



**INFLUENCE OF ORGANIZATIONAL CULTURE ON PROJECT PERFORMANCE. A CASE OF NON
GOVERNMENTAL ORGANIZATIONS IN NAIROBI COUNTY, KENYA**

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ABSTRACT

Projects often encounter difficulties in attaining satisfactory performance. This can be due to a lack of meeting certain project targets. Cameroon and Quinn (2011) states that, project performance can be affected by a range of things; of these is the project organizational culture. Therefore the study pursued to understand the influence of project organizational culture on project performance. It specifically focused on NGOs located in Nairobi County. The objectives of the study were: to establish the influence of shared values on project performance; to find out whether leadership influences project performance; to assess the effects of power distance on project performance and to find out the relationship between decision-making culture and project performance. The theories related to the study are: Shein's theory of organizational culture, Daniel Denison's theory, transformational leadership theory and Hofstede's cultural theory. The sample size of the study was N=328 NGOs located Nairobi County. In this study, the sampling technique employed to select the participants was stratified sampling. The study embraced quantitative method with cross-sectional research design. Data was collected through a questionnaire and analyzed using the Statistical Package for the Social Sciences (SPSS). The reliability of the instruments was tested using the Cronbach's Alpha, organizational culture $\alpha = .859$ while for the project performance was $\alpha = .882$ which claimed a good internal consistency. Pearson r correlational coefficient analysis was used to test the relationship between the variables. The findings indicated that there was a significant positive correlation between decision making culture and project performance and between leadership culture and project performance whereas there was negative correlation between shared values and project performance and power distance culture and project performance respectively.

Key Words: Shared Value, Leadership, Power Distance, Decision-Making Culture, Project Performance

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INTRODUCTION

According to Cameroon and Quinn (2011), performance may vary from organization to organization depending upon the culture that is in place. Researchers among themselves have different opinions of performance. Performance, in fact continues to be an issue among researchers. For example, according to Daft (2000), performance is the organization's ability to attain its goals by using resources in an efficient and effective manner. Quite similar Daft (2000) and Richardo (2006) defined performance as the ability of the organization to achieve its goals and objectives. Harish, Harikrishna, Aadirupa, and Shivani (2010) defined performance as the success in meeting pre-defined objectives, targets and goals.

Project performance has been considered to be tied to project success and has been measured based on different dimensions (Chan & Chan, 2004). Shahzad, Luqman, Khan and Shabbir (2012) measured project performance based on the following five dimensions: meeting design goals, benefit to end users, benefit to the developing organization, benefit to the defense and national infrastructure and overall success. They also proposed that project success is divided into four dimensions: project efficiency, impact on customer, business success and preparing for the future.

Cameron and Quinn (2011) suggest that, there are three basic objectives of measuring projects key performance indicators: time, cost and quality. An overriding factor for measuring project performance based on the three basic objectives originates from the qualitative finding by Phua and Rowlinson (2004). From their research on how important cooperation is to organizational project performance, they identified three factors: adherence to project budget, time and quality requirements as overarching criteria of assessing performance.

Organizational culture influences are usually reflected in numerous factors including style, structure, competence, shared values, norms and

beliefs, policies and procedures, the view of relationships with authority, and work ethics, to mention but a few. In addition, organizational culture influences organizational performance through shaping the behavior of organization members (Zheng, Yang & McLean, 2010). Sawner (2000) points out that, an organization's culture is considered to be an important factor affecting organizational success or failure. Cameron and Quinn (2011) argue that organizational culture has a strong association with the organization's sense of uniqueness, its values, mission, aims, goals and ways of building shared values. Therefore, ignoring organizational culture in plans for any changes within the organization would yield unforeseen and negative consequences (Agboola, Motilewa & Adeniji, 2015).

According to Olanipekun, Abiola and Aje (2013) in measuring organizational culture, three dimensions have to be looked upon. They involve: goal accomplishment, people orientation and environment related which reflect the performance of service organizations and it represents one of the major measures of organization culture. Previous researches have shown that organizational culture does have an impact on several key organizational variables. Peters and Waterman (2004) extolled the virtues of organizational culture in enhancing organizational performance. Many other studies reported a profound impact of organizational culture on organizational performance and effectiveness (Cameron & Quinn, 2011; Deal & Kennedy, 2000).

Practices such as involvement in decision making and employing self-managed work teams were identified as behaviors that reflected successful organizational culture (Belassi, Kondra & Tukel, 2007). In a research conducted in Nigeria by Aje, Abiola and Olanipeku (2013) affirmed that organizational culture influences the performance of a project. According to Kandula (2006) the key to good performance is a strong culture. He further maintains that due to difference in organizational culture, same strategies do not yield same results

for two organizations in the same industry and in the same location.

In line with the relationship between organizational culture and performance, it has been pointed out that organizational culture is a powerful tool for improving project performance, as it can be harnessed as a competitive advantage against the project's competitors (Agboola, Motilewa & Adeniji, 2015). Studies in both Western and non-Western societies have shown the implications of varying cultures for organizational structures, operations and performance (Aluko, 2003). Otherwise, in asserting the influence organizational culture has on performance, it is imperative to understand that while some cultures are strictly enforced in some organizations, other organizations do not acknowledge the presence of organizational culture (Agboola, Motilewa & Adeniji, 2015).

According to Wairimu (2014), despite the studies on organizational culture, the empirical evidences emerging from various studies about the effect of organizational culture on performance have so far yield mixed results that are inconclusive and contradictory. She further states that researchers concur on the fact that there is no agreement on the precise nature of the relationship between organizational culture and performance. This is a practice that cannot just be assumed as it has both positive and negative effects as far as performance is concerned (Wanjiku & Agusioma, 2014).

Statement of the Problem

Chien (2004) states that projects often encounter difficulties in attaining satisfactory project performance. Cameron and Quinn (2011) states that, project performance can be affected by a range of things; of these is the culture. Eaton and Kilby (2015) indicated that 72% of corporate leaders acknowledged the importance of organizational culture to organizational performance but only 25% identified an effective organizational culture for their organization.

Bolboli and Reiche (2014) indicated that more than 90% of excellence initiatives fail to succeed because of poor cultural integration among project managers. Some managers lack an effective organizational culture, which often results in poor performance and loss of productivity within the corporate group (Eaton & Kilby, 2015; Viegas-Pires, 2013). Also, Hirsch (2015) states that managers lack strategies to establish an effective organizational culture to improve performance.

According to Wanjiku and Agusioma (2014), culture may have a big influence on the performance of a project. Organizational culture is important to improve performance and productivity (Eaton & Kilby, 2015). In the projects, managers have more challenges in establishing an effective organizational culture, which is an essential element to improve performance and productivity (Kenny, 2012). The lack of effective organizational culture is a primary cause of poor performance and productivity (Eaton & Kilby, 2015).

Project managers must understand the importance of effective organizational culture to improve performance and productivity in the corporate group (Viegas-Pires, 2013). To effectively examine a relationship between organizational culture and performance, it is important to understand the traits of organizational culture, which form the basis in which managers maximize the influence of organizational cultural factors on performance. Therefore the aim of this study was to explore the influence of organization culture on project performance, a case of NGOs within Nairobi County.

Study Objectives

This study was guided by the following specific objectives;

- To establish the link between shared values and project performance in NGOs projects within Nairobi County.
- To find out whether leadership culture influences project performance in NGOs projects within Nairobi County.

- To assess the effects of power distance culture on project performance in NGOs projects within Nairobi County.
- To find out the relationship between decision-making culture and project performance in NGOs projects within Nairobi County.

LITERATURE REVIEW

Theoretical Framework

Schein's Theory of Organizational Culture

Schein (1985) developed a highly influential model of organizational culture, consisting of three interrelated levels: artifacts, espoused values and shared basic assumptions.

Artifacts are the surface level of an organizational culture, tangible, easily seen and felt manifestations such products, physical environment, language, technology, clothing, myths and stories, published values, rituals and ceremonies (James & Jones, 2005). Schein (2009) clearly states that the artifacts that exist in the organization's environment are the climate of the organization and are ambiguous. Observers must gain evidence about why they exist before the artifacts become more clearly understood by them. Once an observer lives in the organization long enough and the greater understanding of artifacts becomes apparent, then and only then can an attempt be made to analyze the espoused values and beliefs, which is the next level of organizational culture.

Espoused beliefs and values include strategies, goals, shared perceptions, shared assumptions, norms, beliefs and values instilled by founders and leaders. Schein (1999) explains that espoused beliefs and values of an organization are what predict the behaviors that can be observed at the artifacts level. The strategies, goals and philosophies are the espoused values or justifications for actions that take place in the organization. The overt behaviors illustrate the espoused values to observers, but there can be inconsistencies between some of the espoused values and the visible behaviors. The reason for the

inconsistencies is a deeper level of thought and perception driving the overt behaviors. In order to truly gain a more thorough understanding of the organizational culture, one must decipher what is going on at the deeper level of underlying assumptions.

Critics have said the dynamic culture model is ambiguous because it does not clearly describe the processes that occur within and among individuals and does not define whether the processes are cognitive or social. The cultural dynamics framework assumes that cultural dynamics are simultaneously cognitive and social; that individuals defined by their cultures and that cognition is influenced by social processes. A key contribution of the cultural dynamics framework is that it bridges the mutually exclusive objectivist and subjectivist perspectives to provide a more complete picture of culture than either perspective offers on its own (Hall, 2009).

The theory is related to the study because supportive culture motivates its employees to be the best they can and thus has a positive effect on the performance. Organizational culture offers a shared system, which forms the basis of communication and mutual understanding. In addition organizational plays a major role by influencing behaviour by using reasonable managerial tools, such as strategic direction, goals, tasks, technology, structure, communication, decision making, cooperation and interpersonal relationships, and so forth, which are all designed to do things (Martins & Terblanche, 2003). According to Schein, Leadership is the source of the beliefs and values, and the most central issue for leaders is to understand the deeper levels of a culture (2013).

Hofstede's Cultural Dimensions Theory

In 1980 Hofstede developed four dimensions and in 2001 added a fifth one. They are uncertainty avoidance, individualism versus collectivism, power distance, masculinity versus femininity and long-term versus short-term orientations. The

framework is applicable by businesses worldwide as guidance for culture

Uncertainty avoidance displays the extent to which a culture sense threaten or anxious about doubtful and ambiguous situations. It is the extent to which people feel comfortable in the presence of vagueness and ambiguity (Hofstede, 2011). According to Warner-Søderholm (2012), uncertainty avoidance is the magnitude to which members of an organization attempt to escape uncertainty by depending on established norms, rituals and bureaucratic undertaken. People in high uncertainty avoidance cultures try to reduce the possibility of unforeseen events that could negatively affect the operations of an organization, or society and improve the success of such effects (Hofstede, Hofstede & Minkov, 2010). Hofstede (2011) concludes that people in societies form coping mechanisms to handle the tension produced by excessive uncertainty.

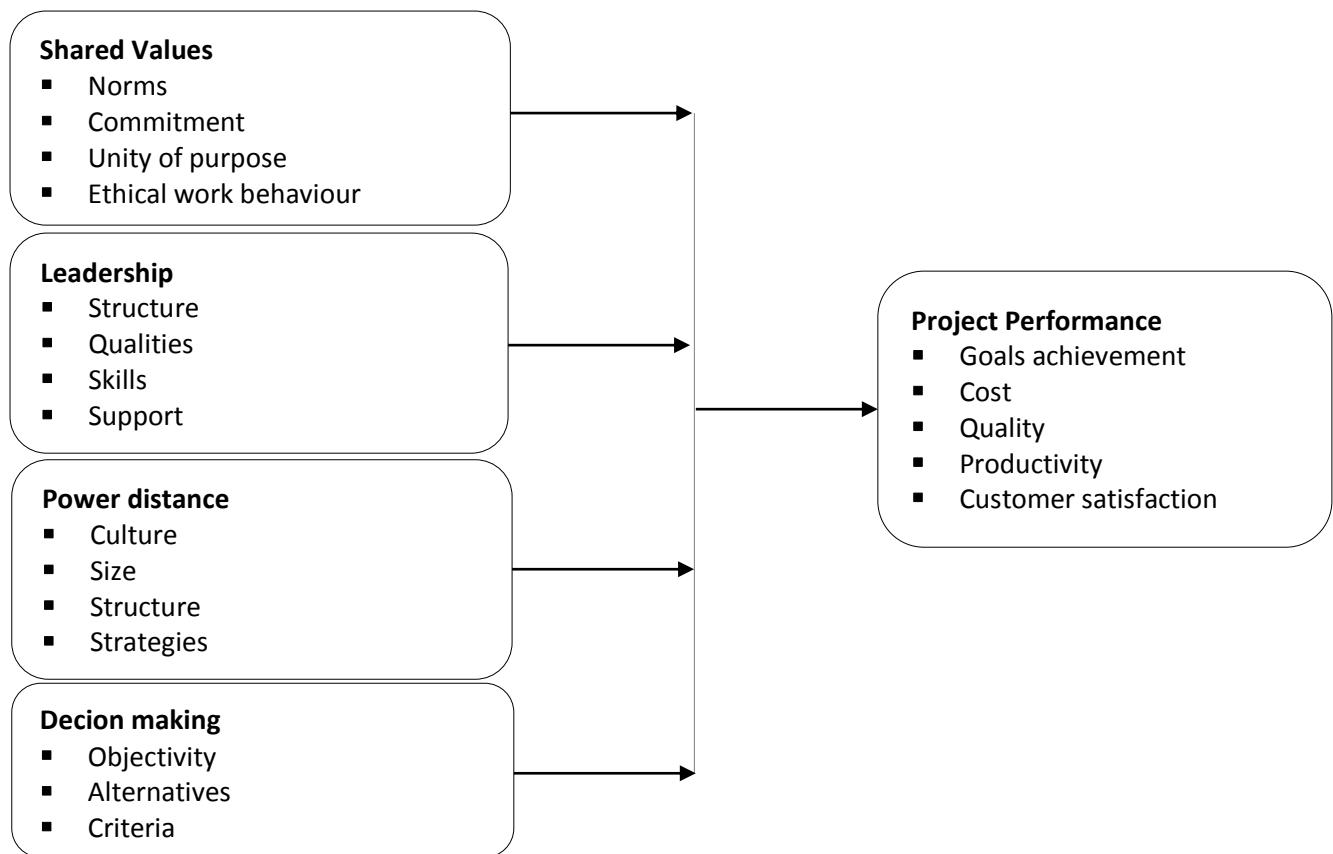
Individualism culture is the degree to which individuals are mixed in to groups. It depicts comparative preference for the individual in converse to the group (Ghemawat & Reiche, 2011). According to Hofstede, Hofstede and Minkov (2010), individualistic cultures stress on the goal of the individual over group goals while collectivistic culture emphasizes group goals over individual goals. Hofstede, Hofstede and Minkov (2010) states that "collectivism is the degree to which individuals are integrated into groups while in individualist side the ties between individuals are loose; everyone is expected to look after him/herself.

Power distance is the extent to which the less powerful members of the organisation and institutions accept and expect that power is unequally distributed (Hofstede, Hofstede & Minkov, (2010). Members of high-power distance

such as Malaysia accept status differentiation and expect to show respect to their superiors (Ghemawat & Reiche, 2011). These status differences may exist even in the organization but it could be based on age, social class or family role but on the other hand low power distance cultures are less comfortable with differences in organizational hierarchy or social class and there is more participation in decision making by everyone in the organization (Ghemawat & Reiche, 2011).

In addition to the original four mentioned dimensions above, Hofstede proposed the fifth cultural dimension. This dimension is called Confucian Work Dynamic after a study of some university students in 22 countries using Chinese Value Survey (Wu, 2006). Three of the four factors were found to be correlated Hofstede's (1984) cultural dimensions, values associated to long term-orientation are thrift and perseverance whilst those of short-term orientations are respect for tradition, fulfilling social obligations and protecting one's face. According to Hofstede, Hofstede and Minkov, (2010), the long-term orientation stands for the fostering of virtues oriented toward future rewards-in particular, perseverance and thrift while the short-term orientation stands for the tradition of virtues related to the past and present-in particular, respect for tradition, preservation of face and fulfilling social obligations.

Shore and Cross (2005) and Müller et al., (2007), exhibit that cultural dimensions may be beneficial in explaining the alternatives that direct management behaviour and decision making. It is relevant for the project managers to get knowledge of the cultural factors that could influence project management in general, taking into consideration culture in setting the framework to investigate the broadness of the management process.



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

Empirical Review

According to Watrous, Huffman and Pritchard (2006), values can be defined as fundamental and enduring features of both people and organizations. Individual values direct behavior, whereas organizational values provide ground rules for acceptable forms of behavior. A high shared value has important organizational consequences and Individuals who hold similar values may perceive and interpret situations and events similarly which can reduce uncertainty, role ambiguity, and conflict, allow for the accurate prediction of other's behavior, and make successful interpersonal interactions more likely. They add that, shared values can also increase a sense of investment in the broader organizational mission, lead employees to greater self-definition with their organization, increase ties to the organization and ease in communicating and cooperating with coworkers (Watrous, Huffman & Pritchard, 2006).

Paarlberg and Perry (2007) conducted a study on values management; aligning employee values and organizational goals. The article explored the process by which formal management systems foster the creation of shared organization values. Interviews were conducted and a comparative case analysis was used to explore differences in the relationships between installation practices and social values across high performing and low-performing work units. Their findings suggested that strategic values are motivating to employees to the extent that they reflect employees' internal affective, normative, and task-oriented values and a zone of existing values that positively affect the organization's performance.

Kashiwagi et al. (2004) who identified a lack of leadership in the construction industry, and associated the project delivery process with a management rather than a leadership culture,

arguing further that the use of a leadership oriented process minimized inefficiencies thereby leading to performance improvement. This is an argument in favour of a more committed leadership orientation, a view shared by Chan and Chan (2005) who also point to transformational leadership as being a prerequisite for engendering improved performance.

Leadership style, organizational culture and performance of UK Companies was the title of the study conducted by Harris and Ogbonna (2000). This study examined the nature of relationship and presents empirical evidence which suggests that the relationship between leadership style and performance is mediated by the organizational culture that is present. A descriptive quantitative research design is clearly adopted; consequently, a multi-industry sample of one thousand units was drawn from the database of registered United Kingdom. Suitable medium- and large-sized. companies were selected via the utilization of a systematic random selection procedure with appropriate units selected on a variety of criteria, including company turnover, date of registration, and number of employees. The outlined leadership styles that influence project performance were; participative leadership style, supportive leadership style and instrumental leadership style.

Farh, Hackett, and Liang (2007) conducted a study on Chinese organizations, where they conducted a cross-organizational sample of 163 supervisor-subordinate dyads from mainland China. They examined the moderating effect of power distance and Chinese traditionality on relationships between perceived organizational support and work outcomes. Questionnaires were distributed to supervisors and subordinates in each company (employees were drawn from 27 companies from Beijing and Tianjin). They used a six-item measure of power distance developed by Dorfman and Howell (1988) for use in Taiwan. From the study, they found that power distance hinders organizational support to its employees to yield better performance and productivity.

Robert and colleagues (2000) conducted a study titled, empowerment and Continuous Improvement in the United States, Mexico, Poland, and India: Predicting Fit on the Basis of the Dimensions of Power Distance and Individualism. Data from employees of a single firm with operations in the United States, Mexico, Poland, and India were used to test the fit of empowerment and continuous improvement practices with national culture. Using the theoretical constructs of individualism-collectivism and power distance, the authors predicted that the practices would be more congruent in some cultures than in others and that value congruence would result in job satisfaction. From their study, we conclude that when employees are empowered, organizational productivity increases, thus leading to an increase in performance.

In Canada, Williamson (2008) carried out a study on the effects of expanding employee decision making on contributions to firm value in an informal reward environment. The study found out that employee participation in decision making, provides the employees with the opportunity to use their private information, which can lead to better decisions for the organization, ultimately improving the organization's performance.

Preuss & Lautsch (2002) carried out a study in the United States to examine the effect of employee participation and job insecurity on employee satisfaction and commitment. They tested these issues using a data set incorporating information from employees, managers and government sources in fifteen hospitals in a single metropolitan region in the United States. They found out that workers' satisfaction and commitment persist as long as the form of employee participation in place increases worker input and control in their jobs, and as long as management is perceived to be making clear efforts to enhance the future security of workers' jobs. They concluded that the incorporation of the ideas and information from

employees leads to organizational flexibility, product quality and productivity may improve.

A study conducted by Meyer, Stanley, Herscovitch, and Topolnytsky, L (2002) found a very strong positive correlation between affective commitment and employees' job involvement. The authors conducted meta-analyses to assess relations among affective, continuance and normative commitment to the organization and relations between the three forms of commitment and variables identified as their antecedents correlates in Three Component Model (Meyer & Heppard, 2000). Affective commitment which is a result of employee participation in decision making was found to have the strongest and most favourable correlations with organization-relevant (attendance, performance and organizational citizenship behaviour) and employee-relevant (stress and work-family conflict) outcomes. Comparisons of studies conducted within and outside North America, such as Torka, Schyns, and Looise (2010), revealed considerable similarity yet suggested that more systematic primary research concerning cultural differences is warranted.

METHODOLOGY

The study involved a cross-sectional research design with quantitative research method employed for the study. The population of interest in this study included all 328 NGOs registered in Nairobi County.

From a population of 328 NGOs in Nairobi a sample of 10% (33 NGOs) was selected for the purpose of the study. The sampling technique employed was stratified sampling technique. Primary data among the selected projects hosted by NGOs was gathered by use of a questionnaire. Questionnaires were deemed appropriate for this study since they are used to collect information that is not directly observable and challenges as well as accomplishments and experiences of respondents under the study (Mellenbergh, 2008). The questionnaire had closed ended questions and was meant to collect quantitative data. A pilot study was carried out to aid in establishing the reliability of the research instruments. Quantitative data was entered into the computer for analysis using Statistical Package for Social Sciences (SPSS) version 21. This helped to generate the frequencies and percentage for discussing the findings.

RESULTS AND DISCUSSION

The Link between Shared Values and Project Performance

The first objective of the study was to establish the link between shared values and project performance. To understand this objective, the respondents were asked to indicate their level of agreement with statements related to the link between shared values and project performance. The results were summarized in table 1.

Table 1: Responses on the link between shared values and project performance

Statements	Mean	Std. Dev.
There is commitment to making the project successful.	2.9355	1.31493
Team work is important.	3.1935	0.83344
Project performance is regarded as important.	3.3548	1.49551
The organization stands for clear stipulated work ethics.	3.5484	0.67521
Roles and duties are understood by everyone.	3.9677	1.16859
Everyone is guided by similar customs.	4.0323	1.25124
Clear understanding of goals and objectives of the project applies to everyone.	4.1935	5.41245

Responses derived from questions in this section established that there is commitment to making the project successful, team work is important as well as Project performance is regarded as important of 2.9355, 3.1935 and 3.3548 respectively, with

corresponding standard deviations of 1.31493, 0.83344 and 1.49551. Respondents were also in agreement with statements that the organization stands for clear stipulated work ethics, roles and duties are understood by everyone and everyone is

guided by similar customs with means of 3.5484, 3.9677 and 4.0323 respectively, with computed corresponding standard deviations of 0.675211, 0.16859 and 1.25124.

The results also showed that majority of the respondents 17 (54.8%) were neutral on clear

understanding of goals and objectives of the project applies to everyone, 1 (3.2 %) participant strongly disagreed to the statement, 3 (9.7%) participants disagreed, 8 (25.8%) participants agreed while 2 (6.5%) strongly agreed. The findings were indicated in table 2.

Table 2: Responses on clear understanding of the goals and objectives

Responses	Frequency	Percentage
Strongly disagree	1	3.2
Disagree	3	9.7
Neutral	17	54.8
Agree	8	25.8
Strongly agree	2	6.5
Total	31	100.0

The Influence of Leadership Culture on Project Performance

The second objective of the study was to determine the influence of leadership culture on the performance of the project. Respondents in this study were in agreement with the statements

below on leadership culture on project performance. The statements below were presented to the respondents to establish their degree of agreement. The results were summarized in table 3.

Table 3: Summary of respondents on influence of leadership culture

Statements	Mean	Std. Dev.
Project leaders always make sure the subordinates knew the expectations.	2.5484	1.26065
Project leadership is considered as mentoring, facilitating or nurturing.	2.5484	1.26065
Leadership is coordinating, organizing and smooth-running	3.2258	0.84497
Project leaders view subordinates as important contributors to the project's performance.	3.5484	0.67521
Project leaders have been providing opportunity to develop the capabilities.	3.8065	0.70329
Project leaders perform their role to the best of their ability.	3.8065	0.70329
Project leaders' analysis influences the success rate of a project	3.9677	1.16859
Project leaders use creativity to solve problems and create solutions.	4.4194	0.92283

From the above statistical results, it was evident that respondents were in agreement with the statements with means from 2.5484 to 4.4194. In particular, the respondents were in strong agreement that project leaders always make sure that their subordinates knew what was expected of them, project leadership is considered as mentoring, facilitating or nurturing and leadership is coordinating, organizing or smooth-running with means of 2.5484, 2.5484 and 3.2258. On Project leaders perform their role to the best of their

ability, project leaders' analysis influences the success rate of a project, and project leaders use creativity to solve problems and create solutions; the respondents were in moderate agreement with means of 3.8065, 3.9677 and 4.4194 respectively, with corresponding standard deviations of 0.70329, 1.16859 and 0.92283.

When asked whether project leaders always view subordinates as important contributors to the project's performance, 9.7% (3) strongly agreed to

the statement, 35.5% (11) indicated that its project leaders view subordinates as important contributors to project's performance to a great extent while 54.8% (17) were neutral on the

statement. The results from this inquiry showed that majority of the participants were neutral that a project's leadership has an influence in the projects' performance. The findings were indicated in table 4.

Table 4: Project leaders view on subordinates as contributors to the project's performance

Responses	Frequency	Percentage
Neutral	17	54.8
Agree	11	35.5
Strongly agree	3	9.7
Total	31	100.0

When asked whether project leaders had been providing opportunity to develop the capabilities, 16.1% (5) strongly agreed to the statement, 48.4% (15) agreed to the statement while 35.5% (11) indicated they were neutral on the statement. The

results from this inquiry showed that majority of the participants agreed that project leaders had been providing opportunity to develop the capabilities of members. The findings were indicated in table 5.

Table 5: Project leaders provides opportunity to develop the capabilities

Responses	Frequency	Percentage
neutral	11	35.5
agree	15	48.4
strongly agree	5	16.1
Total	31	100.0

The Effect of Power Distance Culture on Project Performance

The third objective of the study was to assess the effect of power distance culture on project

performance. The respondents were asked to indicate their level of agreement with statements related to project distance culture. The results from the respondents were indicated in table 6.

Table 6: Effect of power distance culture on project performance

Statements	Mean	Std. Deviation
Top managers and employees have always mixed up freely.	2.5484	1.26065
Power has always been equally distributed.	2.8710	0.71842
Everyone is allowed to participate in decision making process.	3.1935	0.83344
The structure of commanding is strict	3.9677	1.16859
Top managers and employees always hold joint meetings.	4.0000	0.81650
Power is centralized.	4.0000	0.81650
Power holders have always been entitled to privileges.	4.3548	0.75491

Responses derived from questions in this section established that top managers and employees had always mixed up freely, power had always been equally distributed as well everyone was allowed to participate in decision making process with means of 2.5484, 2.8710 and 3.1935 respectively, with corresponding standard deviations of 1.26065, 0.71842 and 0.83344. Respondents were also in

agreement with statements that power holders have always been entitled to privileges, power is centralized and top managers and employees always hold joint meetings with means of 4.0000, 4.0000 and 4.3548 respectively, with computed corresponding standard deviations of 0.81650, 0.81650 and 0.75491.

When asked if the structure of commanding is strict, majority of the participant that covered 48% (15) strongly agreed, 16.1% (5) agreed, 19.4% (6)

were neutral and 16.1% (5) disagreed to the statement. Table 7 gave a tabular response on the statement.

Table 7: Structure of commanding is strict

Responses	Frequency	Percent
Disagree	5	16.1
Neutral	6	19.4
Agree	5	16.1
Strongly agree	15	48.4
Total	31	100.0

The Relationship between Decision Making Culture and Project Performance

Respondents were asked to indicate their level of agreement on statements that characterize project decision-making and its corresponding influence on project performance. The findings are recorded in

table 8. In response to the statements in Table 8, respondents agreed with all the statements with means between 1.7097 to 4.2903, with corresponding standard deviations of between and/or ranging from 0.90161 to 0.90161.

Table 8: Decision making culture on project performance

Statements	Mean	Std. Dev
Decision-making process involves fewer people.	1.7097	0.90161
All employees have always been part of the decision-making process	2.5484	1.26065
Decision making process is usually shorted down to rapid up the process.	3.1935	0.83344
People in my team are encouraged to come up with innovative solutions.	3.1935	.83344
Decisions based on theirs interests of some people.	3.9677	1.16859
Decision involve selecting a sensible alternative based on achievement of a goal.	3.9677	1.16859
Making a decision takes step by step.	4.2903	0.90161

Correlational Analysis

In seeking to establish the influence of organizational culture on project performance, Pearson's Correlation was used to determine the relationship between; shared values and project performance, leadership culture and project performance, power distance culture and project performance and decision making culture and project performance as outlined in the study objectives. The results were presented in tables below.

The Link between Shared Values and Project Performance

The results form Pearson's Correlation were presented in table 9. According to the results, there was no significant association between shared values and project performance (N = 31., $r = -.096$; $p = .606$). In other words, there is a strong negative relationship between the variables. The relationship is negative because, as one variable increases, the other variable decreases. Hence, the correlation coefficient is below 0.1, and $p > 05$ meaning it is not significant which makes the outcome negligible (Cohen, 1992). The test concluded that there was no relationship between shared values and project performance.

Table 9: Correlation between shared values and project performance

The Link between Shared Values and Project Performance			
		Project performance	Shared values
Project performance	Pearson Correlation	1	
	Sig. (2-tailed)		
Shared values	Pearson Correlation	-.096	1
	Sig. (2-tailed)	.606	
	N	31	31

Correlation between Leadership Culture and Project Performance

To establish whether there is a relationship between the leadership culture and project performance, the study adopted the Pearson Correlation coefficients as presented in table 10. Results indicated that there is a significant, strong and positive correlation between leadership culture and project performance (N=31., $r=0.05$., $p<0.01$). This correlation indicates that any positive change the leadership culture, leads to improved project performance and thus there is evidence of association between the two variables.

Table 10: Correlation between Leadership Culture and Project Performance

Correlation between Leadership Culture and Project Performance			
		Project performance	Leadership culture
Project performance	Pearson Correlation	1	
	Sig. (2-tailed)		
Leadership culture	Pearson Correlation	.05	1
	Sig. (2-tailed)	.01	
	N	31	31

In project management, Larson and Gray (2014) describe a set of eight core traits that they believe can lead toward success in project success: (1) being a systems thinker, (2) having personal integrity, (3) being proactive, (4) having a high emotional intelligence (EQ), (5) having a general business perspective, (6) using effective time management, (7) being a skillful politician, and (8) being an optimist. Therefore, the leadership styles, behavior, and attitudes evidenced by project managers are very critical because their daily actions influence the performance of the project.

Effect of Power Distance Culture and Project Performance

Correlation analysis was conducted in order to determine the direction and the strength of the relationship between power distance and project performance, according to the results indicated on table 11, the correlation between power distance and project performance was also no significant (N=31., $r = 0.439$., $P < 0.01$). This indicated there was no relationship between power distance and project performance. The results showed a significant negative correlation between the two variables.

Table 11: Correlation between power distance and project performance

Effect of Power Distance Culture and Project Performance			
		Project performance	Power distance
Project performance	Pearson Correlation	1	
	Sig. (2-tailed)		
Power distance culture	Pearson Correlation	.439	1
	Sig. (2-tailed)	.01	
	N	31	31

The findings of the study conflicts with studies done by Farh, Hackett, and Liang (2007), Robert and colleagues (2000) and Yang, Peng and Mosholder (2004), where they concluded that power distance hinders organizational support to its employees to yield better performance and productivity of projects.

Correlation between Decision Making Culture and Project Performance

This section presented the results of Pearson correlation analysis that was applied to establish

the relationship between organizational decision making culture and performance. The findings were presented in the table below. As presented, there was a positive relationship between decision making culture and project performance (N=31., r=0.05; p<0.01). This suggested that decision making culture positively influenced the performance of the project. The positive correlation meant there is a positive relationship between the variables; as the culture of decision making increases or decreases, project performance tends to increase or decrease with it.

Table 12: Corelation between decision making culture and project performance

Correlation between decision making culture and Project Performance			
		Project perfomance	Leadership culture
Project performance	Pearson Correlation	1	
	Sig. (2-tailed)		
Leadership culture	Pearson Correlation	.05	1
	Sig. (2-tailed)	.01	
N		31	31

The findings concurred studies done by Williamson (2008), Preuss & Lautsch (2002) and Kemelgor (2002) that found out a culture of involving the employees in the decision making procedure positively influences the prfomance of the projects.

CONCLUSION AND RECOMMENDATION

The first objective sought to address the the effect of shared values on the performance of the project. The expectation of this research was that there is a relationship between shared values and the performance of the project but this was not the case since the statistical analysis results turned otherwise. From the correlation analysis, there tends to be a negative correlation between shared values and project performance.

The second objective of the study was to find out whether leadership culture influences project performance. From the objective, the results from the study indicated that the leadership culture positively affected the performsnce of the project. Hence there was a positive significant relationship between leadership culture and project performance. Based on the study findings, it was

therefore noted that a positive leadership culture significantly contribute to high project performance.

The third objective of the study was to assess the effects of power distance culture on project performance. On a general note from the study, it was concluded that power distance negatively affected performance of project. This meant with in regard to low or high-power distance, the performance of project remained constant. Hence, power distance has no effect on the performance of the project.

The fourth objective sought to gauge the existence of decision-making culture in matters project performance. The responses were in the affirmative. The same applied for decisions on individual's assessment on performance and progress monitoring in comparison with projects specifications, with means of 2.41 and 2.37 respectively. It was also agreed that organizational culture is also affected by decisions made in an organization resulting in varied effects for project performance.

The study concluded that shared values and power distance negatively affected the performance of the projects. Whereas, leadership culture and decision-making culture had a positive effect on the performance of projects. Therefore, some cultural factors have positive effect on the performance of projects while others don't.

The study recommended that organizational culture should be enhanced in project management since it's a key factor with regards to performance of the projects. In particular, project managers should encourage stakeholders to pull towards a common goal. Project managers should also encourage a culture in which stakeholders are allowed to understand how the organization operates, vision, mission and goals that guide all stakeholders.

Project managers should also strengthen the organizational set of principles that define who its stakeholders are and how to interact with each other and whether thought independently when carrying out their work duties. The project managers also need to encourage employees to have a sense of identity which increases their

commitment to work since this will positively influence performance of projects.

Areas for Further Research

The study recommended that a similar study to be done on the relationship between project performance and other cultural factors. This would enable bring out more on the importance of organizational culture in the performance of projects. The researcher also recommends a further study be undertaken to explore cultural policies and programs in other organizations in Kenya. It is also pertinent to study the manifestation of organizational culture in different organizations and encourage more studies on different approaches used in entrenching organizational culture in these organizations.

The research focused on the four dimensions of culture change that is shared values, leadership, power distance and decision making. However, there are other factors that can affect project performance organizational structure, type of organization among others and future researchers can focus other dimensions of culture.

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