

**INTERNAL ENVIRONMENT AND ORGANIZATIONAL PERFORMANCE OF
WORLD VISION IN NAIROBI CITY COUNTY, KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF
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DECLARATION

This is my original work and has not been presented for a degree in any other university.
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DECLARATION BY THE SUPERVISOR

I confirm that the work in this project was done by the candidate under my supervision as
the appointed university supervisor.

.....

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DEDICATION

I dedicate this project to my family for all the financial, emotional and timely support they are giving me throughout my study. Also, to my father and Mother for the words of encouragement which are a source of my strength and inspiration. My supervisor Dr. Joyce Gakobo has also been instrumental in shaping and advising me on the content for the success of my project.

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Glory is to his name.

May the almighty God Bless You.

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ABBREVIATIONS AND ACRONYMS

Aps	Area Programs
DHL	Dalsey Hillblom Lynn
IT	Information Technology
MLQ	Multifactor Leadership Questionnaire
NACOSTI	National Commission for Science, Technology and Innovation
ND	National Director
PLS-PM	Partial Least Square Path Modelling
RBV	Resource-Based View
SPSS	Statistical Package for Social Sciences
WVK	World Vision Kenya

OPERATIONAL DEFINITION OF TERMS

Employee competence	Refers to a set of particular and talents and actions that are well-defined and utilized to lay forth an organization's performance objectives for a position or the organization's culture as a whole.
Internal environment	Numerous components make up this component of the corporate environment found within the company that can impact or be impacted by the decisions made by the organization, operations, and decisions.
Leadership style	Refers to a leader's characteristic behaviors when directing, motivating, guiding, and managing groups of people.
Organizational culture	a collection of values, expectations and procedures that guides and informs the activities of all teammates
Organizational performance	The difference between a company's actual results and its anticipated yield.
Organizational structure	Refer to a system used to define a hierarchy within an organization

ABSTRACT

In Nairobi, World Vision functions in a fast-paced setting. The strategic objectives that World Vision in Nairobi chooses to stay relevant in connection to its purpose and vision are determined by the changes that occur in the environment, whether predicted or not. The general objective of this study was to investigate the influence of internal environment on organizational performance of World Vision in Nairobi City County, Kenya. The study specifically sought to evaluate the influence of organizational culture, employee competence, organizational structure and leadership style on the organizational performance. Resource-based perspective theory, Durkheim's theory of culture, contingency theory, and expectancy theory drove the research. This study used descriptive survey research design. The unit of analysis was World Vision in Nairobi City County, Kenya. The accessible population was 95 respondents comprising of 10 managers and 85 support staff. To ensure that all instances are fully represented, the study used a stratified sampling strategy to sample the available population. The respondents were chosen based on a simple random selection procedure. Questionnaires were used to obtain primary data. To examine the face and content validity of the research instruments, a pilot study was done with ten respondents who did not engage in the real study. The pilot study will also measure the characteristic of the reliability of the research instruments over the period of the research. The information received from the open-ended questions was analyzed using a content analysis approach and provided in narration style. Quantitative data was examined and presented in the form of tables and figures using descriptive statistics such as mean and standard deviation. Inferential statistics like correlation analysis and multiple regressions were used to determine the relationship between variables. The study found that organizational culture, employee competence, organizational structure and leadership styles had a positive and significant relationship with the organizational performance. According to the findings of this study, a work environment with organizational culture is driven by purpose and clear expectations. Employee competence guarantees that training and professional development initiatives supported by the company are cost-effective, goal-oriented, and productive. Information flow can be utilized in conjunction with an organizational structure to enhance speedier decision-making. Leadership style creates a planned and organized decision-making process that makes the aim more apparent and obvious. The study recommends that To assist workers understand what is anticipated, the organization's leaders must convey not only the values, but also the required actions connected with each value., which reduces uncertainty and ensures everyone is aligned on how things should be done at the organisation. In order to improve competencies, the organization should provide enough resources and motivate its employees. The organization should look at the current organizational structure and analyze whether its employees know their exact duties, who they supervise and whether they are being used to their maximum potential. The organizational leaders should take time throughout the day to reflect to improve leadership style and skills and the managers should improve their leadership style by setting examples.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The environment in which business organizations operates is a complicated, dynamic with several focuses that has an extensive consequences on them, and the environment tends to mold the organization's viewpoint and goals by imposing limitations on them (Derek, 2018). These limits in the environment of an organization's aim might take the shape of competition, which places a limit on the organization's ambitions. According to Atsegbua (2019), environmental effects must be addressed and responded to by management in every company, both internal and external to their companies, because business puts pressure on society, and society puts pressure on business.

The organization, as a complex and dynamic socioeconomic structure that is a part of the economy and society, has an open nature (Halmaghi, Iancu, & Băcilă, 2017). Duncan (2018) Observe that the company's integration into the environment in which it works demonstrates not only that the organization has a good connection with the environment, but that same connection also allows the organization's internal dynamism to shine through. Duncan (2018) also points out that an organization's activity is the outcome of the organization's constant engagement with its surroundings.

The role of a company's internal environment in determining its competitiveness cannot be emphasized (Hine & Ryan, 2015). The internal environment is frequently characterized by its organizational structure, resources, climate, and culture, in accordance with Tang (2018). As a result, corporations must create an environment that encourages creativity

while maintaining a strong outward emphasis on numerous stakeholders. Tang (2018) goes on to say that an organization's survival and accomplishment are reliant on its ability to adjust to an intricate and a constantly changing environment. It is critical for an organization's senior management to recognize opportunities and risks in the external environment.

1.1.1 Organizational Performance

The degree to which a company's goals are being met or have been met is referred to as organizational performance. An indication of a company's ability to effectively utilise its resources to achieve its goals and objectives is referred to as organizational performance (Olagunju & Obademi, 2012). It's the practice of comparing the actual outcomes of a company's policies and operations to its stated aims and objectives. According to Parmenter (2015), the performance of a company is used to evaluate its overall financial health and non-financial well-being through time.

Organizational performance measurement, according to Bennett, Lance, and Woehr (2014), is a strategy for determining progress toward pre-determined objectives, includes data on the effectiveness with which assets are converted into objectives and services, the quality of such outcomes and consequences, as well as the efficiency with which organizational processes contribute to organizational goals. According to Luhangala and Anyieni (2019), an organization's performance is determined by a variety of qualitative and quantitative metrics. Financial success, satisfying client requirements, developing high-quality products and services, promoting innovation and creativity, and earning staff loyalty are just a few of them.

Organizational performance is defined as an organization's capacity to accomplish its objective via competent management, effective governance, and a constant commitment to outcomes (Gathungu & Mwangi, 2012). Firms providing services, according to McIvor, Humphreys, Wall, and McKittrick (2013), must widen their analysis of productivity from a traditional company-oriented perspective to a dual company-customer perspective. This broader perspective can aid in the resolution of conflicts or the creation of synergies between enhancing service quality and increasing service productivity. Organizational performance will be measured in terms of efficiency, policy compliance, and quality service in this study.

1.1.2 Internal Environment

Internal environment refers to the situational circumstances that exist within an organization and are generally the product of management actions, which are usually within management control (Maslova, Kulchitskya & Penzina, 2017). The resources, behavior, strengths, weaknesses, synergy, and remarkable completeness inside or internal to the organization can all be defined as part of the internal environment. According to Kuratko, Hornsby, and Covin (2019), an organization's usage of various resources creates synergy or synergy inside the organization, which brings about the establishment of capabilities and weaknesses through time. This research will assess the internal environment in terms of corporate culture, employee competency, leadership style, and organizational structure.

According to Halmaghi, Iancu, and Bacila (2017), an organization's organizational culture requires the presence of a set of standards, ideas, beliefs, and shared behavior standards that bind its members together. Organizational culture is often used to define the internal

atmosphere of an organization, according to Alirawi, Hamdan, Al-Taile, and Ibrahim (2018), since it is particularly important in improving the company's efficiency and has an influence on it in the long run. The presence of a strong organizational culture is a distinguishing feature of a distinct corporate identity. As a result, organizational culture is widely used to define an organization's internal environment since it is so important in simplifying the organization's work.

Employee competencies are a collection of particular talents and actions that are well-defined that are used to define work performance requirements in an organization or the totality of culture (Osei & Ackah, 2015). Employee creativity, according to Li and Atuagene-Gima (2016), contributes significantly to organizational innovation, effectiveness, and survival. Consequently, companies must create conditions that promote the generation of new ideas and creative thinking. Workers must now work in an environment that stimulates and encourages the creative process in order to be creative. Henceforth, to boost the business environment, managers should raise staff skill and motivation levels or circumstances.

According to Ibrahim and Kelly (2016), leadership style is the conduct or techniques employed by leaders to engage with their subordinates in order to attain goals or objectives that have already become a shared commitment. From senior management to the newest college intern, leadership styles have an impact on everyone. According to Nauman, Khan, and Ehsan (2017), leadership style shapes the corporate culture, which has an impact on the organization's success. In an organization, one of the factors that determines whether or not workers are enthusiastic in and dedicated to the firm is leadership style. As a result,

leadership style may be defined as a leader's approach to giving guidance, carrying out goals, and inspiring others.

Because today's business environment is so effective, deciding how to organize and restructure has become critical. According to Child (2015), the goal of structure is to help achieve objectives by allocating people and resources to appropriate activities and designing responsibility and authority for their supervision and coordination. The organizational structure, according to Nelson and Quick (2016), formalizes how people interact with each other, the flow of information, and how power dynamics are established. As a result, it is possible to conclude that an organization's performance is impacted according to structure it employs.

1.1.3 World Vision

World Vision started operating in Kenya in 1974. The establishment of the organization was during the Sahel draught which took place in 1973. Immediately after its establishment, the organization started providing sponsorship programs to children and their families. The organization also initiated projects to help the communities in Turkana that were suffering from famine. By 1980s, the organization had established various projects in the country that supported more than sixteen thousand children. Some of the activities included the provision of healthcare, education, and support to farmers, literacy, water system development and technical programs. From the year 1981 to the year 1990 the number of children sponsored increased to 52,353 people, emphasizing education, nutrition, and immunization.

The charity is focused to assisting youngsters under the age of eighteen. World Vision Kenya is a Christian humanitarian organization dedicated to supporting orphaned and vulnerable children, families, and communities throughout the world in attaining their greatest potential by addressing poverty and injustice. The organization collaborates with communities, the government, sponsors, funders, and corporations to implement a worldwide plan to help disadvantaged children have brighter futures. World Vision Kenya has a large program footprint in Kenya, with Area Activities (APs) - long-term development programs - spanning 35 counties across the country. Being an international organization, management team needs to be very strategic in decision making so as to fully meet the goals and objectives which cut across different boundaries. One of the values of World Vision is that “We value people” hence World Vision does not discriminate on religion, ethnic group or even gender. World Vision Kenya (WV) is headed by the National Director (ND) and a team of departmental directors

1.2 Statement of the Problem

The business environment is always evolving, posing many challenges to firms. The internal environment is made up of factors that exist within the company and are generally under the control of senior management in the near term. These variables define the setting in which the company operates (Wheelen & Hunger, 2017). The key problem is that the internal environment is always changing, and a company must alter its internal environment to keep up with this change. In Nairobi, World Vision works in a fast-paced setting. The strategic objectives that World Vision in Nairobi chooses to stay relevant in connection to its purpose and vision are determined by the changes that occur in the environment, whether predicted or not.

Alshura and Assuli (2017) investigated the impact of the internal environment on performance mastery in Jordanian public institutions of higher learning from the perspective of faculty members, and found that the entire internal organizational climate and performance excellence have a statically meaningful and favorable relationship. Kawiti (2017) study assessed the effectiveness of Internal Factors on Non-Financial performance of organizations: A Case of DHL and established that information technology is a major contributor organizations success and information systems offer organizations competitive and effective communication channel. Zain and Kassim (2018) did a study on the impact of the internal environment and continuous enhancements on a firm's determination and performance and it was discovered that the firm's internal environment enjoys a considerable beneficial impact on the firm's determination. Therefore, this study endeavored to investigate the influence of internal environment on organizational performance of World Vision in Nairobi City County, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to investigate the influence of internal environment on organizational performance of World Vision in Nairobi City County, Kenya.

1.3.2 Specific Objectives

The study specifically aimed at:

- (i) Examining the influence of organizational culture on the organizational performance of World Vision in Nairobi City County, Kenya.

- (ii) Establishing the influence of employee competency on the organizational performance of World Vision in Nairobi City County, Kenya.
- (iii) Determining the influence of leadership style on the organizational performance of World Vision in Nairobi City County, Kenya.
- (iv) Finding out the influence of organizational structure on the organizational performance of World Vision in Nairobi City County, Kenya.

1.4 Research Questions

The study sought answers to the following research questions:

- (i) What is the influence of organizational culture on the organizational performance of World Vision in Nairobi City County, Kenya?
- (ii) What is the influence of employee competency on the organizational performance of World Vision in Nairobi City County, Kenya?
- (iii) What is the influence of leadership style on the organizational performance of World Vision in Nairobi City County, Kenya?
- (iv) What is the influence of organizational structure on the organizational performance of World Vision in Nairobi City County, Kenya?

1.5 Significance of the Study

The findings of this study would help in identifying the difficulties that confronts by the World Vision in Nairobi City, Kenya when they are implementing their internal environment. This information will assist managers and other stakeholders in the organization in developing strategies that can be utilized to boost the advantages that the organization can achieve by implementing its internal environment effectively. The study would create a forum for further discussions on best practices to implement the internal

environment strategies on performance of non-governmental organizations. Future researchers on relevant issues might utilize the work as a source of information. It would also be beneficial other academicians who were researching the same issue.

1.6 Scope of the Study

The study was done in World vision in Nairobi City County. Internal environment was evaluated in terms of organizational culture, employee competence, leadership style and organizational structure. The respondents were employees working with the organization. Structured questionnaires were applied to gather data. Performance of the organization was founded on the previous 5 years (2016 – 2020).

1.7 Limitations of the Study

The research concentrating on some of the busiest senior executives, and finding acceptable meeting times was an issue that may lead to constant rescheduling. However, the researcher kept to appointments by the management. To obtain data, the researchers used questionnaires containing closed-ended questions. Closed ended questions experienced a difficulty of restricting replies, as the responder was forced to answer questions based on the researcher's preference. To combat this, the researcher made sure that the questions were well-thought-out and thorough enough to address all of the study's crucial components.

1.8 Organization of the Study

This research study is sub-divided into five chapters. First chapter presents the study's historical context, research problem, objectives of the study, purpose of the study, research questions, significance of the study, scope of the study, limitation of the study and

assumptions of the study. Second chapter present the theoretical review, empirical review, conceptual framework, knowledge gaps and summary of the literature review. Third chapter highlight the research methodology encompassing research design, target population, sampling and sample size, research tools, pilot study, data gathering methodologies, data analysis methods, and ethical considerations. Chapter four focused on research findings and discussion and chapter five focused on the summary, conclusions, recommendations and suggestions for future research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents theoretical literature review, empirical literature review, an overview of the evaluated literature, gaps to be filled and conceptual framework.

2.2 Theoretical Literature Review

2.2.1 Resource Based View Theory

The Resource-Based View (RBV) hypothesis proposed by Wernerfelt (1984) will be used in this research. According to the idea, a corporation can attain and maintain competitive advantage if it has valuable, uncommon, imperfectly imitable, and non-substitutable resources. Within a company, not every resource is strategic. An organization's purpose is to guarantee that it has the ability to and control over important resources by obtaining and growing all essential resources, whether they're internal or external.

Firms are compelled to depend on a wide range of outside merchants for components, software, accomplishment, and sales in order to obtain durable competitive advantages, and as a result find out more about significant resources and external skills (Langlois, 2010). The argument here is relevant to the need for and elements that influence firm response strategy decisions, such as cost reduction, new product/service launch, focus on core skills, or labor flexibility, and how these aspects affect organizational performance. "Sustained competitive advantage is obtained from valued, scarce, imperfectly imitable (owing to path-dependence, causal ambiguity, and social complexity), and no substitutable

resources," according to Barney(1991). A resource-based perspective of the company understands the significance of previously acquired knowledge, organizational culture, and competency in the firm's performance.

2.2.2 Durkheim's Theory of Culture

Emile Durkheim is the author of this theory (1890). It defines culture as an emerging net of representations, comprehensively grasping the in-depth collection of belief, value, and natural wholeness symbolic structures, like tribal groups, where he spent a great deal of his time. The theory contends that in a firm's sociology, a bountiful of labor entails the content of what the culture term appears to include, even if this appears to be unachievable. An organization's culture has an effect on the work it does and its ability to achieve its goals.

Subcultures, according to Zheng and McLean (2010), can aid in the integration of the remainder of the company while simultaneously providing points of contention. Status, professional, and cultural differences are common as a result of divisional boundaries. Confirmation of existing sub-cultures can be found in a range of discourse organizational approaches; workers in different organizational categories offer organizational events in a specialized kind of speech that professionals in certain organizations share exclusively with colleagues from outside the firm rather than those from inside, according to the various stories; and through a variety of evocative symbols wherever subgroups come together to create a shared sense of mission.

The hypothesis is crucial to the study because culture fosters healthy working relationships and ethical interaction among employees. It also enables workers to make judgments in situations when no official standards or regulations exist, such as those that have never been faced but would benefit the organization's performance.

2.2.3 Contingency Theory

Contingency theory is based on Burns and Stalker's (1961) initial work, which was then expanded upon by Lawrence and Lorsch (1967), who stressed the importance of investigating the impact of contingencies or crises on organizations and their behavior. Depending on the level of environmental uncertainty, the idea claims that organizations must be integrated and differentiated to an appropriate degree. According to Okeyo (2013), the premise of contingency theory is that the optimal practices are determined by the scenario's circumstances, which aids in the analysis of circumstances and the identification of variables that impact strategic decisions. Organizational effectiveness, according to contingency theory, is accomplished through aligning organizational structure to circumstances.

The contingency theory emphasizes the importance of strategic arrangement that improves compatibility of company's strategic goals as well as surroundings, resulting in better organizational performance (Morton & Hu, 2014). According to Walter et al. (2013), the fundamental idea of strategic fit is critical because it opens up a larger variety of possibilities. of organizational agreement, which is linked to enhanced strategy coordination and collaboration, and ultimately to improved organizational performance. It is critical to highlight that the term "effectiveness" in contingency theory has a broad definition that encompasses, but is not limited to, efficiency, profitability, and ultimately improved firm performance.

This study holds the proposition that organizations largely depend on the fit between organizational structure and contingencies. Hence, good structural co-alignment matched with prudent strategic choice and successful implementation usually leads to superior

performance. In the current study, the use of contingency theory is an endeavour to explain how organizational structure influences organizational performance.

2.2.4 Expectancy Theory

Vroom's (1964) Expectancy Theory guided this research. Expectancy theory is a hypothesis of cognitive processes of motivation that assumes a reciprocal relationship between the amount of time and effort spent into a task, the ultimate outcomes obtained as a result of it, and the reward earned. Personalities, abilities, expertise, experiences, and talents according to Vroom (1964) have an impact on their performance. It was also revealed that an individual's motivation is connected to their endeavor, performance, and motivation. Expectation theory, according to Heneman and Schwab (2012), explains how to increase employee motivation by altering the effort-to-performance anticipation, the performance-to-reward presumption, and the reward valences of a person.

Vroom (1964), posited that an individual will behave in a given manner as a consequence of the motivational factors vested in the outcome of that precise action as a consequence of potential results. To put it another way, the captivation of the end consequence decides on a person's preferred conduct that is dictated by his or her goal. Three characteristics that can be used to describe motivation are valence, anticipation, and instrumentality. To begin, a person's strength towards something they appreciate, such as a reward, is referred to as valence. Workers, for example, will strive for a positive outcome at work. Second, the potential that a given activity or endeavor will result in a specific outcome is referred to as anticipation. The fate of a single person is shaped not just by the choices he or she makes, but also by events outside his or her influence. Third, the possibility that a given performance would yield the intended effect is referred to as instrumentality.

Work effort is regulated by a mix of individual effort to performance expectation, performance to result expectancy, and the valences that the person feels for those outcomes, according to this theory. The capacity and confidence of workers to accomplish the job improves their anticipation to perform. By properly assessing performance, awarding bigger incentives to better performers, and demonstrating employees that rewards are based on performance, the performance to expectation ratio improves. To put it another way, a person will be awarded when he or she completes an assignment. That is to say that more employee empowerment will motivate them and, as a consequence, develop commitment to the company's goals.

2.3 Empirical Literature Review

2.3.1 Organizational Culture and Performance

The influence of organizational culture on organizational performance: The intervening function of employee organizational devotedness was explored by Nikpour (2017) in a research. The survey approach was used to conduct descriptive and correlational research for this study. All employees of the Kerman province's education administration were included in the study, and with the use of Cochran's methodology, 190 persons were selected as the sample volume. The study found that organizational culture has an indirect influence on organizational performance through the intervention of employee loyalty to the business, with the indirect influence far outnumbering the direct impact.

The influence of organizational culture on telecom industry performance was researched by Ahmed and Shafiq (2014). The research was carried out in a number of telecom franchises in Bahawalpur. The data was gathered by the utilization of a quantitative

technique with the utilization of a questionnaire. A prior study's questionnaire was used. The results shows aspects of culture had an effect on organizational success from various perspectives.

The impact of organizational culture on organizational performance in the information technology field was explored by Sengottuvel and Aktharsha (2016). Using a standardized questionnaire from a leading IT organization, a sample of 210 people was selected from a population of 1200 Information Technology (IT) personnel for this study. According to the outcomes of Partial Least Square Path Modeling (PLS-PM), strategic intensity are a strong predictor of organizational effectiveness. Furthermore, when all characteristics of organizational culture are considered together, substantial difference in IT organization performance may be explained.

2.3.2 Employee Competency and Performance

In their research, Osei and Ackahi (2015) looked at the link between employee competency and organizational success in the pharmaceutical business. The field survey included a total of 280 people. The information gathered was put to the test to see if the study's hypothesis was correct. The results of the linear regression analysis verified the study's premise, implying that businesses are well aware of the significant benefits that come with having an effective and efficient staff in place.

Mufti, Parvaiz, Wahab, and Durrani's (2016) paper, A Study of Banking Sector Managers in Pakistan, looked into the effectiveness of human resource capabilities on organizational performance. The hypothesis was tested using a cross-sectional non-experimental survey approach. Using a random sampling approach, data was obtained from 985 middle and entry-level managers employed in the seven private banks using standardized

questionnaires. Correlation and regression were utilised in the analysis. The outcomes demonstrated that the aforementioned human abilities were connected to organizational performance in a favorable and substantial way.

Employee competences as determinants of organizational performance: Salman, Ganie, and Saleem (2020) undertook a study of Banks in both the public and private sectors. The study applied a cross-sectional research design, and the data was acquired via convenience sampling and a structured questionnaire. Confirmatory factor analysis was applied to assess the dimensions' reliability and validity, and the theories were tested using structural equation simulation. With exception of self-competence, which had a minor and negative impact on organizational performance, the findings revealed good and substantial influence of selected staff competencies on organizational performance.

2.3.3 Organizational Structure and Performance

Agatha's work, "The Influence of Organizational Structure on Organizational Performance: A Case Study of Mbarara University of Science and Technology," looked at the impact of organizational structure on organizational performance. Questionnaires and interviews were utilized to collect data, and basic random sample and stratified sampling procedures were used along the process. A sample of 70 respondents was chosen from the study region, and both quantitative and qualitative research approaches were employed. The study discovered that organizational structure and service delivery are linked, and that Mbarara University of Science and Technology's structure influences its financial management.

Latifi and Shooshtarian (2014) looked into the effectiveness of organizational structure on organizational support and productivity. The population was selected from a sample of employees from companies in the medium and big industries in Iran's Fars Province. The

findings revealed that organizational structure and trust dimensions had a substantial link. There is a considerable association between organic structure and effectiveness in terms of effectiveness dimensions, but no such relationship exists between mechanistic structure and effectiveness aspects.

The influence of organizational structure on performance at General Electric Africa was studied by Onono (2018). This study applied a descriptive research approach. The target demographic was 290 General Electric personnel in the Sub Sahara Africa area, who worked at four General Electric locations in Nairobi, Nigeria, Lagos, Angola, and Johannesburg, South Africa. Quantitative data was gathered by employing a structured questionnaire. The study discovered that a company's organizational structure impacts decision-making speed and accuracy, as well as the learning and growth culture inside the firm.

2.3.4 Leadership Style and Performance

Mureithi's research, A Survey of Technical Institutions in Nyeri Town, looked at the effectiveness of leadership style on organizational performance. In this study, the survey design technique was utilised. The research focused on Nyeri's tertiary institutions. It looked at 305 workers from 16 institutions who were divided into three groups: middle level superintendent, lower level superintendent, and tutors and support staff. The respondents were chosen using simple random sampling. Content analysis and descriptive statistics were utilised to analyze the data. According to the findings, leadership style is a significant element influencing organizational performance.

The influence of leadership style on organizational performance: A case study of Nigerian Commercial Banks was investigated by Onjokuku, Odetayoh, and Sajuyigibe (2017) in

their research. The research used an evaluative quantitative analysis approach and followed a survey methodology. The research was founded on primary data collected from respondents using a standardized Multifactor Leadership Questionnaire (MLQ). While transactional leadership has a significant positive impact on performance, transformational leadership style had a favorable but negligible effect.

The effects of leadership styles on organizational performance was investigated by Al-Khajeh (2018) in a research. Transformational, transactional, authoritarian, charismatic, bureaucratic, and democratic leadership styles formed study's focus. This study included both primary and secondary research. The primary research was done with a quantitative technique, employing a survey instrument and a survey questionnaire. In order to meet the study's objectives, secondary research was conducted by reviewing previously released content. The findings indicate that, charismatic, bureaucratic, and transactional leadership styles leads to a negative influence on the performance of the organization

2.4 Summary of Literature Reviewed and Gaps

Table 2.1 Summary of Literature Reviewed and Gaps

Author	Focus of the Study	Findings	Research gap	Focus of the current study
Nikpour (2017)	Organizational culture on organizational performance	Organizational culture had an indirect impact on organizational performance	The study applied correlational research design which cannot give a conclusive findings	The study used descriptive research design which can yield rich data that lead to important recommendations in practice
Ahmed and Shafiq (2014)	Organizational culture impacts organizational performance	All aspects of culture have an impact on many aspects of organizational performance	The study used qualitative data which covered information from a smaller population	The study used quantitative to capture information from a larger population
Sengottuvel and Aktharsha (2016)	The impact of corporate culture on information technology performance	The importance of strategic emphases was discovered to be a strong predictor of organizational performance	Cluster sampling was used which is prone to higher sampling error	Stratified sampling method was used which provide greater precision than a cluster sampling
Osei and Ackah (2015)	Relationship amongst employee's competency and organizational performance	Firms are well aware of the significant advantages that come with having	The study was based on pharmaceutical industry	The study was based on world vision

		an effective and efficient team in place.		
Mufti <i>et al.</i> (2016)	Human resource competencies on organizational performance	Human competencies were positively and significantly related to organizational performance	A Study on Banking Sector executives in Pakistan	A study on competency of employees in World vision
Salman <i>et al.</i> (2020)	Organizational performance predictions based on employee capabilities	Select personnel competencies have a favorable and significant influence on company success.	A Study of Public and Private Banking Sector	A study of World vision, Kenya
Agatha (2013)	Organizational structure on organizations performance	There is a relationship between organizational structure and service delivery and that the structure	A Case Study of Mbarara University of Science and Technology	A case study of World vision, Kenya
Latifi and Shooshtarian (2014)	Organizational structure and its impact on organizational trust and productivity	Organizational structure and trust dimensions have a substantial link.	The research depended on qualitative information from a more limited number of individuals	The study used quantitative to capture information from a larger population
Onono (2018)	Impact of organizational structure on performance at General	The type of organizational structure used in a company	The study used secondary data which is limited to	The study will use primary data which involves a larger sample size thus

	Electric Africa	had an impact on the speed and precision with which decisions were made.	authenticity of information source	increasing study reliability
Mureithi (2012)	Organizational performance and the impact of leadership style	Leadership style was a major factor affecting organizational performance	A Survey of Government technical Institutions in Nyeri Town	A case study of World vision in Nairobi City County, Kenya
Ojokuku <i>et al.</i> (2017)	Impact of leadership style on organizational performance	The transactional leadership style has a strong beneficial impact on performance .	A case study of Nigerian banks	A case study of World vision in Nairobi City County, Kenya
Al-Khajeh (2018)	Effects of leadership styles on organizational performance	Organizational performance suffers when charismatic, bureaucratic , or transactional leadership styles are used.	The study utilized a correlational research approach, which means the results aren't definitive.	The study used descriptive research design which can yield rich data that lead to important recommendations in practice

Source: Researcher(2021)

2.5 Conceptual Framework

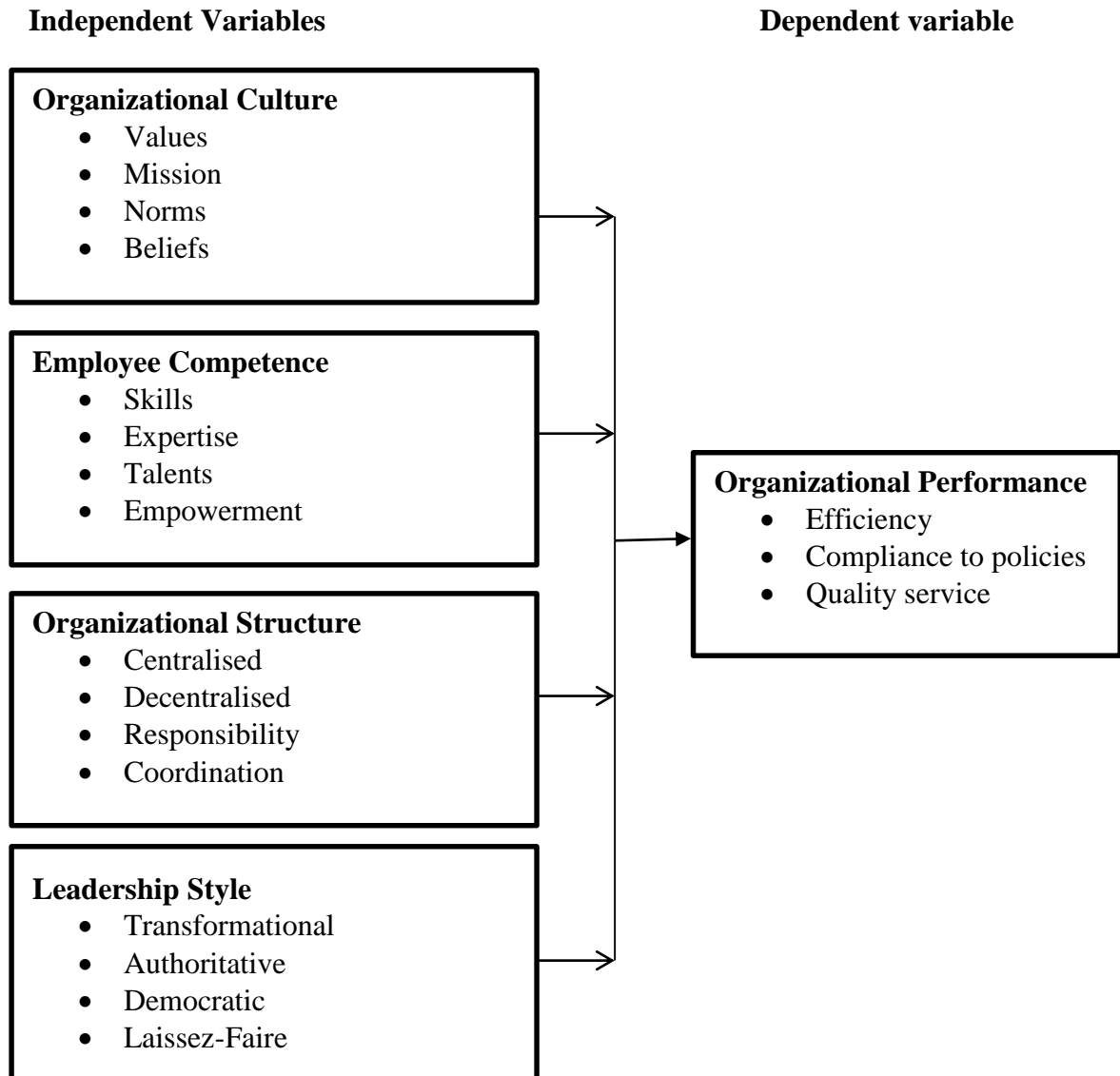


Figure 2.1 Conceptual Framework

Source: Researcher,(2021)

Figure 2.1 above displays the relationship between variables whereby independent variables include organizational culture, employee competency, organizational structure and leadership style. The dependent variable is the organizational performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research design, target population, sampling design and sample size, data collecting tools, pilot study, data collection technique, data analysis and presentation, and ethical considerations are all covered in this chapter.

3.2 Research Design

A descriptive survey research approach was employed in this study. When presenting the features of a phenomena in a specific setting, descriptive design is applied, according to Kothari (2004). The descriptive research approach was also beneficial to the study as it gives rich data in large amounts and enables collecting of extensive information that might be quantitative or qualitative in character. This made it possible to take a diverse approach to data gathering and analysis. As a result, the design aided in getting information on the present state of the impact of the internal environment on World Vision's performance.

3.3 Target Population

A population is a collection of individuals, instances, or items that have certain common traits (Mugenda & Mugenda, 2003). The unit of analysis was World Vision in Nairobi City County, Kenya. The accessible population was 95 respondents consisting of 10 managers and 85 support staff as displayed in Table 3.1.

Table 3.1 Target population

Category	Population
Managers	10
Support Staff	85
Total	95

Source: World Vision HRM Report of 2020

3.4 Sampling Design and Sample Size

Sampling design refers to the procedures for choosing research volunteers from a certain demographic (Ogulah, 2005). To guarantee that all of the cases are properly represented, the study applied a stratified sampling strategy to sample the available population. The respondents were chosen using a simple random selection procedure. According to Mugenda & mugenda (2003) a sample size ranging from 10% to 50% is illustrative of the accessible population. This study adopted a 50% sample size from the accessible population which was 48 respondents comprising of 5 project managers and 43 project team members. This is displayed in Table 3.1.

Table 3.2 Sample Size

Category	Population	Sampling Factor	Sample Size
Managers	10	0.5	5
Support Staff	85	0.5	43
Total	95	0.5	48

Source: Researcher,(2021)

3.5 Data Collection Instruments

Questionnaires were utilised to obtain primary data. Because the sampled respondents were assumed to comprehend the research questions, the use of questionnaires was permitted. This reduced the number of exposition of the questions, reducing the cost and speed of data collecting. The questions were separated into parts that addressed the study's goals. Respondents were tasked with the scoring the level of agreement on a scale of one to ten with a series of questions related to each research aim using a Likert scale. All responders were given questionnaires to fill out.

3.6 Pilot Study

A pilot test is required to assess the dependability of data gathering equipment, according to Kothari (2004). The motive of the pilot research was to evaluate the questionnaires' reliability by identifying design and instrumentation flaws and to act as an indicator for sample selection. The pilot research was done with ten people who did not take part in the main investigation.

3.6.1 Validity of Research Instruments

The extent to which research equipment will be able to accurately and consistently evaluate what they're supposed to assess is referred to as validity (Orodoh, 2005). On the basis of the piloting findings, confusing or unclear information for example questions, inaccurate replies, or recognized shortcomings were changed or eliminated in order to elicit proper responses from the respondents. Orodho (2005) posited that the content validity is of an instrument improved by expert opinion, thus the researcher engaged the help of university supervisors to see if the instruments will actually measure what they promise to.

3.6.2 Reliability of Research Instruments

This is the ability of a research instrument to produce consistent findings after a number of tests (Mugenda and Mugenda, 2003). This study used a technique of testing and re-testing to establish the reliability of these instruments. The instruments were first dispensed to 10 participants within the organization and the second test was administered to the same respondents after two weeks. A correlation coefficient was determined from the two tests. This study obtained a correlation coefficient of 0.757 that showed the instrument was reliable for data collection as recommended by Mugenda and mugenda (2003). The outcomes of reliability tests are displayed in Table 3.3.

Table 3.3 Reliability results

Variable	Cronbach's Alpha(α)	Remarks
Organizational Culture	0.745	Reliable
Employee Competence	0.789	Reliable
Organizational Structure	0.802	Reliable
Leadership Style	0.736	Reliable
Organizational Performance	0.712	Reliable
Aggregate Score	0.757	Reliable

Source: Pilot Study,(2021)

The results in Table 3.3 above shows that the parameters of organizational structure had the maximum level of reliability ($\alpha=0.802$), followed by employee competence ($\alpha=0.789$), organizational culture ($\alpha=0.745$), leadership style ($\alpha=0.736$) and organizational performance ($\alpha=0.712$). This reveals that all the four research variables were reliable as their Cronbach's alpha values were way above the 0.7 threshold at $\alpha=0.757$ and therefore

they might be able to supply trustworthy information for the study as commended by Mugenda and Mugenda (2003).

3.7 Data Collection Procedure

The researcher at first contacted the top level management of the organization to inform them of her intention to carrying out the research and to make clear the importance of the research and the management's commitment. Questionnaires administered through pick and drop method and then picked later after two weeks. The researcher followed up with the respondents via telephone calls and paid them a visit just before time frame to remind them of the necessity of responding to the questionnaire.

3.8 Data Analysis and Presentation

Primary data from the field was amended to remove any mistakes that the respondents may have committed. To arrange and condense study data into understandable summaries, coding was used to transform question responses into specified categories. With the utilization (SPSS) version 20.0, quantitative data was analyzed utilizing descriptive statistics for example mean and standard deviation and presented in the form of tables and figures when appropriate. The information gathered from the open-ended-questions was analyzed using a content analysis approach and provided in narrative style. The association between variables was determined using inferential statistics like correlation analysis and multiple regressions. The multiple regression equation was written as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby **Y** = Organizational performance

X₁= Organizational culture

X₂= Employee competence

X_3 = Organizational structure

X_2 = Leadership style

β_1 to β_4 = Coefficients

ϵ = Error term

3.9 Ethical Consideration

Before going to the study region, the researcher acquired a research permission from NACOSTI as well as an introductory letter from the university. The sampled respondents were told the reason of the study, the procedure that would be followed, the researcher's reputation and the manner in which the findings were applied. The respondents were able to give an educated decision about whether or not they wanted to take part in the study as a result of this. Participant confidentiality was not compromised as their names were not indicated in the questionnaire.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter focuses on descriptive and inferential statistics to convey data analysis, presentation, and interpretation.

4.2 Response Rate

The response rate was calculated using data from 48 surveys sent to World Vision supporters. The response rate is shown in Table 4.1.

Table 4.1 Response rate

Category	Frequency	Percentage
Responded	47	97.9
Non- responded	1	2.1
Total	48	100

Source: Research Data,(2021)

Table 4.1 above point out that those participants who responded account for 97.9% and those who didn't accounted for 2.1%. Baruch and Holtom (2014) recommended that a response rate of greater of equal to 80% is sufficient for data analysis. Therefore, the overall return rate was commendable at 97.9%. This was mainly because the researcher was able to establish direct contact between them and the respondents.

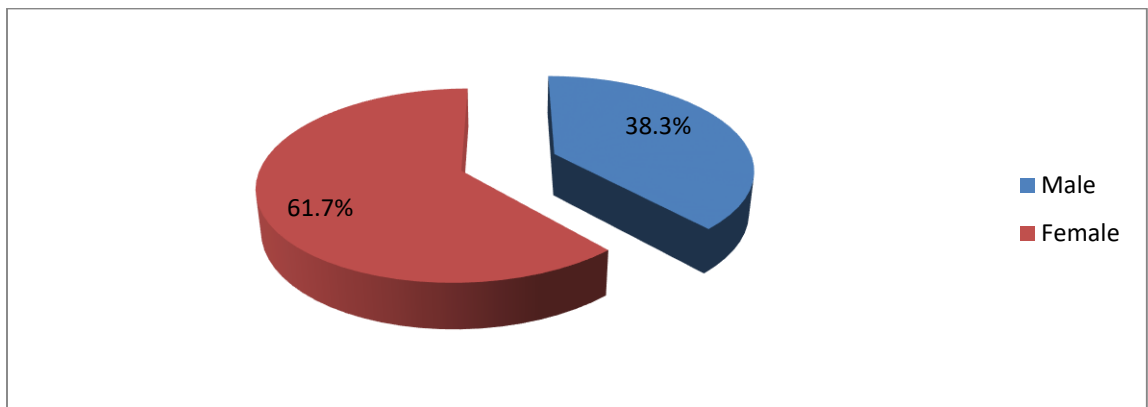
4.3 Background Information

The research wanted to know about the respondents' gender, academic qualifications, and job experience based on their background information.

4.3.1 Respondents' Gender

The respondents' gender was composed of both male and female as displayed in Figure 4.1 below:

Figure 4.1 Respondents; Gender.



Source: Research Data,(2021)

Based on the data in Figure 4.1, female respondents accounted for 61.7 percent of the total, and at the same time male respondents accounted for 38.3 percent. This shows that both genders were fairly represented.

4.3.2 Educational Qualifications

The respondents' educational qualification was within the recommended certification as displayed in Table 4.2 below.

Table 4.2 Respondents' educational qualifications

Category	Frequency	Percentage
Diploma	8	7.0
Post Graduate Diploma	5	10.6
Undergraduate's Degree	21	44.7
Postgraduates' Degree	13	27.7
Total	47	100

Source: Research Data,(2021)

According to Table 4.2, the majority (44.7 percent) had undergraduate degree, 27.7% had completed a postgraduate degree, 10.6% had completed a postgraduate diploma, and 7.0 percent had completed a diploma. In this scenario, the responder possessed the necessary literacy to engage in the study and offer the researcher with the information he or she needed.

4.3.3 Work Experience

The respondents work experience varied from the least number of years to an average of twenty years as displayed in Figure 4.2 below.

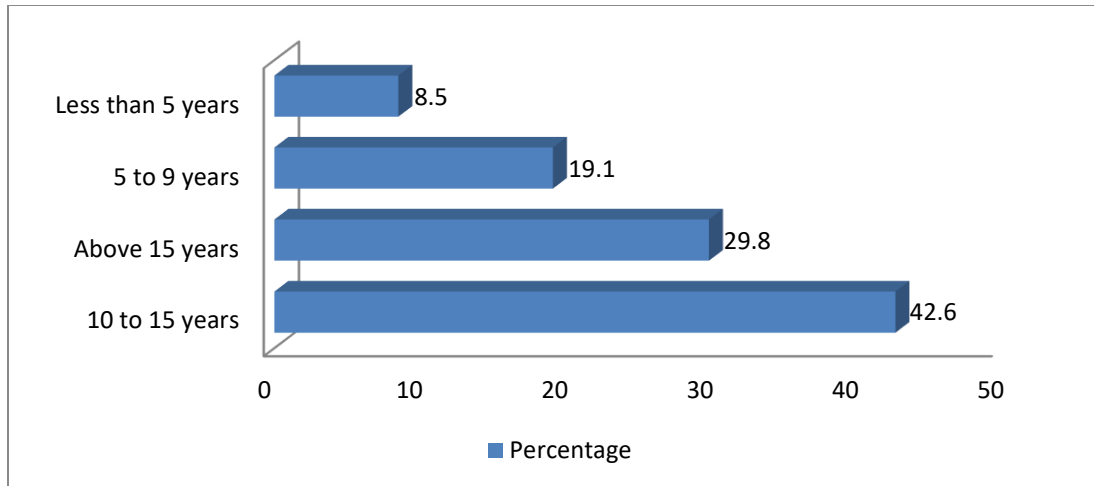


Figure 4.2 Respondents' Work experience

Source: Research Data,(2021)

Figure 4.2 above indicates that majority (42.6%) of the respondents have ten to fifteen years of job experience, 29.8% having been employed for more than 15 years, 19.1% had been employed for a duration of 5 to 9 years and 8.5% for less than 5 years. These findings show that the workers who participated in this study had the appropriate experience to supply the information that the researcher was looking for.

4.4 Results of Descriptive Analysis

Descriptive statistics, that is, Means (M) and Standard Deviations (SD) were applied to present that quantitative data that were generated using SPSS version 17.0. The descriptive statistics' findings were based on factors unique to the research.

4.4.1 Organizational Culture

Organizational culture was evaluated using different aspects including the values, mission, norms and beliefs. The descriptive statistics are displayed in Table 4.3.

Table 4.3 Respondents' Organizational Culture

Statement	M	SD
Mission statements drive an organization in the right path and assist it in making sensible decisions that promote revenue development.	3.97	1.03
Employees that are aware of their workplace culture are more aware of their goals and are more in touch with their leaders, coworkers, and customers' requirements.	4.45	0.55
A clear statement of vision serves as a reference for employee behavior and decision making	4.82	0.18
Consumers and potential customers are informed about the company's core principles, which describe the organization's identity.	4.10	0.90
A strong culture fosters high levels of consensus among employees, resulting in commitment, devotion, and cohesiveness.	4.71	0.29
Average Score	4.41	0.59

Source: Research Data,(2021)

The findings as presented in Table 4.3 above shows that the respondents were strongly in agreement that organizational culture affects the organizational performance of World Vision in Nairobi City County, Kenya as indicated by average mean score of 4.41 and average standard deviation score of 0.59. This is in line with a research by Nikpour (2017), which looked at the influence of organizational culture on organizational performance and found that organizational culture had a tangential influence on the organization performance via the mediation of employee loyalty to the company.

The respondents were strongly in agreement that a clear statement of vision serves as a reference for employee behavior and decision making (M=4.82; SD=0.18) and a strong culture fosters high levels of consensus among employees, resulting in commitment, devotion, and cohesiveness (M=4.71; SD=0.29). These conclusions are in accordance with the Sengottuvel and Aktharasha (2016) study that investigated the effectiveness of organizational culture on organizational success in the information technology field and found out that the major predictor of organizational performance was strategic focus. In addition, all components of organizational culture both explains substantial variability in the success of IT field.

The respondents were in agreement on the statements that employees that are aware of their workplace culture are more aware of their goals and are more in touch with their leaders, coworkers, and customers' requirement (M=4.45; SD=0.55), Consumers and potential customers are informed about the company's core principles, which describe the organization's identity (M=4.10; SD=0.90) and that mission statements drive an organization in the right path and assist it in making sensible decisions that promote revenue development (M=3.97; SD=1.03). These findings are consistent with those of Ahmed and Shafiq's (2014) study, which looked at the effectiveness of organizational culture on telecom sector performance and found that all aspects of culture affects distinct aspects of organizational performance.

4.4.2 Employee Competence

Employee competence was evaluated using different aspects including the skills, expertise, talents and empowerment as displayed in Table 4.4 below.

Table 4.4 Respondents Competence

Statement	M
SD	
Positive employee empowerment gives them a feeling of ownership of their job 0.50	4.50
Talent management allows the company to make their better choices that can lead to great self-confidence among its staff 0.39	4.61
Training increases the productivity development of the employees and thus reduce cost 1.24	3.76
Skills gained by the employees encourage workers to make independent choices 1.67	3.33
Employee expertise enables the organisation to effectively assign the right responsibility to improve its performance 0.51	4.49
Average Score	4.41
0.86	

Source: Research Data,(2021)

The findings as presented in Table 4.4 above shows that the respondents were in agreement that employee competence influences the organizational performance of World Vision in Nairobi City County, Kenya as indicated by average mean score of 4.14 and average standard deviation score of 0.86. These findings agree with the outcomes of a study carried out by Oseli and Ackah (2015) study that evaluated the relationship between employee's competency and organizational performance in the medicine industry and demonstrates

that businesses are well aware of the significant benefits that come with having a productive and efficient team in place.

The respondents were strongly in agreement on the statements that talent management allows the company to make better choices that can lead to great self-confidence among its staff (M=4.61, SD=0.39) and that positive employee empowerment gives them a feeling of ownership of their job (M=4.50, SD=0.50). These findings are in accordance with the findings of a study carried out by Mufti, Parvaiz, Wahab and Durrani (2016) study that investigated the effectiveness of human resource competencies on organizational performance and discovered that the aforementioned human abilities were linked to organizational performance in a positive and meaningful way.

The respondents were in agreement on the statements that employee expertise enables the organization to effectively assign the right responsibility to improve its performance (M=4.49, SD=0.51) and that training increases the productivity development of the employees and thus reduces cost (M=3.76, SD=1.24). This agrees with a study by Salman, Ganie and Saleem (2020) that assessed employee competencies as predictors of organizational performance, and the results revealed a favorable and significant influence of chosen staff competences on organizational performance, which showed it had a negligible and negative impact.

The respondents recorded to a moderate extent on the statement that skills gained by the employees encourage workers to make independent choices (M=3.33; SD=1.67). This contradict the results of the study by Parvaiz *et al.* (2016) study that looked into the influence of human resource competencies on organizational performance and discovered

that the aforementioned human abilities were linked to organizational performance in a positive and meaningful way.

4.4.3 Organizational Structure

Organizational structure was evaluated using different aspects including the centralized, decentralized, responsibility and coordination. The descriptive statistics are displayed in Table 4.5.

Table 4.5 Organizational Structure

Statement	M
SD	
The structure of an organization makes the internal communication easier whereby employees communicate effectively with their managers and each other	3.30
Contralised structure settles on the dynamic cycle is more compelling since the parts of every choice can be tended to in one gathering.	3.92
The centralised authority has a superior viewpoint on the association's higher perspective and how the association's subunits fit together.	4.82
Decentralized structure enables the managers to make quick decisions that can save the organizations money	4.84
A proper structure of an organization enables every individual within the organization understand who to report to.	4.01
Average Score	4.18
0.82	

Source: Research Data,(2021)

The findings as presented in Table 4.5 above shows that the respondents were agreement that organizational structure influences the organizational performance of World Vision in Nairobi City County, Kenya as indicated by average mean score of 4.18 and average standard deviation score of 0.82. These findings are congruous with the results of Onono's research (2018) that examined the extent to which organizational structure influences

performance at General Electric Africa and revealed a powerful and positive connection between organizational structure and performance.

The respondents were strongly in agreement that decentralized structure enables the managers to make quick decisions that can save the organizations money (M=4.84; SD=0.16) and that the centralized authority has a clearer perspective on the overall image of the organization and how the subunits of the organization work together (M=4.82; SD=0.18). The findings agrees with the findings of Agatha (2013) study that investigated the influence of organizational structure on organizations performance and found out that there is a relationship amongst organizational structure and service delivery and that the structure of Mbarara University of Science and Technology has an effect on its financial management.

The respondents were in agreement on the statements that a proper structure of an organization enables every individual within the organization understand who to report to (M=4.01; SD=0.99) and that centralized structure settles on the dynamic cycle is more compelling since the parts of every choice can be tended to in one gathering (M=3.92; SD=1.08). This is in accordance with Latifi and Shooshtarian (2014) study that examined the effects of organizational structure on organizational trust and efficacy and discovered that organic structure has a substantial link with effectiveness, but mechanistic structure had no significant relationship with effectiveness aspects.

The respondents indicated to a moderate extent on the statement that organizational structure makes the internal communication easier whereby employees communicate effectively with their managers and each other (M= 3.30; SD=1.70). These results are contradictory to the findings of the study by Agatha (2013) study that looked into the

influence of organizational structure on organizations performance and found out that there is a relationship amongst organizational structure and service delivery and that the structure of Mbarara University of Science and Technology has an effect on its financial management.

4.4.4 Leadership Style

Leadership style was evaluated using different aspects including the transformational, authoritative, democratic and laissez-faire. The descriptive statistics are displayed in Table 4.6.

Table 4.6 Organizational Leadership Style

Statement SD	M
People are compelled to follow transformational leadership because it presents an inspirational picture of the future. 0.99	4.01
Authoritative leadership style promotes fast decision-making and simplifies communication 0.48	4.52
Employees under democratic leadership tend to be supportive and strong 1.48	3.52
Laissez-faire leadership helps to bring creativity in the Organization 1.04	3.96
Organizational leadership style encourages their employees towards the target and makes them interactive and more communicative 0.35	4.65
Aggregate Score 0.99	4.01

Source: Research Data,(2021)

The findings as presented in Table 4.6 above shows that the respondents were in agreement that leadership styles influences the organizational performance of World Vision in Nairobi City County, Kenya as suggested by average mean score of 4.01 and average standard deviation score of 0.99. This finding concur with Mureithi (2012) study that examined the effects of leadership style on organizational performance: According to a survey of Nyeri Town's Technical Institutions, leadership style is a crucial element determining organizational effectiveness and also discovered that leadership style has a substantial influence on organizational performance.

The respondents were strongly in agreement that the organizational leadership style encourages workers to work toward a common goal and renders them more participatory and communicative. (M=4.65, SD=0.35) and that authoritative leadership style promotes fast decision-making and simplifies communication (M=4.52, SD=0.48). This conclusion is consistent with Ojokuku, Odetayo, and Sajuyigbe (2017) findings, which found that transactional leadership style, on the other hand, has a significant beneficial impact on performance, transformational leadership style had a little yet favorable impact on performance.

The respondents were in agreement on the statements that People are compelled to follow transformational leadership because it presents an inspirational picture of the future (M=4.01, SD=0.99), laissez-faire leadership helps to bring creativity in the organization (M=3.96, SD=1.04) and that employees under democratic leadership tend to be supportive and strong (M=3.52, SD=1.48). This conclusion is consistent with Al-(2018) Khajeh's research into the influence of leadership styles on organizational performance, According

to the study, charismatic, bureaucratic, and transactional leadership styles all have negative effects on organizational performance.

4.4.5 Organizational Performance

Organizational performance was evaluated using different aspects including the efficiency, compliance to policies and quality service. The descriptive statistics are displayed in Table 4.7.

Table 4.7 Organizational Performance

Statement	M
SD	
Internal environment has enhanced efficiency in operations 0.95	4.05
Internal environment has enabled the organization to comply 0.74 to policies	4.26
Internal environment has enabled the organization to provide 1.29 quality services	3.71
Average score	4.01
0.99	

Source: Research Data,(2021)

The findings as presented in Table 4.7 shows that the respondents were in agreement that internal environment influences the organizational performance of World Vision in Nairobi City County, Kenya as indicated by average mean score of 4.01 and average standard deviation score of 0.99. This finding is coherent with Bennett, Lance, & Woehr (2014), who defined organizational performance measurement as "a process of assessing progress

toward achieving pre-determined goals, including information on the efficiency with which resources are transformed into goals and services, the quality of those outputs and outcomes, and the effectiveness of those outputs and outcomes." and the efficiency with which organizational processes contribute to the achievement of organizational goals.

The respondents were in agreement on the statements that internal environment has enabled the organization to comply to policies (M=4.05, SD=0.95), internal environment has enhanced efficiency in operations (M=4.26, SD=0.74) and that internal environment has enabled the organization to provide quality services (M=3.71, SD=1.29). Firms providing services, according to McIvor, Humphreys, Wall, and McKittrick (2013), must widen their analysis of productivity from a traditional company-oriented perspective to a dual company-customer perspective. According to Luhangala and Anyieni (2019), an organization's performance is measured by a variety of qualitative and quantitative measures.

4.5 Results of Inferential Analysis

4.5.1 Correlation Analysis

Table 4.8 Correlation Analysis

		Organizational culture	Employee competence	Organizational structure	Leadership style	Organizational performance
Organizational Performance	Pearson Correlation	0.781	.677**	.864**	.667**	1
	Sig. (2-tailed)	0.000	0.002	0.000	0.000	
	N	47	47	47	47	47

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

Source: Survey Data,(2021)

The findings in Table 4.8 exhibits that the Pearson's r for the relationship amongst organizational culture and organizational performance is 0.781. This exhibits that there is a very strong relationship amongst organizational culture and organizational performance. This is coherent with a study conducted by Nikpour (2017), which looked at the influence of organizational culture on organizational performance and found that organizational culture had a secondary effect impact on organizational performance via means of mediation of employee commitment to the organization.

The Pearson r value between employee competence and organizational performance is at 0.677 which showed a strong relationship between the variables. These findings are congruous with research conducted by Oseli and Ackah (2015) that evaluated the relationship between employee's competency and organizational performance in the

medicine industry and that demonstrates that businesses are well aware of the significant benefits that come with having an effective and efficient team in place.

Organizational structure had a very strong relationship with the organizational performance as indicated by a Pearson r value of 0.864. The findings agrees with the findings of Agatha (2013) study that investigated the influence of organizational structure on organizations performance and found out that there is a relationship amongst organizational structure and service delivery and that the structure of Mbarara University of Science and Technology has an effect on its financial management.

Leadership style variable strongly related with organizational performance at a Pearson r value of 0.667. This conclusion is consistent with Ojokuku, Odetayo, and Sajuyigbe (2017) findings, which found that whereas transactional leadership style had a large positive influence on performance, transformational leadership style had a little yet favorable impact on performance.

4.5.2 Regression Analysis

Table 4.9 Model Summary

Model	R	R Square	Adjusted R square	Std. Error of the Estimate
1	0.768 ^a	0.837	0.834	0.266

Source: Research Data,(2021)

The four independent variables that include; organizational culture, employee competence, organizational structure and leadership style that were studied, explain 83.4% of the organizational performance of World Vision in Nairobi City County, Kenya as depicted

by the adjusted R square. As a result, additional factors not examined in this study account for 16.4 percent of organizational performance.

Table 4.10 Variance Analysis

Model		Sum of squares	Df	Mean Square	F
	Sig.				
1	Regression	99.853	4	24.998	51.998
	.000 ^a				
	Residual	6.737	43	.071	
	Total	106.590	47		

Source: Research Data,(2021)

Since the significance value, .000^a is less than 0.05, reflected significance of the model a clear show that organizational culture, employee competence, organizational structure and leadership style influenced the organizational performance of World Vision in Nairobi City County, Kenya. The F computed at a 5% level of significance was 51.998 which was above 24.963 as the critical value implying that the model was significant.

Table 4.11 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std, Error	Beta		
1	(Constant)	.729	.139		2.007	.000
	Organizational culture	.504	.081	4.201	2.525	.001
	Employee competence	.704	.082	2.063	4.900	.000
	Organizational structure	.648	.083	1.303	3.588	.001
	Leadership style	.844	.088	3.434	5.514	.000

Source: Research Data, (2021)

From the above regression model, holding all the independent variables studied that include; organizational culture, employee competence, organizational structure and leadership style at constant, the organizational performance of World Vision in Nairobi City County, Kenya would be 0.729. The regression equation was: $Y = 0.729 + 0.504X_1 + 0.704X_2 + 0.648X_3 + 0.844X_4$

Where $Y =$ Organizational performance

$X_1 =$ Organizational culture

$X_2 =$ Employee competence

$X_3 =$ Organizational structure

$X_4 =$ Leadership style

As shown in Table 4.11, organizational culture, employee competence, organizational structure and leadership style had a substantial and beneficial impact on organizational performance as evidenced by beta values. The relationships ($p < 0.05$) are important in some way with organizational culture ($\beta = 4.201$; $p < 0.05$), employee competence ($\beta = 2.063$; $p < 0.05$), organizational structure ($\beta = 1.303$; $p < 0.05$) and leadership style ($\beta = 3.434$; $p < 0.05$). It was discovered that leadership style had a bigger impact (84.4%) on the performance of the organization compared to employee competence (70.4%), organizational structure (64.8%) and organizational culture (50.4%).

These findings are consistent with those of Ahmed and Shafiq's (2014) study, which looked at the impact of organizational culture on telecom sector performance and found aspects of culture influence distinct aspects of organizational performance. Employee competencies were assessed as predictors of organizational performance in Salman, Ganie, and Saleem's (2020) study, and the results revealed that some staff qualities have a favorable and significant influence on organizational performance, with the exception of self-

competence, it had a negligible and negative impact. This is also in line with Latifi and Shoostarian's (2014) study, which looked at the effects of organizational structure on organizational trust and efficacy and discovered that organic structure has a significant relationship with effectiveness, while mechanistic structure has no significant relationship with effectiveness. The findings also agree with those of Al-Khajah (2018), who investigated the influence of leadership styles on organizational performance and found to be negatively affected by charismatic, bureaucratic, and transactional leadership styles.

CHAPTER FIVE

SUMMARY, RECOMMENDATION AND CONCLUSIONS

5.1 Introduction

This chapter includes a summary of the findings, policy and practice recommendations, conclusions, and suggestions for further research.

5.2 Summary

The overall goal of this study was to look at the impact of the internal environment on World Vision's organizational performance in Nairobi City County, Kenya. The study concretely sought to examine the influence of organizational culture, employee competence, organizational structure and leadership style on the organizational performance. Questionnaires were employed to collect data which was analysed through the application of descriptive and inferential analysis. The results are presented as follows:

5.2.1 Organizational Culture

The study aimed at examining the influence of organizational culture on the organizational performance of World Vision in Nairobi City County, Kenya and established that organizational culture had a substantial and favorable relationship with the organizational performance as indicated by beta values ($\beta = 4.201$; $p < 0.05$). The respondents were strongly in agreement on the statements that a clear statement of vision serves as a reference for employee behavior and decision-making ($M=4.82$; $SD=0.18$) and decision-making and that a strong culture encourages high consensus between people, building loyalty, engagement and cooperation ($M=4.71$; $SD=0.29$).

5.2.1 Employee Competence

The study aimed at establishing the influence of employee competence on the organizational performance of World Vision in Nairobi City County, Kenya and revealed that organizational culture had a positive and significant relationship with the organizational performance as indicated by beta values ($\beta= 2.063$; $p < 0.05$). The respondents were strongly in agreement on the statements that talent management allows the company to make better choices that can lead to great self-confidence among its staff ($M=4.61$, $SD=0.39$) and that positive employee empowerment gives them a feeling of ownership of their job ($M=4.50$, $SD=0.50$).

5.2.3 Organizational Structure

The study aimed at finding out the influence of organizational structure on the organizational performance of World Vision in Nairobi City County, Kenya and established that organizational culture had a positive and significant relationship with the organizational performance as indicated by beta values ($\beta= 1.303$; $p < 0.05$). The respondents were strongly in agreement on the statements that decentralized structure enables the managers to make quick decisions that can save the organizations money ($M=4.84$; $SD=0.16$) and that the centralized authority has a clearer perspective on the overall image of the organization and how the subunits of the organization work together ($M=4.82$; $SD=0.18$).

5.2.4 Leadership Style

The study aimed at determining the influence of leadership style on the organizational performance of World Vision in Nairobi City County, Kenya and established that leadership style had a positive and significant relationship with the organizational

performance as indicated by beta values ($\beta = 5.514$; $p < 0.05$). The respondents strongly agreed that organizational leadership style encourages their staff towards the goal and encourages them to be more involved and vocal ($M=4.65$, $SD=0.35$), authoritative leadership style promotes fast decision-making and simplifies communication ($M=4.52$, $SD=0.48$) and that people are compelled to follow transformational leadership because it presents an inspirational picture of the future. ($M=4.01$, $SD=0.99$).

5.3 Conclusions

The study made the below conclusions based on study objectives which are presented as follows:

5.3.1 Organizational Culture

The study concludes that, a work environment with organizational culture is driven by purpose and clear expectations. As a result, staff are encouraged and inspired to become more active in their jobs and interactions with each other. Staff are likely to quit if they feel valued and respected at work. The public image and reputation of an institution are reflected in its culture. People build judgments about businesses based on their interactions with them both within and outside the company.

5.3.2 Employee Competence

The study concludes that, employee competency guarantees that company-sponsored training and professional development initiatives are cost-effective, goal-oriented, and productive. Reduces expense overruns due to poor performance or misunderstandings about job objectives. Employee development and promotion routes are outlined inside the

business, allowing individuals to be more proactive beyond their respective positions by acquiring new abilities that the company values.

5.3.3 Organizational Structure

The study concludes that, combining the people may be able to make faster judgments if there is a flow of information combined with an organizational structure. A system with a well-organized structure is more efficient and streamlined, that aids in the improvement of overall business operations. Workers benefit from a well-organized framework since it provides them with the guidance they require to perform at their best day after day. Organizational structures possess the capability of reducing employee rivalry. The ability of an organizational hierarchy to facilitate effective communication across various divisions and teams has been demonstrated. Others in the company will know who to turn to for particular issues once responsibilities have been allocated to various teams and people.

5.3.4 Leadership Style

The study concludes that, leadership style produces a systematic and organized decision-making route that makes the aim more obvious and clear. Managerial styles have a significant influence on the people they deal with as well as the outcomes of their short and long-term goals. When leaders lead by example, they may foster trust and a healthy work environment, allowing workers to perform to their full potential. Developing a distinct leadership style that allows you to move to different types when conditions change will help you improve your overall leadership effectiveness.

5.4 Recommendations

The study makes the following recommendations based on study objectives which are presented as follows:

5.4.1 Organizational Culture

Leaders should communicate not only the company's values, but also the required behaviors linked among each value to ensure that staff are aware of what is expected of themselves, reducing uncertainty and ensuring that everyone in the organization understands how action should be taken. Managers should provide employees with the necessary knowledge, resources, and support, as well as the authority and control to make choices.

5.4.2 Employee Competence

In order to improve competencies, the organization should provide enough resources and motivate its employees. Employees should be given something new to do, such as special projects, managing teams, providing seminars and training, or mentoring new recruits, to offer them something new to do and force them to improve their present abilities while concurrently developing new ones.

5.4.3 Organizational Structure

The company examine its present organizational structure and determine whether its workers are aware of their particular responsibilities, who they manage, and whether they are being utilized to their full capacity. Make necessary changes to the present organizational structure. Split or combine some departments' functions that must

collaborate closely or play a part. Create a new organizational structure plan by simply choosing a new structure that would maximize efficiency and production.

5.4.4 Leadership Style

The study recommends that to develop their leadership style and talents, organizational leaders should take time to reflect throughout the day. Managers should lead by example to strengthen their leadership style. Behave in the same way that they want their coworkers to behave. Employ an open-door approach and listen to their staff with an open mind. They should listen carefully and respond decisively and fairly for the benefit of all parties involved and with the final objective in mind.

5.5 Suggestions for Further Studies

The current study investigated the influence of internal environment on organizational performance of World Vision in Nairobi City County, Kenya. The internal environment was evaluated in terms of organizational culture, employee competence, organizational structure and leadership style. As a result, the report suggested that further research be done on the impact of the internal environment on organizational success. In addition, the study suggests that other studies should be done that focus on different context other than World Vison.

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APPENDICES

Appendix I: Introductory Letter

Dear Respondent

Re: Request for Participation in Research Study

I am an MBA student at Kenyatta University. Currently working on an academic research titled '*Internal Environment and Organizational Performance of World Vision in Nairobi City County, Kenya*' the study's findings will be used to develop strategies for improving business performance.

Please be aware that your comments will be treated with the strictest secrecy and will only be used for the purposes of this study. Please read each question carefully and mark or write the appropriate response.

Yours Faithfully

Sally Ndungi

Kenyatta University

Appendix II: Questionnaires

This purpose of questionnaire is to get information on the influence of internal environment on organizational performance of World Vision in Nairobi City County, Kenya. Please put a check mark that corresponds to your answer.

Section A: Background Information

1. Indicate your Gender Male Female
2. Specify your greatest educational level.
 Diploma Post Graduate Diploma
 Bachelors Degree Master's Degree
3. For how long have you been working with the organization:
 Less than 5 years 5-9 years
 10- 15 years above 15 Years

Section B: Organizational Culture

Indicate the level to which you are in agreement with the following statements concerning the influence of organizational culture on organizational performance of World Vision in Nairobi City County, Kenya.

Use a Likert scale of 1 to 5 (1 ⇒ Strongly agree; 2 ⇒ Agree; 3 ⇒ Neutral; 4 ⇒ Disagree; 5 ⇒ Strongly Disagree) and tick appropriately

Statement	1	2	3	4	5
Mission statements drive an organization in the right path and assist it in making sensible decisions that promote revenue development.					
Employees that are aware of their workplace culture are more aware of their goals and are more in touch with their leaders, coworkers, and customers' requirements.					
A clear statement of vision serves as a reference for employee behavior and decision making					
Consumers and potential customers are informed about the company's core principles, which describe the organization's identity.					
A strong culture fosters high levels of consensus among employees, resulting in commitment, devotion, and cohesiveness.					

4. Based on your own opinion, how does organizational culture influence the organizational performance of World Vision in Nairobi City County, Kenya?

.....

Section C: Employee Competence

Indicate the level to which you are in agreement with the following statements concerning the influence of employee competence on organizational performance of World Vision in Nairobi City County, Kenya.

Use a Likert scale of 1 to 5 (1 ⇒ Strongly agree; 2 ⇒ Agree; 3 ⇒ Neutral; 4 ⇒ Disagree; 5 ⇒ Strongly Disagree) and tick appropriately

Statement	1	2	3	4	5
Positive employee empowerment gives them a feeling of ownership of their job					
Talent management allows the company to make better choices that can lead to great self-confidence among its staff.					
Training increases the productivity development of the employees and thus reduces cost					
Skills gained by the employees encourage workers to make independent choices.					
Employee expertise enables the organization to effectively assign the right responsibility to improve its performance					

5. Based on your own opinion, how does employee competence influence the organizational performance of World Vision in Nairobi City County, Kenya?

.....

.....

.....

Section D: Organizational Structure

Indicate the level to which you are in agreement with the following statements concerning the influence of organizational structure on organizational performance of World Vision in Nairobi City County, Kenya.

Use a Likert scale of 1 to 5 (1 ⇒ Strongly agree; 2 ⇒ Agree; 3 ⇒ Neutral; 4 ⇒ Disagree; 5 ⇒ Strongly Disagree) and tick appropriately

Statement	1	2	3	4	5
Organizational structure makes the internal communication more easier whereby employees communicate effectively with their managers and each other					
The centralized structure makes the decision-making process more successful because the aspects of each decision can be addressed in one meeting.					
The centralized authority has a clearer view on the organization's big picture and how the organization's subunits work together.					
Decentralized structure enables the managers to make quick decisions that can save the organizations money					
A proper structure of an organization enables every individual within the organization understand who to report to					

6. Based on your own opinion, how does organizational structure influence the organizational performance of World Vision in Nairobi City County, Kenya?

.....

Section E: Leadership Style

Indicate the level to which you are in agreement with the following statements concerning the influence of leadership style on organizational performance of World Vision in Nairobi City County, Kenya.

Use a Likert scale of 1 to 5 (1 ⇒ Strongly agree; 2 ⇒ Agree; 3 ⇒ Neutral; 4 ⇒ Disagree; 5 ⇒ Strongly Disagree) and tick appropriately

Statement	1	2	3	4	5
People are compelled to follow transformational leadership because it presents an inspirational picture of the future.					
Authority leadership style promotes fast decision-making and simplifies communication					
Employees under democratic leadership tend to be supportive and strong.					
Laissez-faire leadership helps to bring creativity in the organization					
Organizational leadership style encourages their employees towards the target and makes them interactive and more communicative					

7. Based on your own opinion, how does leadership style influence the organizational performance of World Vision in Nairobi City County, Kenya?

.....

.....

.....

Section F: Organizational Performance

Indicate the level to which you are in agreement with the following statements concerning the influence of internal environment on organizational performance of World Vision in Nairobi City County, Kenya.

Use a Likert scale of 1 to 5 (1 ⇒ Strongly agree; 2 ⇒ Agree; 3 ⇒ Neutral; 4 ⇒ Disagree; 5 ⇒ Strongly Disagree) and tick appropriately

Statement	1	2	3	4	5
Internal environment has enhanced efficiency in operations					
Internal environment has enabled the organization to comply to policies					
Internal environment has enabled the organization to provide quality services					

Appendix III: Approval Letter



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Website: www.ku.ac.ke

Internal Memo

FROM: Dean, Graduate School

DATE: 18th June, 2021

TO: Sally Ndungi
C/o Business Administration Dept.

REF: D53/OL/CTY/38954/2017

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

We acknowledge receipt of your revised Project Proposal as per our recommendations raised by the Graduate School Board at its meeting of 2nd June, 2021, Entitled, "Internal Environment and Organizational Performance of World Vision, Nairobi City County, Kenya".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you,


JULIA GITU
FOR: DEAN, GRADUATE SCHOOL



C.c. Chairman, Department of Business Administration

Supervisors:

1. Dr. Joyce Gakobo
C/o Business Administration Dept.
Kenyatta University

Appendix IV: Research Authorization



KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/OL/CTY/38945/2017

DATE: 17th June, 2021

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR SALLY NDUNGI REG. NO. D53/OL/CTY/38945/2017

I write to introduce Ms. Sally Ndungi who is a Postgraduate Student of this University. She is registered for M.B.A degree programme in the **Department of Business Administration**.

Ms. Ndungi intends to conduct research for a M.B.A Project Proposal entitled, **"Internal Environment and Organizational Performance of World Vision, Nairobi City County, Kenya"**.






Any assistance given will be highly appreciated.

Yours faithfully, 22 JUN 2021


PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL

EK/nn

Appendix V: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 627091	Date of Issue: 24/July/2021
RESEARCH LICENSE	
	
This is to Certify that Ms.. SALLY NDUNGI of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: INTERNAL ENVIRONMENT AND ORGANIZATIONAL PERFORMANCE OF WORLD VISION, NAIROBI CITY COUNTY, KENYA for the period ending : 24/July/2022.	
License No: NACOSTI/P/21/11940	
627091	
Applicant Identification Number	Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code
	
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