) and organisation structure (18 %).

4.5.4 Regression Analysis and Statistical Hypothesis Testing

Hypothesis 1

H₀₁ Adhocracy, hierarchy, market and clan cultures do not exist within non-profit sector organisations in Nairobi City County.

H_{a1} Adhocracy, hierarchy, market and clan cultures exist within non-profit sector organisations in Nairobi City County

One simple hypothesis test on population mean and confidence interval on the population mean was used to test the null hypothesis that adhocracy, hierarchy, market and clan cultures do not exist among NGOs in Kenya. From the results in Table 4.47, is shown that the mean for clan culture, adhocracy culture, market culture, and hierarchy culture are 3.96, 3.74, 3.77, and 3.96 respectively. It is also clear that all organisational culture parameters are statistically significant meaning that there is 95% confidence that clan culture, adhocracy culture, market culture, and hierarchy culture profiles exist in the non-governmental organisations.

Table 4.47*One-Sample Statistics*

One-Sample Statistics						
	N	Mean	Std. Deviation	Std. Error Mean		
Clan Culture	294	3.96	.506	.030		
Adhocracy Culture	294	3.74	.529	.031		
Market Culture	294	3.77	.516	.030		
Hierarchy Culture	294	3.96	.495	.029		

One-Sample Test						
Test Value = 3						
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Clan Culture	32.471	293	.000	.959	.90	1.02
Adhocracy Culture	23.944	293	.000	.738	.68	.80
Market Culture	25.751	293	.000	.774	.72	.83
Hierarchy Culture	33.106	293	.000	.956	.90	1.01

Considering the test value of 3, the p-values for the variables are significant at 0.000, meaning that the null hypothesis that adhocracy, hierarchy, market and clan cultures do not exist within NGOs in Nairobi city county is rejected and the alternative hypothesis accepted.

Hypothesis 2

The second hypothesis sought to capture the association between organisation culture types and employee engagement as follows:

H_{a2}: There is a significant and positive relationship between the four culture types and employee engagement among NGOs operating within Nairobi City County.

H₀₂: There is no significant relationship between the four culture types and employee engagement among NGOs operating within Nairobi City County.

The study divided variable 4 into four sub-variables (clan, adhocracy, market, and hierarchy) and formed four minor hypotheses basing on the major hypothesis as written in the beginning of the paragraph above. The linear regression analysis was utilized to explore the linear statistical effect of independent variables on dependent variables. The minor alternative hypotheses (H_a) tested were as follows:

H_{a2a}: Clan culture has a significant and positive relationship with employee engagement

H_{02a}: Clan culture has no significant relationship with employee engagement

H_{a2b}: Adhocracy culture has a significant and positive relationship with employee engagement

H_{02b}: Adhocracy culture has no significant relationship with employee engagement

H_{a2c}: Market culture has a significant positive relationship with employee engagement

H_{02c}: Market culture has no significant relationship with employee engagement

H_{a2d}: Hierarchy culture has a significant and positive relationship with employee engagement

H_{02d}: Hierarchy culture has no significant relationship with employee engagement.

Clan Culture and Employee Engagement

H_{a2a}: Clan culture has a significant and positive relationship with employee engagement.

H_{02a}: Clan culture has no relationship with employee engagement

The linear regression analysis was conducted to ascertain the relationship between clan culture and employee engagement levels in NGOs. The general linear regression model for hypothesis H_{a2a} was:

$$Y = \beta_0 + \beta_1 x_1 + \varepsilon \quad \text{- Employee engagement} = \beta_0 + \beta_1 \text{clan culture} + \varepsilon, \text{ error term.}$$

The resulting regression model for hypothesis testing was Employee engagement = $1.414 + 0.628$ clan culture. Testing the significance of the overall regression models enables the validation of the linear regression equations.

- i) $\{F(1, 292) = 178.495, P\text{-value} < 0.01\}$ for clan culture measured against employee engagement (see Table 4.49)

Considering the value of the F-statistic, the alternative hypothesis was not rejected. The decision rule is rejected $H_0: \beta_i = 0$ ($i=1, 2, 3, 4$) when the regression coefficient is significantly different from zero and therefore acceptance of the alternative hypothesis $H_a: \beta_i \neq 0$ ($i=1, 2, 3, 4$). Since the standardized regression coefficients were significant and statistically different from zero as indicated in Table 4.50 the null hypothesis (H_{02a}) was rejected.

A considerable value of $p \leq .05$ was taken up by the study. The findings showed that the p-value of the regression coefficient (β) was $p < .05$. Therefore, the alternative hypothesis was not rejected and the study therefore concluded that clan culture has a significant relationship with employee engagement.

Model Summary for Clan culture and Employee Engagement

The results presented in Table 4.48 summarize a regression analysis investigating the relationship between clan culture and employee engagement within NGOs.

Table 4.48

Model Summary-Regression of Clan Culture and Employee Engagement

Model	R	Model Summary		
		R Square	Adjusted R Square	Std. Error of the Estimate
1	.616 ^a	.379	.377	.407

The model summary provides important insights into how clan culture contributes to variations in employee engagement, helping to better understand its significance in fostering a motivated and committed workforce in such organizations.

The R value of 0.616 indicates a strong positive relationship between clan culture and employee engagement. This means that as the emphasis on clan culture increases within the organization, employee engagement tends to rise. The R Square value of 0.379 indicates that clan culture explains approximately 37.9% of the variance in employee engagement. However, the remaining 62.1% of variance in employee engagement is likely influenced by other factors.

The adjusted R Square value of 0.377 is slightly lower than the R Square value, which adjusts for the possibility of overestimating the model's explanatory power. The small difference between R Square and Adjusted R Square indicates that the model remains robust and reliable. The Standard Error of the Estimate (0.407) reflects the average deviation of the actual employee engagement scores from the predicted values. These results justify that clan culture has a significant and positive impact on employee engagement in NGOs.

The strong R and R Square values indicate that a collaborative and supportive work environment plays a key role in motivating employees and fostering a sense of ownership and commitment. It makes intuitive sense that in an NGO setting, where teamwork and shared values are crucial, the more a culture promotes these aspects, the more likely employees are to feel engaged and motivated in their roles. Furthermore, the Adjusted R Square value reinforces the robustness of the findings, confirming that the relationship between clan culture and employee engagement is not artificially inflated.

The fact that clan culture alone explains 37.9% of the variance in engagement highlights its importance but also suggests that a comprehensive approach, involving other organizational cultural elements and factors, could further boost engagement levels.

ANOVA for Clan Culture and Employee Engagement in NGOs

The ANOVA results in Table 4.49 show that clan culture significantly impacts employee engagement. The Regression Sum of Squares (29.573) indicates that Clan Culture explains a substantial portion of the variation in Employee Engagement, while the Residual

sum of squares (48.379) represents unexplained variance. The F-value of 178.495, which is derived from the Mean squares for regression and residuals, demonstrates that clan culture had a significant association with employee engagement. The p-value of 0.000 confirms that the relationship is statistically significant and not due to chance.

These findings suggest that clan culture plays a key role in influencing employee engagement in NGOs. A supportive and collaborative organizational culture is essential for enhancing employee motivation, satisfaction, and commitment. The model shows that organizations should prioritize clan culture to improve engagement levels, which can lead to better organizational success and employee well-being.

Table 4.49

ANOVA Tests of Between-Subjects Effects Results for Clan Culture and Employee Engagement

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.573	1	29.573	178.495	.000 ^b
	Residual	48.379	292	.166		
	Total	77.952	293			

Regression Coefficients results for Clan Culture and Employee Engagement

The null hypothesis was highlighted as clan culture has no significant relationship with employee engagement levels. Multiple regression was used to determine whether there was a significant relationship between clan culture and employee engagement in NGOs in this study. Table 4.50 presents the results on the regression coefficient. The beta is as shown as, 0.628; the p value is $0.000 < 0.05$, which is less than the (0.05) significance level and the t-calculated (13.360) is greater when compared to the t-critical value (1.645). The study accepted the alternative hypothesis since the p value is less than 0.05;

Table 4.50*Regression Coefficients Results for Clan Culture and Employee Engagement*

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.414	.187		7.540	.000
	Clan Culture	.628	.047	.616	13.360	.000

Therefore, concluding that there is significant effect of clan culture on employee engagement. The findings indicate that employee engagement in NGOs in Nairobi city county is positively influenced by clan culture.

Adhocracy Culture and Engagement

H_{a2b}: Adhocracy culture has a significant and positive relationship with employee engagement

H_{02b}: Adhocracy culture has no significant relationship with employee engagement

The linear regression analysis for adhocracy culture and employee engagement is explained as follows; The general multiple regression model for H_{a2b} was:

$$Y = \beta_0 + \beta_1 x_1 + \varepsilon - \text{Employee engagement} = \beta_0 + \beta_1 \text{adhocracy culture} + \varepsilon.$$

The resulting regression model for hypothesis testing was: Employee engagement = 1.972 + 0.515 adhocracy culture. The linear regression equation was validated by assessing the significance of the overall regression model. The F-test was done, and the regression model was considered valid and significant as highlighted:

- i) {F (1, 292) = 112.936, P-value<0.000} for adhocracy culture measured against employee engagement (see Table 4.52)

Considering the value of the F-statistic, the alternative hypothesis was not rejected. The decision rule is rejected H₀: $\beta_i = 0$ (i=1, 2, 3, 4), when the regression coefficient is significantly different from zero then the alternative hypothesis H_a: $\beta_i \neq 0$ (i=1, 2, 3, 4) is subsequently

accepted. The null hypothesis (H_{02b}) not accepted since the standardized regression coefficients were significant and statistically divergent from zero as indicated in (Table 4.53). A considerable value of $p \leq .05$ was taken up by the study. The findings showed that the p-value of the regression coefficient (β) was $p < .05$. Therefore, the alternative hypothesis was accepted and the study therefore concluded that adhocracy culture has a significant relationship with employee engagement.

Model Summary for Adhocracy culture and Employee Engagement

In table 4.51, the coefficient R was 27.9 percent, thus indicated that the independent variable explained 27.9 % in employee engagement. The remaining 4.49 % of changes was identified by other aspects not captured in the model. The model equation: Employee engagement = $\beta O + \beta I$ adhocracy culture explained 27.9 percent as measured by the goodness of fit and therefore explained 27.9 % of the variation.

Table 4.51

Model Summary-Regression of Adhocracy Culture and Employee Engagement

Model	R	Model Summary			Std. Error of the Estimate
		R Square	Adjusted R Square		
1	.528 ^a	.279	.276		.439

Adhocracy culture explained 27.9 percent of employee engagement in NGOs while 72.1 % of changes are due to other aspects not captured in the model. This was a moderate significant effect with an almost 30 percent threshold and hence the model was significant.

ANOVA Test results for Adhocracy Culture and Employee Engagement

Table 4.52 highlights the results of the regression ANOVA for adhocracy culture and employee engagement. The findings highlighted that the model was statistically significant in explaining the link between adhocracy culture and employee engagement at NGOs in Kenya,

$F(1, 293) = 112.936, p < .05$. Therefore, according to the study findings, the influence of adhocracy culture on employee engagement was significant. The model was key in explaining the relationship and taking into consideration the importance of F-statistic, the alternative hypothesis was not rejected.

Table 4.52

ANOVA Tests of Between-Subject's Effects Results for Adhocracy Culture and Employee Engagement

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.741	1	21.741	112.936	.000 ^b
	Residual	56.211	292	.193		
	Total	77.952	293			

Regression Coefficient Results for Adhocracy Culture and Employee Engagement

The null hypothesis was that adhocracy culture has no significant relationship with employee engagement levels and their performance.

Table 4.53

Regression Coefficients Results for Adhocracy Culture and Employee Engagement

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	1.972	.183		10.777
	Adhocracy Culture	.515	.048	.528	10.627

Multiple regression was used to determine whether there was a significant relationship between adhocracy culture and employee engagement in NGOs in this study. The tests of Between-Subjects effect the p-value(sig) is lower than 0.05 therefore, there is a statistically

significant interaction of independent variable adhocracy culture on dependent variables (employee engagement).

Table 4.53 present the results of the regression coefficient. The beta is as shown in table above 0.515; the p value is $0.000 < 0.05$, which was less than the (0.05) significance level. The t-calculated value of (10.627) was greater than the (1.645) t-critical value. Since the p value was less than 0.05; the alternative hypothesis was accepted and therefore study conclusion was that adhocracy culture had a significant effect on employee engagement. This signifies that employee engagement in NGOs in Nairobi city county is positively associated with adhocracy culture.

Market Culture and Employee Engagement

H_{a2c} : Market culture has a positive and significant relationship with Employee engagement

H_{02c} : Market culture has no relationship with Employee engagement.

The study, using linear regression analysis, analysed results for market culture and employee engagement. The general linear regression model for H_{a2c} was:

$$Y = \beta_0 + \beta_1 x_1 + \varepsilon \quad \text{- Employee engagement} = \beta_0 + \beta_1 \text{ market culture} + \varepsilon.$$

The resulting regression model for hypothesis testing was: Employee engagement = $2.355 + .406$ market culture. The linear regression equation was validated by assessing the significance of the overall regression model. The F-test was done and the regression model was valid and significant:

i. $\{F(1, 292) = 58.552, P\text{-value} < 0.000\}$ for market culture measured against employee engagement (see Table 4.55)

Considering the value of the F-statistic, the alternative hypothesis was not rejected. The decision rule is that $H_0: \beta_i = 0$ ($i=1, 2, 3, 4$) is rejected if the regression coefficient is significantly divergent from zero and the alternative hypothesis $H_a: \beta_i \neq 0$ ($i=1, 2, 3, 4$) is subsequently accepted. The null hypothesis (H_{02c}) was not accepted but rejected since the

standardized regression coefficients were significant and statistically different from zero as shown in Table 4.56.

A considerable value of $p \leq .05$ was taken up by the study. The findings showed that the p-value of the regression coefficient (β) was $p < .05$. Therefore, the alternative hypothesis was not rejected and the study therefore concluded that market culture has a significant relationship with employee engagement levels.

Model Summary for Market Culture and Employee Engagement

In Table 4.54, the coefficient R- square was 16.7 percent, which shows that the independent variable measures explained 16.7 percent in employee engagement in NGOs. The remaining 83.3 % of changes were due to other factors not captured in the model. The model equation: Employee engagement = $\beta_0 + \beta_1$ market culture explained 16.7 percent as measured by the goodness of fit and hence explained 16.7 percent of the variation. This indicated that the market culture explained 16.7 percent of employee engagement while 83.3 % of changes may be linked to other factors not captured in the model. This was a low significant effect as it was not above the 30 % threshold.

Table 4.54

Model Summary-Regression of Market Culture and Employee Engagement

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.409 ^a	.167	.164	.472

ANOVA Test results for Market Culture and Employee Engagement

Table 4.55 highlights the results of the regression ANOVA for market culture and employee engagement. The findings highlighted that the model was statistically significant in explaining the link between market culture and employee engagement at NGOs in Nairobi city county, $F(1, 292) = 58.552, p < .05$. Therefore, according to the study findings, the influence

of market culture on employee engagement was significant. The model was key in explaining the relationship and taking into consideration the importance of F-statistic, the alternative hypothesis was not rejected.

Table 4.55

ANOVA Tests of Between-Subjects' Effects result for Market Culture and Employee Engagement

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.020	1	13.020	58.552	.000 ^b
	Residual	64.932	292	.222		
	Total	77.952	293			

Regression Coefficients results for Market Culture and Employee Engagement

The next null hypothesis was that market culture has no significant relationship with employee engagement levels. To determine whether there was a significant relationship between market culture and employee engagement, linear regression was used.

Table 4.56

Regression Coefficients Results for Market Culture and Employee Engagement

Coefficient ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.355	.204		11.569	.000
	Market Culture	.409	.053	.409	7.652	.000

The beta is as shown in table 4.56 as 0.409 the p value is $0.000 < 0.05$, indicating it is below the significance level (0.05). The calculated t-value of (7.652) is greater than the (1.645) t-critical value. Since the study findings indicate that the p value is below 0.05; the study accepted the alternative hypothesis. Therefore, the conclusion was that there exists a significant

effect of market culture on employee engagement. This signifies that market culture is positively associated with employee engagement.

Hierarchy Culture and Employee Engagement

H_{a2d}: Hierarchy Culture has a positive and significant relationship with Employee engagement

H_{02d}: Hierarchy Culture has no relationship with Employee engagement

The study using linear regression analysis revealed that hierarchy culture has a significant relationship with employee engagement levels in NGOs in Nairobi city county. The general linear regression model for hypothesis H_{a2d} was:

$$Y = \beta_0 + \beta_1 x_1 + \varepsilon \text{ - Employee engagement} = \beta_0 + \beta_1 \text{ hierarchy culture} + \varepsilon.$$

The resulting linear regression model for hypothesis testing was employee engagement = 1.803 + 0.530 hierarchy culture. The testing of the significance of the overall regression models supported the validation of the linear regression equation. The F-test was performed, and the regression model was valid and significant as indicated below:

- i) {F (1, 292) = 101.720, P-value<0.000} for hierarchy culture measured against employee engagement (See Table 4.58)

Considering the value of the F-statistic, the alternative hypothesis was not rejected. The decision rule is rejected H₀: $\beta_i = 0$ (i=1, 2, 3, 4) is rejected, when the regression coefficient is significantly different from zero then the alternative hypothesis H_a: $\beta_i \neq 0$ (i=1, 2, 3, 4) is subsequently accepted. The null hypothesis (H_{02d}) was rejected since the standardized regression coefficients were significant and statistically different from zero as indicated in Table 4.59.

A considerable value of $p \leq .05$ was taken up by the study. The findings showed that the p-value of the regression coefficient (β) was $p < .05$. Therefore, the alternative hypothesis was not rejected and the study therefore concluded that hierarchy culture has a significant relationship with employee engagement levels.

Model Summary for Hierarchy Culture and Employee Engagement

In table 4.57, the coefficient R-square was 25.8 %, which shows that the independent variable measures explained 25.8 percent of employee engagement in NGOs. The remaining 74.2 percent of changes was attributed to other factors not captured in the model.

The model equation: employee engagement = $\beta_0 + \beta_1$ hierarchy explained 25.8 percent as measured by the goodness of fit and therefore explained the 25.8 percent of the variation. This indicated that the hierarchy culture explained 25.8 percent of employee engagement in NGOs while 74.2 percent of changes are attributed by other factors not captured in the model. This was a low significant effect since it was below 30% threshold and the model was significant.

Table 4.57

Model Summary-Regression of Hierarchy Culture and Employee Engagement

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.508 ^a	.258	.256	.445

ANOVA Test results for Hierarchy Culture and Engagement

Table 4.58 highlights the results of the regression ANOVA for hierarchy culture and employee engagement. The findings highlighted that the model was statistically significant in explaining the link between hierarchy culture and employee engagement at NGOs in Kenya, $F(1, 292) = 1.720, p < .05$. Therefore, according to the study findings, the influence of hierarchy culture on employee engagement was significant. The model was key in explaining the relationship and taking into consideration the importance of F-statistic, the alternative hypothesis was not rejected.

Table 4.58*ANOVA Tests of Between-Subjects Effects Results for Hierarchy Culture and Engagement*

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.139	1	20.139	101.720	.000 ^b
	Residual	57.812	292	.198		
	Total	77.952	293			

Regression Coefficients results for Hierarchy Culture and Engagement

The null hypothesis was that hierarchy culture has no significant relationship with employee engagement levels. The linear regression was used to determine whether there was a significant relationship between hierarchy culture and employee engagement in NGOs in this study. The beta is as shown in table 4.59 is 0.530; the p value is $0.000 < 0.05$, which is below the (0.05) significance level and the calculated t-value of (10.086) is greater compared to the critical t-value of (1.645).

Table 4.59*Regression Coefficients Results for Hierarchy Culture and Employee Engagement*

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.803	.209		8.615	.000
	Hierarchy Culture	.530	.053	.508	10.086	.000

Based on these findings and because the p value was less than 0.05; the alternative hypothesis was accepted and therefore the conclusion was that there is significant association

between hierarchy culture and employee engagement. This signifies that employee engagement among NGOs in Nairobi County is positively influenced by hierarchy culture.

Organizational Culture and Employee Engagement

H_{a2}: There is a significant and positive relationship between the four culture types and employee engagement among NGOs in Nairobi City County

H₀₂: There is no significant relationship between the four culture types and employee engagement among NGOs in Nairobi City County

The study using linear regression analysis revealed that organizational culture has a significant correlation with employee engagement among NGOs in Nairobi city county. The general multiple regression model for hypothesis H_{a2} was:

$$Y = \beta_0 + \beta_1 x_1 + \varepsilon \quad \text{- Employee engagement} = \beta_0 + \beta_1 \text{ organizational culture} + \varepsilon .$$

The resulting regression model for hypothesis testing was; employee engagement = 1.285 + 0.678 organizational culture. The linear regression equation was validated by testing the significance of the overall regression models. The F-test was performed, and the regression model was valid and significant as follows:

- i) {F (1, 292) = 154.422, P-value < 0.000} for organizational culture measured against employee engagement (See Table 4.61)

Considering the value of the F-statistic, the alternative hypothesis was not rejected. The decision rule H₀: $\beta_i = 0$ (i=1, 2, 3, 4) is rejected when the regression coefficient is significantly different from zero and the alternative hypothesis H_a: $\beta_i \neq 0$ (i=1, 2, 3, 4) is subsequently accepted. The null hypothesis (H_{02d}) was not accepted because the standardized regression coefficients were significant and statistically different from zero as indicated in Table 4.62. A considerable value of $p \leq .05$ was taken up by the study. The findings showed that the p-value of the regression coefficient (β) was $p < .05$. Therefore, the alternative hypothesis was not

rejected and the study therefore concluded that organizational culture has a significant relationship with employee engagement.

Model Summary for Culture and Employee Engagement

In table 4.60, the coefficient R-square was 34.6 percent, which shows that the independent variable measures explained 34.6 percent in employee engagement in NGOs. The remaining 65.4 percent of changes were attributed to other factors not captured in the model.

Table 4.60

Model Summary-Regression of Organizational Culture and Employee Engagement

Model	R	Model Summary			Std. Error of the Estimate
		R Square	Adjusted R Square		
1	.588 ^a	.346	.344		.418

The model equation: employee engagement = $\beta_0 + \beta_1$ organizational culture explained 34.6 percent as measured by the goodness of fit and hence explained 65.4 percent of the variation. This indicated that the organizational culture explained 34.6 percent of employee engagement in NGOs while 65.6 percent of changes are attributed to other factors not captured in the model. The study observed a strong significant association as it was above 30 percent threshold and the model was significant.

ANOVA Test results for Organizational Culture and Employee Engagement

Table 4.61 highlights the results of the regression ANOVA for organizational culture and employee engagement. The findings highlighted that the model was statistically significant in explaining the link between organizational culture and employee engagement at NGOs in Kenya, $F(1, 292) = 154.422, p < .05$. Therefore, according to the study findings, the influence of organizational culture on employee engagement was significant. The model was key in explaining the relationship and taking into consideration the importance of F-statistic, the alternative hypothesis was not rejected.

Table 4.61*ANOVA Tests of Between-Subjects Effects Results for Culture and Employee Engagement*

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.964	1	26.964	154.422	.000 ^b
	Residual	50.987	292	0.175		
	Total	77.952	293			

Regression Coefficients results for Organizational Culture and Employee engagement

The null hypothesis was that organizational culture has no significant relationship with employee engagement. Linear regression was used to determine whether there was a significant relationship between organizational culture and employee engagement in NGOs in this study.

Table 4.62*Regression Coefficients Results for Culture and Employee Engagement*

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.285	.212		6.071	.000
	Organizational Culture	.678	.055	.588	12.427	.000

The beta is as shown in table 4.62 is 0.678; the p value is $0.000 < 0.05$, which is less than the (0.05) significance level. The calculated t-value of (12.427) is greater than the t-critical t-value of (1.645). Given that the p value is less than 0.05; the study accepted the alternative hypothesis, and the study concluded that there is significant correlation between organizational culture and employee engagement. This signifies that employee engagement in NGOs in Nairobi City County is positively influenced by organizational culture.

Hypothesis 3

The third hypothesis statements captured if there was an association between the four

culture types and employee performance. Linear regression analysis was utilized to explore the linear statistical effect of independent variables on dependent variable. The statements were as follows.

H_{a3}: There is a significant and positive relationship between the four culture types and employee performance among NGOs operating within Nairobi city county.

H₀₃: There is no significant relationship between the four culture types and employee performance among NGOs operating within in Nairobi city county

The study divided variable 4 into four different sub-variables (clan, adhocracy, market, and hierarchy culture) and formed four minor hypotheses basing on the major hypothesis. The minor alternative hypotheses (H_a) tested were as follows:

H_{a3a}: Clan culture has a significant and positive relationship with employee performance.

H_{03a}: Clan culture has no significant relationship with employee performance.

H_{a3b}: Adhocracy culture has a significant and positive relationship with employee performance.

H_{03b}: Adhocracy culture has no significant relationship with employee performance.

H_{a3c}: Market culture has a significant and positive relationship with employee performance.

H_{03c}: Market culture has no significant relationship with employee performance.

H_{a3d}: Hierarchy culture has a significant and positive relationship with employee performance.

H_{03d}: Hierarchy culture has no significant relationship with employee performance.

Clan Culture and Employee Engagement

Ha3a: Clan culture has a positive and significant relationship with Employee performance.

H03a: Clan culture has no significant relationship with Employee performance.

Linear regression analysis was conducted to ascertain the relationship between clan culture and employee performance in NGOs. The general linear regression model for hypothesis H_{a3a} was: $Y = \beta_0 + \beta_1 x_1 + \epsilon$

Employee performance = $\beta_0 + \beta_1 \text{ clan culture} + \varepsilon$, error term. The resulting regression model for hypothesis testing was: Employee performance = $1.801 + .594 \text{ clan culture}$. The linear regression equation was validated by testing the significance of the overall regression model.

- i) {F (1, 292) = 145.890, P-value <0.000} for clan culture measured against performance (see Table 4.64)

Considering the value of the F-statistic, the alternative hypothesis was not rejected. The decision rule $H_0: \beta_i = 0$ ($i=1, 2, 3, 4$) is rejected when the regression coefficient is significantly different from zero and the alternative hypothesis $H_a: \beta_i \neq 0$ ($i=1, 2, 3, 4$) is accepted. Based on the model, the null hypothesis (H_{03a}) was not accepted but rejected because the standardized regression coefficients were significant and statistically differed from zero as indicated in Table 4.65.

A considerable value of $p \leq .05$ was taken up by the study. The findings showed that the p-value of the regression coefficient (β) was $p < .05$. Therefore, the alternative hypothesis was not rejected and the study therefore concluded that clan culture has a significant relationship with employee performance.

Model Summary for Clan culture and Employee Performance

The coefficient R-square was 33.3 percent, which shows that the independent variable measures explained 33.3 percent in employee performance in NGOs. The remaining 66.7 percent of changes were attributed to other factors not captured in the model. The model equation: Employee performance = $\beta_0 + \beta_1 \text{ clan culture}$ explained 33.3 percent as measured by the goodness of fit and hence explained 33.3 percent of the variation.

Table 4.63*Model Summary-Regression of Clan Culture and Employee Performance*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577 ^a	.333	.331	.426

This indicated that the clan culture explained 33.3 percent of employee performance in NGOs while 66.7 % of changes are attributed to other factors not captured in the model. The model was significant because there was a strong effect that was above the 30 percent threshold.

ANOVA for Clan Culture and Employee Performance in NGOs

Table 4.64 highlights the results of the regression ANOVA for clan culture and employee performance.

Table 4.64*ANOVA Tests of Between-Subjects Effects Results for Clan Culture and Employee Performance*

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.471	1	26.471	145.890	.000 ^b
	Residual	52.983	292	.181		
	Total	79.454	293			

The findings highlighted that the model was statistically significant in explaining the link between clan culture and employee performance at NGOs in Kenya, $F(1, 293) = 145.890$, $p < .05$. Therefore, the study findings indicate that, the influence of clan culture on employee engagement was significant. The model was key in explaining the relationship and taking into consideration the importance of F-statistic, the alternative hypothesis was not rejected.

Regression Coefficients results for Clan Culture and Employee Performance

The null hypothesis was that clan culture has no significant relationship with employee performance. Linear regression was used to determine whether there was a significant relationship between clan culture and employee performance in NGOs in this study. Table 4.65 presents the results on the regression coefficient. The beta as highlighted in table 4.65 was 0.594; the p value was $0.000 < 0.05$, which is less than the significance level (0.05). The calculated t-value of (12.078) was greater than the critical t-value of (1.645). Since the p value was less than 0.05; the study accepted the alternative hypothesis.

Table 4.65

Regression Coefficients Results for Clan Culture and Employee Performance

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.801	.196		9.180	.000
	Clan Culture	.594	.049	.577	12.078	.000

Therefore, concluding that there is significant influence of clan culture on employee performance. The findings indicate that employee performance in NGOs in Nairobi city county is positively influenced by clan culture.

H_{a3b}: Adhocracy Culture has a positive and significant relationship with employee performance.

H_{03b}: Adhocracy Culture has no significant relationship with employee performance.

The linear regression analysis for adhocracy culture and employee performance is explained as follows; The general multiple regression model for H_{a3b} was:

$$Y = \beta_0 + \beta_1 x_1 + \varepsilon \quad \text{- Employee performance} = \beta_0 + \beta_1 \text{ adhocracy culture} + \varepsilon.$$

The resulting regression model for hypothesis testing was: Employee performance = $57.975 + 0.232$ adhocracy culture. The linear regression equation was validated by testing the significance of the overall regression models. The F-test was performed and the regression model was valid and significant as follows:

- ii) {F (1.292) = 135,468 P-value <0.000} for adhocracy culture measured against performance (see Table 4.67)

Considering the value of the F-statistic, the alternative hypothesis was not rejected. The decision rule $H_0: \beta_i = 0$ ($i=1, 2, 3, 4$), is rejected when the regression coefficient is significantly different from zero and the alternative hypothesis $H_a: \beta_i \neq 0$ ($i=1, 2, 3, 4$) is subsequently accepted. The null hypothesis (H_{03b}) was rejected since the standardized regression coefficients were significant and statistically different from zero as indicated in (Table 4.68).

A considerable value of $p \leq .05$ was taken up by the study. The findings showed that the p-value of the regression coefficient (β) was $p < .05$. Therefore, the alternative hypothesis was not rejected and the study therefore concluded that adhocracy culture has a significant relationship with employee performance.

Model Summary for Adhocracy culture and Employee Performance

In table 4.66, the coefficient R-square was 31.7 percent, which shows that the independent variable measures explained 31.7 percent in employee performance. The remaining 68.3 percent of changes were attributed to other factors not captured in the model. The model equation; Employee performance = $\beta_0 + \beta_1$ adhocracy culture explained 31.7 percent as measured by the goodness of fit and therefore explained 31.7 % of the variation. Adhocracy culture explained 31.7 % of employee performance in NGOs while 68.3 % of changes are identified by other factors not captured in the model. This was a strong significant effect as it was above 30 % and the model was significant.

Table 4.66*Model Summary-Regression of Adhocracy Culture and Employee Performance*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.563 ^a	.317	.315	.431

ANOVA Test results for Adhocracy Culture and Employee Performance

Table 4.67 highlights the results of the regression ANOVA for adhocracy culture and employee performance.

Table 4.67*ANOVA Tests of Between-Subject's Effects Results for Adhocracy Culture and Employee Performance*

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.180	1	25.180	135.468	.000 ^b
	Residual	54.275	292	.186		
	Total	79.454	293			

The findings indicated that the model was statistically significant in explaining the link between adhocracy culture and employee performance at NGOs in Kenya, $F(1, 293) = 135.648$, $p < .05$. Therefore, according to the study findings, the influence of adhocracy culture on employee performance. The model was key in explaining the relationship and taking into consideration the importance of F-statistic, the alternative hypothesis was not rejected.

Regression Coefficients Results for Adhocracy Culture and Employee Performance

The null hypothesis stated that adhocracy culture had no significant relationship with employee performance. Linear regression was used to determine whether there was a significant relationship between adhocracy culture and employee performance in NGOs in this study. Table 4.68 presents the results on regression coefficient. The beta is as shown in table

above 0.554; the p value is $0.000 < 0.05$, which is lower than the (0.05) significance level and the calculated t-value of (11.639) is greater than the critical t- value of (1.645).

Table 4.68

Regression Coefficients Results for Adhocracy Culture and Employee Performance

Model		Coefficients ^a			t	Sig.
		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.079	.180		11.562	.000
	Adhocracy Culture	.554	.048	.563	11.639	.000

Based on the study findings, and since the p value is less than 0.05; the study accepted the alternative hypothesis. Therefore, the conclusion was that there is significant association between adhocracy culture and employee performance. This indicates that employee performance in NGOs in Nairobi City County is positively influenced by adhocracy culture.

H_{a3c}: Market Culture has a positive and significant relationship with employee performance

H_{03c}: Market Culture has no significant relationship with employee performance

The study, using multiple linear regression analysis, analysed results for market culture and employee performance. The general multiple regression model for H_{a3c} was:

$$Y = \beta_0 + \beta_1 x_1 + \varepsilon - \text{Employee performance} = \beta_0 + \beta_1 \text{market culture} + \varepsilon.$$

The resulting regression model for hypothesis testing was Employee performance = 64.538 + 3.146 market culture. The validation of the linear regression equations was done through analysing the significance of the overall regression models. The F-test was undertaken, and the regression model was proved valid and significant:

i. {F (1.292) = 85.834, P-value<0.000} for market culture measured against employee performance (see Table 4.70)

Considering the value of the F-statistic, the alternative hypothesis was not rejected. The decision rule $H_0: \beta_i = 0$ ($i=1, 2, 3, 4$) is rejected when the regression coefficient is different from zero and the alternative hypothesis $H_a: \beta_i \neq 0$ ($i=1, 2, 3, 4$) is subsequently accepted. The null hypothesis (H_{03c}) was not accepted because the standardized regression coefficients were significant and statistically different from zero as shown in Table 4.71.

A considerable value of $p \leq .05$ was taken up by the study. The findings showed that the p-value of the regression coefficient (β) was $p < .05$. Therefore, the alternative hypothesis was accepted, and the study conclusion was that market culture had a significant relationship with employee performance.

Model Summary for Market Culture and Employee Performance

Table 4.69

Model Summary-Regression of Market Culture and Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.477 ^a	0.227	0.225	0.459

In Table 4.69, the coefficient R-square was 22.7 percent, which shows that the independent variable measures explained 22.7 percent in employee performance in NGOs. The remaining 77.3 percent of changes was identified by other factors not captured in the model. The model equation: Employee performance = $\beta_0 + \beta_1$ market culture explained 22.7 percent as measured by the goodness of fit and hence explained 22.7 percent of the variation. This indicated that the market culture explained 22.7 percent of employee performance while 77.3 percent of changes are attributed to other factors not captured in the model. This was a low significant effect as it was lower than the 30 % threshold.

ANOVA Test Results for Market Culture and Employee Performance

Table 4.70 highlights the results of the regression ANOVA for market culture and employee performance.

Table 4.70

ANOVA Tests of Between-Subjects' Effects Result for Market Culture and Employee Performance

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.05	1	18.05	85.834	.000 ^b
	Residual	61.405	292	0.21		
	Total	79.454	293			

The findings highlighted that the model was statistically significant in explaining the link between market culture and employee performance among NGOs in Kenya, $F(1, 292) = 85.834$, $p < .05$. Therefore, according to the study findings, the influence of market culture on employee performance was significant. The model was key in explaining the relationship and taking into consideration the importance of F-statistic, the alternative hypothesis was not rejected.

Regression Coefficients Results for Market Culture and Employee Performance

The third null hypothesis was that market culture has no significant relationship with employee performance. To determine whether there was a significant relationship between market culture and employee performance linear regression was used. The beta is as shown in table 4.69 as 0.481; the p value is $0.000 < 0.05$, which is lower than (0.05) the significance level. The calculated t-value of (9.265) was greater than the critical t-value of (1.645).

Therefore, since the p value was less than 0.05; the alternative hypothesis was accepted. The conclusion was that there exists a significant influence of market culture on

employee performance. This signifies that employee performance is positively influenced by market culture.

Table 4.71

Regression Coefficients Results for Market Culture and Employee Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.335	.198		11.794	.000
	Market Culture	.481	.052	.477	9.265	.000

Hierarchy Culture and Employee Performance

H_{a3d}: Hierarchy culture has a positive and significant relationship with employee performance.

H_{a3d}: Hierarchy culture has no significant relationship with employee performance.

The study using linear regression analysis revealed that hierarchy culture has a significant relationship with employee performance in NGOs in Nairobi city county. The general multiple regression model for hypothesis H_{a3d} was:

$$Y = \beta_0 + \beta_1 x_1 + \varepsilon \text{ -Employee performance} = \beta_0 + \beta_1 \text{ hierarchy culture} + \varepsilon .$$

The resulting regression model for hypothesis testing was; employee performance = 1.880+0.574 hierarchy culture. The validation of the linear regression equation was done by testing the significance of the overall regression models. The F-test was done, and the regression model was valid and significant as shown:

- iii) {F (1, 292) = 124.041, P-value<0.000} for hierarchy culture measured against employee performance (See Table 4.73)

Considering the value of the F-statistic, the alternative hypothesis was not rejected. The decision rule $H_0: \beta_i = 0$ ($i=1, 2, 3, 4$) is rejected when the regression coefficient is significantly different from zero and the alternative hypothesis $H_a: \beta_i \neq 0$ ($i=1, 2, 3, 4$) is subsequently

accepted. The null hypothesis (H_{04d}) was rejected since the standardized regression coefficients were significant and statistically differed from zero as indicated in Table 4.74.

A considerable value of $p \leq .05$ was taken up by the study. The findings showed that the p-value of the regression coefficient (β) was $p < .05$. Therefore, the alternative hypothesis was not rejected and the study therefore concluded that hierarchy culture has a significant relationship with employee performance.

Model Summary for Hierarchy Culture and Employee Performance

Table 4.72 shows the coefficient R-square was 29.8 percent, which indicates that the independent variable measures explained 29.8 percent in employee performance in NGOs. The remaining 70.2 percent of changes was attributed to other factors not captured in the model.

The model equation: employee performance = $\beta_0 + \beta_1$ hierarchy culture explained 29.8 percent as measured by the goodness of fit and hence explained 70.2 percent of the variation. This indicated that hierarchy culture explained 29.8 percent of employee performance in NGOs while 70.2 percent of changes are attributed to other factors not captured in the model. This was a moderate significant effect as it was around 30 percent threshold and the model was significant.

Table 4.72

Model Summary-Regression of Hierarchy Culture and Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.546 ^a	0.298	0.296	0.437

ANOVA Test Results for Hierarchy Culture and Employee Performance

Table 4.73 highlights the results of the regression ANOVA for hierarchy culture and employee performance.

Table 4.73

ANOVA Tests of Between-Subjects Effects Results for Hierarchy Culture and Employee Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.689	1	23.689	124.041	.000 ^b
	Residual	55.765	292	.191		
	Total	79.454	293			

The findings highlighted that the model was statistically significant in explaining the link between hierarchy culture and employee performance at NGOs in Kenya, $F(1, 292) = 124.041$, $p < .05$. Therefore, according to the study findings, the influence of hierarchy culture on employee performance was significant. The model was key in explaining the relationship and taking into consideration the importance of F-statistic, the alternative hypothesis was not rejected.

Regression Coefficients Results for Hierarchy Culture and Employee Performance

The null hypothesis was that hierarchy culture has no significant relationship with employee performance. Linear regression was used to determine whether there was a significant relationship between hierarchy culture and employee performance in NGOs in this study.

Table 4.74*Regression Coefficients Results for Hierarchy Culture and Employee Performance*

Model		Coefficients ^a		t	Sig.
		Unstandardized Coefficients	Standardized Coefficients		
		B	Std. Error	Beta	
1	(Constant)	1.880	.206		.000
	Hierarchy Culture	.574	.052	.546	.000

The beta shown in table 4.74 is 0.574; the p value is $0.000 < 0.05$, which is less than the (0.05) significance level. The calculated t-value is (11.137) which is greater than the critical t-value of (1.645). The findings indicated that the p value was less than 0.05; the alternative hypothesis was accepted, and the study conclusion was that there is significant association between hierarchy culture and employee performance. This signifies that employee performance in NGOs in Nairobi County is positively affected by hierarchy culture.

Organisational Culture and Employee Performance

H₀₃: There is no significant relationship between the four culture types and employee performance among NGOs within Nairobi City County.

H_{a3}: There is a significant and positive relationship between the four culture types and employee performance among NGOs within Nairobi City County.

The study using linear regression analysis indicated that organizational culture has a significant relationship with employee performance in NGOs in Nairobi city county. The general multiple regression model for hypothesis H_{a3} was:

$$Y = \beta_0 + \beta_1 x_1 + \varepsilon - \text{Employee performance} = \beta_0 + \beta_1 \text{organizational culture} + \varepsilon.$$

The resulting regression model for hypothesis testing was; employee performance = $1.382 + 0.718$ organizational culture. The validation of the linear regression equation was done

by testing the significance of the overall regression models. The F-test was done, and the regression model was considered valid and significant based on the following:

- iv) {F (1, 292) = 179.931, P-value<0.000} for organizational culture measured against employee performance (See Table 4.76)

Considering the value of the F-statistic, the alternative hypothesis was not rejected. The decision rule $H_0: \beta_i = 0$ ($i=1, 2, 3, 4$) is rejected when the regression coefficient is significantly different from zero and the alternative hypothesis $H_a: \beta_i \neq 0$ ($i=1, 2, 3, 4$) is subsequently accepted. The null hypothesis (H_{04d}) was not accepted since the standardized regression coefficients were significant and statistically different from zero as indicated in Table 4.77.

A considerable value of $p \leq .05$ was taken up by the study. The findings showed that the p-value of the regression coefficient (β) was $p < .05$. Therefore, the alternative hypothesis was accepted and the study therefore concluded that organizational culture has a significant relationship with employee performance.

Model Summary for Organizational Culture and Employee Performance

In table 4.75, the coefficient R-square was 38.1 percent, which shows that the independent variable measures explained 38.1 percent in employee performance in NGOs.

Table 4.75

Model Summary-Regression of Organizational Culture and Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.617 ^a	.381	.379	.410

The remaining 61.9 % of changes was identified by other factors not captured in the model. The model equation: employee performance = $\beta_0 + \beta_1$ organizational culture explained 38.1 percent as measured by the goodness of fit and hence explained 61.9 percent of the variation.

This indicated that the organizational culture explained 38.1 percent of employee performance in NGOs while 61.9 percent of changes are attributed to other factors not captured in the model. The model was significant because the findings indicated a strong significant effect since it was above the 30 % threshold.

ANOVA Test Results for Organizational Culture and Employee Performance

Table 4.76 highlights the results of the regression ANOVA for organizational culture and employee performance. The findings highlighted that the model was statistically significant in explaining the link between organizational culture and employee performance at NGOs in Kenya, $F(1, 292) = 179.931, p < .05$. Therefore, according to the study findings, the influence of organizational culture on employee performance was significant. The model was key in explaining the relationship and taking into consideration the importance of F-statistic, the alternative hypothesis was not rejected.

Table 4.76

ANOVA Tests of Between-Subjects Effects Results for Organizational Culture and Employee Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.293	1	30.293	179.931	.000 ^b
	Residual	49.161	292	0.168		
	Total	79.454	293			

Regression Coefficients results for Organizational Culture and Employee Performance

The null hypothesis was that organizational culture has no significant relationship with employee performance. Linear regression was used to determine whether there was a significant relationship between organizational culture and employee performance in NGOs in this study. The beta is as shown in table 4.77 is 0.718; the p value is $0.000 < 0.05$, which is less

than the significance level (0.05) as the t-calculated (13.414) is greater than the t-critical value (1.645).

Based on these findings and given that the p value is less than 0.05; the alternative hypothesis, was accepted. The study conclusion was that there is significant influence of organizational culture on employee performance.

Table 4.77

Regression Coefficients Results for Organizational Culture and Employee Performance

Model		Coefficients ^a		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients				
		B	Std. Error			
1	(Constant)	1.382	.208		6.649	.000
	Organizational Culture	.718	.054	.617	13.414	.000

This signifies that employee performance in NGOs in Nairobi city county is positively influenced by organizational culture.

Fitting Indices of Structural Model

Table 4.78 shows the fitting indices of structural model and the recommended values for the tests conducted for the confirmatory factor analysis.

Table 4.78*Fitting Indices of Structural model*

Fit Indices	Recommended Value	Obtained Value	Decision
P value (Chi-Square)	“Non-significant chi-square signifies good data-model fit”(Schumacker & Lomax, 2010)	Less than 0.01	Acceptable fit
Goodness fit index (GFI)	“Greater than 0.95” (Zhang & Wang, 2017);(Schumacker & Lomax, 2010)	0.99	Excellent fit
‘Comparative fit index (CFI)’	“> 0.90” (Bentler, 1990)	0.94	Acceptable fit
‘Tucker-Lewis index’ (TLI)	“ > 0.90” (Bentler, 1990)	0.92	Acceptable fit
Standardised root mean square residual (SRMR)	“< 0.08” (Zhang & Wang, 2017)	0.04	Acceptable fit
Root mean square error of approximation (RMSEA)	“RMSEA< 0.05 Excellent “<0.05 RMSEA< 0.08 Good fit” “<0.08 RMSEA ≤ 0.10 Moderate” “RMSEA ≥ 0.12 Poor fit” (Kim et al., 2016)	0.08	Moderate fit

Summary of Hypothesis Test Results

“Hypothesis is accepted when the Sig. value is below 0.05; and a null hypothesis is rejected when the Sig. value is equal or larger than 0.05”(Mulugeta, 2020). In most instances *p*-values have values between 0 and 1. The alternative hypothesis is accepted when *p* value is closer to zero. SPSS Version 23.0 was used for hypothesis testing using a 5% level of significance. The results of the hypotheses tests show that the three hypothesized relationships were all statistically significant and this indicated that the culture types were significantly associated with employee engagement and performance.

Table 4.79*Summary of Hypothesis Test Results*

Number	Hypothesis	Factor Loading	P-Value	Supported
H_{a1}:	“Adhocracy, hierarchy, market and clan culture traits exist in NGOs in Nairobi city county”.	0.423	< .001	Yes
H₀₁:	“Adhocracy, hierarchy, market and clan culture traits do not exist in NGOs in Nairobi city county”.			
H_{a2}:	“H _{a2} There is a significant and positive relationship between the four culture types and employee engagement among NGOs within Nairobi City County”.	0.70	< .001	Yes
H₀₂:	“H ₀₂ There is no significant relationship between the four culture types and employee engagement among NGOs within Nairobi City County”.			
H_{a3}:	“H _{a3} There is a significant and positive relationship between the four culture types and employee performance among NGOs within Nairobi City County”.	0.66	< .001	Yes
H₀₃:	“H ₀₃ There is no significant relationship between the four culture types and employee performance among NGOs within Nairobi City County”.			

The results indicated a statistically significant p value of 0.000 with a factor loading of 0.423. Therefore, the study was accepted H1: Adhocracy, hierarchy, market and clan culture traits exist in NGOs in Nairobi city county. The results indicated a statistically significant p value of 0.000 with a factor loading of 0.70. Hence, the research accepted H2: There was a significant and positive relationship between the four culture types and employee engagement among NGOs within Nairobi City County.

The finding indicated a statistically significant p value of 0.000 with factor loading of 0.66. Furthermore, clan and adhocracy cultures had a higher positive and significant relationship with employee performance. Hence, the research has accepted H3: There is a significant and positive relationship between the four culture types and employee performance among NGOs within Nairobi City County.

4.6 Evaluation of Findings

A summary of findings that align to the research objectives are presented in this section and highlight responses to the research questions and address the hypotheses. The following are the findings presented per research question. The section begins with highlighting the findings of Confirmatory Factor Analysis (CFA) findings.

4.6.1 Confirmatory Factor Analysis

The confirmatory factor analysis (CFA) in Structural Equation Modelling (SEM) was used to confirm the correlational relationships between the variables within the structure of the instrument. Hair et al. (2014) suggests assessment of a model's goodness-of-fit using multiple indices. From the Table 4.78 the results of several of the indices indicate a satisfactory model fit was realized and that several of the goodness-of-fit indices of the structural model satisfied the required measurement criteria. This suggests the model has a relatively good construct validity and internal consistency.

The results suggest that organisational culture has a significant association with the variables of employee engagement and employee performance. This indicates that organisations that place a higher priority on developing and implementing appropriate cultures are able to facilitate values and practices that support engagement and performance among their employees. This study findings is consistent with the research work of Alvin et al. (2021) who observed in their study that cultures have a positive and significant effect on employee engagement and their performance.

4.6.2 Respondents and Organisation Characteristics

Most of the respondents were male (61 percent) and indicates that the NGO sector within NGOs in Nairobi city county is male dominated. A majority of the respondents (53.7 %) comprised of the age category of 31-40 years. This age is considered a productive age. Regarding length of work experience, 47.6 percent had 4-9 years of experience, and this meant

the respondents had a better understanding of the NGOs cultures in their respective organisations. Concerning the department most of the respondents were from the programs and project with (39.5 %).

Regarding the organisations characteristics were as follows 37.4 % of the organisations had been in operation for between 5-10 years and majority of the respondents worked within organisation that had staff size of between 0- 50. The study findings indicate that the different respondents were knowledgeable about the existing cultures in their organisations and that the tool utilized was appropriate in assisting them identify the prevailing culture within the organisation.

4.6.3 Research Question 1

The first research question was to identify culture types that exist in organisations. To answer this question, the organisational culture assessment instrument (OCAI) was used to describe and categorize the cultures in the NGOs. The study used the OCAI tool that comprises of twenty-four statements which are divided within six sub sections and each sub section highlights aspects that relate clan, market, hierarchy and adhocracy cultures. The respondents rated the extent to which each statement resembled the cultural traits demonstrated in their NGO.

The OCAI tool depicts aspects that describe efficient organisations to highlight the axes of the model. The vertical axis describes flexibility and control, while horizontal axis reflects the internal and external aspects. The clan, adhocracy, market, and hierarchy cultures fall within the two axis. Analysis was undertaken to highlight the culture present within the NGOs in Nairobi city county. Dominant organizational characteristic sub-dimension focused on employees' perception about what it was like to work in the organization. The market culture rated the highest with 3.993 followed by and hierarchy was least represented with mean of 3.80. The culture types of clan and adhocracy represented were least represented with 3.755

each. This indicated employees felt the environment is results oriented with a focus on achievement (market culture), but formal procedures (hierarchy culture) govern what employees do. The findings suggest that, employees perceived that the environment upheld aspects of family like values (clan) and aspects of innovation (adhocracy).

Organizational leadership style sub-dimension focus on the style leaders utilise in the organization. The clan and hierarchy culture rated the highest with mean of 4.075 and 4.061 respectively, followed by adhocracy and market culture with 3.878 and 3.731. This indicated that leaders were perceived to be mentors and aggressive focusing on being efficient through creation of procedures for coordination. Leaders also displayed traits of being risk takers and slightly entrepreneurial.

Management of employees' sub-dimension focused on how employees were managed in the NGOs. This section highlighted the management employees on day-to-day basis. The clan culture had the highest mean of 4.054 followed by market cultures with mean of 3.935. These characteristics include promoting teamwork and effectiveness among teams. The adhocracy and hierarchy cultures were represented with mean of 3.898 and 3.810. This suggested that the organisation displayed values that focused on personal innovativeness but less on employee security.

Organizational glue sub-dimension measures the characteristics that hold the organization together. The formal rules and policy aspects of the hierarchy culture and accomplishment and goal attainment of the market culture rated highest with mean of 4.014. Clan culture was next with a mean of 3.922 with emphasis on allegiance and less focus on commitment to innovation (adhocracy culture).

Strategic emphasis sub-dimension is on the strategy the organization emphasizes. The hierarchy and clan cultures rated the highest mean with 4.034 and 3.990. Adhocracy and market rated third and fourth with mean of 3.619 and 3.558 respectively. This indicated that employees

perceived the emphasis on being efficient and having control for consistent operations while promoting participation and trust among employees. Finally, trying new things and sourcing for resources were evident and emphasis on winning in the market and hitting high targets.

Criteria of success sub-dimension examined employee's perceptions on how success was measured within the organisation. Hierarchy culture rated the highest with mean of (3.986) followed by clan culture with (3.966). These ratings suggest that the NGOs criteria for measuring success was based on dependable delivery with emphasis on smooth scheduling and low-cost production and development of human resources, employee commitment, and concern for people. Market and adhocracy culture rated lower with mean of (3.459) and (3.405). The adhocracy and market cultures had lower means of (3.459) and (3.405) and that meant that the criteria for success was based on having unique products and on outpacing competition.

Overall organizational profile average mean ratings based on the cultures. The study findings indicated that four types of cultures, namely, clan, adhocracy, market, and hierarchy cultures were present in the NGOs with varying strengths. The clan culture had the highest mean of (3.959). Hierarchy culture was second with a mean of (3.954), followed by market culture with a mean of (3.773) and finally adhocracy with mean of (3.737). The findings indicated that teamwork, commitment, participation and facilitative leadership are the most prominent traits. The focus on goal accomplishment, dependable delivery, formal procedures and stability goals of hierarchy culture was ranked second.

Market culture with a result oriented and outpacing competition in the marketplace ranked third. The adhocracy culture that focused on innovativeness, risk taking and creation of unique products was ranked fourth. The study findings highlighted the following ranking for the culture types as follows; clan culture, hierarchy, adhocracy, and finally market. Clan culture was dominant followed by hierarchy, market and finally elements from the adhocracy culture.

The findings concur with views of Shin and Park (2019) who stated that different cultures can coexist within any given organization despite each reflecting different values and beliefs which may be conflicting.

The study findings revealed that NGOs culture profiles based on years of operation were as follows, those that had been operation for less than 5 years displayed clan culture traits ($M=3.90$), while those in operation between 5 to 10 years displayed traits within the hierarchy culture ($M=4.06$) while those that had been in operation between 11 to 15 years displayed traits within the clan culture ($M=3.89$) and finally organisations that were over 15 years also displayed the clan culture aspects.

The results showed the culture profiles based on size of the organisation, as follows; an organisation with 0 to 50 employees displayed traits within the clan culture ($M=3.94$), those with 51 to 100 employees demonstrated a hierarchy culture ($M=4.05$), and finally those with over 100 employees demonstrated both clan culture and hierarchy culture with values of ($M=3.91$). The findings are consistent with observations made by Mahmud et al., (2022) and Marín et al., (2016) that an organisation's size and age (years of operation) influences the culture traits and values adopted.

The study findings imply that the dominant culture traits among NGOs in Nairobi city county are associated with clan culture. The findings are supported by the study findings of Kimemia (2015) who carried out a study on organisational culture in the NGO sector in Nairobi County and found evidence that NGOs were dominated by clan culture. In addition, the findings concur with Bercea et al. (2018) who observed and stated that clan culture is prevalent among NGOs. The findings however, slightly differed with those of Cameron and Quinn (2011) that suggest that organisations exhibit two cultural dimensions comprising of an internal and external focus. The study results indicated that NGOs within Nairobi City County promote or exhibit cultural traits from the clan and hierarchy cultures which are both internal focused.

The study findings also indicated, NGOs in Nairobi City County that undertook projects demonstrated cultural values that focused on being result oriented, mentorship leadership style, emphasis is on teamwork, goal accomplishment, policies, stability and efficiency and dependable delivery. The highlighted cultural traits are what define and determine how the NGOs operate in Kenya. The results would imply that these are the values and practices upheld in the workplace.

The findings, suggest that specific culture traits may operate within an organisation and dictate how the organisation functions and the practices it adopts. This aligns to assumptions within the resource based theory that views culture as a strategic resource and observations made by Sürücü and Sürücü (2020) that concluded that organisational culture, is a key resource and organisational capital that could provide NGOs with a competitive advantage. A strong and healthy organizational culture becomes a source of competitive advantage because it affects commitment, interactions and productivity of individuals in the workplace.

4.6.4 Research Question 2

The second research question sought to identify culture types and their effect on employee engagement in NGOs. To answer this research question, employee engagement captured using the UWES tool and cultures (OCAI tool).

Employee Engagement Levels

The employee engagement overall mean was found to be ($M = 3.881$). The highlighted levels of engagement were placed within the range of 3.07–4.66 that is interpreted as average (Torabian et al., 2017). This indicates that engagement is at moderate level. The study findings also revealed that 68.9 % of employees were engaged, 29.2 % were highly engaged whereas 1.9% employees disengaged.

The findings are supported with statistics from Africa that indicated that employee engagement score was at 61.4 % in 2021/2022 which is a drop from 72% in 2013 (Damisa &

Zainol,2022).”The study findings are comparable, to the Africa region statistics and additionally indicate only 30% of employees are highly engaged in Kenya. A higher and statistical association was observed with dedication dimension with a value of ($M= 4.18$) followed by vigor with a value of ($M=3.95$) and finally the absorption with a value of ($M=3.18$).

The study findings compare with those of Soni et al., (2022) and Nkambwe and Dominic (2020) who observed that aspects of dedication and vigor tend to be higher among engaged workers. This suggests that employees within NGOs are psychologically and emotionally attached to their workplace. Therefore, based on the findings it can be inferred that employee engagement in Nairobi was average with dedication dimension having comparatively high scores. The study findings revealed the mean for dedication ($M=4.091$), vigor ($M= 3.946$), and absorption ($M=3.552$).

Organisational Culture and Employee Engagement

To understand the extent of association between culture (clan, adhocracy, market, hierarchy) and the three engagement dimensions. The Pearson correlation coefficients results revealed that clan, market, hierarchy and adhocracy cultures had a statistical correlation with employee engagement with values ranging from 0.01 to 0.32 and all were significant at $p<0.01$ level.

According to the analysis, there was a significant relationship and statistical association between clan culture and vigor ($r = 0.616$, $p\text{-value} = 0.000$), clan culture and dedication ($r = 0.544$, $p\text{-value} = 0.000$), and clan culture and absorption ($r = 0.371$, $p\text{-value} = 0.000$) at the 0.01 level. Clan culture had a favourable and significant impact on vigor, with ($r = 0.616$, $p\text{-value} = 0.000$). This indicated that vigor maybe affected more by clan culture compared to the other dimensions meaning that change in values and practices related to adhocracy culture would affect this dimension of performance.

The Pearson test, indicated there was a significant relationship and a statistical association between the adhocracy culture and vigor ($r = 0.491$, $p\text{-value} = 0.000$), adhocracy culture and dedication ($r = 0.441$, $p\text{-value} = 0.000$), and adhocracy culture and absorption ($r = 0.294$, $p\text{-value} = 0.000$) at the 0.01 level. Adhocracy culture had a positive and significant impact on vigor, according to the Pearson test ($r = 0.491$, $p\text{-value} = 0.000$). This indicated that vigor maybe affected more by adhocracy culture compared to the other dimensions meaning that change in values and practices related to adhocracy culture would affect this dimension of performance.

The Pearson test, highlighted the association between market culture and vigor scores as presented ($r = 0.363$, $p\text{-value} = 0.000$), market culture and dedication was ($r = 0.336$, $p\text{-value} = 0.000$) and market culture and absorption ($r = 0.309$, $p\text{-value} = 0.000$) at 0.01. According to the Pearson test, there is a statistical and significant association between market culture and vigor ($r = 0.363$, $p\text{-value} = 0.000$). This indicated that vigor maybe associated more with market culture than the other dimensions meaning that change in values and practices related to market culture would affect this dimension of performance.

According to the Pearson test, there was a statistical and significant association between hierarchy culture and vigor with values of ($r = 0.498$, $p\text{-value} = 0.000$), hierarchy culture and dedication with values of ($r = 0.408$, $p\text{-value} = 0.000$), and hierarchy culture and absorption with values of ($\rho = 0.355$, $p\text{-value} = 0.000$) at the 0.01 level. The study results indicated that vigor was positively and significantly associated to hierarchy culture compared to other culture types. This indicated that vigor maybe associated more with hierarchy culture than the other dimensions meaning that change in values and practices related to hierarchy culture would affect this dimension of performance.

In summary, the study findings indicated a strong and statistical association of the dimensions with culture as follows; task performance with hierarchy culture with a mean value

of ($r=0.508$); contextual performance with clan culture with a value of ($r = 0.482$) and finally adaptive performance with adhocracy with a mean of ($r= 0.567$). These results are supported by observations made by Hung et al. (2022) that hierarchy culture had a significant effect on task performance and clan culture on contextual performance, who noted that an organisation's culture has an impact on employee performance dimensions.

Absorptive performance showed strong and highly significant relationship with adhocracy culture. All the four culture types had a stronger and significant association with the aspect of vigor compared to the other dimensions. Market culture had the lowest significant association with the three employee engagement dimensions.

The study findings showed that vigor and dedication engagement dimensions were significantly associated with clan culture compared with the other culture types with a value of $r(294) = .616, p < .05$ and $r(294) = .554, p < .05$ respectively. The study results also revealed a strong significant relationship between absorption dimension with adhocracy culture $r(294) = .376, p < .05$ compared to the other cultures. The findings are consistent with studies done by Al Shehri et al., (2017) and Brenyah and Darko (2017) that observed a weak association between some dimensions of culture and employee engagement. This study finding suggests that not all culture types will have a positive effect or a strong influence on the three employee engagement dimensions

The linear regression models assessed the association between the independent variables (culture types) on the dependent variable (employee engagement). Using multiple regressions, the study sought to determine which culture types had a significant and positive association with employee engagement. The findings of the study revealed a statistical association between culture types and employee engagement. The findings indicated that organisational culture positively and significantly associated employee engagement, $\beta = 0.588, t(294), p < .05$. A statistical and high significant association was observed between clan culture

and employee engagement. The 2-tailed significance value is 0.01 and because the standard alpha value is 0.05, the results indicated the correlation was highly significant.

The standard multiple regression analysis results demonstrated that a combination of the four variables; clan, adhocracy, market and hierarchy culture would have a positive and significant effect on employee engagement. The study results indicated that all the four cultures significantly predicted employee engagement. However, a stronger and statistically significant association was observed between employee engagement and clan culture, with values of $r(294) = .616, p < .05$. This finding is supported by observation by Kim and Jung (2022) that organisations with clan culture have high engagement levels.

The clan culture characteristics results indicated that the aspect of measure of success had a statistical and significant relationship with employee engagement with the following values $\beta = 0.628, t(294), p < .05$. The findings indicate that a change in clan culture will result in a 0.628-unit increase in employee engagement and their performance within the NGOs in Nairobi County. The aspect on emphasis on strategy did not display a significant relationship with employee engagement, as indicated by the values $\beta = 0.067, t(294), p > .05$, meaning a change on emphasis on strategy yields a result of 0.067 which is not a significant increase in employee engagement.

The result findings for adhocracy culture aspects indicated that adhocracy had a statistical and significant relationship with employee engagement of, $\beta = 0.528, t(294), p < .05$. The findings suggested that a change in adhocracy culture would cause a 0.528-unit positive change in employee engagement in NGOs. The study findings revealed within the adhocracy culture, the dominant characteristic had a positive but insignificant relationship with employee engagement with values of $\beta = 0.016, t(294), p > .05$. This indicated that a change in dominant characteristic would have an insignificant change (0.016) in employee engagement.

The study findings on market culture measures showed that employee management a strong, positive and significant relationship with employee engagement, $\beta = 0.409$, $t(294) = 7.652$, $p < .05$; implying that an effective change on employee management would result in 0.409-units change in employee engagement. Emphasis on strategy within the market culture showed a negative and insignificant relationship with employee engagement, indicating values of $\beta = -0.040$, $t(294)$, $p > .05$. Therefore, notable changes on emphasis on strategy would lead to a decrease in employee engagement.

The study findings within the hierarchy culture aspects revealed that employee management had a positive and significant relationship with employee engagement with values showing a $\beta = 0.508$, $t(294)p < .05$. This implies that a change in employee management would lead to a 0.508-unit increase in employee engagement. However, findings relating to the aspect of dominant characteristic showed a positive but insignificant relationship with employee engagement $\beta = -0.018$, $t(294)$, $p > .05$. This means with a unit increase in dominant characteristic would result to an insignificant decrease of (-0.018-unit) in employee engagement.

The Spearman's rho test results indicated there was a significant and positive correlation between clan culture and employee engagement with value of ($\rho = 0.580$, $p\text{-value} = 0.000$) at 0.01 level. The coefficient of regression results indicated that clan culture had a positive and significant effect on employee engagement with value of ($\beta = 0.653$, $p\text{-value} = 0.000$) at 0.05 level. The Spearman's rho test results indicated there was a significant and positive correlation between adhocracy culture and employee engagement with value of ($\rho = 0.548$, $p\text{-value} = 0.000$) at 0.01 level. The coefficient of regression analysis results indicated that adhocracy culture had a positive and significant effect with on employee engagement with value ($\beta = 0.590$, $p\text{-value} = 0.000$) at 0.05 level.

The Spearman's rho test results indicated there was a significant and positive correlation between market culture and employee engagement with value of ($\rho = 0.437$, $p\text{-value} = 0.000$) at 0.01. The coefficient of regression analysis results indicated that market culture had a positive and significant effect with on employee engagement with value of ($\beta = 0.475$, $p\text{-value} = 0.000$) at 0.05 level. The Spearman's rho test results indicated there was a significant and positive correlation between hierarchy culture and employee engagement with value of ($\rho = 0.439$, $p\text{-value} = 0.000$) at 0.01 level. The coefficient of regression analysis results indicated that market culture had a positive and significant effect with on employee engagement with value of ($\beta = 0.570$, $p\text{-value} = 0.000$) at 0.05 level.

The study findings in general indicated that a unit increase in clan culture would result to 0.519-units change in employee engagement. On the other hand, a change in adhocracy culture would lead to an increase of 0.482-unit in employee engagement. The findings indicated that a change in hierarchy culture would cause a 0.405-unit increase in employee engagement. Finally, a change in market culture would result to a 0.396-unit increase in employee engagement.

A statistical association between culture and employee engagement was observed. The Pearson's relationship range was the highest at 0.616 between clan and employee engagement and the lowest at 0.409 between market culture and employee engagement. The findings also suggest that while competition, goal achievement, and a results-oriented environment can drive engagement, they are less effective in promoting sustained engagement when compared to cultures that emphasizes collaboration, flexibility, and innovation. Overall, both spearman's rho and multiple regression analyses highlight that clan culture had the most favourable relationship with employee engagement, demonstrating a strong, positive correlation and the highest predictive strength. The implication is that a change in organisational culture would

result to a significant increase in employee engagement by 0.588 units among the staff in NGOs in Nairobi City County.

The findings of the study concur with those of Parent and Lovelace (2015) whose study findings demonstrated that culture in an organization can lead to increased levels of engagement among the employees. However, the findings slightly differ with those of Alias, Othman, Romaiha and Habib (2022) who observed in their study that hierarchy had no relationship with engagement. This could be attributed to the fact that their study focused on manufacturing industry. The study findings, aligned to assumptions relating to social exchange theory that highlights that an exchange occurs at the workplace and observations made by Soni et al. (2022) who concluded that the culture of an organization triggers an emotional link with employees and therefore encourages engagement.

4.6.5 Research Question 3

The third research question sought to identify the effect of the four culture types on employee performance within the NGOs. To answer this research question, OCAI tool was used to identify the culture types that existed while the IWPQ tool was used to identify the dimensions of employee performance.

Employee Performance Levels

The study findings revealed an overall mean ($M = 4.15$) for employee performance within NGOs in Nairobi County. "A higher score indicated a higher level of individual work performance" (Hung et al., 2022). The results revealed the following means; for contextual task performance the value was ($M = 4.22$), while the values for contextual performance was ($M = 4.20$) and the value for adaptive performance was ($M = 4.04$).

Task performance ranked the highest followed by contextual performance and finally adaptive performance. The study findings suggest that overall employee performance rates were high and task performance scores were relatively high within NGOs in Nairobi City

County. The component matrix confirms that employee performance in NGOs is multi-dimensional, emphasizing both core task execution and adaptability.

Association of Organisational Culture and Employee Performance

The study sought to find out if there was a significant correlation between the four culture types and employee performance. To understand the extent of association between culture (clan, adhocracy, market, hierarchy) and dimensions of (task, contextual and adaptive performance), Pearson's rank correlation was computed. Since the values of all the variables range from 0.522 to 0.379 and the p-value is 0.00, which is below the predetermined Pearson correlation value of 0.5, the results demonstrated a statistical association between the two variables. The results demonstrated a statistical association between the two variables.

According to the analysis, there was a significant relationship and statistical association between clan culture and task performance ($r = 0.501$, $p\text{-value} = 0.000$), clan culture and contextual performance ($r = 0.482$, $p\text{-value} = 0.000$), and clan culture and adaptive performance ($r = 0.566$, $p\text{-value} = 0.000$) at the 0.01 level. Clan culture had a favourable and significant impact on adaptive performance, with ($r = 0.566$, $p\text{-value} = 0.000$). This indicated that adaptive performance was associated more with clan culture compared to the other dimensions meaning that change in values and practices related to clan culture would affect this dimension of performance.

The Pearson test, indicated there was a significant relationship and a statistical association between the adhocracy culture and task performance ($r = 0.492$, $p\text{-value} = 0.000$), adhocracy culture and contextual performance ($r = 0.450$, $p\text{-value} = 0.000$), and adhocracy culture and adaptive performance ($r = 0.567$, $p\text{-value} = 0.000$) at the 0.01 level. Adhocracy culture had a good and significant impact on adaptive performance, according to the Pearson test ($r = 0.567$, $p\text{-value} = 0.000$). This indicated that adaptive performance maybe associated

more by adhocracy culture compared to the other dimensions, meaning that change in values and practices related to adhocracy culture would affect this dimension of performance.

The Pearson test, highlighted the effect of market culture and task performance scores as presented ($r = 0.436$, $p\text{-value} = 0.000$), market culture and contextual performance ($r = 0.377$, $p\text{-value} = 0.000$) and market culture and adaptive performance ($r = 0.466$, $p\text{-value} = 0.000$) at 0.01. According to the Pearson test, there is a statistical and significant association between market culture and adaptive performance ($r = 0.466$, $p\text{-value} = 0.000$). This indicated that adaptive performance maybe affected more by market culture compared to the other dimensions meaning that change in values and practices related to market culture would affect this dimension of performance.

According to the Pearson test, there was a statistical and significant association between hierarchy culture and task performance with values of ($r = 0.508$, $p\text{-value} = 0.000$), hierarchy culture and contextual performance with values of ($r = 0.435$, $p\text{-value} = 0.000$), and hierarchy culture and task performance with values of ($\rho = 0.524$, $p\text{-value} = 0.000$) at the 0.01 level. The study results indicated that adaptive performance was positively and significantly associated to hierarchy culture compared to other dimensions this would suggest that change in values and practices related to hierarchy culture would affect this dimension of performance.

The study findings indicated a strong and statistical association of the dimensions with culture as follows; task performance with hierarchy culture with a mean value of ($r = 0.508$); contextual performance with clan culture with a value of ($r = 0.482$) and finally adaptive performance with adhocracy culture with a mean of ($r = 0.567$). In summary, all the four culture types had a stronger and significant association with adaptive performance compared to the other two dimensions. Adaptive performance showed strong and highly significant relationship with adhocracy culture. Market culture had the lowest significant association with the three employee performance dimensions.

These results are supported by observations made by Hung et al. (2022) that hierarchy culture had a significant effect on task performance and clan culture on contextual performance. He further stated that that an organisation's culture has an impact on employee performance dimensions. Using linear regressions, the study sought to explore the relationship between the four types of culture and employee performance to ascertain which of the four cultures had a greater association with employee performance as a dependent variable.

The statistical and significant association between culture and employee performance was observed, culture significantly and statistically associated to employee performance $r(294) = .617, p < .05$. The standard linear regression analysis results demonstrated that a combination of the four variables; clan, adhocracy, market and hierarchy culture would have a positive and significant effect on employee performance. This finding concurs with findings related to a study conducted by Durgadevi and Vasantha (2017) and Kim and Jung (2022) which demonstrated a positive link between culture and employee performance. This finding concurs with those of Cherian et al. (2021) where a majority of the study respondents stated that culture affected their performance.

The study results indicated that all the four cultures significantly correlated with employee performance. All the variables ranged from the highest correlation of ($r = 0.577$) between clan culture and employee performance while the lowest correlation of ($r = 0.477$) was between market culture and employee performance. However, a significant association was observed between clan culture and employee performance. The 2-tailed significance value is 0.01 and because the standard alpha value is 0.05, the results indicated the correlation was highly significant. The p values were 0.00 which is below the set value of 0.5 and the conclusion made was that clan culture had the highest correlation with employee performance.

A stronger and positive relationship was observed between employee performance and clan culture, with values of $\beta = 0.522, t(294), p < .05$. The study findings indicated that clan

culture within the NGO strongly related to employee performance. The clan culture characteristics results indicated that the aspect of measure of success had a positive and significant relationship with employee performance with the following values $\beta = 0.154$, $t(294) = 3.213$, $p < .05$. The findings indicate that a change in clan culture will result in a 0.154-unit increase in employee performance within the NGOs in Nairobi County.

The aspect on emphasis on strategy did not display a significant relationship with employee performance, as indicated by the values, $\beta = 0.65$, $t(294) = 1.861$, $p < .05$ meaning a change on emphasis on strategy yields a result of 0.65 which is not a significant increase in employee performance. The result findings for adhocracy culture aspects indicated that adhocracy had a positive and significant relationship with employee performance with values of, $\beta = .554$, $t(294) = 11.639$, $p < .05$.

The findings demonstrated that a change in adhocracy culture would cause a 0.554-unit positive change in employee performance in NGOs. The study findings revealed within the adhocracy culture, the dominant characteristic had a positive but insignificant relationship with employee performance, with values of $\beta = 0.007$, $t(294) = 0.104$, $p > .05$. This indicated that a change in dominant characteristic would have an insignificant change (0.007) in employee performance.

The study findings on market culture measures showed that employee management a strong, positive and significant relationship with employee performance, $\beta = 0.030$, $t(294) = 0.812$, $p > .05$; implying that an effective change on employee management would result in 0.030-units change in employee performance. Emphasis on strategy within the market culture showed a negative and insignificant relationship with employee performance, indicating values of $\beta = -0.037$, $t(294) = 0.955$, $p > .05$. Therefore, notable changes on emphasis on strategy would lead to an insignificant increase in employee performance.

The study findings within the hierarchy culture aspects revealed that employee management had a positive and significant relationship with employee performance with values showing a $\beta = 0.125$, $t(294) = 2.994$, $p < .05$. This implies that a change in employee management would lead to a 0.125-unit increase in employee performance. However, findings relating to the aspect of dominant characteristic showed a positive but insignificant relationship with employee performance $\beta = 0.027$, $t(294) = 0.774$, $p > .05$. This means with a unit increase in dominant characteristic would result to an insignificant increase of (0.027-unit) in employee performance.

The study findings indicated that a unit increase in clan culture would result to 0.628-units change in employee performance. On the other hand, a change in adhocracy culture would lead to an increase of 0.554-unit in employee performance. The findings indicated that a change in hierarchy culture would cause a 0.574-unit increase in employee performance. Finally, a change in market culture would result to a 0.481-unit increase in employee performance. The study findings imply that employee performance will be affected by the type of culture that exists within the organization. In addition, each culture type will result to varied scores on performance among the NGO employees.

According to the Spearman's rho test, there was a significant relationship and positive relationship between clan culture and employee performance ($\rho = 0.522$, $p\text{-value} = 0.000$) at the 0.01 level. Clan culture had a favourable and significant impact on employee performance, with ($\text{Beta} = .577$, $p\text{-value} = 0.000$) at the 0.05 level. According to the Spearman's rho test, there was a significant relationship and a positive connection between the adhocracy culture and employee performance in NGOs ($\rho = 0.494$, $p\text{-value} = 0.000$) at the 0.01 level. Adhocracy culture had a good and significant impact on employee performance, according to the coefficient of regression analysis ($\text{Beta} = 0.563$, $p\text{-value} = 0.000$) at the 0.05 level.

According to the Spearman's rho test, the market culture and employee performance had a substantial impact and a favourable association ($\rho = 0.392$, $p\text{-value} = 0.000$) at 0.01. According to the regression analysis, there is a positive and significant relationship between market culture and employee performance ($\beta = 0.477$, $p\text{-value} = 0.000$) at the 0.05 level. According to the Spearman's rho test, there was a positive and significant relationship between hierarchy culture and employee performance with values of ($\rho = 0.379$, $p\text{-value} = 0.000$) at the 0.01 level. The value ($\beta = 0.546$, $p\text{-value} = 0.000$) at the 0.05 level, the coefficient of regression analysis for hierarchy culture on employee performance had a favourable and significant influence.

The study findings indicated that clan culture had the higher correlation with employee performance compared to other cultures with the lowest correlation with market culture. This finding imply that employee performance would increase when teamwork, mentorship and family like values are upheld but may decline when internal emphasis is on over competitiveness among individuals because this reduces opportunities for collaboration which may eventually lead to employee dissatisfaction and high turn-over. The findings differed with results of a study conducted by Ozturk and Ozcan (2020) that indicated that market culture increases employee performance. This difference could be attributed to the fact that their study was conducted in the banking industry.

Overall, study findings concur with studies done by Kadir and Amalia (2017) and Soni et al. (2022) that demonstrated a high significant relationship between organisational culture and employee performance. The findings are supported by assumptions made in the social exchange theory that highlights that an exchange occurs as the individual interacts with the workplace culture. Hence performance is impacted by the culture of the workplace.

Summary

According to Culwell (2018) it is important to look at how work is done with a focus on culture and individual behaviours. Global research studies indicate that organisational cultures create high levels of commitment and performance. Studying this relationship is timely as scholars have advocated for more research on factors influencing employee engagement and performance within non-profit organisations (Jiddah et al., 2016; Oketch et al., 2018; Tannoury, 2022).

In this chapter the data analysis methods, results are presented and discussed per the research questions and hypothesis. Ethical considerations were considered during the data collection and an ethical clearance from the university was received. Positivism was the underlying research philosophy for this study. The study adopted the positivist paradigm and utilized a quantitative survey methodology and utilised a questionnaire as an instrument for data collection.

The positivist paradigm guided the research study and culture was viewed as a phenomenon that affects the behaviour and performance of employees within an organisation. Organisational culture was viewed from a functional perspective as a tool for social control that determined and shaped employee perceptions, behaviour and actions. The prognosis of NGO organisational culture was initiated based on the theory of organisational culture using the Competing Values Framework, to identify the existing organisational cultures.

The study adopted the Organisational Culture Assessment (OCAI) tool to identify and measure the existence of the four culture dimensions within non-profit organisations. The eligible respondents were above 18 years of age, and they comprised of employees from the development focused organizations within the NGO sector. The online questionnaire was filled and shared anonymously. The questionnaire adopted and modified existing tools like the

OCAI, the Utrecht Work Engagement Scale (UWES) tool and the “Individual Work Performance Questionnaire (IWPQ).

The OCAI tool had 24 items for measuring adhocracy, clan, hierarchy and market cultures. The UWES tool comprised of 17 statements that measured vigor, dedication and absorption dimensions of employee engagement and finally, the IWQP tool comprised of 12 statements measured task, contextual and absorption dimensions within the performance. The researcher adjusted the statements in the existing tools to suit the current study.

The respondents rated their responses using a five (5) point likert scale with scores ranging from strongly agree, agree, no comment, and disagree to strongly disagree. The questionnaire comprised of five sections namely, Section A captured the demographic information of the respondents and profile of the NGOs the employees worked in; Section B of the tool captured the four culture dimensions characteristics.

Section C captured the employee engagement. Section D highlighted employee performance to capture the levels in each category and Section E captured closed ended questions that focused on getting respondents views on aspects that can be targeted to improve culture based on listed elements in the tool. A pre-test of the questionnaire was done using a sample of thirty (30) employees from non-profit sector requested, these respondents were not part of the study population.

The pilot was done to check construct validity before the actual data collection. Cronbach alpha coefficients test was conducted to assess the reliability of each variable, and all three variables met the threshold of above 0.70 score. Each variable score was as follows, culture (0.926), employee engagement (0.923) and employee performance (0.929) and the overall consolidated score was (0.962).

During the data collection and analysis ethical guidelines were applied to protect the respondents and ensure that participation was voluntary. The ethical clearance and approval

were received from UNICAF ethics committee. The researcher had to adhere with research requirements in Kenya and therefore applied and was granted a one-year research permit to facilitate data collection within Nairobi city county. The ethical principles that guided the research were confidentiality, anonymity and informed consent to ensure or reduce the risk of harm. Information related to the aims of the study and how the data collected would be utilized was shared extensively with the respondents and when they confirmed they understood they provided consent.

Analysis of data collected was guided by the research study questions and the hypotheses. The analysis of the data utilized both descriptive and inferential statistics methods using SPSS. The questionnaire used ensured that data was collected in a consistent manner. The respondents were able to respond to the statements and questions within the six sections which corresponded to the research questions and objectives.

Likert scale questions were used for statements. The data analysis was undertaken in two phases. Screening of the data was undertaken to identify missing inputs, outliers, and normality. The data was then analysed using SPSS. Once this was done the researcher proceeded to analyse and display the employee demographics using means, frequencies and percentages.

The three study variables were described using model summaries, analyses of variance, and regression coefficients. Findings from this study were found to be consistent with the findings of other studies on culture of organization and employee engagement and their performance. The study sought to determine the existence of the four cultures within the CVF model, and the results were used to determine the culture profiles. The employee responses highlighted cultures that are demonstrated within their organisations.

Based on the data analysis done the dominant culture identified among the NGOs within Nairobi city county was clan culture. The study finding highlighted values for each of the

cultures based on results captured by the OCAI tool. The results indicated the following: the dominant characteristic was results oriented displayed within the market culture, leadership style that mentors a characteristic of clan culture; teamwork which falls under clan culture as a way of management of employees scored highly with a value. The organisational glue displayed aspects such as goal accomplishment, stability and policies displayed which are traits within the market and hierarchy cultures.

The findings indicated that strategic emphasis of the organizations focused on stability and efficiency which are traits within the hierarchy culture and, finally the NGOs measure of success is captured by dependable delivery reported under hierarchy culture. There was a moderate presence of hierarchy culture traits that suggest that NGOs preferred order and stability. Market and adhocracy cultures traits had minimal presence and could suggest that NGOs attempted to some extent to adopt elements that focused on external orientation and adaptation to the environment.

The study finally explored the linear effect of the culture as the independent variable on the dependent variables (employee engagement and employee performance). This was to gather an understanding of which culture affects employee engagement and performance aspects. The study findings explored the association of the independent variable culture with employee engagement and performance.

The overall study results indicated there was a strong relationship between the four culture types with employee engagement and their performance. This research findings concurs with those of Soni (2015) and Hasan et al. (2020) that indicated that organisational culture had a positive effect on employee engagement and their performance. The standard multiple regression analysis results demonstrated that a combination of the four variables; clan, adhocracy, market and hierarchy culture would have a positive and significant effect on employee engagement and performance.

Employee engagement means individuals are fully involved and committed emotionally to the organization. Most NGOs undertake and focus entirely on HR initiatives such as recruitment, onboarding and training to enhance engagement but overlook culture. The study results indicated that all the four cultures significant relationship with employee engagement. A stronger and statistically significant correlation was however observed between clan culture and employee engagement, with values of $r(294) = .616, p < .05$. This finding is supported by observation made by Mushtaque and Siddiqui (2020) that organisations with clan culture have high engagement levels.

Adhocracy culture analysis indicated ($r = 0.528$) while hierarchy culture had ($r = 0.508$). The analysis for market culture indicated a lower correlation ($r = 0.409$) with employee engagement. These findings suggest that a strong market culture may result to a decline in employee engagement among NGOs in Nairobi City County. An internal culture that emphasis individual performance-based rewards only may discourage or frustrate individuals in projects that require working in teams to achieve an organisational outcome. Presence of a clan culture promotes aspects such as building trust in leadership, balances intrinsic and extrinsic rewards, allows flexibility, facilitates socialisation and adaptive employee management techniques.

The study results indicated that all the four cultures significantly associated with employee performance. However, there was a significantly higher correlation between clan culture and employee performance ($r = 0.577$). This concur with study conducted by Kim and Jung, (2022) who noted a strong correlation between clan culture and employee performance and findings by Sürücü and Sürücü (2020) that suggest that organisational culture assists employees undertake their tasks efficiently and effectively.

Adhocracy culture analysis indicated ($r = 0.563$) while hierarchy culture had ($r = 0.546$). The analysis for market culture indicated a lower correlation ($r = 0.477$) with employee performance. This would imply that the presence of a market culture among NGOs in Nairobi

city county would cause a decline in employee performance. An internal culture (market oriented) that emphasis competition and individual performance-based rewards means employees are focused on outperforming others through high individual target achievements. This approach may negatively impact and hinder aspects of collaboration that is an essential component among NGOs undertaking projects. However, clan culture facilitates an NGO's socio and psychological aspects and hence elements of team work, communication and collaboration thrive in such a culture. This concurs with observation of Hung et al. (2022) that clan culture supports contextual performance.

The study findings indicated that the four types of organisation culture correlated more positively and significantly with the dimension of vigor (physical engagement) and adaptive performance compared to the other dimensions. This finding suggests that organisational all the culture types may contribute to enhancement of an employee's physical energy and their ability to manage rapid changes experienced in the workplace environment. Task performance was positively and significantly associated with hierarchy culture than the other organisational culture types. While contextual performance, showed a strong and significant relationship with clan culture and absorption with adhocracy culture. The study findings had similar results with a study conducted by Hung et al. (2022) who also observed that hierarchy culture had a significant positive effect on task performance and clan culture on contextual performance.

The study findings revealed that leadership style and organisation structure were aspects to be considered to enhance a culture that supports engagement and performance. The areas ranked by respondents concur with those of Waweru and Kagiri (2018) who conducted their study among agricultural based NGOs in Kenya and the findings revealed that having the right leaders who value the contribution of employees was key. In addition, the study results are supported, by Chesenge and Njuguna (2022) whose study also revealed that presence of the right structures are key to building appropriate cultures within organisations.

The hypotheses results indicated that the hypothesized relationships were statistically significant meaning that organisational cultures had a significant association with employee engagement and performance. The findings from this study are supported by other studies undertaken by Mohan and Anoop (2018) and Hasan *et al.* (2020) that demonstrated a strong relationship between organisational culture, employee engagement and their performance.

The study findings also noted a stronger correlation of culture with performance compared to employee engagement. This would imply that employee performance is highly impacted by the cultures present within the organization and the would be because culture changes would lead to changes in their roles or tasks. This study finding concur with findings from a study conducted by Hasan et al. (2020) who noted that the “weakening of the organisational culture will have more effect on employee performance compared to engagement because employees tended to focus more on developing individual careers and avoiding getting too emotionally attached to the organisation”.

Narayana (2017) also noted that ‘culture had a positive impact on employee’s attitude and behaviour which caused them to accomplish tasks prior to established deadlines.’ Therefore the study findings support the view that a strong culture resulted to good employee performance (Thuku et al.,2016). Organisations have different perspectives of the world and different experiences that form the values, attitudes and behaviours they uphold.

According to Mulugeta (2020) an individual engaging with different organisations, will sense a certain atmosphere or experience, that is unique to that organisation. Therefore, when an organisation’s culture starts declining, it may result to high staff turnover and its competitive edge declines. This may indicate that the prevailing culture is becoming toxic, or it is no longer relevant or helpful in attracting the appropriate talent. The next chapter will discuss in detail the implications of the findings and provide recommendations based on the study findings.

CHAPTER 5: IMPLICATIONS, RECOMMENDATIONS, AND CONCLUSIONS

The survey was undertaken to explore the culture types that exist among NGOs operating within Nairobi City County, in Kenya and to examine the strength and significance of the relationship between culture types, employee engagement and performance. Therefore, to meet the study aim and objectives, a quantitative survey was undertaken among sampled employees within NGOs in Nairobi City County. The study was in the field of business and under the discipline of organisational psychology which focuses on human behaviour in the workplace and seeks to understand how employees experience their work environment or context. The study sought to provide additional information and understanding of how an organisation's business environment influenced an individual's behaviour and productivity.

While in a study of this magnitude and complexity there could be several findings and conclusion, this thesis documents only those results that have strong statistical evidence based on the research objectives. The competing value framework model was utilized as a conceptual framework for the study. The study gathered responses from 294 respondents drawn from NGOs within Nairobi city county. This facilitated to reach data saturation level and to draw the conclusions based on sufficient data.

To test the theoretical model and assumptions, the study collected views from employees within the NGOs who daily interact consciously or unconsciously with the culture of their organisations. The final survey instrument had five sections and was distributed electronically to the respondents when they indicated a willingness to participate and provided consent. The review of literature and the conceptual model supported the development of research objectives and questions.

Informed by the work of other researchers and empirical studies on culture, employee engagement and their performance, the study hypothesized that organisational culture types

had an impact on employee engagement and their performance. The study purpose was achieved through meeting the objectives, research questions and hypothesis of the study. The framework utilized in this study was consistent with literature presented in chapter two.

Declining employee engagement and performance was identified as a gap among NGOs (Njoroge, et al., 2016; Omolo & Mose, 2019; Pepira-mensah & Kyeremeh, 2018; Wang, 2021) based on literature reviewed and this sparked attention on the need to understand how culture types affected employee engagement and performance among NGOs undertaking development projects in Kenya. The study also responded to gap observed by Nguyen and Pham (2020) and Wang (2021) regarding employee engagement and performance decline among the not-for-profit organisations (NFPOs).

Non-governmental organisations were selected for this study because literature review undertaken observed a contextual gap in that few cultural studies focused on employee engagement and their performance and yet NGOs play a critical role in the employment and development sector in Kenya. The study findings were then compared with literature and other empirical studies to ascertain whether they were different or similar to what was presented in the theoretical framework model.

The study realized its objectives as the findings suggested that a relationship exists between the four organizational culture types and employee engagement: between the four organizational culture types and employee performance. However, there were some limitations such as the study did not explore or measure other factors like how often cultural surveys are done if any, or if cultures are assessed and whether a different culture was preferred by the employees as this was not within the scope of the study. Methodological, the study sample is representative of NGO employees to the survey but not of all employees within NGOs within Nairobi city county.

The study targeted employees within NGOs with headquarters in Nairobi city county that were undertaking development projects in Kenya. Since it was not possible to recruit NGO employees in other counties hence generalization of research findings is limited to NGOs undertaking similar operations in Nairobi city county. Due to changes brought about by the impact of COVID 19 and its restrictions many employees were working from home with minimal working in the office site and hence the research entirely relied on quantitative approach using online tools to gather responses.

The researcher guaranteed confidentiality through informing the respondents that the information gathered was going to be applied for academic reasons and that information would be consolidated and presented in general with no mention of individual names or organisations. From a theoretical perspective, this study extends prior research on organisational culture using the competing value framework and previous research on employee engagement and their performance. In addition, it confirms some known findings, but nevertheless it is instructive in that it has provided conclusive proof, based on empirical evidence, of the effect of the organisational culture types on the employee engagement and their performance among NGOs in Kenya.

5.1 Implications

The study findings contribute information that can be utilised by leaders and project managers to address the problem that affects NGOs. The findings also have an important implication for theory and practice in the applied degree and NGOs regarding the subject of culture types, employee engagement and their performance. Organisational behaviour is an applied social science discipline that focuses on the scientific understanding of individuals and groups in organisations, and can eventually assist to improve the functioning of organisations and the work experiences of their members (Schermerhorn, 2002).

Most research on organisational culture done by management scholars research on organisational culture has focused more at for- profits organisations (Marchant,2017) and despite the assumption that cultures exist in organisations, yet how many cultures are displayed in an organisation is not clear” (Berkemeyer et al., 2015).This study findings contribute to the applied business degree by contributing to management and organisational behaviour literature on culture types that exist within NGOs, the association between the culture types with engagement and performance and adds to empirical studies that focus on NGOs that undertake development projects in developing countries in Africa.

Organisations are social systems, and culture dictates the effectiveness of the organisation. The study of behaviour or the performance of organizations is incomplete without the mention of organization culture” (Pamela and Wagoki, 2015; Tannoury, 2022).According to Hofstede (2011) “culture is a variable that could contribute to understanding behaviour”. The study contributes to business studies by exploring ways of addressing problem of low commitment levels, high employee turnover and poor performance (Njoroge etal, 2016; Wang 2021) that may hinder effectiveness of organisation.

The present study also makes an additional contribution to the field of business studies in terms of organisational effectiveness and addressing the problem identified in the study. For example, it was stated that there is relatively little research on sub dimensions of employee engagement (Nkambwe & Dominic, 2020) and performance (Pradhan & Jena, 2017) among NGOs in developing countries. Therefore, the study findings contribute to additional empirical studies within developing countries and the African context that focus on organisational culture types, employee engagement and performance constructs. The findings will be invaluable in creation of professional development programs that address organisation cultures, engagement and performance aspects.

5.1.1 Theoretical Implications

The study finding validate the three theories used within this study. The organisational culture, resource based and social exchange theories. Reflecting on the organisational culture theory, study utilised the CVF model to determine whether the traits within the four culture types existed, and their association with employee engagement and their performance. Findings demonstrated that the four culture types were present and with clan culture being identified as dominant culture type. This concurs with previous studies that have used the CVF framework in NGO settings and found clan as the dominant culture. (Bercea et al., 2018; Kimemia, 2015)

Cameron and Quinn (2011) “based on their extensive research observed that most organisations will develop a dominant culture overtime”. This finding suggests that clan culture is dominant type among the participating organisations. Traits, values and practices within the clan culture were experienced more compared to the other three culture types.

The findings also confirm the resource-based theory assumptions that culture plays a key role in influencing and determining employee behaviours within an organisation. The findings imply that culture can be utilized as a management tool to increase or improve employee engagement and their performance. This concurs with Sürücü and Sürücü, (2020) who concluded that “organisational culture, is a strategic resource and a determining factor in the success or failure of an organisation”. Culture therefore becomes a key organisational resource that can be leveraged for greater good of the organisation.

The social exchange theories emphasize social interactions, and transactional exchanges occur within the organisation. When employees interact with the culture within their organisations, an exchange occurs. The study findings indicated that the clan, market, adhocracy and hierarchy culture types had an impact on employee engagement. The study findings were consistent with those of Moore (2020) who observed that “organisational culture as demonstrated in the CVF model impacts on employee engagement”. There is a transactional

exchange that occurs within the organisations when employees perceive the culture is supportive of their needs then they respond and adopt attitudes and values that lead to higher levels of engagement.

5.1.2 Implications for Professional Practice

“Organizational effectiveness in nonprofits has been linked to the culture of the organization” (Langer & LeRoux, 2017). Non-governmental organizations with appropriate cultures retain the loyalty of their beneficiaries and stakeholders, while at the same time staff turnover is minimized and they achieve financial stability overtime. The study findings are significant to professional practices by contributing additional information on the problem of high turnover, low performance and commitment levels among employees (Lentawa et al., 2021; Njoroge et al., 2016; Wang, 2021).

Motyka (2018) observed that organisations facing “low levels of employee engagement were also affected by declining work performance.” The findings are useful for NGO leaders, project managers and policy makers regarding the effects of culture on employee engagement and their performance. The study findings also emphasised the need to consider organisational culture and their effect on staff behaviour and productivity.

Since culture is a competency and resource within organisations then knowledge and skills on its development and management is key. The findings brought to light the effect of the four culture types on employee engagement and their performance. The results contribute to existing research by Alvin, Triatsari and Syamil (2021) and Hassan, Astuti, Wulida and Iqbal (2020) which demonstrated a positive link between culture and employee engagement and their performance despite their focus being on manufacturing and banking sectors respectively. The findings emphasize the importance of understanding culture and how it can be leveraged to enhance employee engagement and performance and supported by the views

of Ludolf, Silva, Gomes & Oliveira (2017) who emphasised the importance of the diagnosis and management of the organisational culture.

NGO leaders and OD and HR managers who desire to introduce culture change initiatives to enhance employee engagement and performance must first determine the existing culture traits being experienced by employees within the organization by collecting data to inform the change. NGOs should avoid imposing a particular culture since it can lead to a decline in employee engagement or performance. NGO effectiveness often declines when the culture does not align to employee expectations and needs. For example, it is often assumed that a collaborative and friendly culture fosters informal interactions that allow new employees to gather more information and settle down quickly on their jobs. Unfortunately, this is not always the case because a culture that over emphasizes group loyalty may hinder creativity and results to low absorption or utilization of innovative ideas.

Having an in-depth knowledge and understanding of the different organisation culture allows leaders in senior management and human resource staff to understand how they impact an individual's productivity and therefore assist them design effective strategies to address employee engagement and performance. Organisations can therefore use the study findings to understand the culture traits depicted in the CVF framework and improve workplace cultures.

Organizational culture can evolve subtly and autonomously as a response to changing opportunities, crisis or demands. Pepra-mensah & Kyeremeh (2018) observed that “most organizations were not able to adequately assess how their cultures are performing. While others were not aware or overlooked the need to assess their cultures to determine its strength or weakness”. The study findings indicated the presence of traits from the different cultures. This would indicate that some staff experienced traits like team work and mentorship that fall within the clan culture while others experienced traits within the hierarchy culture that focuses more on adherence to systems and procedures. These findings suggest that the organisational

ways of working may cause them to adopt values and traits from different cultures to support the organisation's internal operations.

This scenario leads to presence of sub-cultures that may interfere with implementation of culture initiatives that produce a conducive work environment. This implies there is a need for undertaking periodic culture analysis both at organisational and department levels to ensure consistency and alignment with the envisioned organisational culture. Conducting periodic organizational culture audits or assessments will assist organization measure and identify the prevailing cultural values. Singh and Kumar (2020) “argued that when an organization's culture is systematically evaluated it can promote the high productivity, better employee relations and engagement.”.

Additionally, after analysing the descriptive and inferential statistics. The study findings revealed, the dominant culture in Nairobi city county NGOs was clan culture. The study results concur with other studies (Bercea et al., 2018; Kimemia, 2015) that identified clan cultures among NGOs. ‘A dominant culture demonstrates the core values shared by a majority of employees and it gives an organisation its distinct personality’ (Rasak, 2022). Implication is that NGOs within Nairobi city county have a greater orientation and display values and traits within the clan culture.

Clan culture had the highest correlation with employee engagement and performance. The findings suggest that clan culture traits enable employees have high levels of energy and a willingness to invest more effort in the work they do. Clan culture is adaptability oriented, and it is controlled internally (Zeb et al., 2021). The practical implication is that NGO leaders and boards should consider adopting and nurturing clan cultural traits to improve employee engagement and their performance.

Once individuals feel and sense, they belong in an organisation they tend to be hard working and may stay longer tenure in an organisation. The higher the level of engagement

among employees then retention will remain high. This study sought to determine the effect of culture types as one driver of employee engagement. The study findings suggest that not all culture types have the same effect on the engagement and performance.

The study findings indicated variations in the relationship between the four cultures types and sub-dimensions of vigor, dedication, absorption(engagement) and task, contextual, adaptive (performance), with some cultures having a stronger association compared to others. For example, the study results indicated that all the cultures indicated a higher correlation with vigor (physical engagement) compared to the other dimensions, however clan culture showed was the highest compared to the rest.

Meanwhile adaptive performance indicated a higher correlation with all the four cultures compared to the other dimensions however adhocracy culture had a higher association compared to the other cultures. The findings would suggest that culture types would affect the physical engagement of employees and their abilities to adapt to changes introduced within the workplace and industry. Since this research study is based on empirical studies, it provides important baseline information for executives within NGOs on the culture types and their association with the sub-dimensions of employee engagement and performance.

Babu et al. (2020) “were of the opinion that culture types and their impact on employee engagement received minimal attention and focus in previous research studies undertaken.” The study results therefore contribute to additional knowledge and literature in the field of culture and employee engagement in the non-profit sector. In practice, NGOs can utilise these findings to improve their employee engagement and performance strategies and tools through focusing on understanding how their existing culture affects engagement and performance.

This study provided additional knowledge on how culture affected engagement. The implication of this finding is that organizational culture types have varying effect on employee engagement. NGOs need to adopt and promote a favourable culture type to ensure employee

consistently remain engaged. The study findings contribute to literature on organisational culture by providing an in-depth understanding of the four culture types.

The study findings are key for NGOs because of the relationship between employee engagement and performance. NGOs are able to excel in undertaking timely and quality projects when talented employees are available. When NGOs overlook the management of a healthy and favourable organizational culture type it results to disengaged employees whose motivation to support the achievement of an organization's goals is reduced and disengaged employees can undermine the efforts of other individuals in the teams.

The results of this study show that organizational culture has an effect on employee performance, and this relationship is supported by other studies. Hasan et al. (2020) noted that the "weakening of the organisational culture will have an impact on employee performance". It is therefore important for NGOs to be aware of this relationship when developing or reviewing their employee performance indicators and goals and therefore select strategies and practices that identify and maintain a healthy and favourable organizational culture types.

Several empirical studies have indicated that performance of an employee is affected by organizational culture and NGOs should ensure that the existing culture has values and beliefs that promote and nurture an individual's high performance (Diamantidis & Chatzoglou, 2019; Omolo & Mose, 2019; Kadir & Taha, 2019). Therefore, organizations should periodically evaluate the existing culture to ensure it does not become a barrier to employees' performance. NGOs need to be adaptable and appreciate that the management of an organizational culture is an ongoing process and that new employees need to be sensitised on the desired culture values, beliefs and practices to enhance employee performance.

NGOs should be intentional and consider organisational culture as a management tool that can be utilised to address the challenge of retention and performance of talented employees and therefore cultures should be understood and carefully monitored to enhance employee

engagement and performance. This view is supported by those of Ludolf et al. (2017) who noted that organisations who do not monitor their culture fail in the long term. Supervisors and team leaders should not only be trained on leadership roles or development of performance indicators but also on how to monitor the organisational culture suitability to support employee productivity.

The study provided additional insights on the dimensions of performance that were not included in the prior studies undertaken in organizational culture research. The findings provide additional information to fill the gap noted by Sultana (2020). In terms of practical application, the combined survey tool can be administered by managers, HR or organisational development practitioners to capture the three subscales of employee performance instead of only one performance dimension (Sultana, 2020). Exploring how culture affects the key aspects of performance will provide in-depth information that NGOs can utilise to introduce cultural interventions that are applicable to employee performance.

The study findings indicated that market culture had the lowest association with both employee engagement and performance dimensions. This finding suggests that the adoption of values and practices that relate to the market culture within NGOs may decrease employee engagement and their performance. The null hypothesis related to clan, hierarchy market and adhocracy were all rejected and alternate hypothesis accepted because the four organisational culture types.

The research findings highlighted a statistical significance for the four organisational culture dimensions with employee engagement and their performance in which $p < 0.05$. This implies that different culture types to some extent may have a positive effect on employee engagement and performance and they are likely to be related to higher levels of performance and work engagement yet others were noted to have a lower association. Therefore, NGO need

to understand and have skills to manage diverse cultures to effectively introduce culture change initiatives.

The study findings indicate that the clan culture significantly and positively correlate to employee engagement $r(294) = .519, p < .05$ and employee performance $r(294) = .522, p < .05$ followed by adhocracy culture significantly and positively correlate to employee engagement $r(294) = .482, p < .05$ and employee performance $r(294) = .494, p < .05$ NGOs. The findings suggest that NGOs should consider adoption of the clan culture traits (internal) and adhocracy (external) as opposed to focusing on hierarchical and market cultures.

Employee engagement within the NGOs was assessed on three engagement dimensions of dedication, vigor, and absorption. The study findings revealed the mean for dedication ($M=4.09$), vigor ($M= 3.946$), and absorption ($M=3.552$). The overall mean of employee engagement was ($M=3.88$), with dedication dimensions ranking high. The overall mean score highlighted implies that the employee engagement levels were average yet a majority agreed that work provided them with a lot of meaning and purpose.

The study results showed that vigor-physical and dedication (emotional) engagement was strongly, positively and significantly related to clan culture and absorption (cognitive) engagement, showed strong and highly significant relationship with adhocracy culture. This finding implies the need for NGOs leaders and management to focus on cultures that boost the other two dimensions of dedication and absorption if engagement among employees is to be enhanced. All the four cultures were positively and significantly associated with vigor dimension when compared with the other two.

Changing trends in the development landscape has led to NGOs adopting employee and organizational practices that facilitate overall project execution and performance to meet donor and stakeholder expectations. Organizational culture has been identified as critical aspect for improving project performance (Ingosi & Juma, 2020). Projects that align to the culture have

a higher success rate because culture represents the systems within an organization. The study findings provide knowledge on cultures that would facilitate greater cohesion, adaptability and communication among multi-disciplinary project teams.

There are several obstacles that hinder employee engagement in organisations such as line managers lacking appropriate management skills, inadequate communication mechanisms, failing to position the right individual in the right role, lack of appropriate support from top management and poor leadership styles (Choudhury & Mohanty, 2018). NGOs make every effort to measure critical factors to improve organisational performance, but the culture is an aspect that is often ignored.

The study findings imply that culture pre diagnosis or assessments should be considered by NGOs as part of the due diligence process to understand the strategy, people, practices, and management of each of the organisation during lifecycle phases to avoid failure. Niraula and Phil (2020) “proposed that to ensure consistent levels of engagement at work it is critical to measure engagement”. This perspective concurs with the views of Sungmala and Verawat (2021) “who proposed that organizations that observed low levels of employee engagement should undertake additional research to determine why employees are disengaged.

Organisations that adopt organisational cultural practices, systems, and processes without consideration of known facts which culture and about the level of employee engagement and performance, it will fail to identify and nurture a healthy workplace culture where employee’s productivity is sustained.

5.1.3 Implications for Social Change

NGOs are not static, and they evolve during each life cycle phase and the culture of an organisation is not stagnant either. According to Tama (2019) the life and continuity of an organisation is visible because of their culture. Efforts that focus on trying to change employee’s values or behaviors without first changing the organization culture will not lead to

sustainable results. Clearly, it can be deduced from the correlation analysis that there are culture types that have either positively or negatively association with employee engagement and performance.

Overall, the study findings indicate that culture significantly and positively correlate to employee engagement $r(294) = .588, p < .05$ and employee performance $r(294) = .617, p < .05$. Hasan et al. (2020) noted that the ‘weakening of the organisational culture will have an impact on employee performance’. These findings suggest that culture affects performance more than engagement and therefore NGOs should monitor and consider culture as critical to enhancing performance of employees.

“Culture validation occurs during the time of crisis and that is the experience during the era of Covid-19” (Kumar & Kumar, 2020). The impact of the Covid-19 pandemic and the scenario of remote and hybrid approaches requires NGOs to relook into their existing cultures. Non-profit organisations should consider revisiting their organisational cultures to ensure they adopt culture types that increase employee engagement and their performance so that individuals can achieve higher work productivity and improve the quality of work undertaken despite working remotely.

Seventy-five (75) percent of the respondents were of the opinion that the existing organisational culture required modification to enhance employee engagement and their performance. Two key aspects were ranked fairly higher than the rest that would enhance the existing culture as follows: leadership style (46%) and organisation structure (24%). The study findings imply that leadership style and organisation structures are critical aspects for developing cultures that positively impact on employee engagement and their performance.

Evidence from literature suggests that the leadership style (Sürücü and Yeşilada, 2017; Culwell, 2018), organisation structures (Chesenge and Njuguna, 2022; Wang, 2021) build on cultures that are healthy and appropriate. The practical implication of this finding is that NGO

management leaders with support from HR teams should consider integrating culture change initiatives and strategies that focus on nurturing leadership styles and organization structures to shape the envisioned culture.

The second observation from the findings is that the two aspects relate to management level aspects and are not human resource team focused. This observation is supported by Pepramensah and Kyeremeh (2018) who stated that culture is an organisational issue and not exclusively a HR responsibility. In practice, these findings challenge management teams and leaders to consider culture as a management responsibility and develop strategies that nurture culture traits to enhance employee engagement and performance.

Developing and nurturing an appropriate culture must be an ongoing endeavour because duplicating a benchmarked culture is not easily implementable without changing employee and leaders' mindsets and behaviors. Leaders in NGOs should view the development of appropriate organisational cultures as a management responsibility or an organisational mandate and not view it as a purely human resource (HR) department responsibility.

Organisational cultures are dynamic and may change due to an external stimuli or shocks. During the Covid-19 pandemic, attention was drawn on the need and importance of an engaged workforce. The new normal that requires NGOs to introduce hybrid work practices that promote employee engagement and their performance. Assens-Serra et al. (2021) noted each culture has a different capacity to prevent suffering or create well-being in employees. The study findings highlighted the need to focus on the aspect of vigour (engagement) and adaptive (performance) dimensions that indicated a positive association with all the four types of cultures. The assumption is that these two dimensions would stimulate energy and adaptability thus building resilience among employees.

Vigour means the employee has endurance or mental energy that enable them to go the extra mile at work and adaptive performance means that individuals are able to cope with

uncertain times and stress when new changes are introduced. The study findings support NGOs leaders and HR personnel on ensuring the culture adopted nurtures the two dimensions highlighted to ensure employee engagement and performance does not decline when organisational changes are introduced.

It is crucial for NGO leadership to adopt appropriate cultures based on the size of the organisation so they can shape engagement and performance strategies. NGOs are faced with challenges and opportunities during growth in number of employees. In reality, small NGOs are flexible compared to larger NGOs that tend to be complex, more standardized and mechanically managed. The study finding show a variation of existing cultures based on the number of employees as follows, NGOs with 0-50 employees (clan culture); 51-100 employees (Hierarchy culture); over 100 employees (clan and hierarchy cultures). This confirmed what has been highlighted in literature and empirical studies that NGOs have a preference or an orientation towards clan culture.

The study findings suggest that with an increase in the number of employees then there is need for two complementing cultures. This concurs with views of Mahmood et al. (2022) and Marín et al. (2016) that an organisation's size influences the culture adopted. These results should be considered by NGO leaders when introducing culture change initiatives so that can understand and leverage on cultures that balance their responsiveness and effectiveness as NGOs. This will assist in the nurturing cultures that increase the likelihood of greater engagement and performance among its employees.

The study findings revealed that employee perceptions are a critical factor to tap into when addressing organizational culture changes. The respondents provided information that revealed they were aware how culture impacted on employee productivity and identified key aspects that can be considered to improve the culture. Employees' underlying beliefs and values are an indicator of the prevailing culture within the organization. Individuals working within

NGOs in developing countries are shaped and shapers of the prevailing cultures within their organisations.

Many NGOs employees in developing countries are unaware of how their behaviours are shaped and how their productivity is impacted by existing cultures in the workplace. Culture advocates play a critical role in addressing systemic issues that exist within an organisation. Sürücü and Sürücü (2020)“stated that facilitating diversity management and organizational success requires understanding the impact of differences between individual employees on cultural perceptions”.Qualified and experienced employees sometimes find difficulty in effectively undertaking their tasks because of poor cultural fit and challenges in adjusting to the existing cultures within the organization.

Both existing and new employees contribute to the nurturing and sustenance of the NGO culture. Therefore, NGOs should ensure that onboarding and team building sessions accommodate aspects of culture to enable individuals align or adjust to prevailing or envisioned culture. When employee awareness of the culture increases, they realize that their actions and values matter and they become effective culture advocates.

The enhancement of knowledge and skills on organisational culture and its impact on employee productivity will be critical among NGOs in Nairobi City County. The study findings revealed that different cultures had different effects on employee engagement and performance. The perspective that the physical presence of employee in an office means they are fully engaged (Moletsane et al., 2019) needs to be revisited and leaders need to be aware that a weakening culture will affect how individuals perform (Hasan et al., 2020; Vijfeijken, 2019).

NGOs management and employees will need to build their knowledge and competence on culture types underlying values and assumptions and how they impact their behaviour and productivity. Knowledge will enable management and human resource teams select the right tools for culture assessments and develop culture change interventions that enhance

engagement and performance. Since leaders and individuals play a role in creating and reinforcing cultures (Jiddah et al., 2016; Maleka et al., 2015; Sürücü and Yeşilada, 2017) then careful orientation of new executives, employees promoted to leadership positions or new employees on the subject matter of culture will assist organisations uphold healthy cultures that promote engagement and performance at both individual and team level.

5.1.4 Future Research Implications

This study was undertaken in a developing country and NGO context, and therefore provided empirical evidence by deepening the comprehension of organisational culture types that exist within NGOs in Kenya and their association with employee engagement and their performance. This study therefore acknowledged the importance of understanding and considering the effect of different culture types on engagement and performance of employees within NGOs in Nairobi City Council, Kenya.

The study developed a set of hypotheses and undertook several statistical tests to explore the relationship between the independent and dependent variables. The study findings indicated that the suggested model had an appropriate fit. The application of structural equation modelling (SEM) provided further scientific confirmation for causation which adds to the existing research on culture types, employee engagement and their performance among NGOs. In addition, the study findings align with other studies that suggest the CVF model andOCAI tool framework provided a systematic way for analysing and identifying the dominant culture types that exist within organisation with ease (Cameron and Quinn, 2011; Durgadevi and Vasantha, 2017; Sarki et al., 2017) and was applicable among NGOs.

The study findings highlight areas for further investigation since there are few empirical research studies in the context of developing countries that focus on organisational culture. The findings revealed that the adhocracy culture which is externally oriented has a significant and positive relationship with employee engagement and performance compared to

the market culture among NGOs. An organisation is considered successful when it pioneers innovative initiatives (Njagi, Kamau & Muraguri, 2020). Scholars observed that adhocracy culture aligned the organisation with the changing external environment (Cameron and Quinn, 2006; Sürücü and Sürücü, 2020). Future studies explore on adhocracy culture to understand further its relevance and how it impacts on creativity and innovative capacity among employees within NGOs in Nairobi city county.

5.2 Recommendations for Application

This section provides recommendations based on the major findings and study implications. The following recommendations are offered.

Recommendation 1

The study found a strong relationship between organisational culture and employee engagement and performance. The assumption is that the existence of an appropriate culture type will result to enhance the engagement and employee performance. The study recommends that NGOs to strategically adopt and nurture traits within the clan culture to enhance employee engagement and performance.

The overall study findings revealed that clan culture had a higher correlation to employee engagement and performance than the other three cultures. The results suggest that clan culture, which is also known as a collaborative culture enhances employee engagement and their performance. Culture is an essential element for organisations to attract and retain its top employees (Mushtaque & Siddiqui, 2020). Therefore, presence of the clan culture would motivate employees to get engaged and improve their performance.

The findings revealed that clan culture supported the vigor and dedication dimension meaning it translated to employee exerting their energy to the work, passionate and took pride in the work they did. Organisations that prioritise the clan culture will create a workplace culture that nurtures a sense of belonging and shared values that will eventually benefit from

higher employee engagement. The focus of clan culture is on empowerment as a mechanism to promote teamwork. Emphasis is on placing value on employee participation and appreciating their contribution in terms of ideas, skills and experiences. Leaders act as mentors and hence they develop strategies and structures that enable employees to be appropriately engaged and this can enhance staff retention.

The study findings indicated that clan culture within the NGO strongly related to employee performance. The clan culture characteristics results indicated that the aspect of measure of success had a higher positive and significant relationship with employee performance. Contextual performance was positively and significantly related to clan culture. Contextual performance does not relate to what the individual is tasked to do but includes those aspects where individuals support one another, cooperation or volunteering to do extra roles, supporting the organisation's goals through successful completion of assignments and also adhering to organisational policies. These are critical aspects that enable NGOs thrive in context of virtual teams and those undertaking project work.

This means that traits in clan culture enables an employee to contribute to the social and psychological functions of an organisation. Contextual performance is key among NGOs that undertake projects and therefore tend to have multi- cultural teams and different professional/ technical teams. Contextual performance would ensure such teams thrive because they require sharing of resources and information, communication to focus and contribute to achievement of a common goal. Nurturing and sustaining team work requires behaviors aligned with contextual performance compared to task performance which focuses more on the technical skills. However contextual performance contributes to the conducive environment where the technical expertise of individuals can operate.

Adoption of the wrong culture will result into reduced employee engagement and productivity or will result in suppression of cultures that promote employee engagement and

their performance. “Organisations that emphasize the clan culture are action-oriented, highly flexible, and adaptable to change” (Kim & Jung, 2022). Clan-collaboration culture is employee focused, and emphasis is on belonging and teamwork. The leaders play the role of mentors hence employees are motivated and supported rather than controlled. Thus, based on the study findings organisations need to explore and understand the set of assumptions, beliefs, values, symbols, rituals and practices within the clan culture.

Recommendation 2

Despite the overall study indicating that clan culture significantly and positively associated with engagement and performance. The study noted that some traits in the clan culture were not evident or operational among the sampled NGOs, unbalanced strengths of different types of culture can lead to a dysfunctional organisation. Culture traits that differ from the dominant culture are referred to as subcultures.

Rasak (2022) defines subcultures as those segments of culture that display different norms, principles, beliefs and behaviours of individuals due to discrepancies in geographical areas or (within organization) departmental priorities and job requirements. The study therefore recommends the promotion and strengthening of clan culture values and traits in the following dimensions of dominant characteristic, organisation glue, the strategic emphasis, measure of success in order to facilitate the growth of the clan culture.

Organisational leaders can focus on be nurturing clan traits that focus on family like values, allegiance, human development and growth of human capital. Cameron and Quinn (2011) “stated that each culture profile manifests underlying attributes related to basic values, management style, strategic plans, climate, employee management systems, bonding and leadership style of the organisation” Hence, there is need to explore further the underlying attributes depicted within the clan culture and find out the ore about the missing traits and the reason behind their non-existence.

Recommendation 3

The study recommends that an adhocracy culture should be consider because NGOs in this industry experience frequent disruptions resulting from changes in donor and government priorities and community needs. Adhocracy culture has characteristics that are likely to promote innovativeness and creativity among employees which could enhance engagement and performance.

The study results revealed that traits and values within the hierarchy culture were moderately present among the organisations who participated compared to market and adhocracy which are both externally oriented. Clan and hierarchy cultures are internally focused and emphasize on internal stability and unfortunately this can create a challenge for NGOs whose project interventions are focus on service delivery at community level because they will lack adequate external orientation that enables them respond to external changes that affect the engagement and performance of their employees.

The study findings noted that adhocracy culture with an external orientation had a significant and positive correlation with employee engagement and performance compared to market and hierarchy culture. Adhocracy culture has been observed to “align the organisation with the changing external environment and to enables an organisation gain competitive advantage with new products, services and configurations” (Sürücü & Sürücü, 2020).

The study findings indicated that adhocracy culture positively related to absorption dimension in engagement and adaptive dimension in employee performance. Adhocracy culture is innovation-oriented and its primary advantage is it enhances an NGO’s adaptability to external stimuli. The absorption and adaptive dimensions scores were lower compared to the other dimensions. The findings indicated that all the cultures were positively and significantly associated with absorption dimensions with adhocracy culture having a higher association.

Hence the study findings suggest the need to target cultural change initiatives that focus on enhancing and nurturing the innovative capability of employees. An external orientation is critical to sustain a competitive advantage and differentiation among NGOs. The study therefore recommends that NGOs consider embracing and adopting adhocracy culture for them to be balanced with both an internal and external focus since this is important for nurturing creativity and innovation among their employees.

Recommendation 4

The study recommends for NGOs leaders and human resource personnel to consider including the sub-dimensions of engagement and performance in conducting employee assessments and undertaking cultural surveys. They should consider developing and utilising multi-dimensional scales that capture the three employee engagement and performance dimensions as captured in this study.

Organisational culture can evolve subtly and autonomously as a response to changing opportunities, crisis or demands. Studies have indicated the need for exploring the dimensions to understand in-depth on how culture affects engagement and performance (Kaltiainen and Hakanen, 2022.; Moletsane et al., 2019; Sultana, 2020). This is likely to support the identification of appropriate cultures because a deeper analysis of the interaction will indicate which traits of the culture need to be emphasised to positively influence engagement and performance of employees.

Organisational culture analysis should assess the different components that encompass performance and engagement variables so that they can adequately identify the key traits that affect engagement and performance among employees. This will enable organizations to tailor their HR strategies to foster favourable cultures that ultimately lead to improved productivity among employees.

Recommendation 5

The study recommends that NGOs strengthen leadership style and organisation structures to build and nurture appropriate and strong cultures that align to clan culture. Leaders play a key role in the determination of the dominant organisational culture (Cameron and Quinn, 2011; Maleka et al., 2015; Samur and Üsküplü, 2021.). The study recommends that leaders should adopt styles that support clan and adhocracy cultures that enhance engagement and performance of employees. This concurs with study observations made by Kaltiainen and Hakanen (2022) who observed that servant leadership practices were likely to foster adaptive performance among employees.

Both formal and informal leaders play a central and critical role in shaping the organisational cultures to facilitate the leveraging of resources (employees) available. Vijfeijken (2019) observed persistent negative leadership practices, weak accountability systems and practices within organizations reflect a weak culture and this sends cultural signals of behaviors or values that are condoned or acceptable. According to Sürücü and Yeşilada (2017) ‘leaders have the opportunity and power to influence the formation and maintenance of the organisational culture when members imitate their behaviors’. For example, Chiwawa and Wissink (2021) stated “ that effective leadership is a key factor driving the engagement of employees” and Borah and Barua (2018) identified transformational leadership style related positively to employee engagement.”

Therefore, the study recommends leaders to adopt mentorship style that fosters values that enhance collaboration, constructive feedback and empowerment. A mentorship leadership style enables leaders identify the potential of their employees and provide challenging opportunities that allow the individual to utilise their existing talents or learn new skills that align with the role or tasks at hand.

The leadership style emphasized in clan culture is mentorship. Measure the degree of alignment between individual leadership styles and the existing organizational culture. Maleka et al. (2015) argues that “the individual orientation of key leaders will have a significant impact in the determination of the dominant organizational culture”. Careful orientation of new executives or employees promoted to leadership position on the prevailing or envisioned culture will assist them to determine the most effective way to lead employees.

It is critical to build leadership capability so that they can model the desired culture in their behaviors and actions. Both formal and informal leaders play a central and critical role in shaping the organizational cultures to facilitate the leveraging of resources (employees) available. “Leaders are encouraged to foster engagement through focusing on appropriate organizational culture to improve execution, retention and financial performance” (Pepramensah & Kyeremeh, 2018). Therefore, leaders in the NGO sector may identify from the study findings, specific elements within the culture they can emphasize to improve their leadership style and effectiveness.

Cameron and Quinn (2011) further confirmed that there exists a relationship between culture and competencies. The authors observed that individual leaders whose strengths were in sync with the dominant organisational culture, tended to be more successful, together with the units they managed. So based on the study findings, team leaders and supervisors can develop leadership programs and initiatives that support the utilisation of the appropriate leadership style to enhance their effectiveness.

Organisation structures adopted by organisations will drive and shape the envisioned culture. Structures define how power and influence is transmitted within the organisation (Chesenge and Njuguna, 2022; Rasak, 2022). The study findings revealed that clan was the dominant culture among the NGOs in Nairobi city county and this culture operates best when organisation have horizontal structures that ideally facilitate mentorship, flexibility and

collaboration. “Organisational structure is a cultural symbol and reflects foundational assumptions and dominant values in an organisation” (Janićijević, 2013).

The existing organisational structure in an organisation should facilitate the development and sustenance of the preferred culture and should not impede it. Victoria et al. (2021) “stated that culture contributed to the prevention of fragmentation, tension and conflict”. An organisational culture becomes relevant and strong when it is in alignment with the structure of the organisation. Organisational structures create the platform for employees to perform their roles. Employee cultural perceptions are affected the everyday interactions and relationships, and it is critical to design and build an appropriate organisational structure that enable employees build positive cultural perceptions and interactions.

Structures connect individual roles to organisational purpose and ensures employees contributions are harnessed to contribute to the organisation overall success. Sometimes NGO staff end up taking up responsibilities or tasks that may not align to their roles or job titles and this causes tensions. Having the right structures enhance employee role fit, teamwork, increase efficiency and bring about harmony in the organisation. An organisation is considered healthy and conducive when the existing organisational structures and systems reinforce the desired culture in through establishment of appropriate.

Corritore et al. (2020) state that leaders should be aware of the presence of diverse cultural perspectives in teams and to manage them or they soon become a liability during execution or meeting deadlines. The study therefore recommends NGOs and project managers to reconsider their leadership styles and organisational structures to enhance values and practices within the clan culture to drive engagement and performance among employees.

5.3 Recommendations for Future Research

This section provides proposals for future research based on the major findings and conclusions of the study. The study sought to explore the effect of different culture types, on

employee engagement and performance among non-governmental organisations in Nairobi City County.

Recommendation 1

The study finding indicated that a more significant and positive association was observed between culture types with employee performance than engagement. This means that culture would impact more an employee's performance and not their engagement in NGOs. This could also suggest that there are other factors beyond this study that could explain more on the association. Therefore, the study recommends exploring the aspect of culture affecting employee performance more and not engagement among project- oriented NGOs by capturing employee perspectives using structured interviews.

Hassan et al. (2020) observed that the role of organizational culture in promoting employee engagement was relatively small, however there was still a positive influence while Moletsane, Tefera and Migiro (2019) stated that the physical presence of employees at work does not imply they are engaged. A study that would focus or explore in depth this aspect would provide additional information on employee perceptions regarding the association and which culture traits or strategies can be adopted to create a balance.

Recommendation 2

The other opportunity for further research is to replicate the study to other counties in Kenya. Since the findings are limited to the NGOs operating in the Nairobi City County this justifies the need to replicate the study to similar organisations in other counties to compare the outcomes. The literature review highlighted the fact that limited studies had been undertaken to identify the effects of organisational culture types on employee engagement and performance dimensions. This will provide more data that would facilitate comparisons of similarities and differences of organisational culture types and their effect on the two dependent variable across NGOs operating in different geographical regions.

Recommendation 3

In addition, a study could explore further the linkages between clan culture and employee engagement and their performance using a mixed methods approach to include key informant interviews. This would provide additional empirical evidence to uncover any significant underlying organisational culture elements that may have not being explored or captured by the current study. The results would enable researchers identify and recommend strategies that can be explored to implement cultural change initiatives focusing on clan culture with perspectives from employees.

5.4 Study Limitations and Delimitations

A study limitation is a systematic bias beyond a researcher control which may to some extent affect the outcome and conclusions of the study. According to Ross & Zaidi (2019) presentation of limitations supports appropriate interpretation and validity of the findings. The following are the limitations related to the study. First, restricted access to employees, was a limitation faced considering the fact that data collection during the COVID-19 pandemic period. Many of the staff were working from home, there were restrictions for physical visitation to the sites.

Another limitation was experienced was some NGOs listed in the registry and database had closed offices or operations. Hence this impacted on ease of recruitment of the respondents. The respondents were NGO employees, so the results are limited only to the context of NGOs and reflect the views and perceptions of NGO employees within Nairobi city county. It was also not possible to cover all non-governmental organisations due to the large numbers of registered NGOs in Kenya, therefore the study limited itself to organisations within Nairobi city county and whose operations focused on community development interventions. This is where the respondents were recruited from.

Delimitations highlight what was not considered in the research or intentionally excluded. The delimitations of the study were first the respondents were employees who worked within NGOs only, so the results reflect the views and perceptions of NGO employees within Nairobi City County. The study was also limited to the NGO sector and hence the culture profiles highlighted reflect those present in NGOs.

Second delimitation was the study utilized a survey approach using a questionnaire. Due to this, it was not possible to engage in interviews to fully explore in-depth issues that relate to understating the reason behind the culture perceptions or how the culture develops in the NGO context. Interviews with some of the respondents may highlight new ideas about the relationship between culture, employee engagement and their performance. Another study delimitation was that the study used a tool that captured and highlighted results that captured four culture types because the study exclusively tested the CVF's theoretical framework. Therefore, the set of values and behaviours that the CVF measures may not comprehensively capture in depth other aspects of organisational culture.

5.5 Conclusions

This section concludes the study by summarizing the key research findings, recommendations, conclusions and discusses the value and contribution of the study to the discipline of business and organisational psychology. The study set out to determine the effect of different types of organizational culture on employee engagement and their performance.

NGOs undertaking projects in Kenya complement government efforts to provide critical services that benefit disadvantaged or vulnerable communities. However, the level of performance and engagement is slowly decreasing among NGO employees (Njoroge et al., 2016; Ndinya, Nzulwa and Kwen, 2017) and studies have linked this to weak cultures in organisations. (Omolo & Mose, 2019; Nurcholis & Widjajaning, 2020 ;Lentawa et al., 2021)

The study findings highlighted the importance of organisations not only focusing on achieving their mandates but also target their efforts on addressing organisational contexts to cater for employee well-being and productivity. The findings emphasize the need for organisations to nurture appropriate cultures with both an internal and external orientation so they can retain talented employees and tap on the value the individuals bring to an organisation.

According to Pepra-mensah and Kyeremeh (2018) “most organisations are unable to adequately assess how their cultures are performing. While others are not aware or overlook the need to assess their cultures to determine its strength or weakness”. It is critical for NGOs to develop and adopt cultures that are healthy and supportive to enable them attract and retain talented employees. Hultman (2020) observed that most organisational cultures were mediocre and weak” while David et al. (2018) “stated that the identification of cultures can assist in analysing the working pattern of that organisation”.

Therefore, undertaking this study provided an opportunity to explore cultures that existed with the NGO sector and to understand their effect on the sub-dimensions of employee engagement and performance. Culture is considered an essential element for organisations to attract and retain its top employees (Mushtaque & Siddiqui, 2020). Conducting the current study to explore and highlight the association and influence of the clan, hierarchy, market and adhocracy culture on engagement subdimensions and performance sub dimensions provided additional information on the sub dimensions and emphasized the importance of NGOs understanding the diverse subdimensions within engagement and performance.

Talented employees play a critical role in the success of different organizational settings, several scholars have attempted to determine the factors that impact on engagement and performance (Bailey et al., 2017). One of the factors that seems to have an impact on engagement and performance of employees is the organizational culture (Abdullahi et al., 2021; Kadir and Amalia, 2017; Brenyah and Darko, 2017).

Organisational culture is considered critical for the achievement of both individual and organizations' performance, and a factor that enables organisations to adapt to a continuously changing NGO environment. Assens-Serra et al. (2021) noted that studies suggest that each culture has a different capacity to prevent suffering and create well-being in employees. Organizational culture has been studied in terms of definitions, characteristics and types (Belias & Koustelios, 2014; Hofstede, 2011), and its impact on engagement (Alvin et al,2021), employee performance (Ugheoke, 2019),organisation success (Nurcholis & Budi,2020), project management (Nguyen & Watanabe, 2017).

Previous studies have also provided evidence that organisational culture can positively affect engagement and performance (Al Shehri et al., 2017; Durgadevi and Vasantha, 2017). However empirical studies are still limited in developing countries (Lentawa et al., 2021; Pradhan and Jena, 2017). Despite the critical role organizational culture plays in promoting engagement and their performance, very few studies have been undertaken in the African contexts. Moreover, a very limited number of studies examined the association between organizational culture and the three sub dimensions of engagement and performance.

Culture is a dynamic organisational system that includes processes, people, policies, organisation's history and design. The assumptions made is that a stronger culture, means the organisation requires less processes to direct behaviour of its employees. When the culture is strong, individuals are motivated to do what is right. The empirical evidence highlighted in this study suggests that certain culture types may boost employee engagement and positively impacts their performance.

The overall study findings suggest that some culture types had a significant and positive effect while others had no significant effect on employee engagement and their performance. This section highlights the major conclusions related to the research objectives and hypothesis.

According to Pepra-mensah and Kyeremeh (2018) “most organisations are unable to adequately assess how their cultures are performing. While others are not aware or overlook the need to assess their cultures to determine its strength or weakness”. First, the study explored to what extent the clan, adhocracy, market and hierarchy cultures existed within the NGOs in Nairobi city county and this study objective was met.

The research findings provided key insights into NGO employees organisational experiences that included basic assumptions, interaction patterns and organisational values. The study findings highlighted the cultures within the two dimensions in the basic assumption category which were the dominant culture characteristics (market) and organizational glue (market and hierarchy). The next category was the interaction pattern which comprised of the leadership style (clan) and management of employees’ (clan) dimensions, and finally the organizational direction category comprised of strategic emphasis (hierarchy) and criteria of success (hierarchy). The study findings for research question one therefore highlighted the strength and congruency of the culture traits among NGOs within Nairobi city county.

The organisational leadership and employee management sub dimensions results indicated they were clan culture oriented; the other four dimensions were more aligned to market and hierarchy cultures and no sub-dimensions was linked to adhocracy culture. The overall culture that was perceived to be dominant among the selected NGOs was clan culture and hierarchy culture was also significant. The results suggested that cultures among NGOs within the Nairobi city county are internally focused meaning they preferred cohesion, flexibility and internal stability over competitive or innovative traits.

The findings concur with other studies undertaken within the NGOs sector that established clan culture was operational. The study findings are supported by an observation raised by Samur and Üsküplü (2021) who stated that the absence of a dominant culture type when utilizing a questionnaire indicates that the employees participating in the questionnaire

are not clear about the culture. Since the study was able to identify the dominant culture, it implies that the respondents were able to articulate their experience and identify the cultures types present in their organisations.

Changing or improving culture requires that the current culture must first be identified. The study results revealed that traits and values within the clan and hierarchy culture were highly present and operational among the NGOs selected. From the study results a hypothesis can be generated that NGOs in Nairobi city county are internal-process oriented and are likely to be flexible owing to their non-governmental orientation. The study revealed that organisations may have multiple subcultures present, which may be driving forces that impact on individual's behaviour and determine operations within the organisation.

The study revealed that NGOs manifested values like, results oriented, stability and efficiency, accomplishment and goal achievement. These are traits within the market and hierarchy cultures. Subcultures tend to evolve to represent common challenges or experiences members face in the same department or location(Rasak, 2022).

However, on the other hand if not effectively managed the presence sub-culture traits that are contrary to the clan culture could hinder or subdue the manifestation of practices or values within this culture that had a significant and positive association with employee engagement and their performance. Therefore, NGO leaders and management need to be proactive in identifying and managing the presence and manifestation of sub-cultures that could hinder or interfere with preferred culture.

“Healthy organisational cultures supports the presence of a secure pool of professionals” (Kim & Jung, 2022).The study sought to explore the effect of culture types on sub dimensions of employee engagement and performance. The study findings challenge typical ideas about culture and its impact on engagement and performance by exploring how each culture relates to the specific dimensions of engagement and performance to uncover

which cultures affect which specific dimensions. This is because, employee engagement and employee performance are not single, unitary constructs.

The second research question was to assess the relationship between the culture types and employee engagement. This study objective was achieved and the study findings indicated that culture types had a positive and significant influence on engagement. Overall 69 % of the employees indicated they were engaged and these findings are consistent with statistics “from Africa that highlighted the overall employee engagement score at 61.4 % in 2021/2022” (Salahudeen & Zainol, 2022). This indicates that the study findings are within the range of the employee engagement level trends reflected within Africa.

Bakker and Albrecht (2018) “stated that engagement consists of everyday levels of vigor, dedication, and absorption”. Each of the cultures had positive and significant correlation with the three dimensions of employee engagement. The findings are consistent with empirical studies undertaken by Kalia and Verma (2017) and Nurcholis and Widjajaning (2020) who noted a statistical association between organisational culture and absorption, dedication and vigor dimensions. The study findings indicate that clan culture had the highest correlation to employee engagement and the findings concur with those of Aransyah et al. (2020) and Krog (2014) that indicated that clan culture had a significant positive relation to employee engagement.

An engaged employee is a critical asset because they are motivated to consistently perform their job to deliver results. Bakker and Demerouti (2008) stated that “engagement captures how individuals experience their work: as stimulating and energetic (vigour); as significant and meaningful pursuit (dedication); and engrossing (absorption)”. The findings also concluded that individuals seek meaning through the work they undertake and, unless organisations provide a sense of meaning, employees are likely to leave”.

“The survival of firms is dependent on maximizing profits from existing capabilities and that organizational longevity is affected by employee engagement and productivity” (Osborne & Hammoud Mohamed, 2017). More research is required to explore what engagement looks like in different types of workplace cultures especially among non-governmental organizations (Anitha, 2014).

Naidoo and Martins (2014) stated that “it is logical for an organisation to nurture a positive culture which ensures that employees feel and continue being engaged in their work and this eventually leads to employee retention”. Nurturing and improving individuals’ engagement levels, requires NGOs to adopt and enhance the clan culture traits and practices. Developing strategies to build a clan culture is critical to engagement, because failure to subdue cultural elements that hinder employee engagement will cause dissatisfaction among employees and reduce their levels of engagement.

Hence the study null hypothesis that stated culture types do not impact employee engagement was rejected and accepted the alternate hypothesis. Kotrba (2016) stated that “organisations that focused on employee engagement only, without considering the culture that employees work in, lose the opportunity to identify the strategic strengths and weaknesses in the organisation that impact employee performance and ultimately organisational performance”. The strength of the culture type will influence the level of employee engagement and eventually their motivation to work.

The third research question explored the effect of the four culture types and employee performance. The third study objective was achieved and the study findings revealed that employee performance among NGOs within Nairobi city county were positively correlated with the four organisational culture types. Hence the study null hypothesis that stated that culture types do not have no association with employee performance was rejected and the alternate hypothesis accepted. The study finding concurs with observations made by Pepra-mensah and

Kyeremeh (2018) “who stated that organisations with a positive and strong culture will lead to a highly motivated and committed employee. While on the other hand a negative and weak culture can lead to demotivating an outstanding employee and they end up not performing as expected”.

The study finding also revealed that clan culture had the highest correlation with employee performance. The study findings imply that clan culture had traits that create a conducive environment that enables individuals to undertake their assigned tasks. “Organisations are likely to remain competitive if their cultural values provide employees with the opportunity to perform”(Victoria et al., 2021). Thus, it can be concluded that in the context of NGO employees, clan culture has a stronger and significant effect on employee performance and that it is a culture to adopt.

The findings suggest that not all cultures have a positive influence on the employee performance. Since this research study is based on empirical studies, it provides important baseline information for executives within NGOs on possible cultures types that exist within their organizations and how they impact on employee performance. Hung et al. (2022) stated that “the culture of an organisation must be appropriate to the business and serve as the foundation for enhancement of employee performance”.

The study findings from research question two and three suggested the need to shift from hierarchical and market culture types to clan and adhocracy types if NGOs are to enhance employee engagement and performance. The clan and adhocracy culture complementary traits and values nurture a more cohesive and creative workplace environment for employees. The development industry has become more competitive because of new donor and emerging government policies. Team cohesiveness and trying out new ways of service delivery among project-oriented NGOs is critical to building a reputation for delivery of sustainable project

results compared to other sectors. This can only be achieved when the cultures adopted promote engagement and performance among its employees.

Making a comparison based on study results from objective two and three, some interesting findings were observed. First, observation revealed that organisational culture had a stronger and positive association with employee performance when compared with engagement within the NGO context. The study results imply that a change in organisational culture would lead to a significant effect on an employee's performance.

Second observation, indicated that all the cultures had a higher positive correlation with vigor (physical engagement) compared to the other two engagement dimensions. Meanwhile adaptive performance indicated a higher positive correlation with all the four cultures compared to the other two dimensions. The findings suggest that culture types would affect the physical engagement of employees and their abilities to adapt to changes introduced within the workplace and industry.

The study findings highlighted responses on two aspects that can be targeted to build the appropriate or enhance a healthy organisational culture. The findings highlighted leadership style and organisational structure as areas that can be targeted. The challenge posed by this finding for NGOs is that they are required to identify leadership styles and organisation structures that support the adoption and actualisation of values and behaviours that promote the desired culture. An organisational culture is not a fixed state of social interaction and therefore NGOs need to pay more attention to the prevailing cultures being displayed within the organisation.

Cultural entropy in NGOs can be minimised through promoting of value driven cultures, designing appropriate organisational structures and adopting leadership styles that stimulate appropriate cultures that align to the employee's primary needs. In many

organisations there occur differences between the values espoused by management and those that have a positive effect on employee engagement and their performance.

The study findings concur with other empirical studies that a dominant culture type many co-exist with other culture. NGOs need to appreciate that there will always be a risk of other subcultures being experienced by employees at the same time. This would undermine the full expression of the appropriate culture (dominant) thus leading to low levels of engagement and minimize employee performance. The study findings are important because they emphasize the need to periodically assess the existing culture and develop culture change strategies that focus on minimising high turnover rates and poor performance among employees within the NGO sector in Kenya.

“A new workplace model has emerged that advocates for introduction of remote or hybrid work place environments” (Zarnadze & Kasradze, 2020). The study findings are relevant provide analysis of each of the four culture types and how they affect engagement and performance among employees working in NGOs. Careful examination and altering of values and practices to ensure they support or drive higher levels of engagement and performance in remote or hybrid work environment is critical. NGOs focus should be intentional to build appropriate cultures that align with their mandates, fit within the prevailing operational context but also ensure employees are aware of the culture type envisioned and the values, norms, practices and beliefs that nurture the desired culture.

The study findings highlighted the cultures types that enable employees to flourish and this information can be used by NGO leadership and human resource staff to improve workforce engagement and performance. In order to realise or successfully initiate interventions that target employee engagement and performance, the culture needs to be the right and appropriate. Aransyah et al. (2020) “observed that when employees worked under clan culture there were minimal disagreements among colleagues”. This is due to the fact that

clan culture is likely to promote consensus and collaboration among individuals, and therefore facilitates greater involvement in decision making and increased employee participation activities being undertaken by the organisation. The findings suggest that to enhance employee engagement and their performance NGOs can adopt the clan culture (internal-oriented) and adhocracy culture (external oriented) within their organisations. “An external orientation is critical to sustain a competitive advantage and differentiation among NGOs” (Cameron & Quinn, 2011).

“The culture of an organisation and how employees perceive it will determine its performance and productivity” (Wahjudi et al., 2016). Many individuals experience internal contradictions and conflicts that are often driven by diverse experiences and perceptions regarding the preferred culture and how the organisation operates. The study findings revealed there is a likelihood of presence of subcultures that may hinder the full operation of the clan cultural traits. This could be attributed to resistance to culture change initiatives or due to different professions adopting and upholding cultures that are applicable within the departments that may overshadow the dominant and preferred culture.

The study findings suggest there is need for targeted cultural change initiatives at departmental levels by NGOs leadership and project managers that influence and change employee experiences and perspectives. A culture shift requires transformation of values and behaviours of individual employee and therefore understanding the extent to which the envisioned culture values and practices are articulated and practiced is key. The study findings are significant as research on organisational culture, employee engagement and their performance are limited within developing countries and this study gathered findings that captured additional information to address this gap by conducting the study among NGOs in Kenya.

The study findings highlighted the association between culture, engagement and their performance among NGOs, in sub-Saharan Africa. The findings suggest that culture can be leveraged to enhance employee retention rates and performance. Therefore, it is expected that this research will stir scholarly interest and generate further research studies on the topic. The study provided supporting evidence that a similar dominant culture can exist within several organisations with the NGO sector. However, other cultures can exist, that either complement or subdue the existing dominant or desired culture.

Secondly this study used an organisational culture framework focused on culture types as depicted in the competing values framework. The defined model was used to explore organisational culture types within the NGO sector and to understand the effect of culture types on employee engagement and performance. The study proposed a combined tool that can be utilised by NGOs to undertake surveys when assessing existing cultures within a hybrid or remote environment. The study findings suggest that the OCAI tool when correctly administered can be used to diagnose existing cultural types using the likert scale. The study also revealed that the tools used (UWES and IWPQ) are simple and reliable instruments for measuring engagement and performance respectively among NGO employees.

The modified employee performance tool developed and used in this study can be used by future researchers to capture data that will support in-depth analysis of the performance dimensions as it relates to different culture types in their field of study. Organisational development teams and HR practitioners can adopt the IWPQ used in this study to support surveys conducted that relate to culture and employee work performance. This will enable them make comparisons to gauge how the prevailing culture is driving or hindering performance in the three dimensions. It is important to capture how the culture influences an employee's capacity to adapt, develop citizenship behaviours and finally the effectiveness in task execution as these are key for enhancing role clarity, corporation and individual creativity.

Lastly, this study provided theoretical contribution to existing knowledge by highlighting the values and practices with each of the four culture types, three engagement features and three performance variable features. The study findings concur with the theories perspectives highlighted in chapter two that built evidence that the culture of an organisation should be considered as strategic resource. The study finding also confirmed the perspective and theory that a reciprocal exchange within the workplace environment between the employee and employer based on the culture within an organisational context.

A thriving workplace culture provides employees with a strong sense of belonging and value which then becomes one of the key driving forces for high engagement and performance. Presence of a healthy and strong culture shapes the team cohesions as individuals daily interact with others as they undertake their assigned tasks. The alignment of the culture of the organisation and what an employee values, it transforms the workplace and fuels an individual's increased commitment, motivation and productivity as a result retaining talented employees.

Empirical studies continue to suggest that employees working within NGOs perform poorly and are dissatisfied partly due to the prevailing organisational culture. Many NGOs in developing countries have overlooked the effect of values, norms and underlying assumptions upheld due to the cultures types adopted. Organisational culture is often viewed as a constant and not prioritised during strategic planning process and development of employee retention strategies. Organisational culture is a concept which NGOs must take into consideration to build a thriving workplace environment that will lower employee dissatisfaction and minimise high employee turnover.

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APPENDICES

Appendix A UNICAF Research Ethic Committee Decision



UNICAF	UNIVERSITY	RESEARCH	ONLY:	UREC	USE
ETHICS APPLICATION FORM			A		

DOCTORAL STUDIES

Application

No: Date

Received:

Student's Name: Rehema C. Batti

Student's E-mail Address: rehemabatti2012@gmail.com

Student's ID #: R1908D9060685

Supervisor's

Dr Sankar Ganesh

Name:

Unicaf University Zambia

University

(UUZ) UUZ: PhD

Campus:

Doctorate of Philosophy

Program of

Study:

Research Project Title: Investigating the impact of organizational culture on employees' engagement and their performance in non-profit organizations, Kenya

i. Please state the timelines involved in the proposed research project:

Estimated Start Date: 28-Feb-2022 Estimated End Date: 22-Apr-2022

ii. External Research Funding (if applicable):

a. Do you have any external funding for your research?
☐

NO

If YES, please answer questions **2b** and **2c**.

- b.** List any external (third party) sources of funding you plan to utilise for your project. You need to include full details on the source of funds (e.g. state, private or individual sponsor), any prior / existing or future relationships between the funding body / sponsor and any of the principal investigator(s) or co-investigator(s) or student researcher(s), status and timeline of the application and any conditions attached.

N/A

- c.** If there are any perceived ethical issues or potential conflicts of interest arising from applying for and receiving external funding for the proposed research then these need to be fully disclosed below and also further elaborated on, in the relevant sections on ethical considerations later on in this form.

N/A

iii. The research project

a. Project Summary:

In this section fully describe the purpose and underlying rationale for the proposed research project. Ensure that you pose the research questions to be examined, state the hypotheses, and discuss the expected results of your research and their potential.

It is important in your description to use plain language so it can be understood by all members of the UREC, especially those who are not necessarily experts in the

particular discipline. To that effect ensure that you fully explain / define any technical terms or discipline-specific terminology (use the space provided in the box).

The purpose of the study is to assess the impact of existing cultures among non profit organizations on employee engagement levels and their

performance. The impact of culture has often been overlooked among organizations yet it has been identified as a factor affecting employee engagement (Umrani, et al., 2017; Aryani & Widodo, 2020). ‘A culture that is not appropriate decreases employees’ engagement and their performance (Hudrea, 1990). Existence of poorly defined or toxic organizational culture leads to employee dissatisfaction, frustration and eventually leads to disengagement. According to Word, (2012) “up to a third of nonprofit employees are disengaged due to worsening work environment”. Weak company cultures were cited as a leading cause for staff transitions and dissatisfaction (TINYpulse 2019).

Research Questions:

a) What types of cultures exist within a non-profit organization? b) What levels of employee engagement exist within a non-profit organization? c) What is the relationship between the different dimensions of organizational culture and employee engagement and their performance? d) What can non-profit organizations do to enhance organizational cultures that increase employee engagement?

Hypothesis;

H0 Organizational culture dimensions have no significant relationship with employees’ engagement levels and their performance.

H1 Organizational culture dimensions have a significant relationship with employees’ engagement levels and their performance.

The expected result is the identification of organizational cultures and levels of employees’ engagement within non-profit organizations with a focus

on NGOs. The results will provide insights on how different dimensions of organizational culture influence employee engagement and their performance, and importance of culture as a motivational construct for employee engagement.

Definition of terms:

Organizational culture; Defined as organizational assumptions, beliefs, values and behavioural expectations that assist in shaping employee behaviour (Schein, 2011). Employee engagement: Individuals' or employee commitment to accomplishing the organization's goals (Khan 1990).

b. Significance of the Proposed Research Study and Potential Benefits:

Outline the potential significance and/or benefits of the research (use the space provided in the box).

Understanding organizational culture (OC) is critical because culture defines how people work together, how results and outcomes are measured and achieved in an organization. Research has observed differences in engagement levels among employees (Bakker, & Demerouti, 2008; Daqar & Smoudy, 2019) and one factor that affects engagement was organizational culture (Umrani, et al., 2017; Pepra-mensah & Kyeremeh, 2018; Aryani & Widodo, 2020). Most organizational culture studies are based on government, business and banking sector (Al Shehri et al., 2017; Joseph & Kibera, 2019; Mbogo & Nzulwa, 2018) and focus on OC and performance. There is limited academic and empirical studies that focus on the non-profit sector in the aspects of OC and employee engagement. The study findings will enable the leadership of the organization bench mark their existing culture and identify management practices that will build a culture that facilitates the right effect on employees.

Examining the relationship between different dimensions of culture and its impact on employees' engagement and their performance may yield new insights into the professional practices of organizations and their leaders. The study will also contribute to additional knowledge on the role of a supportive organizational culture in facilitating appropriate levels of employee engagement and their performance.

iv. Project execution:

a. The following study is an:

☐

experimental study

(primary research)

☐

☐

desktop study

(secondary research)

desktop study using existing databases involving information of human/animal subjects

☐

Other

If you have chosen 'Other' please Explain:

b. Methods. The following study will involve the use of:

	M	Materials / Tools
etho		
d		<div><input type="checkbox"/> Face to Face</div>
		<div><input type="checkbox"/> Interviews Phone</div>
	Q	<div><input type="checkbox"/> Interviews</div>
		<div>Face to Face</div>
ualit		<div><input type="checkbox"/> Focus Groups Online</div>
ative		<div><input type="checkbox"/> Focus Groups</div>
:		<div>Other *</div>
Quantitative:		<div><input type="checkbox"/> Face to Face</div>
		<div><input type="checkbox"/> Questionnaires Online</div>
		<div><input type="checkbox"/></div>
		<div><input type="checkbox"/></div>

Qnaires Experiments
u T
e ☐ es
s ts
t O
i th
o er
n *

*If you have chosen ‘Other’ please Explain:

v. **Participants:**

**5 a. Does the Project involve the recruitment and participation of additional persons
other than the researcher(s) themselves?**

☐

If YES, please complete all following

☐

sections. If NO, please directly proceed to

Question [7](#)

N

O

5 b. Relevant Details of the Participants of the Proposed Research

State the number of participants you plan to recruit, and explain in the box below how the total number was calculated.

Number of participants

Slovin's formula is used: $n = N / (1 + N e^2)$; Employees within the NGO sector is 70,426 (NGOs Co-ordination Board, 2020). This implies that $N = 70,426$ $e = 0.05$ (using the 95% confidence level). Sample size was computed mathematically as follows:
 $N = 70,426 / 1 + 70,426(0.05 * 0.05) = 70,426 / 1.77 = 398$ approximate 400.

Describe important characteristics such as: demographics (e.g. age, gender, location, affiliation, level of fitness, intellectual ability etc). It is also important that you specify any inclusion and exclusion criteria that will be applied (e.g. eligibility criteria for participants).

Age range

From

To

Gender

F

e

m

a

l

Eligibility

e

Criteria:

M

a

i. Inclusion

l

n criteria

All full time NGO employees willing to participate in the study at the time of data collection will be eligible. The researcher has no preferences in terms of gender, position or location of the participant. Therefore all employees are eligible.

- ii. Exclusion criteria Employees below the age of 19 may not be eligible.

Disabilities Persons with mental disabilities will not participate as consent is required to participate in the study.

Other relevant information (use the space provided in the box):

5 c. Participation & Research setting:

Clearly describe which group of participants is completing/participating in the material(s)/tool(s) described in 5b above (use the space provided in the box).

This is a quantitative study and seeks to identify organizational cultures within the NGO sector in Kenya. The 400 participants will comprise of all full-time employees working within the selected NGOs and will include all employees regardless of their position or department. The employees from these NGOs will be those who directly or indirectly support projects within the NGO. The study has no preferences in terms of gender of employees or the location of the NGO or staff.

Kenya has over 9500 NGOs with over 70,000 staff and because of limited time and resources employees from selected NGOs that belong to a network engaged in building community resilience in disaster risk reduction will participate. The employees from these NGOs will be sent the on-line questionnaire to fill.

5 d. Recruitment Process for Human Research Participants:

Clearly describe how the potential participants will be identified, approached and recruited (use the space provided in the box).

Due to the large numbers of NGO employees, stratified random sampling and purposive techniques will be used to recruit the research participants. The technique is appropriate as it is less costly and efficient to recruit the participants. A questionnaire link will be shared hosted on an on-line platform and posted on organizational platforms where available and may not require access to email addresses. Email addresses will be requested from management if a corporate platform is not available for sharing the link. Employees who provide consent will be given access to the questionnaire hosted on a web-platform(i.e Kobo). Online- questionnaire distribution approach is appropriate because it ensures adherence to the epistemological underpinnings of the positivist paradigm, which requires researchers to be detached and independent to avoid bias.

5 e. Research Participants Informed Consent.

Select below which categories of participants will participate in the study. Complete the relevant Informed Consent form and submit it along with the REAF form.

es	o	Categories of participants	Form to be completed
<input type="checkbox"/>		Typically Developing population(s) above the maturity age *	Informed Consent Form
		Typically Developing population(s) under the maturity age *	Guardian Informed Consent Form

* Maturity age is defined by national regulations in laws of the country in which the research is being conducted.

5 f. Relationship between the principal investigator and participants.

Is there any relationship between the principal investigator (student), co-investigators(s), (supervisor) and participant(s)? For example, if you are conducting research in a school environment on students in your classroom (e.g. instructor-student).

☐ YES ☐ NO

If YES, specify (use the space provided in the box

vi. Potential Risks of the Proposed Research Study.

6 a. i. Are there any potential risks, psychological harm and/or ethical issues associated with the proposed research study, other than risks pertaining to

everyday life events (such as the risk of an accident when travelling to a remote location for data collection)?

☐ YES

☐ NO

If YES, specify below and answer the question 6 a.ii.

6 a.ii Provide information on what measures will be taken in order to exclude or minimise risks described in 6.a.i.

6 b. Choose the appropriate option

		es	o
.	Will you obtain written informed consent form from all participants?	<input type="checkbox"/>	

i.	Does the research involve as participants, people whose ability to give free and informed consent is in question?		<input type="checkbox"/>
ii.	Does this research involve participants who are children under maturity age? If you answered YES to question iii, complete all following questions. If you answered NO to question iii, do not answer Questions iv, v, vi and proceed to Questions vii, viii, ix and x.		<input type="checkbox"/>
v.	Will the research tools be implemented in a professional educational setting in the presence of other adults (i.e. classroom in the presence of a teacher)?		<input type="checkbox"/>
.	Will informed consent be obtained from the legal guardians (i.e. parents) of children?		<input type="checkbox"/>
i.	Will verbal assent be obtained from children?		<input type="checkbox"/>
ii.	Will all data be treated as confidential? If NO, explain why confidentiality of the collected data is not appropriate for this proposed research project, providing details of how all participants will be informed of the fact that any data which they will provide will not be confidential.	<input type="checkbox"/>	

iii.	<p>Will all participants /data collected be anonymous?</p> <p>If NO, explain why and describe the procedures to be used to ensure the anonymity of participants and/or confidentiality of the collected data both during the conduct of the research and in the subsequent release of its findings.</p>	<input type="checkbox"/>
------	---	--------------------------

		es	o
x.	<p>Have you ensured that personal data and research data collected from participants will be securely stored for five years?</p>	<input type="checkbox"/>	
•	<p>Does this research involve the deception of participants?</p> <p>If YES, describe the nature and extent of the deception involved. Explain how and when the deception will be revealed, and who will administer this debrief to the participants:</p>		<input type="checkbox"/>

6 c. i. Are there any other ethical issues associated with the proposed research study that are not already adequately covered in the preceding sections?

☐

Yes

No

If YES, specify (maximum 150 words).

6.c.ii Provide information on what measures will be taken in order to exclude or minimise ethical issues described in 6.c.i.

6 d. Indicate the Risk Rating.

☐

High ☐

Low

vii. **Further Approvals**

Are there any other approvals required (in addition to ethics clearance from UREC) in order to carry out the proposed research study?

☐ ☐

YES NO

If YES, specify (maximum 100 words)

viii. **Application Checklist**

Mark ✓ if the study involves any of the following:

☐

Children and young people under 18 years of age, vulnerable population such as children with special educational needs (SEN), racial or ethnic minorities, socioeconomically disadvantaged, pregnant women, elderly, malnourished people, and ill people.

☐

Research that foresees risks and disadvantages that would affect any participant of the study such as anxiety, stress, pain or physical discomfort, harm risk (which is more than is expected from everyday life) or any other act that participants might believe is detrimental to their wellbeing and / or has the potential to / will infringe on their human rights / fundamental rights.

☐

Risk to the well-being and personal safety of the researcher.

☐

Administration of any substance (food / drink / chemicals / pharmaceuticals / supplements / chemical agent or vaccines or other substances (including vitamins or food substances) to human participants.

☐

Results that may have an adverse impact on the natural or built environment.

ix. Further documents

Check that the following documents are attached to your application:

		ATT	N
			OT
			APP
			LICA
			BLE
	Recruitment advertisement (if any)	<input type="checkbox"/>	<input type="checkbox"/>
	Informed Consent Form / Guardian Informed Consent Form	<input type="checkbox"/>	<input type="checkbox"/>
	Research Tool(s)	<input type="checkbox"/>	<input type="checkbox"/>
	Gatekeeper Letter	<input type="checkbox"/>	<input type="checkbox"/>
	Any other approvals required in order to carry out the proposed research study, e.g., institutional permission (e.g. school principal or company director) or approval from a local ethics or professional regulatory body.	<input type="checkbox"/>	<input type="checkbox"/>

Final Declaration by Applicants:

- I declare that this application is submitted on the basis that the information it contains is confidential and will only be used by Unicaf University for the explicit purpose of ethical review and monitoring of the conduct of the research proposed project as described in the preceding pages.

3. I understand that this information will not be used for any other purpose without my prior consent, excluding use intended to satisfy reporting requirements to relevant regulatory bodies.
4. The information in this form, together with any accompanying information, is complete and correct to the best of my knowledge and belief and I take full responsibility for it.
5. I undertake to abide by the highest possible international ethical standards governing the Code of Practice for Research Involving Human Participants, as published by the UN WHO Research Ethics Review Committee (ERC) on <http://www.who.int/ethics/research/en/> and to which Unicaf University aspires to.
6. In addition to respect any and all relevant professional bodies' codes of conduct and/or ethical guidelines, where applicable, while in pursuit of this research project.

☐

I agree with all points listed under Question 10

Student's Name: **Rehema C. Batti**

Supervisor's Name: **Dr. Sankar Ganesh**

Date of Application: **22-Jan-2024**

Important Note:

Save your completed form (we suggest you also print a copy for your records) and then submit it to your UU Dissertation/project supervisor (tutor). **In the case of student projects, the responsibility lies with the Faculty Dissertation/Project Supervisor.** If this is a student

application, then it should be submitted via the relevant link in the VLE. Please submit only electronically filled in copies; **do not** hand fill and submit scanned paper copies of this application.

Appendix B QUESTIONNAIRE

Kindly respond by filling in the blank spaces or tick (✓) where appropriate. Please fill in only **ONE** response per question.

PART A: BACKGROUND INFORMATION

Kindly provide the below information by ticking the appropriate section.

1. **Gender:** Male () Female ()
2. **Age:** Kindly indicate your age:
3. **Tenure:** How long have you worked with the current organisation?
 - a. Less than 3 years ()
 - b. Between 4-9 years ()
 - c. Over 10 years ()
4. **Department:** Which department do you represent? Please tick one
 - a. Program/Projects ()
 - b. Finance/Accounting ()
 - c. Human Resource/Administration ()
 - d. Management ()
 - e. Procurement ()
 - e. Other (Specify).....
5. **Operation:** Please indicate the organisation's years of operation
 - a. Less than 5 years ()
 - b. 5-10 years ()
 - c. 11-15 years ()
 - d. Over 15 years ()
6. **Size of Organisation** (Indicate the number of full time-employees)
 - a. 0- 50 employees ()
 - b. 51-100 employees ()
 - c. Over 100 employees ()
7. **Focus of the Organisation**
 - a. Operational: Design & implementation of development related projects ()
 - b. Capacity building: Developing and strengthening institutions ()

- c. Humanitarian Aid: Disaster preparedness and crisis management
- d. Research
- e. Other- (Specify)

PART B: ORGANISATIONAL CULTURE

Instructions for Section B

The purpose of this section is to assess and rate six key dimensions of organisational culture. In completing the questions, you will be providing a picture of how your organisation operates and the values that characterize it. *Culture simply defined means “the way we do things here”*

- **Dominant characteristics**-First thing people experience when they encounter your organisation or its employees.
- **Organisational leadership**- Primary or most prevalent leadership style in the organisation.
- **Management of employees**- The style that characterizes how employees are treated.
- **Glue that holds the institution** Why employees work together or what holds the organisation together
- **Emphasis on strategy**- The emphasis that drives organisational strategy
- **Measures of success**- The criteria that determine how victory is defined, how employees are rewarded, who is promoted.

PART B: ORGANISATIONAL CULTURE PROFILE

Please rate the following statements by ticking or putting an (X) in the appropriate box to indicate how much you agree or disagree with each statement.

Key	1.Strongly Disagree	2.Disagree	3.No comment	4.Agree	5.Strongly Agree
-----	---------------------	------------	--------------	---------	------------------

	STATEMENT	SCORES					
BI	DOMINANT CHARACTERISTICS- <i>Our organisation is considered.....</i>						
1	“Feels like family. People seem to share a lot information about themselves”	1	2	3	4	5	
2	“Provides a vibrant innovative space providing for risk-taking”	1	2	3	4	5	
3	“Results oriented place, with an emphasis of doing the job. Individuals are competitive and achievement oriented”	1	2	3	4	5	
4	“Controlled and structured place. Formal procedures govern people what people do”	1	2	3	4	5	

B2	‘ORGANISATIONAL LEADERSHIP- <i>The leadership within my organisation is generally considered as..”</i>					
1	Leadership that facilitates, mentors and nurtures staff	1	2	3	4	5
2	Leadership that exhibits free enterprise, invention and risk taking	1	2	3	4	5
3	Leadership that does not entertain nonsense, is aggressive and is results focused	1	2	3	4	5
4	Leadership that coordinates, organizes and focuses on efficiency	1	2	3	4	5
B3	“MANAGEMENT OF EMPLOYEES- <i>The management style in my organisation is characterized by...”</i>					
1	A management style based on teamwork, consensus and participation	1	2	3	4	5
2	A management styles that encourages personal, invention, liberty and exclusivity	1	2	3	4	5
3	A management style that involves hard driving, effectiveness, high demands, and success	1	2	3	4	5
4	A management style characterized by security of employment, predictability and steadiness in relationships.	1	2	3	4	5
B4	GLUE THAT HOLDS THE INSTITUTION- <i>The glue that holds my organisation together is...</i>					
1	“Allegiance, shared trust and commitment to the organisation runs high”	1	2	3	4	5
2	“Commitment to innovation and development. An emphasis on being on the cutting edge”	1	2	3	4	5
3	“Emphasis on accomplishment and goal attainment. Winning and assertiveness are important”	1	2	3	4	5
4	“Rules and policies are what holds the organisation together. Maintaining a smooth-running organisation is considered very important”	1	2	3	4	5
B5	EMPHASIS ON STRATEGY- <i>My organisation emphasizes on.....</i>					
1	“Human development, trust, openness and participation”.	1	2	3	4	5
2	“Procuring new resources and creating new challenges. Values is placed on trying out new things and looking for new prospects”	1	2	3	4	5
3	“Competitive actions and accomplishments. Attaining stretch goals and winning in the market place is important”	1	2	3	4	5
4	“Stability efficiency, control and operating smoothly”.	1	2	3	4	5
B6	MEASURES OF SUCCESS – <i>My organisation defines success on the basis of...</i>					
1	“The growth of human capital, team-work, employee commitment and concern for people”.	1	2	3	4	5
2	“Having newest and most unique products. It leads in innovating new products”	1	2	3	4	5
3	“Winning in the market and outpacing competition. Leadership in a competitive market is vital”	1	2	3	4	5
4	“Efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.”	1	2	3	4	5

Key	1."Strongly Disagree"	2."Disagree"	3."No comment"	4."Agree"	5."Strongly Agree"
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PART C: EMPLOYEE ENGAGEMENT

Employee Engagement: Employee engagement is the extent to which an employee feels passionate about their job, are committed to the organisation, and put discretionary effort into their work.

Please rate the following statements by ticking (✓) or X) in the appropriate box to indicate how much you agree or disagree with each statement.

Key	1.Strongly Disagree	2.Disagree	3.No comment	4.Agree	5.Strongly Agree			
	Statements			Score				
	Vigor -Physical Engagement							
1	“I burst with energy at my work”			1	2	3	4	5
2	“I feel strong and energetic at my work”			1	2	3	4	5
3	“I feel like going to work when I get up in the morning”			1	2	3	4	5
4	I can work for extended periods			1	2	3	4	5
5	I am mentally robust at work			1	2	3	4	5
6	“I have a high perseverance at work even when things are wrong”			1	2	3	4	5
	Dedication-Emotional Engagement							
1	“My work is/has a lot of meaning and purpose”			1	2	3	4	5
2	I am passionate about what I do			1	2	3	4	5
3	I am proud of my work			1	2	3	4	5
4	I am inspired by my job			1	2	3	4	5
5	To me, my job is fullfiling			1	2	3	4	5
	Absorption- Cognitive Engagement							
1	“I have no recollection of time when I am working”			1	2	3	4	5
2	“I feel happy when I am working intensely”			1	2	3	4	5
3	“ I forget everything else around me when I am doing my work”			1	2	3	4	5
4	“When I am engaged with work, I get carried away”			1	2	3	4	5
5	“I am unable to detach myself from work”			1	2	3	4	5
6	“I am immersed in my work”			1	2	3	4	5

- a. The culture of your organisation affects my engagement level **Yes/No**

If **Yes .b) Engagement Levels:** Kindly indicate your level of engagement (Tick **one** aspect that is applicable)

- I am currently **highly engaged** (I go the extra mile) in my workplace (.....)
- I am currently **engaged** in my workplace (.....)
- I am currently **disengaged** in my workplace (.....)

PART D: EMPLOYEE PERFORMANCE

Employee performance: The extent to which individuals execute their duties and responsibilities well. *“Usually” means- 90% of the time*

Key	1. “Strongly Disagree”	2.”Disagree’	3.’No comment’	4. ‘Agree’	5. ‘Strongly Agree’
	Statements				Score
1	I am usually able to prioritize and plan my work -Task				1 2 3 4 5
2	I usually undertake my tasks within the set schedule/plan-T				1 2 3 4 5
3	My annual performance objectives are achievable with the resources provided-T				1 2 3 4 5
4	I am held accountable for achieving specific results				1 2 3 4 5
5	I take the initiative to quickly embark on new tasks after completion of the earlier planned tasks -				1 2 3 4 5
6	I usually develop creative solutions to address problems related to my tasks				1 2 3 4 5
7	I am usually involved in providing input into decisions that affect my work.				1 2 3 4 5
8	My day-to-day responsibilities are consistent with what is required of my role				1 2 3 4 5
9	My work environment usually provides me with opportunities to acquire additional skills required to perform my tasks				1 2 3 4 5
10	My work environment usually provides opportunities that keep my job knowledge up to date				1 2 3 4 5
11	I receive the information required to undertake my work in good time				1 2 3 4 5
12	I usually receive timely support required to quickly adjust to changes in my work-				1 2 3 4 5

b) The culture of my organisation positively effects on my overall work performance
Yes/No.....

PART E: CONCLUSION & RECOMMENDATION

- a) My organisation has a strong commitment towards building an appropriate organisational culture

Yes/No.....

b) Does the existing culture in your organisation need any modification to enhance employee engagement and their performance? (Tick one) **Yes** **No.....**

c) If **yes**, which aspects listed below can be targeted to improve the existing culture?

Tick **TWO** (2) options that you perceive as key.

- a. Core values (.....)
- b. Organisation's mission and strategy ()
- c. Organisational structure ()
- d. Leadership style ()
- e. Develop a process for defining, building and monitoring an appropriate culture ()
- f. Organisation's policies and processes ()
- g. HR recruitment, orientation and onboarding practices ()
- h. Communicating organisational cultural norms and beliefs ()
- i. Other (Specify).....

Thank you for completing this questionnaire.

Appendix C UNICAF Student Introduction Letter



23rd March, 2022

To Whom It May Concern

This letter serves as confirmation that Rehema Batti with student ID number R1908D9060685 is currently enrolled in the Doctorate of Philosophy (PhD) programme of Unical University in Zambia.

The student is currently undertaking research for the Dissertation, on the below topic:
'Investigating the impact of organizational culture on employees' engagement and their performance in Non-profit organizations, Kenya.'

If you require any additional information or clarification please do not hesitate to contact us in the first instance.

Best regards,

A handwritten signature in blue ink, appearing to read "Selia Masoura".

Ms. Selia Masoura

Registrar

Unical University:

Plot 20842, Off Alick Mkhata Road, Longacres, Lusaka, Zambia
Telephone: +260 211250522 Email: info@zambia.unical.org
www.unicaluniversity.ac.zm www.unicaluniversity.com

Appendix D Research Permit

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
<p>RefNo: 586047</p>	<p>Date of Issue: 19/May/2022</p>
<p>RESEARCH LICENSE</p>	
	
<p>This is to Certify that Ms. Rehema Constance Batti of UNICAF, has been licensed to conduct research in Nairobi on the topic: Investigating the impact of organizational culture on employees' engagement and their performance in non-profit organizations in Kenya for the period ending : 19/May/2023.</p>	
<p>License No: NACOSTI/P/22/17460</p>	
<p>586047 Applicant Identification Number</p>	<p> Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
<p>Verification QR Code</p>	
	
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	

Appendix E Gatekeepers letter



UU_GL - Version 2.0

Gatekeeper letter

Address:

Date:

Subject: Request to Conduct a Research Study

Dear Sir/ Madam,

I am a doctoral student at Unicaf University Zambia. As part of the requirements of the degree, I am carrying out a research study that requires investigating the impact of organizational culture on employees' engagement and their performance in non-profit organizations, Kenya.

I am writing to enquire whether you would be interested in and willing to allow your organization and its employees participate in this research. Subject to approval by Unicaf Research Ethics Committee (UREC) this study will use a questionnaire as a means for data collection, employees will be required to fill a consent form before embarking on the study; data collected will be analyzed and a thesis compiled based on the responses.

The study is entitled "Investigating the impact of organizational culture on employees' engagement and their performance in non-profit organizations, Kenya". The purpose of the study is to investigate the impact of different dimensions of organizational culture on employees' engagement and their performance among non-profit organizations (NGOs). The study will highlight the employee perceptions on the existing cultures and current levels of employee engagement within the organizations. The study findings are expected to shed light on practices that NGOs can adopt to develop cultures that support employee engagement. The findings will provide the management of NGOs and other stakeholders insights on how the capacity of NGOs can be built to develop and sustain appropriate cultures and employee engagement levels and thus increase productivity.

The employees will be required to sign a consent form that will be provided and fill the questionnaire for an approximate time of 30- 45 minutes. My advisor and supervisor, Dr. Sankar Ganesh, will provide guidance and oversight throughout this phase of the study.

Thank you in advance for your time and consideration in participating in this project. Kindly please let me know if you require any further information or need any further clarifications.

Yours Sincerely,

Rehema C Batti

Student's Name: Rehema C Batti

Student's E-mail: rehemabatti2012@gmail.com

Student's Address and Telephone: +254-0722726179

Supervisor's Title and Name: Dr Sankar Ganesh

Supervisor's Position: Faculty Dissertation/Project Supervisor

Supervisor's E-mail:

Appendix F Consent form

This form was contextualized and inserted in the online tool for the respondents to provide consent.



Informed Consent Form

Student's Name: Rehema C. Batti

Student's email Address: rehemabatti2012@gmail.com

Student ID #: R1908D9060685

Supervisor's Dr Sankar Ganesh

Name: Unicaf University Zambia

University

Campus: (UUZ) UUZ: PhD Doctorate of Philosophy

Program of

Study:

Research Project Title: Investigating the impact of organisational culture on employees' engagement and their performance in non-profit organisations, Kenya

Date:

Provide a short description (purpose, aim and significance) of the research project, and explain why and how you have chosen this person to participate in this research (maximum 150 words).

“The purpose of the study is to assess the relationship between the perceived cultures and employee engagement and their performance among non profit Organisations. Organisations with high employee engagement have been known to perform better in business than those with low employee engagement levels. The study will highlight the employee perceptions on the existing cultures and current levels of employee engagement within the Organisations. The findings will contribute to additional knowledge on how the capacity of NGOs can be enhanced to develop and sustain appropriate cultures and employee engagement levels and thus improve employee productivity.

You have been randomly selected to participate in the study because the research seeks to gather employee perceptions on cultures that exist in Organisations and individual employee engagement levels. Secondly, your participation is crucial as it will provide insights on organisational cultural aspects that NGOs can look into to improve employee engagement and their performance.”

The above named Student is committed in ensuring participant’s voluntarily participation in the research project and guaranteeing there are no potential risks and/or harms to the participants.

Participants have the right to withdraw at any stage (prior or post the completion) of the research without any consequences and without providing any explanation. In these cases, data collected will be deleted.

All data and information collected will be coded and will not be accessible to anyone outside this research. Data described and included in dissemination activities will only refer to coded information ensuring beyond the bounds of possibility participant identification.

I, **Rehema**

, ensure that all information stated

is true and that all conditions have been above

met.



Student’s Signature:



Part 2: Certificate of Consent

This section is mandatory and should to be signed by the participant(s)

Student's Name: Rehema C. Batti

Student's E-mail Address: rehemabatti2012@gmail.com

Student ID #: R1908D9060685

Supervisor's Name: Dr Sankar Ganesh

University: Unicaf University Zambia
Campus: (UUZ) UUZ: PhD Doctorate
Program of of Philosophy
Study:

Research Project Title: Organisational culture types and their effect on employee' engagement and performance among NGOs within Nairobi City County, Kenya.

‘I have read the foregoing information about this study, or it has been read to me. I have had the opportunity to ask questions and discussed about it. I have received satisfactory answers to all my questions and I have received enough information about this study. I understand that I am free to withdraw from this study at any time without giving a reason for withdrawing and without negative consequences. I consent to the use of multimedia (e.g. audio recordings, video recordings) for the purposes of my participation to this study. I understand that my data will remain anonymous and confidential, unless stated otherwise. I consent voluntarily to be a participant in this study’.

Participant’s Print name:

Participant’s Signature:

Date:

If the Participant is illiterate:

‘I have witnessed the accurate reading of the consent form to the potential participant, and the individual has had an opportunity to ask questions. I confirm that the aforementioned individual has given consent freely.’

Witness’s Print name:

Witness’s Signature:

Date

Appendix G Organizational Culture Profile, Years of Operation and Organization Size

Organizational Culture Profile and Years of Operation (Existence)

Organizational Culture	Mean for Years of Operations			
	Less than 5yrs	5-10yrs	11-15yrs	Over 15yrs
‘Clan Culture’	3.90	4.03	4.01	3.89
‘Adhocracy Culture’	3.66	3.83	3.86	3.65
‘Market Culture’	3.72	3.81	3.87	3.74
‘Hierarchy Culture’	3.89	4.06	3.97	3.87

Organizational Culture Profile based on Size of the Organization (Number of employees)

Organizational Culture	Mean		
	0-50 Employees	51-100 Employees	Over 100 Employees
‘Clan Culture’	3.94	4.03	3.91
‘Adhocracy Culture’	3.69	3.84	3.73
‘Market Culture’	3.69	3.93	3.84
‘Hierarchy Culture’	3.93	4.05	3.91