



**THE EFFECTS OF ORGANIZATIONAL
CULTURE ON THE EMPLOYEES MOTIVATION
IN CHILD-FOCUSED NGOs WITHIN KAJIADO WEST, KENYA**

Job Okoth Mugenya¹ⁱ,

Odek Antony²,

James Kuria³

¹Master of Arts in Development Studies,
Department of Social Sciences
St. Paul's University, Nairobi,
Kenya

^{2,3}Dr., Department of Social Sciences
St. Paul's University, Nairobi,
Kenya

Abstract:

Organizational culture plays an immense role in the performance of any company or business. This is because it enables the organization to prioritize its goals and then structure itself to meet those goals. The purpose of this study was to assess the effects of organizational culture on employee's motivation, in child-focused NGOs within Kajiado West Sub County. The objectives of the research entailed: to examine the effects of team-oriented culture on employee motivation in child-focused organizations in Kajiado West Sub County; to assess the influence of outcome orientation on employee motivation in child-focused organizations in Kajiado west Sub County; and to analyze the effects of innovation on employee motivation in child-focused organizations in Kajiado West Sub County. The study was guided by the theories of Goal-setting, Equity and Expectancy. Target population of the study was 319 employees of both ChildFund Kenya and Compassion International, of which purposive sampling was used to get the two child-focused organizations. A sample size of 96 respondents was chosen using simple random sampling method. Lastly the researcher used stratified sampling to group respondents consisting of management committee, program/ sponsorship offices, finance and registered members of NGO's in Kajiado West. The study adopted a mixed method research design and questionnaires used as tools for data collection. The quantitative data coded in SPSS was analyzed using thematic analysis while the qualitative data from interviews managed through descriptive analysis. The study established that team orientation, outcome orientation and innovation played a major role in the motivation of

ⁱ Correspondence: email jobmugenya@yahoo.com

employees working in child- focused NGOs in Kajiado West. The study is available for reference to benefit policy makers, managers of the NGOs and scholars in management.

Keywords: organizational culture, employee motivation, Kajiado west

1. Introduction

Organizational culture refers to the shared experiences that organizational members hold in common; these shared experiences merge into a whole pattern of beliefs, values, and rituals that become the “essence” of organization’s culture (Schein, 2004). Culture comprises values and behaviors that contribute to the unique social and psychological environment of an organization (Shazhad et al., 2012). Organizational culture includes those unique traits that the organization exhibits that acts as the adhesive for a shared goal. Motivation means giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership and importantly the work they do and the organization they carry out the work. The aim of motivation is to develop a working environment that will help to ensure that individuals deliver results in accordance with the expectation of the management (Armstrong, 2006). In relation to the research topic “*the effects of organizational culture on employees’ motivation in child-focused NGOs programs*”. Due to globalization, environmental changes and technological shifts, there is a challenge to boost employees’ moral to fit the international market place, asserted by (Dowling & Welch, 2004) as well as (Sheehan & Sparrow, 2012). Human development is a vital resource of production for any company or firm to meet its competitive advantage and to remain relevant in the market place. Owing to stiff competition from globalization forums such as World Trade Organization (WTO), many African firms, textile factories closed down as a result of cheap Chinese goods and lack of culture of human resource management, Global Policy Forum 2019. According to Cohen et al. (2001), NGO’s comes in to bridge the gap that exist in the issues that trouble the lives of the community by advocating for the good governance that benefits the poor, voiceless, vulnerable and the excluded in the society.

NGOs sector in Kenya is a pillar that compliment and transform the lives of the needy, it is also a major employer to the thousands of Kenyans and foreign nationals. The organizations support the government in implementing the “Big Four” agenda namely: food affordable housing, manufacturing and universal health these are all in the efforts to compliment the government to achieve sustainable development goals (SDGs) and Kenya vision 2030, (NGO sector report 2018/19). NGOs not only help the government in attaining its objectives, it also brings to the attention of the government concerns that needs remedial action and also participates in the decision making and implementation. From this perspective therefore, NGOs are partners in development with the government. Many programs initiated by the government have been implemented and sustained by the NGOs.

Being organizations, NGO's in Kajiado West are under pressure to ensure that they achieve their objectives. The pressure, specifically for child-focused NGOs emanates from the fact that they are endowed with the duty of protecting and empowering a very critical segment of the society that is children. Thus, the employees who work in these organizations have a high calling same to the employers who manage these employees. It is thus incumbent upon the employers to ensure that the organizational culture in these organizations is not only sensitive to the workers, but also trickles down to where they serve, that is children. In doing so, they are in pursuit of organizational strategies which enhance motivation among the employees; this is in realization of the fact that the success or otherwise of these organizations lie in their workers. Therefore, it is against this background that this study seeks to examine the effects of the organizational culture on employees' motivation with a special focus on child-focused organizations.

1.2 Statement of the Problem

Child-focused NGO's in Kajiado West are playing a vital role to supplement and compliment what the Kenya government is implementing to achieve the vision 2030. However, NGOs are operating under a highly resource competitive environment (NGO Board Report, 2018/19). Most NGOs, despite vast differences among them, share a common challenge of unlimited needs chasing limited resources. There is significant capacity limitation among NGOs in terms of human resource and due to having insufficient staff then to pursuing appropriate funding (Sheehan, 2012). These NGOs in Kajiado West Sub County address issues such as child protection, FGM campaign, early marriages, ECD and WASH programs. According to Kajiado County SMART survey by UNICEF (2018) Kajiado West Sub County was identified as one of the highly affected area with a number of child health cases.

It is an undisputable fact that the NGO's success is hinged on the input of the employees; based on this perspective, the motivation of the employees dictates the success or failure of these organizations. This means that they are under pressure to ensure that they not only succeed, but also pass the benefits to the employees who work in these organizations. As argued by Argyris (1991), organization's success in the market place is highly related to employees' inspiration. Employee creativity in relation to organizational culture received little attention. A number of researchers opined that there is no exact nature of organizational culture and staff motivation. Lack of the direct empirical evidence from the NGO's world was an issue that the research focused on.

Moreover, as much as there is a lot of research on Non-Governmental Organizations, little attention has been given to NGOs that deal with children issues. This leaves a gap in research and hence the question of effects of innovation, outcome and team orientation on employee motivation in child-focused NGO's in Kajiado West Sub-County. Therefore, it was necessary to examine the culture of the organizations with the aim of unveiling how the strategies motivated employees in child-focused organizations.

1.3 Research Objectives

- 1) To analyze the effects of innovation on employees' motivation in child-focused organizations in Kajiado west Sub County.
- 2) To assess the effects of outcome orientation on employees' motivation in child focused organizations in Kajiado west Sub County.
- 3) To examine the effects of team-oriented culture on employees' motivation in child focused organizations in Kajiado west Sub County.

1.4 Significance of the Study

Organization's achievements, outcomes objectives and goals are of high importance for their survival. The findings contribute significantly to the topic of organizational culture identified variables on the culture of innovation, team, and outcome orientation. Research findings if put into consideration would improve the capacity of NGOs in terms of human resource management and improvement of employee's efficiency. The outcome of the study adds to learning of factors to build employee motivation that leads to increased productivity as well as improved employee satisfaction. Similarly, the government through the Non-Governmental Organizations Co-coordinating Board as the regulator of all the Non-Governmental Organizations in Kenya will benefit significantly with the findings of this study. The research findings inform how program goal-setting, Innovation orientation and team oriented-culture can influence human resource productivity, employees' satisfaction in NGOs as well governmental institutions. Lastly, the study is a source of reference material for future researchers, management of NGOs and leaders of any other development agenda. The study builds on understanding the concept on effects of organizational culture on employees' motivation and its significance to their organizations' performance.

2. Literature Review

2.1 NGOS in Kenya and Organizational Employee Motivation

In Kenya NGOs report showed that, while average performance has indeed been poor, there has been a broad range of results, from excellent to very poor performances, and majority of the organizations have managed to do well for long periods. Abdel-Kader and Billy (2011) uses four indicators, that is, prices paid to suppliers, consumer prices, profitability and efficiency, to assess which firms performed well, which had problems, and when and why those problems developed. The study covered 1963-1988 where data provided was for seventeen organizations in the agricultural sector, four in finance, seven in transport and communications, and five in development finance. They concluded that neither privatization nor policies designed to bring organizations and their managers under control, approaches gaining popularity with African policymakers, is likely to solve the problems but the ultimate solution is the adoption of contemporary strategic management practices. However, they suggested that most of the problems are inclined

to inadequate and practical reforms, and that NGOs performance can be improved (Abdel-Kader & Billy, 2011).

According to performance management and improvement is at the heart of strategic management because a lot of strategic thinking is geared towards defining and measuring performance (Nzuve and Nyaega, 2011). Shazhad et al., (2012) also asserts that for an organization to be successful it has to record high returns and identify performance drivers from the top to the bottom of the organization. The top management support and participation is also very important in organizational motivation and execution of formal strategic management in such organizations. Waiganjo et al., (2012) on their study on Kenyan corporate organizations, established that development of information systems if it is adopted by many organizations and designed to inform and empower, formative accounting control, culture approach to strategy development, participative policy making, reward, flexibility and supportive leadership enhance organizational motivation and performance. In conclusion, the study established that two thirds of the Kenyan Non-Governmental Organizations had adopted the practices of the organization motivation.

2.2 Organizational Culture and Organizational Motivation

Organization culture plays an important role in an organization regarding how people feel about their work. It influences levels of motivation, commitment and job satisfaction. According to Badubi (2017), people are key factors for competitiveness and organizations can demonstrate highly complex social structure because of their cultural strength. Mutual interdependence between organizations and its employees is potential in achieving success, which in terns gives birth to relation of employees' motivation and job satisfaction. Organizational culture should be encouraged to ensure employee motivation in order to achieve organizational goals. There are several definitions of organizations culture from different authors and scholars. Some have defined it as a system of knowledge, of standards for perceiving, believing, evaluating and acting that serve to relate human communities to their environmental settings (Buschgens et al., 2013). Culture has been also defined as a set of understandings or meanings shared by a group of people. They are largely implicit, unique and relevant, and are passed on to new members of the organization.

A definition of organizational culture: *“any social system arising from a network of shared ideologies consisting of two components: substance-the networks of meaning associated with ideologies, norms, and values; and forms-the practices whereby the meanings are expressed, affirmed, and communicated to members. Alternatively, culture is comprised of distinct observable forms, case in point: language, use of symbols, ceremonies, customs, methods of problem solving, use of tools or technology, and design of work settings that groups of people create through social interaction and use to confront the broader social environment”* (Skyrme, 2013). This second view of culture is most valid to the inquiry and assessment of organizational culture and to strategies of cultural that leaders can implement to improve organizational performance. The culture of an organization defines suitable behaviour, bonds and motivates individuals and affirms solutions where there is uncertainty. Culture

influences and determines the way a company processes information, its internal relations and its values. It functions at all levels from hidden to visible (Kirwan, 2013). In today's complex and dynamic environment, it is important for the NGO's to embrace the concept of organizational motivation that allows for continual development of new staff competencies and skills in order to enhance efficiency and effectiveness in their organizations to enhance performance in provision of services to the people they serve (Wanza, 2016). Recognition of professionalism and knowledge of staff is central to the development of the organizational motivation in the NGOs sector (Berends & Antonacopoulou, 2014). They furthermore elaborates that, organizations that uphold knowledge generation and sharing like universities and consulting firms, emphasize the creation of mechanisms that recognize and reward innovation and creativity, professionalism, productivity and knowledge leadership of staff. It is therefore important that NGO's should create an enabling environment and an organization culture that encourages staff to acquire, share and manage their staff. As well also to network and collaborate with colleagues and external partners, to have shared vision, goals, and to build up their skills in accordance with competencies-based capacity development frameworks (Gehman et al., 2013)

2.3 Organizational Team Oriented Culture and Employee Motivation

Consequently, as worldwide pressure, economic, strategic and technological imperatives drive the world transformation. There have been more compelling aspects to shift from work organized around individual jobs to team oriented structures (Lawler et al., 1995), in addition elaborates that due to increasing global competition, consolidation and innovation creates pressure that only teams can manage.

As supported by Folkestad and Gonzalez (2010), that organizational culture that supports teamwork in the company empowers employees to look for external ideas, technologies and innovations that are possible to adapt to current business and improves performance.

They also assert that effective team management plays key role to influence, empower, engage and motivate employees to pursue the organization goal. Singh, (2011) also asserts that, motivating employees is a crucial management task as motivation translates to an employee's knowledge skills and ability. While the concept of management may be understood differently in different organizations and cultures, it is generally seen as a process, consisting of a series of ongoing dealings between a manager and the followers (DESA, 2015). The influence power of leadership can also be shown by their ability to motivate other people to do things, both in groups and with individuals for a common purpose. This approach makes management skills very crucial in refining team oriented culture. It is generally acknowledged that vision is an important element in successful management, helps team to focus on the goal. Nevertheless, the vision cannot be the product of one person. It needs to be a collective effort in partnership with staff and key stakeholders in any organization.

Cascio (2012) further emphasizes that what characterizes a manager is the ability to assist in the development of a common vision that expresses the aspirations of all the employees and key stakeholders with regard to where the organization wants to be in the future. The development of a shared organizational vision can help to impart a culture of collaboration, equity, trust, and democracy as a starting point for organizational change. The role of management in building team oriented culture is very critical as it enables employees to be motivated to operate as one team with the same objective and goal. To make this happen the organizational management need to have a high-level skills combined with strong commitment and determination (Lee, 2014).

Human resource development plays a vital role as part of management in ensuring that the individual employees' function as a team towards the organizational shared goal. The employees in organizations or public sector should be aimed at creating an adaptive, flexible team that has the appropriate incentives to produce, acquire process and share knowledge (Lee, 2014). As such inclusion of all NGOs in Kenya is mandatory when planning, implementing and executing as a team.

Namambwe (2012) defines human resource development as a discipline that comprises a broad range of theories and concepts. In other words, it is a subject of all human things focusing on recruitment of, management of, and providing direction for the people who work in the organization. From the perspective of organization, human resource stresses on the abilities, skills and knowledge that are benefit for the organizations focus on teamwork. Camgemini (2012) contends that the best companies continually innovate and change and that "*the most innovative organizations have highly effective development systems*". In order for organizations to achieve their employee motivation, managers are expected to render the right and enabling organizational environment allowing development of individuals, groups and teams to integrate and act upon information. Thus, for organizational motivation to function well, organizational structure should allow systems and procedures to direct and motivate teamwork.

According to Skyrme (2013), the key areas that should be of concern when facilitating organizational motivation and performance improvements in the NGO sector include knowledge sharing and management, promotion of mentoring programmes for staff, and strengthening the profession development programme. A well-managed profession development programme promotes greater performance-orientation among teams, which is fundamental to the organizational motivation at the individual level's working in teams, enables employees to move from their current level of competencies towards greater professional growth and development (Skyrme, 2013).

Organization management practice in Kenya must consequently rise to the occasion to help promote organization team-oriented culture to their organizations for the betterment of both their organizations and the country as a whole. It is through team orientation that the organizations can manage global competition.

2.4 Organizational Innovation Orientation on Employee Motivation

The term innovation is described as making changes to something established by introducing something new. The concept has been really associated by terms as invention and design of products such as iPod, computers and the manufacturing Industries. The term invention is defined as creating something new that has never existed before (The New Oxford Dictionary of English, 1998). However, the researcher is focused on people development and growth in terms of having the capacity to be creative and innovative to generate new ideas in an organization. Drucker (1988) argue that innovation can be viewed as a purpose-full and focused effort to achieve change in an organization's economics or social potential to better service quality.

As pointed out by Roddan (2014), innovation orientation is about doing things differently, better more efficiently outcomes for evolving need of their company or organization. It is not the way most people think about innovation as groundbreaking new products.

According to Nugent (2012), organization innovation is the process of creating new ideas and putting them into practice, it is a culture whereby people are open mindedness and have the ability to change things. Clutterbuck (2014) also supported that organizational innovation significantly alters the traditional ways in which management used to view workers as process of production or mechanical means to make profit.

Innovation is crucial to the success of many organizations as it serves as an essential strategic resource (Easterby-Smith, 2011). New ideas and creative thoughts are gained through sharing hence to achieve this; an individual should be able to unselfishly share their, experience, knowledge and skills with others. Organizational culture is built by having trust; communication channels and networking as a means in which employees of an organization can easily share knowledge as well as enhance management in their workplaces (Skyrme, 2013). Organizations structures and cultures are the communication channels needed for knowledge sharing and development of new approaches to deliver results. Technology adoption as a solution aids to the advancement of the organization for it encourages knowledge sharing and collaboration amongst employees and organizational members thus enhancing creation of new ideas within the organization (Wang & Ellinger, 2011).

NGOs suffer high opportunity costs due to the low level of motivation among the employees; the employees also tend to be frustrated which could lead to the loss of talented employees to other organizations. Lee (2014) furthermore argue that the creation of effective profession development policies and management is important because it ensures the availability of rewarding perfection which has a positive influence in the performance of NGOs and thereby improving organizational employee motivation. Secondly, it is essential for the retention of institutional memory and knowledge base because the turnover rate will be minimized.

Lee (2014) further asserts that excellence in recruitment, induction and training is very crucial as it ensures that the right type of employees are chosen into the organization which are significant in ensuring a degree of stability and continuity to perform

effectively in building on new skills and ideas in the organization. Many studies that have been conducted in the past cited that, a culture that encourages new ways of operations in an organization is a major factor affecting job satisfaction and employees retention in the many NGO sector (DESA, 2015). Organizational culture of innovation was an interested area of study, since organizations function in highly competitive and rapidly changing environments. Therefore, the ability to effectively be innovative oriented is crucial to long term survival. Hence organizational culture that supports innovation orientation motivates employees to be creative and creation of better results for client satisfaction. Most researchers inclined more on innovation as linked to production, however in this study as pointed by (Roddan 2014), it's about doing things differently better and variable outcomes for evolving needs of your customers. It's about ground breaking ideas behind closed door meetings is a culture that motivates employees to be innovative.

2.5 Organizational Outcome Orientation on Employee Motivation

Employee Outcomes: these are immediate behaviours' and work attitudes that result from the management policies and practices of any organization. Examples of such employee outcomes are organizational commitment and job satisfaction. Job satisfaction refers to positive emotional perceptions resulting from the appraisal of job experiences/values. Commitment refers to a strong desire in employees to retain membership and exert considerable effort on behalf of the firm. Employees do not bring these key work attitudes and behaviors on entry; rather, they acquire them in the workplace, from a process of the exchange relationship, via relevant HRM policies, programmes, processes, and practices (Luthans, 2008) this was as well quoted by Kirwan (2013). Outcome-oriented cultures hold employees as well as managers accountable for success and use systems that reward employee and group output. In these companies, it is more common to see rewards tied to performance indicators as opposed to seniority or loyalty. Research indicates that organizations that have a performance-oriented culture tend to outperform companies that are lacking such a culture (Nohria et al., 2003). The outcome orientation under the organizational culture dimension includes an input that show how performance and accountability standards collaborate in the organization. Performance and accountability standards contain a standard that shows when and how employees receive evaluations, benchmark standards, rewards, and accountability for their performance. Riggio, (2014) noted that performance and accountability standards have a profound impact on employees' work performance and behavior. The performance and accountability measure contributes to the organizational goal achievement and the organizational culture effectiveness.

Mentoring is incorporated as the main strategy for outcome orientation and is a key concept in organizational motivation (Clutterbuck, 2014). The process of guiding enhances professionalism and better performance through knowledge transfer. It is seen as culture of partnership whereby employees work as team to deliver outcomes to better their organizations (Fletcher, 2012).

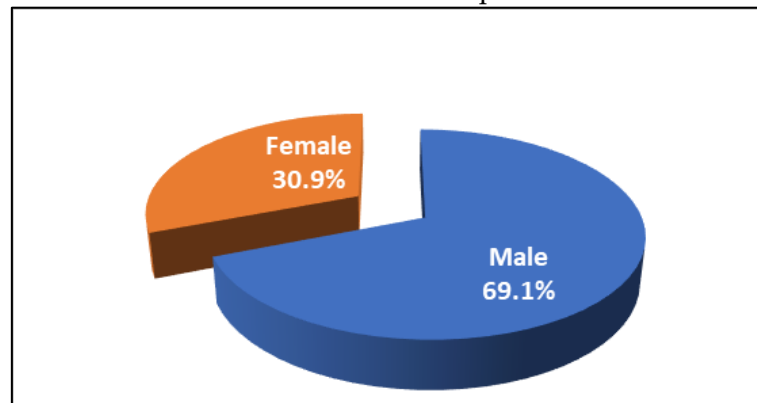
3. Research Methodology

This study utilized the descriptive research design. The design suits this study because it enabled the detailed explanations of the issue of Organizational Culture and how it affects employee motivation in child-focused NGOs. This design covered both qualitative and quantitative data. Purposive sampling was used to select the group for the research process. It was used to select the NGOs that were targeted for the study, that deal with children. The study relied on primary data. The data was in the form of questionnaires. The data tool administered to each of the respondents in order to generate quantitative data. The questions were derived from the objectives hence was rated using the Likert scale. Other questions were open-ended and were aimed at enabling the respondents to elaborate on their responses.

Analysis was both quantitative and qualitative. Quantitative data was in the form of the closed ended questions from the questionnaire analyzed with the aid of SPSS. According to Cooper & Schindler (2014) data analysis is about the organization, interpretation and presentation of the collected data. The data was presented in form of descriptive statistics and as such, presented using graphs charts, percentages and figures. On the other hand, the quantitative data was in form of explanations from the questionnaire used to support the figures, graphs and numbers especially those in form of explanations used to buttress the quantitative data.

4. Findings and Discussions

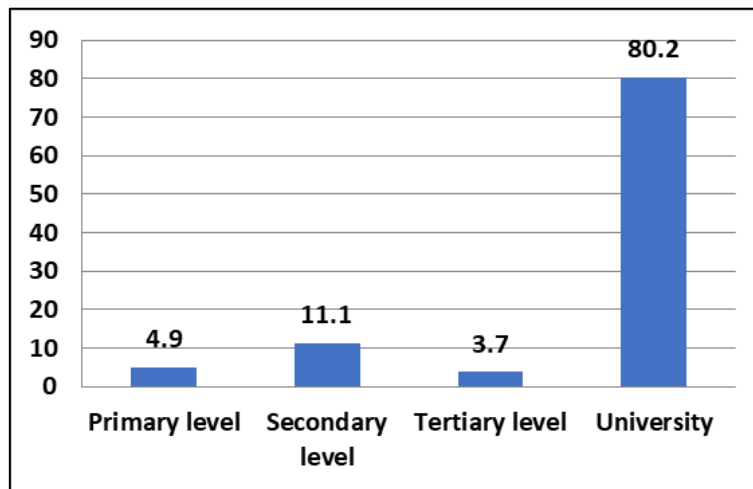
Chart 1: Gender of Respondents



The findings obtained indicate that 30.9% of respondents were female and 69.1% of respondents were male. This illustrates that most of the respondents were male from both the organizations.

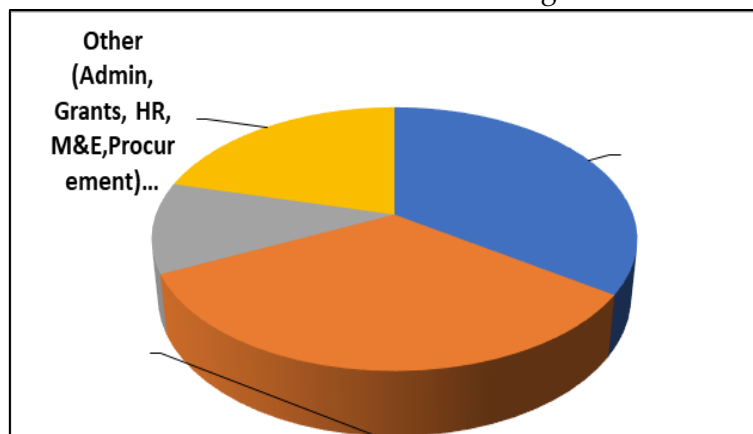
4.1 Level of Education

Table 1: Level of education



The findings indicate that 82.2% had degree level, 3.7% had tertiary level, and 11.1% had reached secondary level and 4.9% primary level these falls under others in the category of position in the organization. These results were considered as appropriate in the sense that the study targeted the management and as such, their education level was important towards ensuring that they are able to comprehend the issues under investigation appropriately.

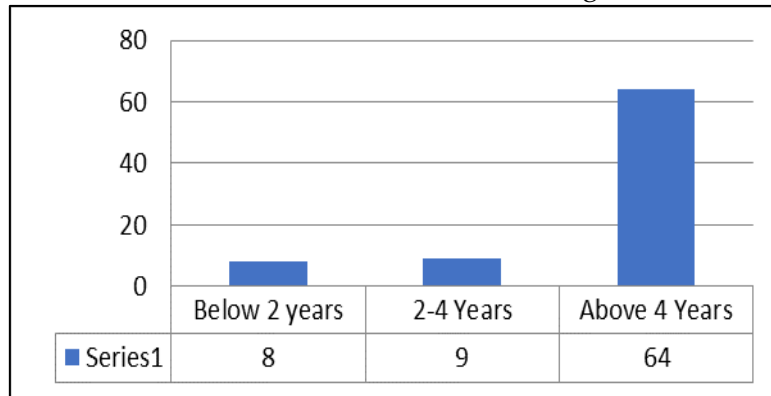
Chart 2: Position of Staff in the Organization



This finding was considered as an important factor that would assist the researcher in ensuring that those who had the requisite characteristics necessary for eliciting the desirable data were targeted. From the findings, 34.6% responded in the board/ management position, 33.3% of the programme/ sponsorship officers responded while 11.1% of the members responded and lastly others comprising of admin, grants officers, HR, M &E and procurement respondents were 21%. Similarly, since the study sought to investigate the issue of management; particularly strategic planning; the top managers were very important. Put together, the management board and sponsorship

officers totaled 60.9% which showed a significant level of understanding and comprehension of management issues.

Table 2: Year of Service in the Same Organization



The findings showed that 64% have worked in the same organization above 4 years, 9% have been in service for more than 2 years and the last lot of 8% has been with the same organization for less than 2 years. This is an indication that the majority of respondents have retained their work in their current organizations.

4.2 The Effects of Innovation on Employee Motivation in Child Focused Organizations

This study sought to investigate the effect of innovation strategy on the motivation in the child focused organizations. In doing so, it assessed the concept of the effects of innovation on employee motivation in child focused organizations within Kajiado west. The questionnaire consisted of five items showed that most of the respondents agree with most of the items as tabulated using aggregate response scores of 67.7% to 80.7% strongly indicating that both the organization are applying innovation strategies in their place of work as shown in table below.

4.2.1 Responses on Innovation Strategy

Table 3: Responses on Innovation Strategy

Statement	Aggregate rating
i) Are employees allowed to showcase their creativity and ideas	80.7%
ii) Do the organization encourage you to participate in other organizational initiatives outside of your normal duties	79.5%
iii) Do your Organization have a system of appreciating innovative ideas	67.7%
iv) Do you apply some of the innovative ideas that help your organization grow	67.9%
v) Have you been taken for any training in the last financial year	76.0%

From the above table 4.3.1, first the respondents were asked to indicate weather in the organization that they work in; the employees are allowed to showcase their creativity and ideas. To this end, a majority of them 80.7% answered in the affirmative with the remaining 9.3% answering in the negative. Creativity is a very central element of

organizational strategy; it ensures that those employees working there have the opportunity to contribute positively to the organization through meaningful ideas or strategies on how the organization can be improved. The respondents were also questioned on whether the organization that they work in encourages them to participate in other organization's activities outside the normal duties. Again, a majority of the respondents, 79.5, alluded to that they were indeed allowed by the organization to participate in activities of other organizations; only 20.5% failed to agree with this statement. Those who answered in the affirmative indicated that this was a strategy that the organization adopted to allow them to tap into the strategies that other organizations were employing and bring them for consideration.

The third part of the response was aimed at establishing whether the organizations that the respondents worked in have a system of appreciating innovative ideas. This was hinged on the belief that when the issue of innovation is encouraged by an organization, the chances of enhancing the creation and dissemination of creative ideas among the members are usually greatly improved. Therefore, from the responses as tabulated above, it can be seen that a majority of the respondent, 67.7% concurred that the organization indeed has a system of rewarding them if they come up with innovative ideas. The remaining 32.3% insisted that the system does not allow them the latitude to present their ideas because of the perception that that will challenge status quo.

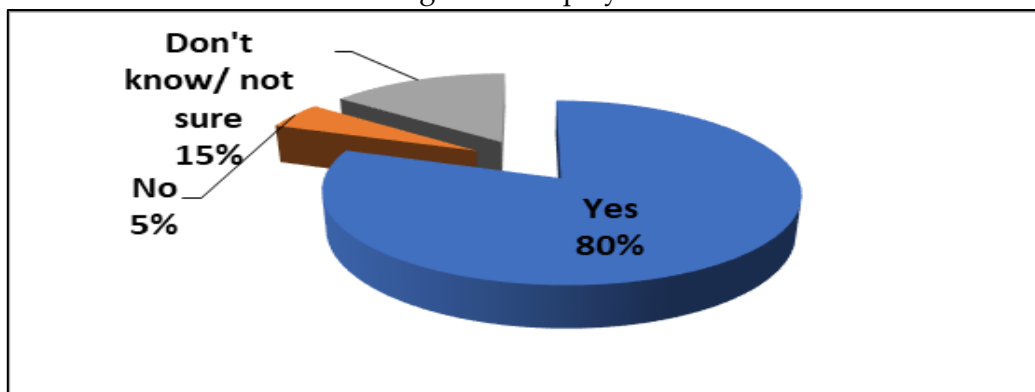
Similarly, they were also questioned about whether they indeed apply innovative ideas towards the growth of the organization that they worked for. As can be seen from the table above, a majority of them 67.9% averred that indeed they have on several occasions had the opportunity to apply innovation at the place of work. This application was in form of doing the same thing indifferent ways for the sake of improving the optimum performance and getting better results. The remaining, 32.1% claimed that they feared that in doing so, they would be perceived to be challenging the existing authority and the modus operandi of the organization; as such they kept their innovative ideas to themselves. It has been acknowledged that one of the ways an organization can enhance innovation in their organization is through the recognition of those that have innovative ideas and in so doing, they ought to be empowered in order to guarantee the future and stability of the organization. As such, there ought to be reward mechanisms that will enhance the recognition of employees who have innovative ideas so as there is retention capacity of these workers.

Lastly, the study also treated the in service training as a very critical component of organizational strategy. To this end, the respondents were asked to indicate if they have ever been taken for training within a period of the last one year. A majority of the respondents, 76% did indicate in the affirmative while the remaining 24% in the negative. This was an indication of the fact that the organizations took seriously the issue of in service training. However, it also inferred that there needs to be more efforts geared towards in-service training because this is what catalyzes innovation; when people go out for training, they are able to benchmark with others and in so doing, learn a lot which can be put in practice.

4.2.2 Organizational Strategies that Have Been Put in Place to Encourage Staff to Front and Promote New Ideas

The respondents were asked strategies their organizations have put in place to encourage staff to promote new ideas. Most of them agreed that their organizations have strategies such as effective employees' trainings for innovative programs, webinars and regional forums for staff sharing. Departmental meetings, special sessions sharing and employees' appraisals and sharing during tea sessions followed closely with percentage of 70% and 30% respectively.

Table 4: Strategies on Employee's Innovation



When the respondents were asked whether the strategies mentioned above have been adopted and applied, 80% of them answered yes, 15% said they don't know whether the strategies had been adopted and lastly the 15% said no. The findings clearly demonstrate that the strategies that encourage and promote new ideas in both the organizations are adopted and applied. This was an affirmation that there was presence of strategies that these organizations put in place; these strategies were well known to a majority of the employees.

4.2.3 Programs in the Organization that Helps Staff to Learn and Generate New Ideas

In a bid to establish if there are programs in place that are geared towards assisting the staff to not only learn, but also generate new ideas, the respondents were asked to indicate these programs and how they help in motivating them at the place of work. Whereas a bulk of the respondents stated that indeed there were programs that were aimed at helping their staff to learn and generate new idea, only 20% answered in the negative. They were categorical instating that in their respective organizations; they don't have programs that help them learn and generate new ideas. They were further asked to indicate if they thought that there are programs that can be enhanced in their organizations to motivate their quest to generate new ideas. To this, they mentioned the following initiatives to be considered. First, they recommended the online learning platform and SharePoint's that would help staffs to learn and generate new ideas. Secondly the respondents suggested, exchange programs, mentorship, guidance and counseling. Similarly, the respondents stated that what they needed was to have the

office pay for professional bodies' membership subscription to offer for opportunities for employees' innovation and generation of new ideas.

4.2.4 How the Organization Uses to Promote Employees' Creativity

It is very pivotal for organizations to have a well laid out criteria that is used to enhance creativity among staff members. Therefore, the research sought to establish some of these measures that are used to enhance creativity in the organization. The respondents reported that in their organization, they were encouraged to take lead in refresher training courses and office trainings in terms of seminars and workshops. This, according to them, helped to expose them with not only other organizations, but also in terms of knowledge. This exposure was a motivating factor towards their efficiency since they felt a sense of self-worth. At the same time, the respondents indicated that there was a reward structure in their organization that was used by the management to ensure that those who worked well are rewarded. These rewards took the form of promotions for those staff that were considered to have excelled in their various departments or areas of jurisdiction. Promotions in these organizations are usually accompanied with financial rewards and this motivated workers to work hard.

These research findings are in agreement with those of Bratton et al. (2008) who established that the use of innovation such as use of email to engage in informal networking, job matching, case conferencing, training and sharing job leads to employee satisfaction.

4.3 The Effects of Outcome Orientation on Employee Motivation

Outcome orientation is a strategy employed by an organization to ensure that the activities that employees are engaged in are all geared towards enhancing performance, efficiency and effectiveness. For this to be attained; the organization must make a conscious effort to ensure that the systems are conducive for the attainment of the objectives of the organization. To this end, respondents were asked several questions in order to establish how it is carried out in the organizations:

Table 5: The effects of Outcome orientation on Employee Motivation

Outcome Orientation	Aggregate rating
i) Do your organization provides a work environment that promote optimal performance	79.3%
ii) Do your organization promote outcome oriented activities, such as meeting of report deadlines	84.7%
iii) Management in the organization encourage organizational employees' achievements	81.7%
iv) The organization takes time to set the right expectations on employees' performance	85.4%
v) The organizational leadership style influence employee inspiration to deliver results	76.0%

The findings show that most of the respondents, 79.3%, agreed that their organizations provide work environment that is optimal performance. This was also a demonstration that the outcome-based approach found it relevant in these organizations. A paltry 21.7% of the respondents declined to state that there were such activities being promoted by their organizations. As to whether the organization promotes outcome oriented activities such as meeting and report deadlines are promoted, a majority of the respondents, 84.7%, indicated in the positive that their organizations are alive to the fact that activities such as those were critical in enhancing outcome activities; this is because meetings are forums that allow the management and the employees sit together and discuss about how to maximally. At the same time, setting deadlines is a critical component of any organization as it ensures that the employees in that organization are kept on toes; this in itself is important is as far as enhancing an outcome based orientation is concerned. A paltry 15.6% of the respondents answered in the negative. They indicated that they rarely held meetings and they were not under pressure to beat any deadline; it was an individual's personal responsibility to ensure that the tasks bestowed upon him or her are fulfilled on time.

Similarly, the study also sought to find out if the management ensure that the organization meets its targets; therefore they were asked to indicate if the management in their organization ensures that that happens; a majority of them, 81.7%, did indicate that indeed their organization takes time to set the right expectations on employees by ensuring that here are frequent appraisal system which identifies those employees who manifest high achievement. Furthermore, as to whether the organization takes time to set the right expectations on employees' performance, a majority of them, 85.4% indicated in the positive while the remaining 15.6% in the negative.

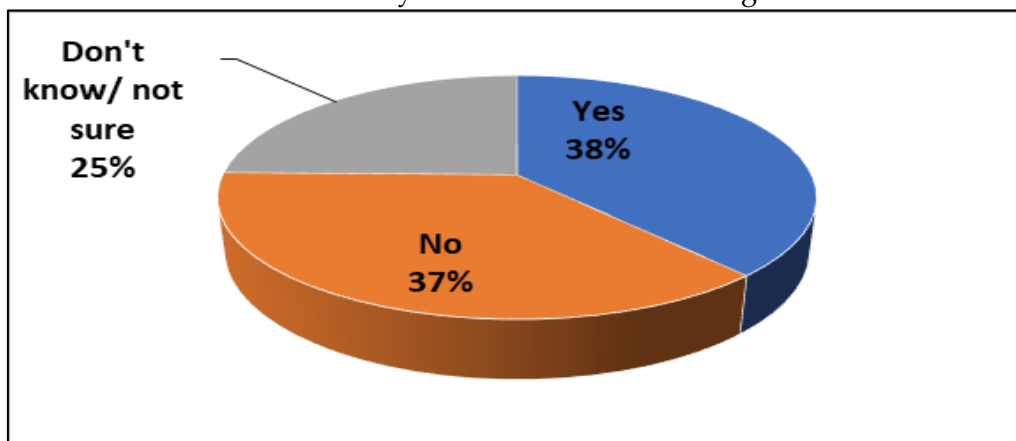
These results are in tandem with Locke's (2019), view that employee goal setting theory of motivation is based on the premise that the goal setting is linked to task performance. It states that specific and challenging goals along with appropriate feedback contribute to higher and better performance. The findings are in agreement with the Riggio (2014), goal setting theory stating that for employees to be motivated, goals must be clear, specific, attainable and quantified. Supported by Newstrom (2013), that asserts goals help employees focus attention on objectives for work to be done as quoted by Waiyaki.

4.3.1 Whether Organizations Have Put in Place Reward Systems

Reward systems are usually an important strategy in an organization that ensures that those workers who manifest good performance are recognized appreciated. This strategy plays an important role towards entrenching a culture of hard work and merit-based recognition. Therefore, to this end, the respondents were asked to indicate whether the organizations that they work with have instituted strategies that ensure that employees who excel in their work are recognized and rewarded. Firstly, the respondents were asked to indicate various statements based on their levels of their agreement. The first was whether their organizations have considered putting in place the rewards for

employees who excels in their work. Out of the respondents interviewed 38% agreed that employees who excel are considered for reward. This was in close tie to 37% who said no rewards for is put in place to consider those who excel. The last 25% of respondents said they don't know/ not sure whether such considerations exist in their organization as indicated in the figure below:

Chart 3: Reward Systems that Exist in the Organization



The implication of these responses was that the concept of reward was not fully entrenched in the organizations; it was applied haphazardly with no clear rules and that demonstrates why the respondents held divergent opinions towards the issue. In fact, those who stated in the negative still indicated that as much as the reward system is there, it is yet to be fully entrenched and operationally definite as an organizational culture; it still was being done at the whims of the management. At the same time, those who disagreed with the assertion indicated that reward system was confused with the normal salary and allowances that the employees were entitled with; they indicated that their organization did not have a system that could organize and recognize apt performers and this made them to do their minimum. When employees do the minimum, it trickles into the entire organization which ends up manifesting low performance. At the same time, absence of reward system has a tendency of promoting high turnover of employees who exit to search for greener pasture. In the same vein, the organization fails to attract the best workers.

4.3.2 Goal Achievement in the Child-based Organizations

This response was aimed at ascertaining the level of measures and strategies that organizations have engineered in order to attain their goals. Goal setting is usually a determining factor towards the attainment of organizational goals; this is because it sets the expectations that act as a driving force towards a certain direction. This stage enables the management to clarify to the employees the expectations of the organization and at the same time, goal setting enables a comparison between what was set and what was attained in the long run.

The respondents indicated that goal setting was done by the organizations they worked for and they served the following purposes. First, the management, have staff signing performance contracts; using key performance indicators (KPIs), and adhering to the set work plans. These benchmarks ensured that the performance of the employees was pegged to certain definite benchmarks. Secondly the respondents stated that their leadership always ensures that staff's work plans are aligned with the strategic business goals of the organization. This was also important in following the rule of '*round pegs in round holes and square pegs in square holes*' which ensures that people are assigned the duties that they are capable of doing and are qualified to do so; at the same time, that prevents against job overlaps and duplication of duties at the workplace. The third step towards goal achievement and attainment is that of ensuring that project implementation is done as per budget line following timelines or work schedule. Timelines are very critical because they are also hinged to the budget of the project; therefore, the implementation of a program ought to be timely and efficient while at the same time adhering to the implementation matrix. The other strategy that the respondents alluded to was that of carrying out performance appraisals and evaluation, reviews of Area Strategic Plans (AOPs), to ascertain program vision and mission is achieved.

4.3.3 Measures Put by Management to Ensure the Attainment of Goals by Employees

In order to have the organization meet its objectives in a timely manner, the management must be able to provide purposive leadership that will see to it that such goals are attained. Therefore, the respondents were asked to indicate the specific measures that the management of the child focused NGOs adopted towards ensuring that goals are attained. The responses are as follows: First, the management gives the deadline of the set target for staff to achieve within the set time lines. These deadlines are usually strictly observed and if there are reasons as top why they will not be met, a plausible explanation is given and a work plan on how to ensure that they are attained within the soonest time possible is presented to the management.

There are also monthly reviews on one on one meeting between managers and employee, to offer supervisory and mentorship role. Management ensures staffs have set goals to achieve results, thus also form a basis for staff appraisal and evaluation. By setting clear direction and objectives for all staff and having proper feedback channels and support. These results are in agreement with Locke (2019), who asserts that employee goal-setting theory of motivation, states that the goal setting is linked to task performance. It states that specific and challenging goals along with appropriate feedback contribute to higher and better performance.

4.4 Effects of Team Orientation on Employee Motivation

Table 6: Effects of Team Orientation on Employee Motivation

Team Orientation	Aggregate rating
i) Our organization encourages teamwork and social groups networking	81.2%
ii) The management allows the team to generate new ideas and solution to challenges	77.8%
iii) Employee commitment in the organization is recognized and valued	64.6%
iv) In my organization, teamwork enhances inspiration to achieve organizational goal among employees	81.0%
v) The organization work effectively across departmental such as programs, finance, and sponsorship	78.8%

The above table presents the responses that were gathered from the respondents. It was apparent that the majority of the respondents, 81.2% agreed that their organizations encourage teamwork and social groups networking. The remaining 18.8% answered in the negative and were categorical that the organization that they work in does not encourage teamwork at all or to a negligible extent. This was therefore a basis to deduce that much as the organizations embraced team work, the feelings among the few employees to the contrary means that they need to entrench team orientation as a strong culture acceptable to everyone and not just on paper but also in practice.

At the same time, 77.8% of the respondents alluded that the management allows them to generate new ideas and solutions to the challenges that face the organization and these are normally affected by the management in a timely manner. However, a paltry 22.2% of the remaining respondents differed with this notion. They averred that in most cases, ideas and strategies usually follow a top bottom approach rather than a bottom up approach. As to whether the organization values the commitment and dedication of the employees, 64.6% of the respondents concurred with this assertion and stated that this occurs in various situations; for example, yearly, after appraisals have been done, those who emerge with high ratings are usually prized and at times promoted based on that recognition. At the same time, there are instances when the employees are given a wage increase if the organization has attained its optimum objective.

Similarly, the management also allows members of staff who have demonstrated exemplary service to attend in service training and workshops and they pay for the exercise. These serve to ensure that the input of the employee in the organization is recognized. Those who answered in the negative were 36.4% and they disagreed by saying that they have never experienced a semblance of organizational recognition in their work stations. This indictment means that there is absence of elaborate criteria that is all inclusive that enhances the recognition of employees. Another indicator that was measured in these organizations is the extent to which teamwork enhances the inspiration to attain the goals of the organization. To this end, a majority of the respondents, 81% stated that indeed teamwork was an essential element of organizational goal attainment. A further 78.8% of the respondents agreed to the assertion that the organization works systematically and that all departments are well

coordinated. It is only a paltry 17.2% who differed with the statement and said that the contrary is the case when it comes to their organization; they averred that often at times, the finance department and the Human Resource department fail to agree on an issue affecting employee such as salary increment. This also can be seen when the departments seem not to agree on some issues affecting employees. This failure to coordinate properly among departments usually leads to demotivation of employees especially if the failure is likely to occasion an act that can or likely injure the morale of the employee in question.

4.4.1 Employee Achievement Indicators in the Organization

Table 7: Employee Achievement Indicators in the Organization

Statement	Aggregate rating
i) Do you have the passion and desire to continue working for the same organization	80.0%
ii) Do the organization organize knowledge transfer sessions both within and outside the organization	71.9%
iii) Do your Organization carries out periodic job satisfaction surveys to improve on service delivery	71.6%
iv) Do you have the desire to perform and achieve objectives within set time deadlines	82.0%
v) Do you have the inspiration to perform your duties diligently to produce efficient results	79.5%

These responses in the table above were aimed at ascertaining the level of achievement by employees in the organization. To this end, they were asked several questions aimed at ascertaining this. First, they were asked to indicate whether they have passion to continue working for the same organization; from the responses on the table above, a majority of them, 80% answered in the affirmative while the remaining 20% in the negative.

Secondly, the respondents were asked to indicate if the organization they work for has an arrangement which allows the transfer of sessions both within and outside the organization. A majority of them, 71% answered in the affirmative while a paltry 29% in the negative. As to whether the organization carries out periodic job satisfaction in order to improve service delivery, 71.6% of the respondents answered in the affirmative while the remaining 29.4% in the negative. The respondents were also asked to indicate if they have a desire to perform their objectives within the set deadlines, a majority of them, 82% agreed with the assertion while 18% disagreed with it. Lastly, the respondents were asked to indicate whether they have an inspiration to perform their duties diligently and produce results. To this end, a majority, 79% answered in the affirmative.

Asked to indicate what structures they thought should be incorporated in the organization to ensure that employees were motivated, their responses ranged from having a well-structured and transparent regular reward system. Give merit-based awards and promotion to staff whose performance exceeds expectation. Open door policy and flexible working schedules like working from home, staff evaluation of job

grades, performance recognition as well as clear communication. Similarly, they were asked to indicate the type of rewards that they liked to be considered by the organization, they documented things such as offering of promotion opportunities and professional developments as well as recognition of employee's achievements and consideration for team building sessions. All these activities were seen as the bedrock towards the enhancement of motivation in the child-centered organizations.

5. Summary

This study was able to establish that indeed when employees are given an opportunity to bring out their talents and synergies in terms of ideas and practical ways to improve the organization, there was a semblance of employee motivation that was noted in the organization. This was found in many of the organizations that were studied where the respondents attested that they felt motivated once they were allowed to contribute to the development of the organization and that their input is taken seriously.

However, there were few of them who cultivated the view that the organization did not fully allow them to utilize the innovative ideas and actions for the improvement of the organization. In the study, most of the employees working in the child-focused NGOs were task oriented and as such their focus was aimed at attaining the objective, which is the success of the organization.

The findings show that the respondents overwhelmingly agreed that the organizations encourage team work and social groups networking, management allows the team to generate new ideas and solutions to challenges, that employee commitment in the organization is recognized and that teamwork enhances inspiration to achieve organizational goal among employees.

5.1 Recommendations

The recommendation originates from the data analysis, findings, and conclusions of the study to support the management of other relevant NGOs with specific reference of the child-focused organizations in other areas on most excellent strategies to advance management. The study recommends that to successfully adopt the concept of organizational culture on employee motivation. The management needs, to evaluate their capability to enable them to understand how the components of organizational culture affect performance due to lack of inspiration.

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Job Okoth Mugenya, Odek Antony, James Kuria
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