

# INFLUENCE OF ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF ANGLICAN DEVELOPMENT SERVICES EASTERN PROJECTS IN MACHAKOS COUNTY, KENYA

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**Abstract:** The main goal of Anglican Development Services Eastern is to assist communities in attaining secure livelihoods that include enough food, clean drinking water, steady incomes, climate change resilience, eco-climate, and integrating child protection, disability, HIV/AIDS, and gender issues. A lot of the organization's projects face significant challenges related to time and financial management. Data indicates that among 45 food projects initiated by ADSE in Machakos County from 2018 to 2022, just 15% remain partially operational while the rest have ceased to exist and their whereabouts are unknown following the conclusion of the funding. About half of the projects in ADSE have short durations, become stagnant, fail to impact the community, and a few end up collapsing. Therefore, this study sought to investigate the influence of organizational culture on the performance of Anglican Development Services Eastern Projects in Machakos County, Kenya. This research was conducted using a descriptive research methodology. The focus of this research was 9 projects carried out by the Anglican Development Services Eastern in Machakos County, Kenya. The study had a participation of 54 respondents in total. A survey was conducted with 54 participants. The study utilized a questionnaire as the research tool for all participants. A pilot study involved 6 participants from the same company who were excluded from the main study to evaluate the research tool's reliability and validity. Quantitative data was assessed with descriptive statistics like average and standard deviation, and displayed in tables. Inferential statistics, like correlation analysis and multiple regressions, were utilized to establish the connection between variables. The research discovered that the organizational culture positively impacted the performance of Anglican Development Services Eastern projects in Machakos County, Kenya. The research findings concludes that the culture of an organization influences how its workplace is organized, leading individuals with similar skills and backgrounds to collaborate more efficiently on company projects. The research suggests that in order to enhance its culture, the organization must prioritize effective communication and the project managers need to actively listen to the thoughts and suggestions from all important stakeholders by promoting individual meetings with team members, so they can freely discuss sensitive issues in private.

**Keywords:** Organizational Culture, Project Performance.

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## 1. INTRODUCTION

The success of a project depends on factors such as the project's complexity, contracting arrangements, relationships between parties, the project manager's skills, and the capabilities of other involved parties (Heldman, 2015). As stated by Martinsuo and Hoverfalt (2018), project performance is typically evaluated and assessed using measures that are based on its performance. These measures are the usual techniques used to gather and showcase relevant information based on inputs, project efficiency, and effectiveness. Therefore, project progress can be assessed by looking at the amount of money spent, duration of time, quality of project performance, and whether it meets user requirements.

Flanagan and Norman (2015) note that project performance causes distress for all stakeholders in both public and private sectors, and project success requires a well-planned schedule and understanding of key success factors. This helps project managers and all other stakeholders in making relevant decisions that align with the project's goals. As stated by Stare (2017), project performance is crucial for ensuring that projects achieve their goals and take advantage of potential opportunities, while also minimizing risks and unforeseen events.

According to Ahmad, Younis, Ahmad, and Anwar (2015), numerous projects end in failure globally, leading to significant financial losses for organizations. At the moment, project-centric companies are widespread; businesses have segregated their tasks into projects to speed up their expansion. Iram, Khan, and Sherani (2016) emphasize the necessity for research on determining the most crucial success factors for project success in Pakistan's public sector organizations due to the current complex environment and emerging trends and technologies. Due to the challenges in evaluating project success, it is crucial to fulfill the project's needs in a competent and productive manner. Furthermore, it is essential to effectively manage and regulate the limitations of the project.

In African countries like South Africa, there is a growing focus on enhancing project performance due to the widespread issues of time and cost delays in the construction sector. This has led to the widespread dissemination of strategies to improve performance (Frimpong, 2017). Alutu and Udhawuve (2019) state that project performance in the South African construction industry can be assessed through a wide range of indicators, including time, cost, quality, client satisfaction, and changes. This suggests that there are various factors that significantly impact project performance.

One of the major challenges currently facing Kenya is the execution of government initiatives. Effective project management has been essential for the success of projects. For example, Wamuyu (2020) notes that projects carried out by the Kenyan Postal Corporation should align with the organization's strategic assessment, promoting customer centricity, fostering innovation, and nurturing a culture of entrepreneurship and adaptable employee performance. Hence, due to the crucial role projects play in a company, effective project management techniques that monitor advancement and risks, and guarantee the delivery of appropriate projects in alignment with organizational goals, are necessary for improved project efficiency.

Project performance is when operations related to a specific set of goals are successfully carried out, and achieving successful project outcomes depends on team members possessing strong performance and skills to finish project tasks effectively (Anantatmula, 2017). Hence, project management performance is highlighted for its focus on continuous enhancement across a variety of project categories. DeCotiis and Dyer (2019) point out that project performance's main objective is to enhance the project's success, which requires establishing a standard for defining project success. Therefore, to effectively understand and oversee project activities, evaluating project success necessitates a distinct definition and accurate measurement.

Organizational characteristics refer to the established procedures, systems, or values that need to be upheld for successful project outcomes in service delivery and performance. They focus on the structures of the organization, which consist of rules, rituals, and conventions that regulate behavior within and outside of the organization (Musyoki & Gakuu, 2018). Jackson, Schuler and Rivero (2019) note that organizational characteristics stem from the management of the organization within its structure or policies, and they mirror the company culture through its leadership and relationships. There are multiple qualities within an organization that enhance project performance.

Schein (2017) defines organizational culture as the visible expression of shared systems, beliefs, expectations, philosophies, rituals, and myths within a company. They have the ability to motivate individuals and serve as a crucial factor in their effectiveness and achievement. Saffold (2019) highlights that a strong culture has been used as a primary driver to boost worker morale, enhance employee confidence and involvement, lessen job stress, and enhance employee ethical conduct. Understanding the cultural traits of the organization enables a deeper understanding of the organization's operations.

ADSE, established in 1987 as a Christian Community Services (CCS), is a division of the church within the larger Machakos diocese that was subsequently split into Kitui Diocese, Machakos Diocese, Garissa DMA, and Makueni Diocese. The purpose was to implement social change initiatives within the Dioceses. In the year 2003, CCS officially became registered under the name Ukamba Christian Community Services (UCCS) as a company limited by guarantee. Offices were later transferred from Machakos to Wamunyu due to its central location and operational independence. In 2013, its brand name was changed to promote collaboration and emphasize on the growth and progress of Anglican Church.

ADSE focuses on regions located in the Arid and Semi-Arid lands of Kitui, Machakos and Makueni counties that have not received significant government investment to enhance living standards. The majority of the populations in project locations engage in subsistence mixed farming that depends solely on rain-fed agriculture, often resulting in insufficient plant growth. ADSE has been persistently operating through specialized groups situated across the Counties of Machakos, Makueni, and Kitui. Because the role of ADSE is supportive, we have focused on areas in need where a community-based organization or group method has been used, and the execution is dependent on the communities being targeted.

## 2. STATEMENT OF THE PROBLEM

Due to differences in worth, magnitude, and intricacy, every project comes with its specific performance criteria. Various factors such as unclear objectives, inadequate project schedule, changes, lack of control, poor communication, ambiguous stakeholder roles, and limited top management support can lead to the failure of a project, all of which are linked to the organizational system (Doloi, 2018). ADSE aims to assist communities in attaining secure lifestyles with enough food, safe water, stable incomes, resilience to climate change, eco-climate, and integration of child protection, disability, HIV/AIDS, and gender issues. However, a lot of the organization's projects face significant challenges in terms of time and financial management. This leads to projects not being finished on schedule, leading to subpar results.

In the past 5 years, ADSE has carried out several projects with funding from different partners. According to statistics, only 15% of the 45 food projects initiated by ADSE Machakos County from 2018 to 2022 remain partially active, while the rest are inactive and could not be located after the grant ended. About half of the projects in ADSE have short durations, have been delayed, have not had any impact on the community, and have even failed. The ILIP, a project initiated in 2012, is now in its fifth year of implementation after a duration of five years. The AgriFI Kenya CSAPP, supported by the EU through KARLO, was designed to expand new green gram varieties to enhance smallholder farmer nutrition, food security, and incomes. Originally targeting 3000 farmers, the project has so far benefited 2455 farmers. The TIMCI project, which received funding from PATH, successfully provided pulse oximeters and Clinical decision support algorithms to 20 facilities in Machakos County, meeting 57% of the target of 35 facilities.

## 3. LITERATURE REVIEW

### Theoretical Literature Review

#### Schein's Theory of Organizational Culture

The research focused on Schein's organizational culture theory, introduced by Schein in 1992, which includes three areas: basic underlying assumptions, stated values, and tangible symbols. Items such as products, the physical setting, language, technology, attire, myths and narratives, stated values, traditions, and formal events all contribute to the superficial culture of an organization. Examples of avowed beliefs and values include strategies, goals, collective understandings, shared assumptions, norms, beliefs, and values established by founders and leaders.

James and Jones (2015) state that the core underlying beliefs are the basic, deeply rooted, automatic, and unquestioned concepts that shape the basis of organizational culture. This theory was selected for this study due to its belief that the core assumptions, values, and artifacts of an organization should be evident in its culture in order to enhance project results. The way an organization develops its business and interacts with suppliers, clients, and customers are influenced by its organizational culture. Each company's culture is displayed and influences the manner in which business affairs are carried out. Because of this, the culture of a company plays a crucial role in agreements concerning projects and programs. So, the theory is seen as a critical project management tool for organizations to define their mission and vision.

### Empirical Literature Review

Al-Hashemi's (2016) research investigated how organizational culture influences management in the construction industry in Kuwait, from the viewpoint of employees. This research employed a case study method to survey employees in construction companies. The research utilized a combination of methods and approaches to gather data. This study utilized semi-structured questionnaires. The research findings suggest that it is crucial for the management of the construction industry in Kuwait to prioritize and implement strategies to build a cohesive and efficient work culture aligned with the organization's goals.

In a study by Mburugu, Mulwa, and Kyalo (2017), they investigated how organizational culture influences the implementation of Electronic Project Monitoring Information Systems in public tertiary institutions in Kenya. The research involved reviewing literature and conducting field research, utilizing a cross-sectional descriptive survey and correlation research design. Information was gathered through a survey from 30 colleges and universities, with 162 staff members chosen using the stratified random sampling method. In order to guarantee the questionnaire's validity and reliability, a pretest was carried out. The data was evaluated using descriptive and inferential statistical methods. The research results showed that most of the higher education institutions in Kenya followed a bureaucratic culture, with innovative culture coming next, followed by supportive culture.

Cheng and Liu (2017) conducted research on how organizational culture affects the adoption of total quality management in construction companies. Surveys were created to gather information on organizational culture profiles and TQM implementation and were distributed to 51 building contractors included in the Hong Kong Housing Authority approved contractors list. The findings indicate that among the six dimensions, dominant characteristic, organizational leadership, management of employee and criteria of success are most prominent in the clan culture, while organization glue and strategic emphases are most prominent in the hierarchy culture.

Abdullahi (2018) examined how organizational culture impacts project performance at Waso Trust land project organization in Isiolo County, Kenya. The research employed a descriptive survey method. The target group will include the full 65 staff members of the Waso Trust Land Project in Isiolo County. There were 65 participants in the study. Questionnaires were employed in gathering data for the study. Research showed that project performance was affected by diversity. A strong and favorable correlation existed between diversity and project performance.

Ingosi and Juma (2020) investigated how organizational culture affects project success. Stratified sampling was used as the sampling method to choose the participants. The research utilized a quantitative approach with a cross-sectional study design. Information was gathered via a survey and evaluated with descriptive statistics. The results showed a strong positive relationship between decision-making culture and project performance, as well as between leadership culture and project performance.

#### 4. RESEARCH METHODOLOGY

This research was conducted using a descriptive research methodology. The focus of this research was 9 projects carried out by the Anglican Development Services Eastern in Machakos County, Kenya. The study had a participation of 54 respondents in total. A survey was conducted with 54 participants. The study utilized a questionnaire as the research tool for all participants. A pilot study involved 6 participants from the same company who were excluded from the main study to evaluate the research tool's reliability and validity. Quantitative data was assessed with descriptive statistics like average and standard deviation, and displayed in tables. Inferential statistics, like correlation analysis and multiple regression analysis, were utilized to establish the connection between variables.

#### 5. FINDINGS

The descriptive statistics results on organizational culture are presented in Table 1.

**Table 1: Organizational Culture**

Statement	M	SD
Enhanced collaboration among project stakeholders is facilitated by a shared value.	4.25	0.75
The implementation of a value-driven project management approach has significantly boosted the morale of the project team.	4.01	0.99
The project vision serves as a means to effectively communicate the desired destination for the organization or customer upon project completion.	4.58	0.42
By articulating the anticipated benefits, the project vision assists project managers in setting clear expectations.	3.78	1.22
The mission statement empowers project managers to outline the team's approach in successfully delivering the project.	4.63	0.37
Defining the problem to be solved or the intended goal of the project is made possible by the mission statement.	4.08	0.92

The data presented in Table 1 indicates that the respondents strongly agreed with the statement that the mission has allowed the project managers to outline how the team will operate in order to deliver a successful project (M=4.58, SD=0.42). Additionally, it was found that the project vision facilitates effective communication regarding the desired outcome of the project for the organization or customer (M=4.63, SD=0.37). This result is supported by Saffold (2019), who highlights the significant role of a strong organizational culture in boosting worker confidence, enhancing employee self-esteem and engagement, reducing work-related stress, and promoting ethical behavior.

The respondents concurred on the following statements: a shared value enhances working relationships among project stakeholders (M=4.25, SD=0.75), the mission assists project managers in identifying the problem the project aims to address or the desired outcome of the project (M=4.08, SD=0.92), a value-centered project management boosts project team morale (M=4.01, SD=0.99), and the vision enables project managers to articulate the anticipated benefits of the project (M=3.78, SD=1.22). This result aligns with Schein's (2017) assertion that an organization's culture is characterized by its common systems, beliefs, expectations, philosophies, rituals, and myths. These elements can motivate individuals and serve as a valuable source of efficiency and success.

## 6. INFERENTIAL STATISTICS RESULTS

### Correlation Analysis Results

**Table 2: Correlation Analysis Results**

		Organizational Culture	Project performance
Organizational culture	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	53	
Project performance	Pearson Correlation	.778	1
	Sig. (2-tailed)	.000	
	N	53	53

The result in Table 2 indicates that there was a Pearson  $r$  value of 0.778 for the impact of organizational culture on the performance of Anglican Development Services Eastern projects in Machakos County, Kenya, with a significance level of 0.000, below 0.05. The value nearing 1 suggests a strong link between organizational culture and the success of Anglican Development Services Eastern projects in Machakos County, Kenya.

### Regression Analysis Results

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771 <sup>a</sup>	.724	.716	1.233

According to Table 3 data, an adjusted  $r$  squared value of 0.724 (72.4%) suggests that 72.4% of the performance variation in Anglican Development Services Eastern projects in Machakos County, Kenya can be attributed to changes in organizational culture with a 95% confidence interval. This indicates that 27.6% of the project performance can be attributed to factors that were not examined in this study.

**Table 4: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101.234	1	101.234	257.490	.002
	Residual	20.051	51	0.3932		
	Total	121.285	52			

The data in Table 4 shows that the statistical mean value was 101.234 and the statistical  $F$  value was 257.490 higher than the mean value. The model is statistically significant as the significance value is 0.002, which is below 0.05.

**Table 5: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.676	.117		5.778	.001
	Organizational culture	.702	.306	4.016	2.294	.000

The results presented in Table 5 showed that if the organizational culture remains unchanged, the projects of Anglican Development Services Eastern in Machakos County, Kenya would achieve a performance rate of 0.676(67.6%). The research revealed that for Anglican Development Services Eastern projects in Machakos County, Kenya, a rise in organizational culture by one unit would lead to a 0.702 (70.2%) increase in project performance.

Hence, the regression analysis model equation is as follows.;

$$\text{Project performance} = 0.676 + 0.702 (\text{organizational culture})$$

The results displayed in Table 5 indicate a strong and positive correlation between the performance of Anglican Development Services Eastern projects in Machakos County, Kenya and organizational culture, as evidenced by t values (t=2.294, p<0.05).

## 7. CONCLUSIONS

The research findings concludes that the culture of an organization influences how a workplace is organized, leading individuals with comparable expertise and backgrounds to collaborate more efficiently on company initiatives. An organizational culture in a workplace is driven by a sense of purpose and clearly defined expectations. This encourages and motivates employees to become more involved in their job responsibilities and communication with others. Organizational culture fosters a high-performance environment that enhances employee engagement, leading to a positive overall work experience.

## 8. RECOMMENDATIONS

The research suggests that the organization needs to prioritize strong communication in order to enhance its culture. The project managers need to actively listen to the concerns and ideas of all the important stakeholders by promoting individual meetings with team members to create a space for them to discuss sensitive issues openly and privately. Project managers should promote feedback by maintaining professional and honest communication, giving details, and suggesting potential solutions to any issues the company encounters. After setting up the organization's structure, project managers should strive to uphold processes and procedures and treat all individuals professionally, without showing favoritism.

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