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ORGANIZATIONAL DESIGN AND OPERATIONAL PERFORMANCE OF COMMUNITY-BASED ORGANIZATIONS IN KAJIADO NORTH SUB-COUNTY, KENYA

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ST. PAUL'S UNIVERSITY

A RESEARCH DISSERTATION SUBMITTED TO THE SCHOOL OF SOCIAL SCIENCES DEPARTMENT OF DEVELOPMENT STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF MASTERS IN DEVELOPMENT STUDIES OF ST. PAUL'S UNIVERSITY

AUGUST, 2026

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DECLARATION

Declaration by Candidate

This research project is my original work and has not been presented by anyone else for any award in any institution or other examination body.



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DEDICATION

This study honou.rs my family whose encouragement, prayers, and unwavering support sustained my determination throughout this academic journey. Their belief in the value of education continually motivated me to remain focused despite the challenges encountered along the way. I am equally grateful to the mentors and role models whose guidance and wisdom shaped my appreciation for perseverance, discipline, and hard work. I also dedicate this study to the members and leaders of community-based organizations whose commitment to improving community livelihoods inspired the focus of this research.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
CBOs	Community-Based Organizations
CIDP	County Integrated Development Plan
KII	Key Informant Interview
KNBS	Kenya National Bureau of Statistics
NACOSTI	National Commission for Science, Technology and Innovation
NCPD	National Council for Population and Development
NGOs	Non-Governmental Organizations
OECD	Organization for Economic Co-operation and Development
PBORA	Public Benefit Organizations Regulatory Authority
SPSS	Statistical Package for the Social Sciences
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VIF	Variance Inflation Factor

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ABSTRACT

Community-Based Organizations (CBOs) operating in Kajiado North Sub-County, Kenya play an important role in supporting local development efforts, especially in poverty alleviation, water resource management, and women's empowerment initiatives. However, persistent organizational challenges, including weak governance structures, unclear role definitions, centralized decision-making, and poor coordination, affect their operational performance. This study examined the influence of organizational design on the operational performance of CBOs in Kajiado North Sub-County, focusing on four specific objectives: to assess the influence of governance structure; evaluate the influence of role definition; determine the influence of decision-making processes; and examine the influence of coordination mechanisms on operational performance. The study was anchored on Contingency Theory and further informed by Role Theory and Rational Decision-Making Theory. The study adopted a descriptive-explanatory design using a convergent mixed-methods approach. The study targeted 31 registered and active CBOs, from which 124 respondents were identified for the quantitative component, while key informants were selected for the qualitative component. Data were collected using structured questionnaires and Key Informant Interviews (KIIs). Of the 93 questionnaires administered, 84 were completed, representing a response rate of 90.3%, while 22 of the 31 planned KIIs were conducted, representing a response rate of 71.0%. Quantitative data were analyzed using descriptive statistics, Pearson correlation and multiple regression analysis, while qualitative data were analyzed thematically and used to complement and clarify the quantitative findings through triangulation. The regression model explained 48.02% of the variance in operational performance ($R^2 = 0.4802$). Governance structure had a statistically significant positive relationship with operational performance ($\beta = 0.250$, $p = 0.036$), while role definition also had a statistically significant positive relationship, although with a relatively smaller effect ($\beta = 0.150$, $p = 0.035$). Decision-making processes had the strongest standardized coefficient ($\beta = 0.318$, $p = 0.005$), followed by coordination mechanisms ($\beta = 0.308$, $p = 0.019$). The findings indicate that the four organizational design dimensions were positively associated with operational performance, with decision-making processes and coordination mechanisms demonstrating the strongest contributions. The study contributes context-specific empirical evidence on the relationship between organizational design and operational performance among CBOs in a rural, semi-arid and pastoralist setting. Practically, the findings underscore the need for CBOs to strengthen governance systems, clarify roles, improve decision-making processes, and institutionalize effective coordination mechanisms to enhance operational performance.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizational design is the deliberate process of configuring structures, roles, processes, and relationships to enable an organization to support the attainment of its goals. It focuses on how responsibilities are allocated, how activities are coordinated, and how oversight is maintained in order to create a system that enhances efficiency and overall organizational performance (Schleicher et al., 2020). In community-based organizations (CBOs), organizational design plays a central role in shaping how resources are utilized, decisions are made, and services are delivered to the communities they serve (Tavares et al., 2024). Effective design ensures that governance systems are clear, roles are well-defined, decision-making processes are efficient, and coordination mechanisms align efforts toward common goals (Bester & Hofisi, 2020).

Community-based organizations occupy a unique space in the development ecosystem, often serving as the primary link between grassroots communities and broader development initiatives. They are typically non-profit, member-driven entities that address local needs in sectors such as health, education, water, environmental conservation, and social welfare (Nordin et al., 2022). Given their proximity to communities and reliance on volunteer and donor resources, their operational performance is influenced not only by resource availability but also by the soundness of their internal structures. Weak organizational design can lead to duplication of tasks, delayed decision-making, poor coordination, and ultimately underperformance in service delivery (Bester & Hofisi, 2020).

In recent years, operational performance in CBOs has become a critical area of focus due to increasing donor expectations for accountability, efficiency, and measurable impact. Performance is understood as the capacity of an organization to implement programs effectively, adhere to planned timelines, achieve intended objectives, and sustain the confidence of stakeholders. Strong governance structures, clear role definitions, participatory yet efficient decision-making processes, and robust coordination mechanisms are widely recognized as enablers of such performance (Tavares et al., 2024). Conversely, the absence of these elements can undermine organizational credibility, limit funding opportunities, and reduce the scope and sustainability of interventions (Schleicher et al., 2020).

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Kajiado County, Kenya, provides a highly relevant context for examining the link between organizational design and operational performance. The county hosts a significant number of CBOs addressing challenges such as drought resilience, pastoralist livelihoods, education access, and women's empowerment. Although these organizations act as important contributors to the growth and development of local communities, many CBOs in the county experience governance weaknesses, poorly defined responsibilities, centralized and slow decision-making processes, and inadequate coordination among members. Understanding how specific organizational design elements influence their operational performance can thus provide critical insights for strengthening these entities and enhancing their impact on local development outcomes.

At the global level, organizational design significantly influences how efficiently and effectively community-based organizations (CBOs) operate. Well-structured governance systems, clear role definitions, streamlined decision-making processes, and effective coordination mechanisms are essential in enabling CBOs to meet their objectives and adapt to changing environments. Studies indicate that CBOs with robust organizational designs are better positioned to mobilize resources, coordinate stakeholders, and deliver sustainable community interventions (Lindsay et al., 2020). This is especially important in sectors such as health, education, and social welfare, where the effectiveness of organizational operations influences the welfare of communities (Chen et al., 2022).

In developed economies, organizational design in CBOs often integrates modern management approaches such as participatory governance, decentralized decision making, and technology-enabled coordination systems to enhance operational performance. For instance, in Canada and Australia, CBOs employ collaborative governance frameworks that encourage inclusivity and transparency, thereby improving service delivery outcomes (Kapucu & Garayev, 2021). Moreover, the adoption of adaptive structures allows these organizations to respond effectively to emerging challenges, including socio-economic shocks and environmental changes (Kettunen & Kallio, 2020).

International development agencies also emphasize the need for CBOs to adopt organizational designs that balance formal governance structures with flexible operational mechanisms. The World Bank (2021) notes that CBOs working in community development must align their governance, roles, and decision-making with context-specific needs to optimize performance.

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Furthermore, successful global examples highlight that the integration of coordination mechanisms both internal among teams and external with stakeholders can significantly enhance the scalability and sustainability of community initiatives (OECD, 2022).

In developing economies, the need for effective organizational design in CBOs is even more pronounced due to limited resources and complex socio-economic challenges. The World Bank's Independent Evaluation Group notes that many institutions in Sub-Saharan Africa, including community-based entities, operate in environments of high uncertainty and require clearly defined governance and decision-making frameworks to strengthen institutional capacity and enhance project outcomes (Porter, 2024). In Uganda, for example, donor-supported CBOs implementing water and sanitation projects have demonstrated that improved governance and clarity of roles significantly enhance project completion rates and community engagement (Nabunya & Ssewamala, 2020). Similarly, in Tanzania, structured decision-making and robust coordination mechanisms have been linked to better sustainability of agricultural and health-based CBO initiatives (Mdee & Thorley, 2016).

Moreover, evidence from across the African region shows that decentralized decision-making in rural-serving CBOs enhances responsiveness to local needs while structured coordination reduces duplication of efforts and fosters knowledge sharing. This is particularly evident in Ethiopia and Ghana, where well-defined governance systems in CBOs working on poverty alleviation and microfinance have improved operational efficiency and beneficiary satisfaction (Mensah & Aboagye, 2021). Development partners such as the United Nations Development Programme (UNDP) and Oxfam International (2021) emphasize that effective organizational design in African CBOs requires governance structures that embed accountability to beneficiaries, evolving role definitions that align with organizational growth, adaptable decision-making processes to meet shifting community needs, and coordination mechanisms that integrate internal teams with external stakeholders.

Despite these positive outcomes, significant gaps remain in the African context. In many grassroots-led, volunteer-driven CBOs, governance structures are still informal, roles are poorly defined, decision-making is ad hoc, and coordination mechanisms are irregular (Chikozho, 2020). These limitations undermine their capability to ensure steady, reliable, scalable and impactful services. Consequently, there is growing consensus among scholars and development agencies that

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strengthening organizational design is a strategic pathway to improving the operational performance of community-based organizations in Africa, particularly in resource-constrained and high-need environments.

Across Kenya, Community-Based Organizations (CBOs) operate within an institutional and regulatory environment that emphasizes accountability, transparency, registration, and responsible management of community and development activities. The Public Benefit Organizations Regulatory Authority (PBORA) provides an important regulatory framework for organizations operating for public benefit, while national development frameworks, including Kenya Vision 2030, recognize the contribution of grassroots institutions to sustainable development. Within this environment, effective organizational design remains important in determining how CBOs structure authority, allocate responsibilities, make decisions, and coordinate their activities. According to the Kenya Public Benefit Organizations Regulatory Authority (PBORA) (2023), CBOs with clearly defined governance frameworks and transparent leadership processes tend to demonstrate higher levels of efficiency, accountability, and sustainability.

Kenya's Vision 2030 recognizes the importance of strong institutional frameworks for grassroots organizations as a pathway to sustainable development. Donor-funded programmes, such as those supported by USAID (2023) and the World Bank (2022), have shown that local CBOs with formalized decision-making processes and well-structured reporting systems are better able to adapt to changing community needs and economic conditions.

In Kajiado North Sub-County, there are 31 registered and active CBOs distributed across five sectors: Health, HIV/AIDS and Community Care (9), Women and Youth Empowerment (8), Pastoralists and Livelihood Development (5), Education and Child Support (7), and Networks and Umbrella CBOs (2). These CBOs address a range of community needs, including health, education, livelihoods, women and youth empowerment, and community development. Within this setting, CBOs operate in a unique socio-economic and environmental context characterized by semi-arid conditions, pastoralist livelihoods, and high vulnerability to climate variability (Kajiado County Integrated Development Plan [CIDP], 2023). Studies by Ole Saitoti and Kamau (2023) reveal that CBOs in Kajiado with formalized governance structures and clearly articulated roles outperform informal groups in project sustainability and community participation. For example,

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women-led savings and credit CBOs in Kajiado North have leveraged structured decision-making processes to scale income-generating projects and enhance household resilience.

However, challenges persist. Some grassroots CBOs remain volunteer-driven with limited formalization, leading to role ambiguity, ad hoc decision-making, and weak coordination with county government and NGOs. This undermines their capacity to consistently deliver services, attract donor funding, and maintain long-term community trust. Strengthening organizational design in Kajiado North Sub-County's CBOs is therefore not only a governance imperative but also a strategic pathway to improving their operational performance and capacity to adapt to socio-economic and environmental pressures.

1.2 Statement of the Problem

Ideally, community-based organizations (CBOs) operate with well-defined governance structures, clear role definitions, effective decision-making processes, and strong coordination mechanisms, enabling them to deliver sustainable services, mobilize resources, and foster socio-economic development in their communities. When these four organizational design variables are optimally implemented, CBOs can efficiently manage resources, ensure transparency, and engage stakeholders, resulting in improved operational performance and greater community impact (World Bank, 2020). In Kajiado North Sub-County, where CBOs act as key instruments for confronting socio-economic constraints, including water scarcity, poverty reduction, and environmental conservation, such organizational efficiency is essential for meeting both immediate and long-term community needs.

However, many CBOs in Kajiado North Sub-County face significant challenges in these areas. Reports by the National Council for Population and Development (NCPD, 2022) and the Ministry of Public Service, Gender, and Affirmative Action (2023) indicate that weak governance structures and poorly defined roles have led to overlapping mandates, accountability gaps, and internal conflicts. Additionally, decision-making processes are often centralized and dominated by a few individuals, limiting inclusivity and reducing responsiveness to community needs. Coordination mechanisms among CBOs and between CBOs and government agencies remain underdeveloped, resulting in duplication of efforts and missed opportunities for resource sharing. A survey by the Kenya National Bureau of Statistics (KNBS, 2023) found that 42% of registered CBOs in Kajiado North Sub-County reported delays in project implementation due to governance and coordination

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issues, while 36% lacked clearly documented operational roles and responsibilities. These inefficiencies hinder their ability to effectively deliver essential services in areas such as water access, education, and healthcare, raising concerns about the organizational factors underlying the operational performance of CBOs in the Sub-County. Although KNBS (2023) documents the prevalence of implementation delays and undocumented roles, the report does not test whether, or to what extent, governance structure, role definition, decision-making processes, and coordination mechanisms jointly account for differences in CBO operational performance. The unresolved problem is therefore explanatory rather than merely descriptive.

The consequences of these organizational challenges extend to the communities that depend on CBOs for essential services and development interventions. Weak governance structures, unclear roles, ineffective decision-making and poor coordination can contribute to delays in project implementation and reduce the efficiency and quality of service delivery in areas such as water access, education and healthcare. Delays in implementing community projects may also limit timely access to essential services and livelihood-support interventions, particularly among communities that rely on CBOs to address local development needs. In addition, weak accountability and coordination may undermine trust among community members, donors and partner organizations, potentially affecting the CBOs' ability to sustain projects and mobilize resources. These consequences demonstrate why strengthening organizational design is important for improving the operational performance of CBOs and their capacity to respond to community needs in Kajiado North Sub-County.

Despite the importance of organizational design in CBO performance, significant knowledge gaps remain. Globally, Smith and Thomas (2019) examined governance structures in rural NGOs in Southeast Asia and highlighted the importance of role clarity but did not address decision-making and coordination, indicating a conceptual gap. In Africa, Moyo and Chikowore (2021) studied CBOs in Zimbabwe and identified governance weaknesses as a barrier to sustainability but did not consider coordination mechanisms, further demonstrating a conceptual gap. In Kenya, Omondi and Akinyi (2021) investigated the role of governance structures in CBO performance in Kisumu County, but their study did not address Kajiado North Sub-County's unique pastoralist context, creating a contextual gap. Similarly, Mwangi and Kilonzo (2022) studied decision-making in Nairobi-based CBOs, focusing on an urban setting and leaving limited understanding of organizational design and operational performance in rural and semi-arid environments such as

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Kajiado North Sub-County, further demonstrating a contextual gap. Theoretically, prior studies do not integrate Contingency Theory, Role Theory and Rational Decision-Making Theory to explain how the four organizational-design dimensions relate to operational performance. Empirically, limited evidence examines governance structure, role definition, decision-making processes and coordination mechanisms together among registered CBOs. Contextually, much of the available evidence comes from NGOs, urban settings or countries outside Kenya rather than rural, semi-arid and pastoralist communities. Methodologically, previous studies rarely combine respondent-level regression evidence with qualitative explanations from project managers. These theoretical, empirical, contextual and methodological gaps justify the present convergent mixed-methods study in Kajiado North Sub-County.

1.3 Objectives of the Study

1.3.1 General Objective of the Study

The general objective of the study was to examine the influence of organizational design on the operational performance of community-based organizations in Kajiado North Sub-County, Kenya.

1.3.2 Specific Objectives of the Study

i. To assess the influence of Governance Structure on the operational performance of community-based organizations in Kajiado North Sub-County, Kenya.

ii. To evaluate the influence of Role Definition on the operational performance of community-based organizations in Kajiado North Sub-County, Kenya.

iii. To determine the influence of Decision-Making Processes on the operational performance of community-based organizations in Kajiado North Sub-County, Kenya.

iv. To examine the influence of Coordination Mechanisms on the operational performance of community-based organizations in Kajiado North Sub-County, Kenya.

1.4 Hypotheses Testing

The study tested the following null hypotheses:

H_{o1}: Governance structure has no statistically significant influence on the operational performance of community-based organizations in Kajiado North Sub-County, Kenya.

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H_{02}: Role definition has no statistically significant influence on the operational performance of community-based organizations in Kajiado North Sub-County, Kenya.

H_{03}: Decision-making processes have no statistically significant influence on the operational performance of community-based organizations in Kajiado North Sub-County, Kenya.

H_{04}: Coordination mechanisms have no statistically significant influence on the operational performance of community-based organizations in Kajiado North Sub-County, Kenya.

1.5 Justification of the Study

The justification for this study arises from the pressing need to address persistent organizational weaknesses within community-based organizations (CBOs) in Kajiado North Sub-County. These weaknesses, including fragile governance structures, unclear role definitions, inefficient decision-making, and poor coordination, have undermined the ability of CBOs to deliver sustainable and effective services. Examining these organizational design elements is therefore necessary to establish their influence on the operational performance of CBOs and to generate evidence that responds to the organizational challenges documented in the county.

Moreover, the study is justified by its relevance to Kenya's broader development and governance context. Kenya's Vision 2030 and the Constitution emphasize devolved governance and community participation in development. Examining how organizational design influences CBO operational performance is therefore necessary for understanding the organizational conditions that may support effective, accountable and responsive grassroots institutions within the devolved governance system.

The distinctive socio-economic and environmental conditions in Kajiado North Sub-County provide a further justification for the study. The semi-arid and pastoralist setting presents challenges that require CBOs to operate effectively in addressing community development needs, including interventions related to water resources, climate adaptation and livelihoods. Examining governance structure, role definition, decision-making processes and coordination mechanisms within this specific context is therefore necessary because organizational arrangements that influence CBO performance may vary across different socio-economic and environmental settings.

Finally, the study is justified by gaps in the existing literature. Although previous studies have examined organizational aspects of CBOs and related organizations, limited attention has been

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given to the combined examination of governance structure, role definition, decision-making processes and coordination mechanisms in relation to operational performance in rural and pastoralist contexts such as Kajiado North Sub-County. The study is therefore necessary to address this identified conceptual and contextual gap through localized investigation of organizational design and CBO operational performance.

1.6 Significance of the Study

This study is expected to benefit stakeholders involved in community development in Kajiado North Sub-County and comparable contexts by providing evidence on how organizational design relates to the operational performance of community-based organizations (CBOs).

1.6.1 Policymakers and County Government

The study findings are expected to provide policymakers and county government officials with evidence on how specific organizational design elements relate to the operational performance of CBOs. This evidence can inform policy development and institutional improvements aimed at strengthening governance systems and improving service delivery in Kajiado North Sub-County.

1.6.2 Donor Agencies and Development Partners

Donor agencies and development partners may benefit from understanding the internal organizational factors that affect project success and sustainability within CBOs. The findings may support more effective targeting of funding, capacity-building initiatives, and collaboration models that respond to the needs of CBOs operating in semi-arid and pastoralist environments.

1.6.3 Community-Based Organizations

CBOs may benefit from the practical knowledge generated on improving governance, clarifying roles, enhancing decision-making, and fostering coordination both internally and with external stakeholders. The findings may support CBOs in strengthening resource management and accountability and improving their capacity to achieve sustainable community outcomes.

1.6.4 Academic Researchers

The study contributes empirical evidence from a relatively under-researched rural and pastoralist context. It enriches the academic literature on organizational design and operational performance in grassroots development and provides a basis for future research and comparative studies in similar socio-economic and environmental settings.

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1.7 Limitations and Delimitations of the Study

1.7.1 Limitations of the Study

The study was subject to limitations arising from the use of questionnaires as the primary data collection instrument. Respondents could provide socially desirable responses rather than fully reflecting their actual opinions or experiences, which introduced the possibility of response bias. To minimize this limitation, the questionnaire used clear and neutral language, while respondents were assured of anonymity to encourage honest responses. Pre-testing of the questionnaire was also undertaken to identify and address potential ambiguity and misunderstanding in the questions.

The study was also constrained by the time and resources available for data collection, which affected the extent of participation and the diversity of respondents reached. To address this limitation, appropriate sampling and data collection procedures were applied to maximize participation and response rates.

1.7.2 Delimitations of the Study

The study was geographically delimited to community-based organizations (CBOs) operating in Kajiado North Sub-County. This delimitation was intentional because the study focused on organizational design and operational performance of CBOs within the specific socio-economic and environmental context of Kajiado North Sub-County. Consequently, the findings may not be directly generalizable to CBOs operating in other counties or regions with different socio-economic and environmental contexts. The study provides a detailed description of the study setting to enable readers and future researchers to assess the applicability of the findings to other contexts.

1.8 Scope of the Study

This research centers on examining the influence of organizational design on the operational performance of community-based organizations (CBOs) within Kajiado North Sub-County, Kenya. The organizational design elements under investigation include governance structures, role definitions, decision making processes, and coordination mechanisms. These variables were selected based on their recognized importance in shaping organizational effectiveness and sustainability in similar contexts.

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Geographically, the study is limited to Kajiado North Sub-County due to its unique socio-economic and environmental characteristics, including its semi-arid climate, pastoralist communities, and the prevalence of CBOs addressing local development challenges such as water management, climate adaptation, and women's empowerment. This focused scope enables a deep, context-specific analysis relevant to the county's development priorities.

The target population for this study comprises registered community-based organizations operating in Kajiado North Sub-County, spanning sectors such as water resource management, education, climate resilience, and women and youth empowerment. Using a descriptive-explanatory design with a convergent mixed-methods approach, the study focused on board executive committee officials and project managers responsible for governance and operational decision-making.

The research activities are planned within a six-month schedule to accommodate the processes of data gathering, analysis, and preparation of the study report. The estimated budget for the study is KES 150,000, which covered expenses related to data collection tools, transportation, communication, research personnel, and other logistical costs necessary to complete the research within the specified timeframe.

1.9 Assumptions of the Study

The study proceeded on the premise that the selected Community-Based Organizations (CBOs) in Kajiado North Sub-County are representative of other CBOs operating within similar socio-economic and organizational contexts, and that the findings can reasonably reflect the broader situation of grassroots organizations in the area. It is further assumed that the respondents, namely the chairpersons, treasurers, secretaries, and project managers, provided honest, accurate, and reliable information regarding their organizational practices and performance.

The study also assumed that the research instruments used are valid and reliable in measuring the key variables of organizational design and operational performance. Additionally, it assumed that the organizational design variables under investigation namely governance structure, role definition, decision-making processes, and coordination mechanisms have a measurable and meaningful relationship with the operational performance of CBOs. Finally, the study is based on the expectation that external conditions, including political, economic, and environmental factors,

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remain relatively stable throughout the data collection period and did not substantially influence or bias the study results.

1.10 Definition of Operational Terms

Coordination Mechanisms: This refers to the methods and processes used to align activities and efforts across different parts of an organization to achieve common goals. These mechanisms include communication channels, meetings, and information systems that facilitate cooperation (Galbraith, 2019).

Decision-Making Processes: It describes the formal and informal procedures through which choices are made within an organization. Efficient decision-making balances inclusivity with timeliness and is critical for organizational adaptability and responsiveness (Mintzberg, 2019).

Governance Structure: The set of institutional arrangements, rules, and practices that determine how authority is exercised and how decisions are made and monitored within an organization. It defines authority, accountability, and decision-making hierarchies within an organization (Tricker, 2019). Effective governance in CBOs ensures transparency, participation, and alignment with community goals.

Operational Performance: Is the measure of how well an organization achieves its intended outcomes through effective resource use, service delivery, and goal attainment. For CBOs, it encompasses efficiency, effectiveness, accountability, and sustainability in delivering community services (Kaplan & Norton, 2020).

Organizational Design: The deliberate structuring of an organization's roles, responsibilities, procedures, and relationships in a manner that supports coordinated operations and enables the organization to accomplish its goals effectively (Jones, 2020). In the context of this study, organizational design includes governance structures, role definitions, decision-making processes, and coordination mechanisms that influence operational outcomes.

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Role Definition: It refers to the clear specification of duties, responsibilities, and expectations assigned to individuals or groups within an organization. Proper role clarity reduces overlaps and conflicts, thereby enhancing organizational efficiency and accountability (Robbins & Judge, 2021).

1.11 Chapter Summary

Chapter One has established the context and justification for the study by highlighting the role of community-based organizations (CBOs) in Kajiado North Sub-County and the importance of organizational design in enhancing operational performance. It presents the problem statement, identifying gaps in knowledge regarding governance structures, role clarity, decision-making processes, and coordination mechanisms, which hinder the efficiency and effectiveness of CBOs. The chapter further outlines the research objectives, hypotheses, defines the study's scope, significance, assumptions, and key terms, thereby providing a comprehensive foundation for the methodology and subsequent chapters.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides the theoretical and conceptual basis for the study by examining literature related to organizational design and its influence on the operational performance of community-based organizations in Kajiado North Sub-County. It discusses the key theories that inform the study and outlines the conceptual framework showing the relationships among the study variables. The chapter also reviews empirical studies relevant to the research topic and identifies gaps in the existing literature. It concludes with a summary that highlights the need for the current study.

2.2 Theoretical Review

The theoretical review presents an analytical discussion and integration of relevant theories and concepts that explain how organizational design may influence the operational performance of community-based organizations (CBOs). As Fink (2019) notes, a theoretical review "provides a summary of relevant theories, constructs, and research findings pertinent to the topic under investigation." This process establishes the study's theoretical foundation, justifies its significance, and guides the formulation of research objectives and hypotheses. The study draws on three key theoretical perspectives: Contingency Theory, Role Theory, and Rational Decision-Making Theory, each offering critical insights into how elements of organizational design influence the operational performance of CBOs.

2.2.1 Contingency Theory

Contingency Theory, introduced by Fred Fiedler in 1964, explains that organizational effectiveness is influenced by how well internal structures and processes align with external environmental conditions (Fiedler, 1964). The theory argues that organizations cannot rely on a single universally applicable management approach. Instead, successful performance depends on adopting structures and practices that correspond with situational factors such as environmental uncertainty, technological requirements, and organizational size (Gupta & Kumar, 2021). It highlights the importance of adaptability and contextual responsiveness in organizational success.

Contingency Theory serves as the anchoring theory for this study because it provides the overarching explanation of operational performance as a function of the fit between organizational design and the operating environment. In the context of CBOs in Kajiado North Sub-County,

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effective operational performance depends on how well governance structures, role definitions, decision-making processes and coordination mechanisms are aligned with the organization's internal and external conditions. The theory therefore provides the overarching framework through which the four organizational design dimensions examined in this study can be understood in relation to operational performance. While the theory does not explain each dimension in equal depth, it establishes the central proposition that organizational arrangements must fit their context to support effective operations.

A significant strength of Contingency Theory is its realistic and pragmatic approach to organizational complexity, acknowledging that diverse environments require different structural arrangements for effectiveness (Donaldson, 2019). This makes it highly applicable to CBOs operating in volatile and resource-constrained settings such as Kajiado North. However, the theory has been critiqued for being largely descriptive and offering limited prescriptive guidance on how organizations should determine and implement the optimal fit between structure and context (Gupta & Kumar, 2021).

Overall, Contingency Theory is relevant to this study because it recognizes that organizational effectiveness cannot be understood independently of the context in which an organization operates. Its emphasis on organizational-environmental fit provides a suitable basis for examining CBO operational performance within the distinctive conditions of Kajiado North Sub-County. Despite its limitation in providing detailed explanations of specific organizational design dimensions, the theory offers an appropriate overarching perspective for understanding how organizational arrangements can contribute to differences in operational performance across contextual settings.

2.2.2 Role Theory

Role Theory has its roots in the sociological works of George Herbert Mead (1934) and was later formalized by scholars such as Biddle (2019). It focuses on the patterns of behavior expected of individuals in social positions, emphasizing how clearly defined roles guide behavior, reduce ambiguity, and facilitate coordination within groups and organizations. Role Theory explains how role ambiguity, role conflict, and role overload can disrupt individual performance and, by extension, organizational effectiveness.

This theory is directly applicable to the study's objective of understanding the influence of role definition on the operational performance of community-based organizations (CBOs). In CBOs in

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Kajiado County, clear role definitions ensure that members understand their responsibilities and expectations, minimizing confusion and overlap that can hinder performance. Role Theory thus helps analyze how well-defined roles contribute to smoother operations and enhanced organizational efficiency in the unique social context of these organizations.

One of Role Theory's strengths is its focus on human behaviour and social interaction, making it highly relevant for organizations relying on volunteerism and community participation (Biddle, 2019). It provides a useful framework for identifying and addressing sources of role-related stress and dysfunction. However, critics argue that the theory may oversimplify complex human motivations by assuming individuals will always conform to expected roles, potentially neglecting personal agency and changing social dynamics (Sarason & Sarason, 2020).

Overall, Role Theory provides a useful explanation of how clearly defined roles and associated expectations can reduce ambiguity, role conflict and overlap, thereby supporting effective organizational functioning. Its emphasis on accountability, social expectations and coordination makes it particularly relevant to CBOs in Kajiado North Sub-County, where volunteerism and collective action require members to understand and perform their respective responsibilities effectively.

2.2.3 Rational Decision-Making Theory

Rational Decision-Making Theory was first conceptualized by Herbert A. Simon in the 1940s and further developed by scholars such as March and Simon (1958). The theory posits that decision-makers aim to make logically consistent, objective choices that maximize outcomes based on full information and systematic evaluation of alternatives (Simon, 2019). It emphasizes a structured process involving problem identification, generation of alternatives, evaluation, and choosing the most appropriate course of action to accomplish organizational objectives.

This theoretical perspective provides a strong basis for examining the study's objective concerning decision-making processes within community-based organizations (CBOs). Applying Rational Decision-Making Theory enables the study to examine how formalized and systematic decision-making processes contribute to effective organizational action. It highlights how thorough evaluation of alternatives and logical choices in governance and operational matters can support effective programme implementation and enhance operational performance in CBOs in Kajiado North Sub-County.

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A key strength of Rational Decision-Making Theory is its clear, stepwise framework that facilitates transparency, accountability, and consistency in organizational decisions (Simon, 2019). This makes it suitable for organizations that require coordinated action and predictable outcomes, such as CBOs dependent on community trust and donor funding. However, the theory has been criticized for assuming that decision-makers have access to complete information and unlimited cognitive capacity, which may not hold true in resource-constrained and complex environments (March, 2020).

Overall, Rational Decision-Making Theory provides a useful framework for understanding how structured, logical and transparent decision-making processes can contribute to effective organizational action and operational performance. By emphasizing systematic evaluation and the selection of appropriate alternatives, the theory highlights the importance of deliberate decision-making in addressing complex organizational challenges. Although the assumptions of complete information and unlimited cognitive capacity may not fully reflect the conditions under which CBOs operate, its principles provide a useful basis for examining decision-making processes and their relationship with operational performance in Kajiado North Sub-County.

2.3 Empirical Review

Cooper (2016) describes empirical review as the synthesis and evaluation of completed studies on a given topic. This approach not only highlights the strengths and limitations of previous studies but also provides a foundation for guiding future empirical investigations, ensuring that new research builds on established knowledge. Is this Cooper citation in the references?

2.3.1. Governance Structure and Operational Performance of CBOs.

Studies from international, African and Kenyan contexts indicate that governance structures are important in shaping the operational performance of community-based and related organizations. Smith and Lee (2021) conducted a quantitative cross-sectional survey involving 150 NGOs across ten countries to examine how governance structures influence organizational performance. Their findings revealed that strong governance frameworks significantly correlated with improved project outcomes and greater stakeholder trust. However, the study focused broadly on NGOs rather than specifically on CBOs, limiting its direct applicability to community-based organizations operating within the Kenyan context.

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In the African regional context, Abebe and Mwangi (2020) assessed governance practices and their impact on CBO effectiveness in rural Ethiopia using mixed methods involving surveys and interviews with 80 CBOs. They found that formal governance frameworks, including regular board meetings, significantly improved operational efficiency. Although these findings reinforce the importance of formal governance structures identified by Smith and Lee (2021), the Ethiopian socio-cultural setting differs from the pastoralist context of Kajiado North Sub-County, limiting the extent to which the findings can be directly applied to the present study setting.

Within Kenya, Otieno and Njeri (2022) examined the effects of governance structures on project delivery among CBOs in Kisumu County using a descriptive survey of 50 CBOs. Their findings showed that clear governance roles and active board participation were associated with higher project completion rates. Similarly, Wambua (2019), using a qualitative case study of women's groups in urban Nairobi, found that transparency and accountability within governance frameworks enhanced donor confidence and programme success. While these Kenyan studies support the positive relationship between effective governance and organizational outcomes, they were conducted in contexts that differ from the semi-arid and pastoralist setting of Kajiado North Sub-County.

Overall, the reviewed studies consistently indicate that formal governance structures, clearly defined governance roles, board participation, transparency and accountability are associated with improved organizational outcomes. However, the evidence is drawn from diverse settings, including multinational NGOs, rural Ethiopia, Kisumu County and urban Nairobi, with limited evidence specifically addressing CBOs operating within the semi-arid and pastoralist context of Kajiado North Sub-County. The reviewed studies also emphasize different aspects of governance rather than providing a comprehensive assessment of governance structure in relation to operational performance within this specific context. This provides a basis for examining the influence of governance structure on the operational performance of CBOs in Kajiado North Sub-County.

2.3.2 Role Definition and Operation Performance of CBOs.

Role definition is a critical organizational design element influencing the operational performance of community-based organizations (CBOs). Several studies have examined aspects of role definition, including role clarity, role overlap, and role training, and have highlighted their

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relationship with organizational effectiveness. Patel and Kumar (2021) explored the influence of role clarity on NGO operational performance in rural India and Bangladesh using a mixed-methods approach. They found that clear role definitions enhanced accountability and reduced conflicts, thereby improving operational efficiency. However, the socio-cultural and organizational settings of South Asia differ from those of Kenya, limiting the direct applicability of these findings to CBOs in Kajiado North Sub-County.

Similarly, Mwangi and Tesfaye (2020) investigated the effects of role overlap on the performance of CBOs in Ethiopia using a quantitative approach. Their findings showed that role overlap caused confusion, delays, and inefficiencies in service delivery. Unlike Patel and Kumar (2021), who emphasized the positive effects of role clarity, Mwangi and Tesfaye (2020) demonstrated the adverse consequences of poorly differentiated roles. Their findings therefore complement the evidence that clarity and appropriate differentiation of responsibilities are important for effective organizational functioning. However, the Ethiopian context differs from the Kenyan setting, particularly the socio-economic and organizational conditions of CBOs in Kajiado North Sub-County.

In Kenya, Kamau and Ochieng (2022) assessed how role clarity affects service delivery among CBOs in Nairobi using a mixed-methods approach. Their findings demonstrated a positive correlation between strong role definitions and improved service delivery and beneficiary satisfaction. Similarly, Njoroge (2019) examined the relationship between role training and operational efficiency among youth groups in Kenya using surveys and interviews. The study found that consistent role training enhanced member competence, motivation, and overall operational outcomes. While these Kenyan studies provide evidence that role clarity and role training are associated with improved organizational outcomes, their findings were generated in urban Nairobi and among youth groups, respectively, rather than among CBOs operating in the rural, semi-arid and pastoralist context of Kajiado North Sub-County.

Overall, the reviewed studies indicate that role definition influences organizational performance through different dimensions, including role clarity, role differentiation and role training. Patel and Kumar (2021) and Kamau and Ochieng (2022) demonstrate the positive contribution of role clarity, while Mwangi and Tesfaye (2020) highlight the operational problems associated with role overlap. Njoroge (2019) further demonstrates the contribution of role training to member competence and

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operational outcomes. However, the reviewed studies examine these dimensions largely in isolation and across different organizational and geographical contexts. Limited evidence therefore exists on how role clarity, job descriptions, role training and role overlap collectively relate to the operational performance of CBOs in the rural, semi-arid and pastoralist context of Kajiado North Sub-County. This provides a basis for examining the influence of role definition on CBO operational performance in the study area.

2.3.3 Decision-making Processes and Operational Performance of CBOs.

Decision-making processes are fundamental to the operational performance of community-based organizations (CBOs), influencing how effectively these entities manage resources, respond to challenges, and deliver services. Studies from various contexts highlight different dimensions of decision-making, including participation, timeliness, transparency, and decision protocols, and their relationship with organizational performance. Smith and Lee (2021) conducted a qualitative case study of NGOs in the United Kingdom and found that participatory decision-making significantly enhanced transparency, member commitment, and project success. While these findings demonstrate the importance of participation in organizational decision-making, the UK NGO environment differs considerably from that of rural Kenyan CBOs, limiting their direct applicability to CBOs in Kajiado North Sub-County.

In sub-Saharan Africa, Abebe and Mwangi (2020) quantitatively assessed decision-making speed among Ethiopian community groups and found a positive correlation between faster decision-making and improved project completion rates and beneficiary satisfaction. These findings complement Smith and Lee (2021) by demonstrating that, in addition to participation, the timeliness of decisions can influence organizational outcomes. However, Ethiopia's socio-political and economic conditions differ from those of Kenya, limiting the direct transferability of the findings to CBOs in Kajiado North Sub-County.

Within Kenya, Wanjiru (2022) examined the role of transparent decision-making in NGOs based in Nairobi and found that transparency enhanced accountability and donor confidence. Similarly, Otieno (2019) explored how decision protocols influence coordination and performance in Kenyan grassroots organizations using case studies and found that well-defined decision protocols improved coordination, although their application was inconsistent across organizations. These studies provide evidence from the Kenyan context and demonstrate the importance of transparency

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and clearly established decision protocols. However, Wanjiru's study focused on NGOs in an urban setting, while Otieno examined grassroots organizations more broadly, leaving limited evidence on decision-making processes among CBOs operating in the rural, semi-arid and pastoralist context of Kajiado North Sub-County.

Overall, the reviewed studies indicate that different dimensions of decision-making, including participation, timeliness, transparency, and decision protocols, are associated with organizational outcomes such as project success, completion rates, accountability, coordination, and beneficiary satisfaction. The studies also demonstrate that decision-making is multidimensional, with different studies emphasizing particular aspects rather than examining these dimensions collectively. This constitutes a conceptual gap in the literature. In addition, much of the reviewed evidence originates from organizational and geographical contexts that differ from Kajiado North Sub-County, creating a contextual gap. The limited evidence on the combined influence of these decision-making dimensions on the operational performance of CBOs in the rural, semi-arid and pastoralist context of Kajiado North Sub-County therefore provides a basis for the present study.

2.3.4 Coordination Mechanisms and Operation Performance of CBOs.

Coordination mechanisms are essential for enhancing the operational performance of community-based organizations (CBOs) by facilitating effective communication, collaboration, and task integration. In China, Zhang and Guo (2021) examined the relationship between inter-organizational coordination and the operational performance of community-based and non-governmental organizations. Using a quantitative survey of community organizations across several provinces, the study found that effective coordination mechanisms, including information-sharing platforms, joint planning forums, and collaborative networks, significantly enhanced service efficiency, reduced duplication of activities, and improved resource utilization. The findings further indicated that organizations with stronger horizontal and vertical coordination structures achieved better project implementation outcomes and stakeholder engagement. However, China's community organizations operate within a highly centralized governance system with strong state involvement, which differs from the decentralized and resource-constrained environment of CBOs in Kenya, limiting the direct applicability of these findings to Kajiado North Sub-County.

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In Ghana, Adeyemi and Oduro (2020) investigated the impact of external collaborations on community group performance using a quantitative survey. Their findings demonstrated that partnerships with external organizations fostered knowledge sharing, reduced service duplication, and improved delivery effectiveness. These findings complement Zhang and Guo (2021) by demonstrating the importance of collaboration and information exchange in improving organizational performance. However, Ghana's community development environment differs from Kenya's in terms of governance structures and resource availability, creating a contextual difference that limits direct transferability of the findings to CBOs in Kajiado North Sub-County.

Within Kenya, Kariuki (2022) assessed communication channels in NGOs and found that robust, multidirectional communication improved task integration and overall operational efficiency. Similarly, Njoroge and Otieno (2019) examined coordination challenges in Kenyan grassroots organizations through case studies and identified fragmented coordination and unclear task integration as major impediments to effective performance. These Kenyan studies reinforce the importance of communication and task integration in organizational coordination. However, Kariuki (2022) focused predominantly on urban NGOs, while Njoroge and Otieno (2019) examined grassroots organizations more broadly, leaving limited evidence on the combined coordination mechanisms used by CBOs operating in the rural, semi-arid and pastoralist context of Kajiado North Sub-County.

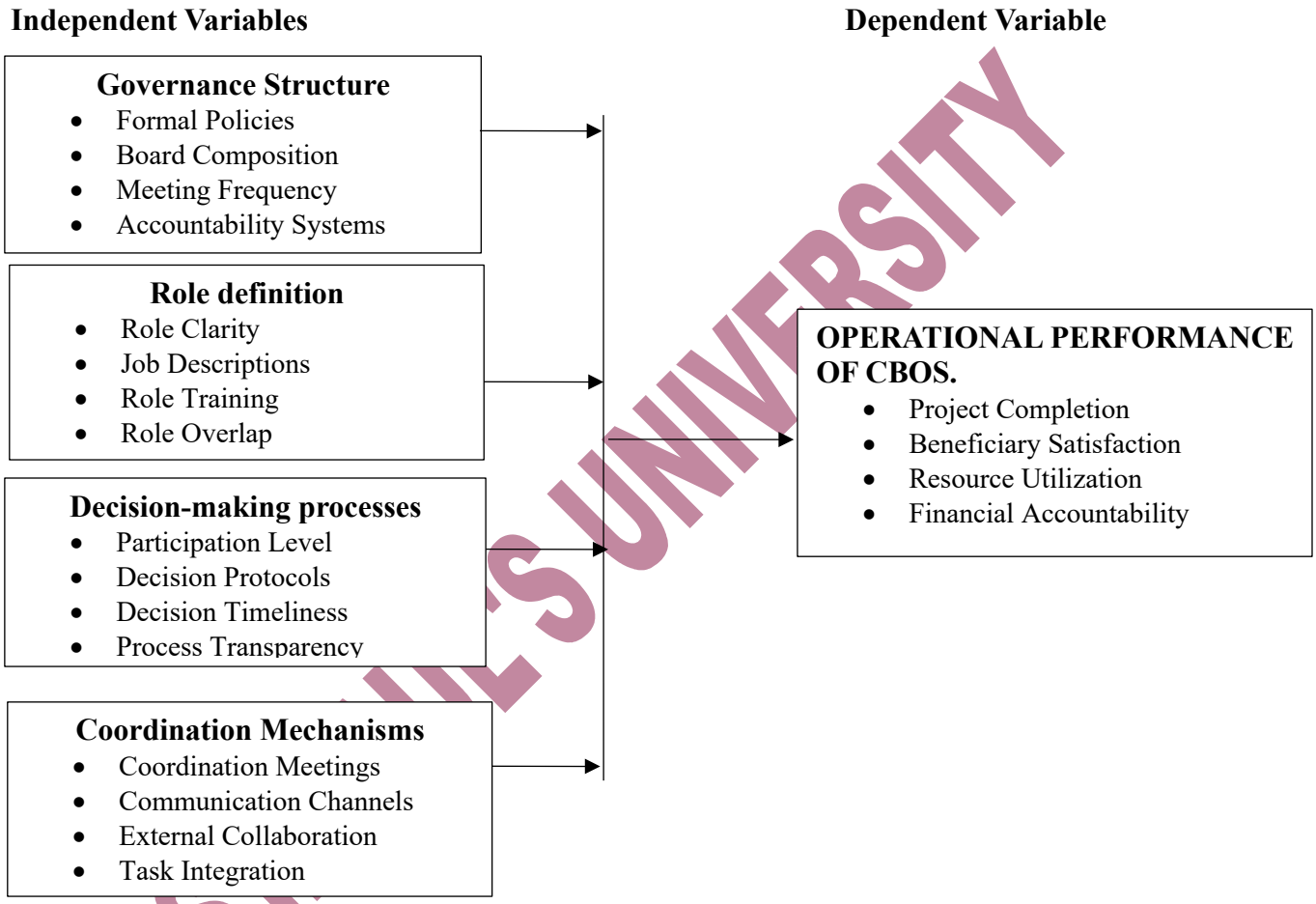
Overall, the reviewed studies demonstrate that coordination mechanisms, including information sharing, joint planning, external collaboration, communication and task integration, are associated with improved service efficiency, resource utilization, project implementation and operational performance. The studies, however, emphasize different dimensions of coordination, with limited examination of these mechanisms collectively within a single CBO study. This indicates a conceptual gap in understanding how the different dimensions of coordination mechanisms jointly influence operational performance. In addition, much of the reviewed evidence is drawn from organizational and geographical settings that differ from the rural, semi-arid and pastoralist context of Kajiado North Sub-County, creating a contextual gap. The present study therefore examines coordination meetings, communication channels, external collaboration and task integration in relation to the operational performance of CBOs in Kajiado North Sub-County.

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2.4 Conceptual Framework

The relationships among the variables examined in this study are illustrated through a conceptual framework. Mugenda and Mugenda (2019) note that such a framework visually outlines how independent and dependent variables are connected, as illustrated in the accompanying figure 2.1.

Figure 2.1
Conceptual Framework



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Governance structure plays are critical in shaping the operational outcomes of community-based organizations in Kajiado North Sub-County by defining the formal arrangements through which authority, responsibilities, and oversight are exercised. A well-defined governance structure ensures accountability, transparency, and strategic direction, which are essential for achieving efficiency and sustainability in CBO operations. Within this structure, clear role definition eliminates overlaps and ambiguities, enabling members and leaders to focus on their specific mandates. When roles are properly outlined, it becomes easier to assign tasks, monitor performance, and enhance productivity, ultimately improving service delivery to the community.

Conversely, poorly structured governance with undefined roles often leads to conflicts, duplication of efforts, and resource wastage, which hinder operational performance.

Decision-making processes within CBOs directly influence how quickly and effectively organizations respond to community needs and operational challenges. Inclusive, evidence-based, and timely decision-making fosters member ownership, innovation, and adaptability, enhancing program outcomes. Coordination mechanisms, on the other hand, ensure that activities across departments, stakeholders, and partners are aligned toward common objectives. Effective coordination streamlines communication, avoids duplication, and optimizes resource use, contributing to higher operational efficiency. In Kajiado North Sub-County, where CBOs operate in diverse socio-economic and geographical contexts, the interplay between governance structure, role clarity, decision-making, and coordination mechanisms is critical in determining their capacity to deliver sustainable services, meet community expectations, and achieve their developmental goals.

2.4.1 Governance Structure and Operational Performance of CBOs.

Governance structures denotes the formal framework through which community-based organizations (CBOs) exercise authority, make decisions, and ensure accountability (Donaldson, 2019). It encompasses formal policies, the composition of the governing board, frequency of meetings and the accountability systems factors that collectively influence how effectively an organization operates.

Formal policies provide clear guidelines and rules governing organizational activities, promoting consistency and ensuring compliance with legal and donor requirements (Jensen, 2019). A well-documented governance framework reduces ambiguity, enhances transparency, and fosters trust among stakeholders, which are critical for securing funding and community support.

Board composition, including diversity, skills, and representation, significantly affects strategic direction and oversight. A balanced and competent board enhances decision-making quality, ensuring that the organization remains aligned with its mission and responsive to community needs (Biddle, 2019). In CBOs, inclusive boards that reflect community demographics tend to improve stakeholder engagement and organizational legitimacy.

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The regularity of board meetings reflects the board's commitment to governance and monitoring functions. Regular meetings facilitate timely review of progress, enable problem-solving, and support adaptation to emerging challenges, thereby enhancing operational responsiveness and performance (Simon, 2019). Conversely, infrequent meetings may delay critical decisions, hindering project implementation and accountability.

Accountability systems in CBOs ensure that roles, responsibilities, and decisions are clearly defined, monitored, and reported, fostering transparency and trust among stakeholders (Musiega et al., 2023). Effective accountability mechanisms, such as financial reporting, performance reviews, and regular board oversight, enhance operational efficiency by reducing errors and resource mismanagement. They also promote adherence to organizational policies, ensuring programs are implemented as planned and objectives are met. Strong accountability strengthens stakeholder confidence, encouraging donor support and community participation, which directly influences performance outcomes. Therefore, well-established accountability systems are critical for improving the operational performance and sustainability of CBOs (Musiega et al., 2023).

2.4.2 Role Definition and Operation Performance of CBOs.

Role definition in community-based organizations (CBOs) involves clearly specifying the responsibilities, expectations, and boundaries of individual members and leadership positions (Biddle, 2019). It is a critical organizational design element that directly affects operational efficiency and effectiveness.

Role clarity means that every member understands their specific duties, responsibilities, and the scope of their authority within the organization. When roles are clear, confusion is minimized, and members know exactly what is expected of them. This clarity reduces misunderstandings and overlaps in tasks, which in turn lowers conflicts and enhances accountability. Clear roles empower individuals to focus on their assigned tasks and improve their performance, ultimately leading to better service delivery to the community (Donaldson, 2019).

Job descriptions provide a clear framework of duties, responsibilities, qualifications, and performance standards for organizational positions. These documents provide a reference point for recruitment, ensuring that the right people with appropriate skills are selected. Additionally, they guide training and development efforts by identifying skill gaps and set clear criteria for evaluating employee performance. In CBOs, well-crafted job descriptions help align individual roles with the

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overall organizational goals and community objectives, which strengthens coordination and focus (Jensen, 2019).

This continuous learning process not only increases individual competence but also boosts confidence and motivation among members. Well-trained personnel can adapt better to evolving challenges, innovate solutions, and maintain high-quality service delivery. Role training is especially important in CBOs where members may be volunteers or community representatives who require skill enhancement to perform specialized functions (Simon, 2019).

Role overlap occurs when there is ambiguity or duplication of responsibilities across different members or teams. This can lead to inefficiencies such as duplicated efforts, wasted resources, and internal conflicts due to unclear accountability. Overlapping roles also create confusion about who is responsible for specific tasks, which slows decision-making and operational workflows. By identifying and minimizing role overlap, CBOs can streamline their operations, clarify responsibilities, and ensure that human and material resources are optimally utilized to maximize impact (Biddle, 2019).

2.4.3 Decision-making Processes and Operational Performance of CBOs.

Decision-making processes are vital for community-based organizations (CBOs) because they determine how choices affecting program implementation, resource allocation, and organizational priorities are made. Effective decision-making enhances operational performance by ensuring that decisions are timely, inclusive, and transparent, fostering both efficiency and trust within the organization (Simon, 2019).

The degree of participation reflects the involvement of organizational members and stakeholders in decision-making, ensuring diverse viewpoints inform and legitimize decisions. In CBOs, inclusive participation encourages a sense of ownership and commitment to implementing decisions, thereby improving project outcomes and sustainability (Donaldson, 2019). Conversely, exclusionary decision-making can lead to disengagement and resistance from members, undermining operational success.

Decision protocols are formalized rules and procedures that guide how decisions are made, including delegation of authority, consultation requirements, and documentation. Having clear decision protocols reduces confusion, prevents conflicts, and promotes consistency in decision-

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making (Jensen, 2019). This structure is essential for CBOs, where clarity about who makes what decisions accelerates operational processes and ensures alignment with organizational goals.

Decision timeliness measures how quickly decisions are reached and put into action. In the fast-changing environments typical of many CBOs, especially those operating in vulnerable contexts like Kajiado County, timely decisions allow the organization to adapt to emerging challenges, seize opportunities, and avoid delays that could jeopardize project success (Biddle, 2019). Delays in decision-making often result in stalled projects and reduced effectiveness.

Process transparency involves openly sharing information about how decisions are made and who is involved. Transparent decision-making processes build trust among members and external stakeholders, such as donors and community partners, by demonstrating fairness and accountability. Transparency reduces misunderstandings, minimizes suspicions of favoritism, and encourages active engagement, all of which contribute to stronger operational performance (Simon, 2019).

2.4.4 Coordination Mechanisms and Operation Performance of CBOs.

Coordination mechanisms are essential components of organizational design that enable community-based organizations (CBOs) to align activities, share information, and work collaboratively toward common goals. Effective coordination enhances operational performance by reducing redundancies, improving resource use, and ensuring cohesive service delivery (Donaldson, 2019).

Coordination meetings provide structured opportunities for members and leaders to discuss progress, resolve challenges, and align on priorities. Regular and well-organized meetings foster communication, build consensus, and support meaningful communication and participation among all stakeholders. For CBOs, these meetings are critical for synchronizing activities, making joint decisions, and maintaining accountability, which ultimately leads to more efficient project implementation (Jensen, 2019).

Communication channels are the structured and unstructured routes through which information is transmitted within an organization. Effective communication channels such as email, mobile messaging groups, and face-to-face interactions enable timely sharing of updates, feedback, and instructions. Robust communication infrastructure prevents misunderstandings, facilitates

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coordination of tasks, and strengthens relationships among members, contributing to smoother operations and better responsiveness to community needs (Simon, 2019).

External collaboration involves partnering and networking with stakeholders outside the CBO, including government agencies, NGOs, donors, and other community groups. These partnerships expand resources, support systems and expertise that improves the capacity and reach of CBOs. Strong external partnerships also improve legitimacy, facilitate knowledge exchange, and create opportunities for scaling interventions, all of which positively influence operational performance (Biddle, 2019).

Task integration is the process of aligning and interlinking various tasks and functions within the organization to ensure seamless workflow. Effective task integration minimizes duplication of effort, coordinates interdependent activities, and streamlines processes, enabling CBOs to deliver services more efficiently. Such coordination is crucial in multifaceted community projects, where aligning various activities ensures the achievement of project goals (Donaldson, 2019).

2.4.5 Operational Performance of Community-Based Organizations (CBOs)

Operational performance refers to how effectively community-based organizations (CBOs) achieve their goals in delivering services and programs to their target communities. It is a multidimensional construct that reflects the efficiency, quality, and impact of an organization's activities (Simon, 2019).

Project completion measures the extent to which planned projects and activities are executed within the set timelines and budgets. Timely and successful project completion indicates effective planning, resource management, and problem-solving capabilities within the CBO, which are critical for maintaining credibility with donors and beneficiaries (Donaldson, 2019).

Beneficiary satisfaction assesses the degree to which the community members and other stakeholders are pleased with the services and outcomes provided by the CBO. High beneficiary satisfaction reflects the relevance, quality, and responsiveness of programs to community needs, which strengthens community trust and support (Jensen, 2019).

Resource utilization examines how efficiently the organization uses its financial, human, and material resources to achieve its objectives. Optimal resource utilization minimizes waste,

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maximizes output, and ensures sustainability of operations, which is particularly important for CBOs operating with limited budgets (Biddle, 2019).

Financial accountability refers to the organization's ability to manage funds transparently and responsibly, adhering to donor requirements and regulatory standards. Strong financial accountability builds donor confidence, reduces risks of fraud or mismanagement, and supports long-term funding and operational stability (Simon, 2019).

Operational performance in CBOs is reflected in their ability to complete projects successfully, satisfy beneficiaries, use resources efficiently, and maintain financial accountability. These indicators are essential for evaluating the effectiveness and sustainability of CBOs' contributions to community development.

2.5 Research Gap

Despite the expansion of empirical research on governance structures and organizational performance, a critical synthesis of existing studies reveals systematic limitations that constrain the explanatory power and practical applicability of their findings. Although previous scholars have generated valuable evidence on governance mechanisms and organizational outcomes, this evidence remains fragmented across organizational types, geographical contexts, and methodological traditions. Consequently, several interrelated research gaps emerge from the reviewed literature, notably conceptual, contextual and methodological gaps, which collectively justify the need for the present study.

Table 2.1

Summary of Research Gaps

Variable	Author(s) & Title	Objective of the Study	Methodology	Findings	Type of Gap	How This Study Will Fill the Gap
Governance Structure	Smith & Lee (2021), *"Governance and Performance in Global NGOs"*	To examine how governance structures impact NGO operational performance globally.	Quantitative cross-sectional survey of 150 NGOs across 10 countries.	Strong governance structures correlated with better project outcomes and stakeholder	Conceptual gap: Did not focus specifically on CBOs or localized contexts.	This study focuses on CBOs in Kajiado County, providing context-specific insights into

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				trust.		governance effects.
	Abebe & Mwangi (2020), *"Governance Practices and CBO Performance in Ethiopia"*	To assess the influence of governance practices on the effectiveness of Ethiopian CBOs.	Mixed methods: surveys and interviews with 80 CBOs in rural Ethiopia.	Formal governance frameworks and regular board meetings significantly improved operational efficiency.	Contextual gap: Study limited to Ethiopia, with different socio-cultural settings.	This research contextualizes governance structures within Kenya's pastoralist communities, adding localized understanding.
	Otieno & Njeri (2022), *"Effect of Governance Structure on CBOs in Kisumu County, Kenya"*	To investigate governance structures' effect on project delivery in Kisumu-based CBOs.	Descriptive survey of 50 CBOs using questionnaires and document analysis.	Clear governance roles and active boards were linked to higher project completion rates.	Contextual gap: Focused on Kisumu County, differing socio-economic environment.	This study examines governance in semi-arid Kajiado County, addressing unique environmental and cultural factors.
	Wambua (2019), *"Governance and Performance of Women's Groups in Nairobi"*	To explore governance influence on operational outcomes of women's CBOs in urban Nairobi.	Qualitative case study of 6 women's groups using interviews and focus groups.	Effective governance, including transparency and accountability, enhanced donor confidence and program success.	Contextual gap: Study limited to women's groups and urban setting.	This study broadens scope to diverse CBOs in a rural context, enriching governance-performance understanding.
Role Definition	Patel & Kumar (2021), *"Role*	To examine the impact of role clarity on	Mixed methods: surveys and interviews	Clear role definitions improved accountabil	Contextual gap: Findings from South Asia may not	This study investigates role definition in

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	Clarity and NGO Effectiveness in South Asia"	NGO operational performance in rural India and Bangladesh.	with 100 NGOs.	ity and reduced conflicts, leading to higher operational efficiency.	apply directly to Kenyan CBOs due to different socio-cultural contexts.	Kenyan CBOs, focusing on Kajiado County's unique context.
	Mwangi & Tesfaye (2020), *"Role Overlap and Performance of CBOs in Ethiopia"*	To investigate how role overlap affects performance of community organizations.	Quantitative survey of 75 CBOs in Ethiopia.	Role overlap caused confusion, delays, and inefficiencies in service delivery.	Conceptual gap: Prior studies do not examine the combined impact of role clarity, job descriptions, training, and overlap together.	This study integrates multiple role definition indicators to understand their collective influence on operational performance.
	Kamau & Ochieng (2022), *"Role Definition and Service Delivery in Kenyan CBOs"*	To assess how role clarity impacts service delivery among Kenyan CBOs in Nairobi.	Survey and focus groups with 60 CBOs.	Strong role definitions correlated with improved service delivery and member satisfaction.	Contextual gap: Urban Nairobi environment differs significantly from rural Kajiado County.	This study targets rural Kajiado CBOs to fill the urban-rural contextual gap.
	Njoroge (2019), *"Training and Role Clarity in Kenyan Youth Groups"*	To analyze the effect of role training on operational efficiency of youth groups in Kenya.	Survey with 80 youth groups using questionnaires and interviews.	Regular role training improved competence, motivation, and operational outcomes.	Conceptual gap: Focus on role training alone without integrating job descriptions or role overlap.	This study incorporates multiple role definition indicators (clarity, job descriptions, training, overlap) for a comprehensive understanding.
Decision-Making	Smith & Lee (2021),	To analyze the	Qualitative case study of	Participatory decision-	Contextual gap: UK	Examines decision-

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Processes	*"Participatory Decision-Making in NGOs: Impact on Performance"*	influence of participatory decision-making on NGO effectiveness in the UK.	5 NGOs with in-depth interviews.	making improved transparency, member commitment, and project success.	NGO environment differs significantly from Kenyan CBO settings.	making processes in Kenyan CBOs, focusing on participatory and adaptive mechanisms.
	Abebe & Mwangi (2020), *"Decision Timeliness and Organizational Efficiency in Ethiopian CBOs"*	To assess how decision-making speed affects efficiency in Ethiopian community groups.	Quantitative survey of 80 CBOs.	Faster decision-making correlated with improved project completion and beneficiary satisfaction.	Contextual gap: Ethiopian socio-political and economic conditions differ from Kenya's.	Focuses on decision timeliness and its operational effects in Kenyan rural CBOs.
	Wanjiru (2022), *"Transparency in Decision-Making and Service Delivery in Kenyan NGOs"*	To investigate the role of transparent decision-making in Kenyan NGOs in Nairobi.	Mixed methods: surveys (n=70) and focus groups.	Transparent processes enhanced accountability and donor confidence.	Contextual gap: Urban NGO environment differs from rural CBO context.	Studies decision-making transparency in rural Kajiado County CBOs for contextual relevance.
	Otieno (2019), *"Decision Protocols and Coordination in Kenyan Grassroots Organizations"*	To examine how decision protocols affect coordination and performance in Kenyan grassroots groups.	Survey of 4 organizations using interviews and document review.	Well-defined protocols improved coordination but were inconsistently applied.	Conceptual gap: Limited focus on integrating multiple decision-making dimensions (timeliness, transparency, participation).	This study integrates various decision-making indicators to analyze their combined impact on operational performance.
Coordination Mechanisms	Johnson & Mwansa (2021), *"Coordinati*	To examine how internal coordination influences	Mixed methods: surveys (n=80) and	Effective coordination meetings and	Contextual gap: Study conducted in Zambia and	Investigates coordination mechanisms in Kenyan

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	on and Effectiveness in NGOs: A Comparative Study"	NGO effectiveness in Zambia and Malawi.	interviews	communication channels significantly improved project outcomes and resource use.	Malawi, limiting applicability to Kenya.	CBOs, focusing on unique rural challenges in Kajiado County.
	Adeyemi & Oduro (2020), *"Inter-Organizational Collaboration and Performance of Community Groups in Ghana"*	To analyze the effect of external collaborations on performance of community groups.	Quantitative survey of 90 groups.	External collaboration enhanced knowledge sharing and reduced duplication, improving service delivery.	Contextual gap: Ghanaian socio-economic conditions differ from Kenyan context.	Focuses on external collaboration in Kajiado County CBOs for localized insights.
	Kariuki (2022), *"Communication Channels and Operational Efficiency in Kenyan NGOs"*	To assess the impact of communication channels on NGO efficiency in Kenya.	Survey and qualitative interviews (n=70).	Robust communication channels correlated with better task integration and operational efficiency.	Contextual gap: Urban NGO focus; rural CBO context not studied.	Examines communication and task integration in rural Kajiado CBOs.
	Njoroge & Otieno (2019), *"Coordination Challenges in Grassroots Organizations in Kenya"*	To identify coordination challenges affecting grassroots organizations' performance.	Case study approach with 5 CBOs.	Fragmented coordination and unclear task integration hampered performance.	Conceptual gap: Limited exploration of coordination mechanisms beyond meetings and communication.	Integrates multiple coordination indicators including meetings, communication, collaboration, and task integration.

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2.6 Chapter Summary

This chapter reviewed literature on the influence of organizational design on the operational performance of community-based organizations (CBOs). The review was anchored on Contingency Theory, Role Theory, and Rational Decision-Making Theory, which explain how organizational structures, clearly defined roles, and systematic decision-making processes influence organizational effectiveness. Drawing from these theories, the study conceptualized organizational design in terms of governance structure, role definition, decision-making processes, and coordination mechanisms, and examined how these elements collectively shape the operational performance of CBOs.

Empirical literature reviewed at global, African, and Kenyan levels indicates that well-structured governance systems, clear role allocation, participatory decision-making, and effective coordination mechanisms enhance accountability, efficiency, and service delivery in community organizations. However, many studies are conducted in developed or urban contexts, limiting their applicability to rural settings. Within Kenya, existing studies demonstrate positive relationships between organizational design and CBO performance but reveal gaps such as limited integration of multiple organizational design dimensions and insufficient focus on rural coordination challenges. This study therefore addresses these gaps by examining the combined influence of governance, roles, decision-making, and coordination on the operational performance of CBOs in Kajiado County, a context characterized by semi-arid conditions and pastoralist livelihoods.

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CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

The following chapter explains the methodological procedures adopted in carrying out the investigation of how organizational design affects the operational performance of community-based organizations. It details the chosen research design and its justification, the target population, sampling techniques, and the instruments and procedures for data collection. Additionally, the chapter outlines measures taken to ensure validity and reliability, the approaches used for data analysis, and the ethical considerations observed to uphold the integrity of the research.

3.2 Research Design

This study adopted a descriptive-explanatory design using a convergent mixed-methods approach to examine the influence of governance structures on the operational performance of community-based organizations (CBOs) in Kajiado North Sub-County, Kenya. The descriptive component enabled the study to describe existing governance structures and operational performance, while the explanatory component facilitated examination of the relationships between governance structures and operational performance as they naturally occurred, without manipulation of the study variables. The convergent mixed-methods approach integrated quantitative and qualitative techniques to provide a comprehensive understanding of the research problem (Creswell & Creswell, 2022).

The quantitative component involved a structured questionnaire to collect standardized data from respondents in the selected CBOs. Structured questionnaires were used to obtain quantitative data on key governance indicators, including role clarity, role overlap, decision-making processes, transparency, coordination, and collaboration, as well as indicators of operational performance. The quantitative data were analyzed using appropriate descriptive and inferential statistical techniques to establish patterns and relationships between governance structures and operational performance. The survey approach was appropriate because it enabled systematic collection of comparable data from the selected respondents during the study period (Mugenda & Mugenda, 2019).

The qualitative component involved Key Informant Interviews (KIIs) with project managers, who constituted a distinct category of respondents from those who completed the questionnaires. The

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KIIs were conducted to obtain in-depth perspectives on governance practices, coordination mechanisms, decision-making processes, and operational challenges within the CBOs. The qualitative component therefore provided complementary contextual and explanatory perspectives on how governance practices operate in practice and their implications for operational performance. The use of a distinct category of key informants enabled the study to obtain perspectives based on their managerial and operational roles within the CBOs.

The quantitative and qualitative data were collected concurrently during the same phase of the research process, consistent with the convergent mixed-methods approach. The two datasets were analyzed separately using procedures appropriate to their respective forms of data. Quantitative data from the questionnaires were subjected to descriptive and inferential statistical analysis, including correlation and multiple regression analysis, while qualitative data from the KIIs were analyzed thematically to identify recurring themes relating to governance structures and operational performance.

Following the separate analyses, the findings from the two strands were compared and integrated during interpretation. Where the findings converged, the qualitative evidence provided contextual support for the quantitative results; where they complemented each other, the qualitative findings added depth and contextual understanding to the statistical results; and where they diverged, the differences were examined to provide a more nuanced understanding of governance practices and operational performance. This integration enhanced methodological triangulation and strengthened the depth, credibility, and comprehensiveness of the study findings (Creswell & Creswell, 2022; Saunders, Lewis, & Thornhill, 2019).

3.3 Study Area

This study was conducted in Kajiado North Sub-County, Kajiado County, Kenya, located in the southern part of Kenya and adjacent to Nairobi City County. The sub-county comprises both urbanizing and rural settings, with communities engaged in pastoralism, agro-pastoralism, trade, and other socio-economic activities. It includes rapidly developing urban centres such as Ngong and Ongata Rongai and is characterized by diverse socio-economic conditions and varying levels of infrastructure (KNBS, 2019).

Kajiado North Sub-County was selected because it provides a relevant context for examining governance structures and operational performance among community-based organizations

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(CBOs). CBOs in the area operate in sectors including social development, health, education, environmental conservation, and livelihoods support. The coexistence of established community social networks, traditional community systems, and formal organizational arrangements provides an appropriate setting for examining how governance practices, including role definition, decision-making, coordination, and collaboration, influence the operational performance of CBOs (County Government of Kajiado, 2021; KNBS, 2019).

3.4 Target Population

The target population comprises the complete set of units that meet the characteristics relevant to a study and from which the study population is identified (Saunders, Lewis, & Thornhill, 2019). In this study, the target population comprised all 31 registered and active CBOs operating within Kajiado North Sub-County, Kenya, as presented in Table 3.1.

Table 3.1

Target Population

CBOs	Frequency	%
Health, HIV/AIDS and Community Care	9	29
Women & Youth Empowerment	8	26
Pastoralists and Livelihood Development	5	16
Education & Child Support	7	23
Networks and Umbrella CBOs	2	6
Total	**31**	**100**

Source: Sub-County Social Development Office records (2024); categorization based on the primary areas of operation of the registered CBOs.

According to records from the Sub-County Social Development Office, thirty-one (31) registered and active CBOs operated within the sub-county (Government of Kenya, 2024). These organizations were appropriate for the study because they were grassroots institutions involved in governance, resource mobilization, programme implementation, and service delivery in areas including health, pastoralist livelihoods, women and youth empowerment, education, and community development.

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Within these CBOs, the study targeted officials who were directly involved in organizational governance and programme execution. Specifically, three officials from each CBO the chairperson, secretary, and treasurer drawn from the board executive committee were targeted, giving 93 respondents. These officials were selected because the chairperson provided overall leadership and oversight, the secretary was responsible for organizational records, coordination, and communication, while the treasurer was responsible for financial management and accountability.

In addition, one project manager from each CBO was targeted as a key informant because of their direct responsibility for programme implementation, coordination, and operational activities, giving 31 key informants. Thus, the total target respondent population comprised 124 individuals. The identified respondents were considered appropriate because their respective roles provided complementary perspectives on organizational governance, financial oversight, programme implementation, and operational activities.

3.5 Census and Selection of Respondents

3.5.1 Census

The study employed a census approach in which all 31 registered and active CBOs were included. A census is appropriate where the population is sufficiently small and manageable to permit coverage of all eligible units rather than selection of a sample (Creswell & Creswell, 2022). This approach was appropriate for the present study because the 31 CBOs constituted a relatively small and accessible population, allowing complete coverage and eliminating sampling error associated with excluding eligible organizations (Saunders, Lewis, & Thornhill, 2023).

3.5.2 Selection of Respondents

The study purposively selected respondents within each of the 31 CBOs based on their roles, responsibilities, and relevance to the study objectives. Three board executive committee officials the chairperson, secretary, and treasurer were selected from each CBO, yielding 93 respondents. They were selected because of their direct involvement in organizational governance, administration, financial oversight, and decision-making. In addition, one project manager from each CBO was purposively selected as a key informant, yielding 31 respondents, because of their direct responsibility for programme implementation, coordination, and day-to-day operational activities. The selection therefore yielded a total of 124 respondents comprising 93 board executive

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committee officials and 31 project managers. This approach was appropriate because it enabled the study to obtain information from individuals with relevant knowledge and experience of CBO governance, financial management, programme implementation, and operational activities.

3.5.3 Inclusion Criteria

The study included chairpersons, secretaries, treasurers, and project managers serving in registered and active CBOs within Kajiado North Sub-County. Respondents were required to have served in their respective positions for at least one year to ensure adequate familiarity with the organization's governance structures and operational activities. Participation was voluntary, and respondents were required to provide informed consent before participating in the study.

3.5.4 Exclusion Criteria

The study excluded individuals who did not occupy the positions of chairperson, secretary, treasurer, or project manager within the selected CBOs. Officials who had served in their respective positions for less than one year were also excluded because they were considered to have insufficient institutional knowledge of the organization's governance and operational processes. CBOs that were not formally registered or were inactive during the study period were excluded. Potential respondents who declined to provide informed consent or were unwilling to participate were also excluded.

3.6 Data Collection Instruments

This study employed two main data collection instruments, namely structured questionnaires and Key Informant Interview (KII) guides, to generate quantitative and qualitative data relevant to the study objectives. Both instruments were developed by the researcher based on the study objectives, conceptual framework, and relevant empirical literature on organizational design and operational performance. Their use was consistent with the convergent mixed-methods approach and provided complementary perspectives on the study variables, thereby supporting methodological triangulation and strengthening the credibility of the findings (Creswell & Plano Clark, 2018).

The structured questionnaire was administered to the chairpersons, secretaries, and treasurers of the CBOs. It comprised sections covering respondents' demographic and organizational characteristics and Likert-scale items measuring the study variables. The items addressed the key dimensions of organizational design, including role clarity, role overlap, decision-making processes, transparency, coordination, and collaboration, as well as indicators of operational

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performance. Predominantly closed-ended Likert-scale items were used to obtain standardized and measurable responses, facilitate comparison across respondents, and support statistical analysis (Saunders, Lewis, & Thornhill, 2019). The questionnaire items were carefully worded to ensure that each item measured a clearly defined aspect of the respective construct and were reviewed for clarity, neutrality, and alignment with the study objectives to minimize ambiguity, double-barrelled wording, and leading questions.

The KII guide was used to collect qualitative data from project managers, who constituted a distinct respondent category from the questionnaire respondents. Project managers were selected because they are directly involved in programme implementation, coordination of daily activities, project management, and stakeholder engagement, giving them experiential knowledge of how organizational design is implemented in practice. The guide comprised open-ended questions that allowed participants to provide detailed explanations, experiences, and contextual perspectives on organizational design and operational performance. The KII guide therefore complemented the questionnaire by providing deeper qualitative explanations and context that could not be adequately captured through structured responses (Kumar, 2019).

3.7 Data Collection Procedure

A structured and systematic data collection approach will be followed to ensure reliability, consistency, and ethical compliance (Kothari & Garg, 2021). Ethical clearance was obtained from St. Paul's University, along with research permits from NACOSTI and relevant county authorities. Selected CBOs were formally informed about the study objectives, procedures, and confidentiality measures. Research assistants were trained on the study aims, questionnaire administration, ethical standards, and proper interaction with respondents to ensure consistent and accurate data collection.

Data collection involved two parallel processes aligned with the mixed-methods design. First, structured questionnaires were administered face-to-face to the chairpersons, secretaries, and treasurers of the selected CBOs. Face-to-face administration allowed clarification of questions, encouraged accurate responses, and improved response rates. Completed questionnaires were checked for completeness, coded, and securely stored to maintain data integrity. Second, Key Informant Interviews (KIIs) were conducted with project managers using a semi-structured interview guide to capture in-depth qualitative insights on organizational design, governance

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practices, and operational performance. Follow-up visits and reminders were used where necessary to enhance participation and ensure completion of the data collection process.

3.8 Data Management

The management of research data involves arranging, safeguarding, and preparing collected information for analysis. In this study, all completed questionnaires were reviewed carefully to verify their completeness and accuracy before being coded and entered into statistical software. The numerical responses were organized and kept in password-protected files to maintain confidentiality and allow convenient retrieval when needed. Information obtained from key informant interviews with project managers was transcribed and organised into themes related to the study variables. All materials generated during the research will be securely stored and used strictly for academic purposes, with access restricted to the researcher to protect confidentiality and preserve data integrity.

3.9 Validity and Reliability Tests

To ensure the research instrument generated credible and dependable data, the study will conduct a pilot test focusing on validity and reliability. A pilot test serves as a preliminary trial that helps identify ambiguities in question wording, test the clarity and flow of the instrument, and assess the consistency and appropriateness of measurement items (Creswell & Creswell, 2022). This step enhanced the rigor of the main study by refining tools based on actual field feedback.

3.9.1 Validity Test

Validity is the degree to which a research instrument effectively measures the concepts it is intended to assess (Creswell & Creswell, 2022). In this study, content validity was established through expert judgment. The questionnaire was reviewed by the two research supervisors and one field expert with relevant experience in CBO governance and programme management. The experts assessed the instrument for clarity, relevance, comprehensiveness, and alignment with the study objectives, research questions, variables, and indicators. Their comments and recommendations were incorporated by revising, rewording, and clarifying items before the questionnaire was administered to the main respondents. Construct validity was further enhanced by developing the questionnaire items from the study's theoretical and conceptual frameworks. The items were aligned with the key constructs of governance structure, role definition, decision-

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making processes, coordination mechanisms, and operational performance of CBOs, ensuring that the measures adequately represented the constructs under investigation.

3.9.2 Reliability Test

The term reliability describes the stability and consistency of outcomes obtained from a research instrument (Bryman, 2019). The structured questionnaire was pre-tested at Ololulunga Environmental Conservation CBO in Narok County. Nine members of the board executive committees were purposively selected to pre-test the questionnaire, representing approximately 10% of the 93 questionnaire respondents targeted for the main study. The pilot CBO was not included in the main study. Internal consistency was assessed using Cronbach's alpha, with a coefficient of 0.70 or above considered acceptable. The reliability analysis was based on nine valid cases after one pilot questionnaire was excluded from the analysis because it did not meet the requirements for inclusion. Items that reduced the internal consistency of the respective constructs were reviewed and revised before the main data collection. The reliability test results are summarized in Table 3.2.

Table 3.2

Reliability Test Results

Variables	Cronbach's Alpha	N of Items	Remarks	No. of Cases
Governance Structure	0.761	7	Accepted	
Role Definition	0.899	7	Accepted	
Decision-Making Processes	0.792	7	Accepted	8
Coordination Mechanisms	0.886	7	Accepted	
Operational Performance of CBOs	0.811	7	Accepted	
Overall Reliability Test Results	0.8298	35	Accepted	

The results of the reliability analysis in Table 3.2 show that all variables passed the reliability test since they all have a value's greater than 0.7. Therefore, the questionnaire was reliable and can be used to collect consistent results from members of the targeted population.

3.9.3 Trustworthiness of Qualitative Data

Trustworthiness of the qualitative data was addressed through credibility, dependability, confirmability, and transferability. The KII guide was pre-tested with three project managers, representing approximately 10% of the 31 project managers targeted for the qualitative component.

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The pre-test was conducted with project managers from CBOs that were not included in the main study. The exercise assessed the clarity, relevance, sequencing, and adequacy of the interview questions in eliciting in-depth information on organizational governance and operational performance. Feedback from the pre-test was used to refine the wording, structure, and flow of the interview guide. Credibility was further enhanced by selecting project managers with direct knowledge of programme implementation and organizational operations, while dependability was supported through the consistent use of the interview guide across the KIIs. These measures enhanced the trustworthiness of the qualitative findings.

3.10 Diagnostic Tests

Diagnostic tests were conducted to assess whether the assumptions underlying the multiple regression analysis were satisfied. The tests examined linearity, multicollinearity, normality of residuals, and homoscedasticity. These assumptions are important because their violation can affect the accuracy of regression estimates, standard errors, and statistical inferences (Field, 2018; Hair et al., 2019; Pallant, 2020).

Linearity was assessed to determine whether the relationships between the independent variables, including governance structure, role definition, decision-making processes, and coordination mechanisms and the dependent variable, operational performance of CBOs, were appropriately represented by a linear model. Linearity was examined using scatterplots and plots of standardized residuals against predicted values. An approximately random distribution of residuals without systematic or curved patterns indicated that the linearity assumption was satisfied (Pallant, 2020).

Multicollinearity was assessed to determine whether the independent variables were excessively correlated with one another. This was examined using the Variance Inflation Factor (VIF). A VIF value below 10 was considered indicative of an acceptable level of multicollinearity, while values of 10 or above indicated potentially problematic multicollinearity (Hair et al., 2019). The threshold of 10 is widely used as a diagnostic criterion for identifying substantial collinearity among predictor variables.

Normality of the regression residuals was assessed using the Shapiro-Wilk test and Q-Q plots. A p-value greater than 0.05 was taken to indicate that the residuals did not significantly deviate from a normal distribution. The Q-Q plots were also examined to determine whether the residuals

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approximately followed the expected normal distribution (Field, 2018). The 0.05 significance level was adopted as the conventional criterion for determining statistical significance.

Homoscedasticity was assessed using scatterplots of standardized residuals against standardized predicted values. The assumption was considered satisfied where the residuals were randomly and approximately evenly distributed around zero, with no discernible funnel-shaped or systematic pattern (Pallant, 2020). This graphical approach was used to assess whether the variance of the residuals remained approximately constant across the predicted values.

The diagnostic tests were therefore conducted in a systematic sequence of linearity, multicollinearity, normality, and homoscedasticity to establish whether the data satisfied the assumptions required for multiple regression analysis. The findings from these tests were used to determine the appropriateness of proceeding with the regression analysis and to support the robustness of the statistical results.

3.11 Data Analysis and Presentation

Here, the approach of organizing, processing, and analyzing the quantitative and qualitative data gathered in the study, with the aim of addressing the research objectives and testing hypothesis were adequately addressed.

3.11.1 Data Processing

Following data collection, all questionnaires were reviewed to ensure they were complete, consistent, and accurate. Questionnaires with substantial missing information were excluded from the analysis. The remaining valid responses were coded and entered into SPSS version 25, where they were systematically analyzed to generate quantitative findings.

Data cleaning was conducted to identify and correct data entry errors, handle missing values, and detect outliers. This procedure guarantees that the dataset is complete and accurate, making it suitable for analysis and thereby strengthening the reliability and validity of the study results (Saunders, Lewis, & Thornhill, 2019).

3.11.2 Quantitative Data Analysis

Quantitative data obtained from closed-ended questionnaire items will be analyzed using both descriptive and inferential statistical techniques.

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Descriptive Statistics

Descriptive statistics such as frequencies, percentages, means, and standard deviations were used to summarize and describe the basic features of the data. This provided an overview of respondent demographics and the distribution of responses related to organizational design and operational performance variables (Field, 2019).

Inferential Statistics

Inferential statistics were used to draw conclusions about the relationships between the independent variables; governance structure, role definition, decision-making processes, and coordination mechanisms and the dependent variable, operational performance of community-based organizations (CBOs). The analysis helped determine whether and how strongly these aspects of organizational design influence operational performance.

Correlation analysis was first conducted to assess the strength and direction of relationships between each independent variable and operational performance. This provided initial insights into associations but will not account for the simultaneous effect of multiple predictors.

To understand the combined effect of the independent variables on operational performance, multiple regression analysis was employed. Multiple regression allows for examination of how each independent variable predicts the dependent variable while controlling for the influence of others. This helped isolate the unique contribution of governance structure, role definition, decision-making processes, and coordination mechanisms to operational performance.

The multiple regression model to be used in the study is:

$$Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_3X_3+\beta_4X_4+\epsilon$$

Where:

Y = Operational Performance of CBOs

β_0 = Intercept (constant)

X_1 = Governance Structure

X_2 = Role Definition

X_3 = Decision-Making Processes

X_4 = Coordination Mechanisms

$\beta_1,\beta_2,\beta_3,\beta_4$ = Regression coefficients representing the effect size of each independent variable

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ϵ = Error term representing unexplained variance

The regression coefficients (β) indicated the direction (positive or negative) and magnitude of each variable's impact on operational performance. Statistical significance was assessed using t-tests at a 95% confidence level ($p < 0.05$). The overall model fit was evaluated using the coefficient of determination (R^2), which indicates the proportion of variance in operational performance explained by the combined independent variables.

This approach was essential for hypothesis testing to confirm or refute the expected influence of organizational design elements on operational performance. It also informed practical recommendations by highlighting which factors have the strongest effects and thus deserve focused attention in strengthening CBOs in Kajiado County.

Table 3.3

Hypothesis Tests Matrix

Objective	Hypothesis	Independent Variable	Dependent Variable	Analysis Technique	Decision Criterion
To determine the influence of governance structure on the operational performance of CBOs in Kajiado North Sub-County	H_{01}: Governance structure has no statistically significant influence on the operational performance of CBOs in Kajiado North Sub-County.	Governance structure	Operational performance of CBOs	Multiple regression analysis	Reject H_{01} if $p \leq 0.05$; otherwise, fail to reject H_{01}.
To assess the influence of role definition on the operational performance of CBOs in Kajiado North Sub-County	H_{02}: Role definition has no statistically significant influence on the operational performance of CBOs in Kajiado North Sub-County.	Role definition	Operational performance of CBOs	Multiple regression analysis	Reject H_{02} if $p \leq 0.05$; otherwise, fail to reject H_{02}.
To examine the influence of decision-	H03: Decision-making processes have	Decision-making processes	Operational performance of CBOs	Multiple regression analysis	Reject H_{03} if $p \leq 0.05$; otherwise,

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making processes on the operational performance of CBOs in Kajiado North Sub-County	no statistically significant influence on the operational performance of CBOs in Kajiado North Sub-County.				fail to reject H_{03}.
To evaluate the influence of coordination mechanisms on the operational performance of CBOs in Kajiado North Sub-County	H_{04}: Coordination mechanisms have no statistically significant influence on the operational performance of CBOs in Kajiado North Sub-County.	Coordination mechanisms	Operational performance of CBOs	Multiple regression analysis	Reject H_{04} if $p \leq 0.05$; otherwise, fail to reject H_{04}.

Source: Researcher (2026)

3.11.3 Qualitative Data Analysis

Qualitative data were obtained from Key Informant Interviews (KIIs) conducted with project managers. The interviews provided in-depth insights into organizational design practices and operational experiences that could not be adequately captured through the structured questionnaires. The data were analyzed using thematic analysis following the approach of Braun and Clarke (2006).

The analysis adopted a primarily deductive approach, guided by the study objectives, theoretical and conceptual frameworks, and the key constructs of governance structure, role definition, decision-making processes, coordination mechanisms, and operational performance. At the same time, the analysis remained open to additional themes that emerged from the participants' accounts. The process involved six stages. First, the interviews were transcribed verbatim and the transcripts were repeatedly read to achieve familiarity with the data. Second, meaningful segments of the transcripts were systematically coded according to their relevance to the study constructs and emerging issues. Third, related codes were grouped into categories. Fourth, categories were organized into broader themes reflecting patterns within the data. Fifth, the themes were reviewed

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and refined to ensure coherence, distinctiveness, and consistency with the underlying data. Finally, the themes were interpreted and presented narratively, supported by selected verbatim quotations from the respondents.

To enhance coding consistency and credibility, the coding process was conducted systematically using a consistent coding framework, and the coded data and emerging themes were repeatedly reviewed against the original transcripts. Where necessary, codes and themes were refined to ensure that they accurately reflected participants' accounts and remained aligned with the study objectives. The qualitative findings were integrated with the quantitative results to complement and explain the statistical findings, thereby facilitating methodological triangulation and providing a more comprehensive understanding of how organizational design influenced the operational performance of CBOs in Kajiado North Sub-County.

3.11.4 Presentation of Data

The findings of the study will be presented using both quantitative and qualitative presentation formats.

Tables and graphical representations were used to present the descriptive statistics of the quantitative data. Inferential results such as correlation coefficients and regression outputs were presented in statistical tables, showing values for coefficients (β), t-statistics, p-values, and R^2.

Qualitative data from Key Informant Interviews were presented in narrative form using thematic headings. Each theme was discussed and supported by verbatim quotations from project managers to illustrate key views and experiences. This enhanced the credibility and allowed the reader to directly link interpretations to respondents' actual statements.

Where appropriate, the qualitative findings were integrated with quantitative results in the discussion chapter to enable triangulation and provide a comprehensive interpretation of how organizational design influences operational performance of CBOs in Kajiado North Sub-County.

3.12 Ethical Considerations

The conduct of this research followed established ethical guidelines to uphold transparency and responsible research practice. Authorization was obtained from the St. Paul's University Ethics Committee and the National Commission for Science, Technology and Innovation (NACOSTI) before any data collection activities begin. Individuals invited to participate received clear

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information about the purpose of the study, the procedures involved, and any potential risks or benefits before indicating their willingness to participate. Participation was entirely voluntary, and respondents were free to discontinue their involvement at any stage without penalty.

Participant privacy was protected through the use of coded questionnaires rather than personal identification details. All research materials were stored securely in password-protected electronic files to prevent unauthorized access. In reporting the findings, no information capable of revealing the identity of any participant was included. The data gathered during the study served only scholarly purposes, and the researcher observed ethical research practices while remaining sensitive to the cultural context of Kajiado County.

3.13 Research Dissemination Plan

The knowledge generated from this research will be shared through multiple avenues to reach both scholarly and professional audiences. In the academic sphere, the results will be prepared for publication in peer-reviewed journals and presented during relevant conferences and seminars. To support policy and practice, the study will also generate policy briefs that will be shared with relevant stakeholders, including county government officials and development partners working with community-based organizations. In addition, summary findings will be shared with participating CBOs through feedback meetings to promote learning and strengthen governance and operational practices. The final dissertation will be submitted to the university library to contribute to the body of academic knowledge and serve as a reference for future research.

3.14 Chapter Summary

In this chapter, the research methodology was presented, highlighting the descriptive-explanatory design and convergent mixed-methods approach, the selected population, the sampling strategy, and the methods for gathering data. The study focuses on thirty-one (31) registered CBOs in Kajiado North Sub-County, with questionnaires administered to board officials and Key Informant Interviews conducted with project managers. The chapter details the data collection instruments, pilot testing for reliability, and ethical procedures to ensure credibility, consistency, and participant protection. By combining quantitative and qualitative methods, the study establishes a rigorous and ethically sound framework to generate valid and reliable data on the influence of organizational design on operational performance.

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CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSIONS

4.1 Introduction

This chapter presents results arising from the analysis of data collected using questionnaires. The data collected was analyzed using descriptive and inferential statistical methods for each variable and the findings presented in tables, and their implications discussed.

4.1.1 Response Rate

Table 4.1 shows the response rate of the questionnaires.

Table 4.1

Response Rate

Instrument	No. of Issued/Planned	No. of Returned/Completed	Response Rate (%)
Questionnaire	93	84	90.3%
Key Informant Interview Guide	31	22	71.0%

The results in Table 4.1 show that 84 of the 93 questionnaires were completed and returned, representing a response rate of 90.3%. This response rate was considered adequate for the quantitative analysis because a high response rate reduces the potential effects of non-response and provides a substantial proportion of the targeted respondents. Saunders, Lewis and Thornhill (2019) emphasize that the adequacy of a response rate should be considered in relation to the characteristics of the study, the target population, and the potential for non-response bias. The response rate of 90.3% therefore provided a strong basis for the quantitative analysis.

For the qualitative component, 22 of the 31 planned KIIs were successfully conducted, representing a response rate of 71.0%. In qualitative research, adequacy is not determined by response rate alone but by the richness, relevance, and sufficiency of the information generated from participants. Hennink, Kaiser and Marconi (2017) note that qualitative sample adequacy is closely associated with the achievement of saturation, whereby further data collection produces limited or no substantially new themes. The 22 completed KIIs provided sufficient information for thematic analysis and contributed in-depth perspectives from project managers on organizational design and operational performance. Is citation in the references Hennink?

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Overall, the response rates provided an adequate basis for integrating the quantitative and qualitative findings. The high questionnaire response rate strengthened the breadth of the quantitative evidence, while the completed KIIs provided detailed qualitative insights that complemented and helped explain the quantitative findings.

4.2 Demographic Characteristics of the Respondents

The study sought to determine the demographic characteristics of the respondents, as they are considered categorical variables which give some basic insight about the respondents. The characteristics considered in the study were: range of ages of the respondents; gender; highest level of education attained by them; position in the CBO; and number of years they had worked in their present CBO. The findings on these are summarized in Table 4.2.

Table 4.2

Demographic Characteristics of Questionnaire Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	45	53.6
	Female	39	46.4
Age (in years)	18 – 25 Years	9	10.7
	26 – 35 Years	31	25.0
	36 – 45 Years	21	25.0
	46 – 55 Years	21	39.4
	56 Years and above	2	2.4
Highest Level of Education	Secondary	5	5.6
	Certificate	39	46.4
	Diploma	24	29.6
	Bachelor's Degree	11	12.8
	Postgraduate Degree	5	5.6
Position in the CBO	Board Executive Committee	55	65.5
	Project Manager	29	34.5
Years of Experience in CBO	Less than 1 year	13	15.5
	1-3 years	29	35.2
	4 -6 years	21	25.5
	7 -9 years	11	12.5
	Over 9 years	10	11.3

The results in Table 4.2 show that males constituted 53.6% of the questionnaire respondents, while females constituted 46.4%. This indicates relatively fairly balanced and diverse representation, which strengthens the credibility and representativeness of the study findings. This balance

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suggests that both male and female perspectives are adequately captured, reducing potential gender bias in interpreting governance and operational performance within community-based organizations.

Regarding age distribution, respondents aged 26–35 years constituted the largest proportion at 36.9%, followed by those aged 36–45 and 46–55 years at 25.0% each. Respondents aged 18–25 years accounted for 10.7%, while those aged 56 years and above accounted for 2.4%. This distribution shows that the majority of respondents are in their productive and leadership-active stages, implying strong involvement in CBO activities and decision-making processes.

In terms of education, the largest proportion holds certificates (46.4%), followed by diploma holders (29.6%), bachelor's degree holders (12.8%), while both secondary and postgraduate levels account for 5.6% each. This indicates a moderately educated respondent base capable of engaging with governance and operational issues.

For organizational positions, 65.5% are board executive committee members while 34.5% are project managers, ensuring that responses are largely drawn from individuals involved in governance and implementation roles.

Experience levels show that 35.2% have 1–3 years, 25.5% have 4–6 years, 15.5% have less than one year, 12.5% have 7–9 years, and 11.3% have over nine years of experience. This mix reflects both experienced and emerging participants, providing a well-rounded perspective on CBO operations. Overall, the demographic profile indicates a knowledgeable and relevant respondent group, enhancing the reliability of the study conclusions on governance and operational performance.

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4.3 Descriptive Statistical and Qualitative Analysis of the Study Variables

This section presents the descriptive and qualitative findings on the influence of organizational design on the operational performance of Community-Based Organizations (CBOs) in Kajiado North Sub-County, Kenya. The study variables comprised governance structure, role definition, decision-making processes, coordination mechanisms, and operational performance of CBOs. Quantitative data were analyzed using frequencies, percentages, means, and standard deviations, while qualitative data obtained through Key Informant Interviews (KIIs) were analyzed thematically. The quantitative findings were based on a five-point Likert scale ranging from 1 =

strongly disagree to 5 = strongly agree. Mean scores were interpreted using the following ranges: 1.00–1.80 = very low, 1.81–2.60 = low, 2.61–3.40 = moderate, 3.41–4.20 = high, and 4.21–5.00 = very high. The qualitative findings were used to complement and contextualize the quantitative results.

4.3.1 Governance Structure and Operational Performance of Community-Based Organizations in Kajiado North Sub-County, Kenya

The first of objective of the study was to assess the influence of Governance Structure on the operational performance of community-based organizations in Kajiado North Sub-County, Kenya. This objective was measured in terms of; Formal Policies, Board Composition, Meeting Frequency, and Accountability Systems. The findings are presented in Table 4.3.

Table 4.3

Governance structure and operational performance of CBOs

Statement	SA F (%)	A F (%)	N F (%)	D F (%)	SD F (%)	Mean	Std. Dev.
Our CBO has a well-defined governance structure that guides decision-making.	15 (17.9)	42 (50.0)	21 (25.0)	4 (4.8)	2 (2.4)	3.76	0.887
Formal policies and procedures are documented and consistently followed.	9 (10.7)	9 (10.7)	17 (20.2)	43 (51.2)	6 (7.1)	2.67	1.112
The board is composed of members with diverse skills and backgrounds.	17 (20.2)	39 (46.4)	14 (16.7)	7 (8.3)	7 (8.3)	3.62	1.150
Board members represent community interests effectively.	26 (31.0)	41 (48.8)	14 (16.7)	1 (1.2)	2 (2.4)	4.05	0.863
Board meetings are held regularly as scheduled.	12 (14.3)	31 (36.9)	12 (14.3)	19 (22.6)	10 (11.9)	3.19	1.275
Decisions from meetings are effectively communicated to members.	4 (4.8)	36 (42.9)	36 (42.9)	7 (8.3)	1 (1.2)	3.42	0.764
Established accountability systems ensure responsibilities are monitored and actions reported.	16 (19.0)	39 (46.4)	11 (13.1)	10 (11.9)	8 (9.5)	3.54	1.207
Overall Mean						**3.46**	**1.04**

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The findings in Table 4.3 indicate that governance structure was generally rated high, with an overall mean of 3.46. Based on the established interpretation criteria, mean scores of 3.41–4.20 represented a high rating, while scores of 2.61–3.40 represented a moderate rating. The highest-rated item was the effectiveness of board members in representing community interests (Mean = 4.05; SD = 0.863), followed by the existence of a well-defined governance structure (Mean = 3.76; SD = 0.887). These findings indicate that respondents generally perceived CBO boards as representative and that governance structures provided a basis for organizational decision-making.

Board composition also received a high rating (Mean = 3.62; SD = 1.150), suggesting that respondents generally perceived board members as having diverse skills and backgrounds. Accountability systems recorded a high mean of 3.54 (SD = 1.207), indicating the presence of mechanisms for monitoring responsibilities and reporting actions. However, the relatively larger standard deviation suggests variation in respondents' perceptions regarding the effectiveness of accountability systems across CBOs.

In contrast, formal policies and procedures recorded a moderate mean of 2.67 (SD = 1.112), making it the lowest-rated governance indicator. The finding is notable because 51.2% of respondents disagreed that formal policies and procedures were documented and consistently followed, while only 21.4% agreed. This suggests that the existence of governance structures was not always matched by formalized and consistently implemented procedures. Board meeting frequency also received a moderate rating (Mean = 3.19; SD = 1.275), indicating variation in the regularity with which boards met. Communication of decisions recorded a high but marginal mean of 3.42 (SD = 0.764), suggesting that communication mechanisms existed but were not uniformly effective.

Overall, the quantitative findings indicate that CBOs had relatively well-established governance structures, particularly in relation to community representation, governance structure, board composition, and accountability. However, weaknesses in policy formalization and meeting regularity indicated areas requiring strengthening. The findings therefore suggest that the effectiveness of governance depended not only on the existence of formal structures but also on their consistent implementation.

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Integration of Quantitative and Qualitative Findings

The qualitative findings from the project managers provided further context for the quantitative results and revealed both convergence and divergence between the two sources of evidence. Three interconnected themes emerged: board oversight and operational autonomy, policy communication, and accountability and implementation effectiveness.

The first theme concerned the balance between board oversight and operational autonomy. The quantitative results showed a high rating for the existence of a well-defined governance structure (Mean = 3.76). This was supported by project managers who described active board oversight. For example, one project manager reported that the board "meets monthly to review progress and give clear direction," while another stated that "the board provides strong oversight through structured supervision." These responses demonstrate convergence between the quantitative and qualitative findings, particularly regarding the existence and functioning of governance structures.

However, the interviews also revealed an important divergence. Some project managers reported that boards were inactive or became excessively involved in operational matters. One respondent explained that "sometimes they are inactive, and projects run without much guidance," while another observed that "they interfere too much in operations, slowing down implementation." Thus, although the quantitative results reflected generally positive perceptions of governance structure, the qualitative evidence showed that the quality and manner of board involvement varied across CBOs. This suggests that the presence of a governance structure did not automatically translate into effective oversight or operational autonomy.

The second theme was policy communication. The quantitative results showed a high but marginal rating for communication of decisions (Mean = 3.42), while formal policies and procedures received a moderate rating (Mean = 2.67). The qualitative evidence helps explain these results. Some project managers reported formal communication mechanisms, including "formal meetings and written memos," while others reported the use of "emails and WhatsApp groups." However, communication was not consistently effective. One respondent stated that "communication is irregular; some staff miss important updates," while another noted that "policies are not well communicated; we often learn through informal channels." These findings converge with the

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quantitative evidence by demonstrating that communication mechanisms existed but were not consistently institutionalized or effective.

The third theme concerned accountability and its relationship with implementation effectiveness. The quantitative results indicated a high rating for accountability systems (Mean = 3.54). This was supported by project managers who reported that "clear reporting structures ensure transparency" and that boards "helped resolve conflicts and improve accountability." These responses indicate that effective governance and accountability mechanisms could contribute positively to organizational operations. Nevertheless, contrasting qualitative evidence revealed that "weak enforcement makes accountability inconsistent" and that "sometimes accountability exists only on paper." Participants also reported that "board approval delays sometimes slowed project implementation" and that "at times, excessive interference delayed decision-making." These findings qualify the relatively positive quantitative rating by demonstrating that accountability mechanisms were not uniformly effective across CBOs.

The relationship among the three themes indicates that governance structure influenced operational functioning through interconnected mechanisms. Clear governance structures provided the basis for board oversight; effective communication enabled governance decisions and policies to reach organizational actors; and functioning accountability mechanisms supported implementation and performance monitoring. Where these mechanisms operated effectively, respondents reported improved accountability, resource mobilization, conflict resolution, and timely implementation. Conversely, inactive boards, excessive operational interference, weak policy communication, and delayed approvals constrained implementation.

Overall, the quantitative and qualitative findings were largely complementary but revealed important variations in practice. The quantitative evidence indicated that governance structure was generally highly rated, while the qualitative evidence demonstrated that its effectiveness varied according to the quality of board engagement, communication, and accountability. The apparent contradiction therefore does not indicate inconsistency between the datasets; rather, the qualitative findings provide contextual explanation for the variation underlying the overall quantitative assessment. The findings suggest that strengthening formal policy systems, ensuring regular and

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appropriately focused board oversight, improving communication, and enforcing accountability mechanisms could enhance the operational performance of CBOs.

4.3.2 Role Definition and Operation Performance of Community-Based Organizations in Kajiado North Sub-County, Kenya

The second objective of the study was to determine the influence of role definition on the operational performance of Community-Based Organizations (CBOs) in Kajiado North Sub-County, Kenya. Role definition was assessed using indicators relating to role clarity, job descriptions, role training, role boundaries, and role overlap and conflict. The findings are presented in Table 4.4.

Table 4.4

Role definition and Operation Performance of Community-Based Organizations

Statement	SA F (%)	A F (%)	N F (%)	D F (%)	SD F (%)	Mean	Std. Dev.
Roles and responsibilities within the CBO are clearly defined and understood.	26 (31.0)	29 (34.5)	12 (14.3)	9 (10.7)	8 (9.5)	3.67	1.283
Each position has a written job description.	16 (19.0)	39 (46.4)	11 (13.1)	10 (11.9)	8 (9.5)	3.54	1.207
Members receive adequate training for their roles.	18 (21.4)	41 (48.8)	15 (17.9)	7 (8.3)	3 (3.6)	3.76	1.001
There is minimal overlap or duplication of roles.	9 (10.7)	46 (54.8)	18 (21.4)	9 (10.7)	2 (2.4)	3.61	0.905
Role conflicts are promptly and constructively resolved.	19 (22.6)	30 (35.7)	9 (10.7)	17 (20.2)	9 (10.7)	3.40	1.308
Members understand the boundaries of their roles.	23 (27.4)	37 (44.0)	11 (13.1)	7 (8.3)	6 (7.1)	3.75	1.189
Job descriptions are regularly updated to reflect organizational needs.	20 (23.8)	44 (52.4)	10 (11.9)	8 (9.5)	2 (2.4)	3.86	0.971
Overall Mean						**3.66**	**1.124**

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The findings in Table 4.4 indicate that role definition was generally rated high, with an overall mean of 3.66. The highest-rated statement was that job descriptions were regularly updated to reflect organizational needs (Mean = 3.86; SD = 0.971). This was followed by the adequacy of training for members' roles (Mean = 3.76; SD = 1.001) and understanding of role boundaries (Mean = 3.75; SD = 1.189). These findings indicate that role structures were generally established and that respondents had a relatively clear understanding of their responsibilities.

The statement that roles and responsibilities were clearly defined and understood recorded a high mean of 3.67 (SD = 1.283). This suggests that role clarity was generally present, although the relatively high standard deviation indicates variation in respondents' experiences across the CBOs. Similarly, the existence of written job descriptions recorded a high mean of 3.54 (SD = 1.207), indicating that formal documentation of responsibilities was generally practiced.

The finding that there was minimal overlap or duplication of roles recorded a high mean of 3.61 (SD = 0.905). This suggests that most respondents perceived limited duplication of responsibilities, which may facilitate coordination and reduce unnecessary conflict. However, role conflicts being promptly and constructively resolved recorded a moderate mean of 3.40 (SD = 1.308), making it the lowest-rated item. The relatively high standard deviation indicates substantial variation in respondents' experiences regarding the effectiveness of mechanisms for resolving role-related conflicts.

Overall, the quantitative findings suggest that CBOs generally had clearly defined roles and responsibilities, supported by written job descriptions, role-related training, and defined role boundaries. However, the moderate rating for prompt resolution of role conflicts indicates a specific area requiring strengthening. Improving mechanisms for addressing role conflicts could enhance coordination, accountability, and operational efficiency.

Integration of Quantitative and Qualitative Findings

The qualitative findings from project managers provided further explanation and contextual understanding of the quantitative results. Three interconnected themes emerged: formal and informal role allocation, consistency in job descriptions, and role clarity, overlap and operational performance.

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The first theme concerned the coexistence of formal and informal systems of role allocation. The quantitative results indicated a high level of role clarity (Mean = 3.67), suggesting that respondents generally understood their responsibilities. This was supported by project managers who reported that "roles are assigned based on skills and experience" and that "the board appoints members to specific roles." These accounts demonstrate convergence between the quantitative and qualitative findings regarding the existence of mechanisms for assigning responsibilities.

However, the qualitative findings also revealed important variations that were not fully captured by the relatively high quantitative rating. Some project managers reported that "sometimes roles are assigned informally without clear criteria," while another stated that "we are often expected to do multiple roles without clear assignment." These findings indicate that formal role structures coexisted with informal allocation practices in some CBOs. The qualitative evidence therefore qualifies the positive quantitative assessment by showing that role clarity was not uniformly experienced across organizations.

The second theme concerned the availability and implementation of job descriptions. The quantitative results showed a high rating for the existence of written job descriptions (Mean = 3.54) and for their regular updating (Mean = 3.86). Qualitative responses partly supported these findings, with one project manager confirming, "yes, we have written job descriptions." However, other participants reported implementation gaps, noting that "they exist but are not always followed strictly." Others indicated that "job descriptions are unclear or outdated," while some reported that "most people rely on verbal instructions instead." These contrasting accounts explain why, despite relatively positive quantitative ratings, job descriptions did not always translate into consistent role practices.

The third theme related to role overlap, conflict, and operational performance. The quantitative results showed a high rating for minimal role overlap (Mean = 3.61), while the resolution of role conflicts received a moderate rating (Mean = 3.40). The qualitative findings provide a clear explanation for this difference. Some project managers reported that role overlap "causes confusion and duplication of work" and "sometimes delays project implementation." Conversely, others indicated that limited overlap could promote flexibility, stating that "in some cases, it improves teamwork and flexibility" and that "there is minimal overlap, so work flows smoothly."

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Role clarity was also directly associated with operational performance. Participants reported that clear roles "make implementation easier and more efficient" and "improve accountability and reduce conflict." In contrast, lack of clarity was associated with operational challenges, with one participant noting that "lack of clarity slows down progress," while another expressed uncertainty by stating, "sometimes I am unsure of my responsibilities." These findings reinforce the quantitative evidence that role definition was generally strong while demonstrating that weaknesses in role clarity and conflict resolution could constrain operational effectiveness.

The relationship among these themes suggests that role definition influenced operational performance through interconnected mechanisms. Clear assignment of responsibilities established accountability; effective job descriptions provided formal guidance; and clearly defined boundaries reduced duplication and conflict. Where these mechanisms were weak or inconsistently applied, reliance on informal instructions, role overlap, and unresolved conflicts created delays and inefficiencies.

Overall, the quantitative and qualitative findings were largely complementary but revealed important variations in implementation. The quantitative results indicated that role definition was generally highly rated, while the qualitative evidence showed that formal role structures were not always consistently applied. The apparent divergence was therefore informative rather than contradictory: the quantitative findings reflected the overall perception of role definition, while the qualitative findings revealed specific organizational circumstances in which role ambiguity, informal allocation, outdated job descriptions, or unresolved conflicts affected operations. Strengthening the consistent application of formal job descriptions, clarifying role boundaries, and improving mechanisms for resolving role conflicts could therefore enhance CBOs' operational performance.

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4.3.3 Decision-making Processes and Operational Performance of Community-Based Organizations in Kajiado North Sub-County, Kenya

The third objective of the study was to determine the influence of Decision-Making Processes on the operational performance of community-based organizations in Kajiado North Sub-County, Kenya. This objective was measured in terms of; Participation Level, Decision Protocols, Decision Timeliness, and Process Transparency. The findings are presented in Table 4.5.

Table 4.5

Decision-making processes and Operation Performance of CBOs

Statement	SA F (%)	A F (%)	N F (%)	D F (%)	SD F (%)	Mean	Std. Dev
Members are actively involved in key decision-making processes.	16(19)	38(45)	17(20)	8(10)	5(6)	3.61	0.712
The organization follows clear and established decision protocols.	12(14)	14(17)	16(19)	29(35)	13(15)	2.79	0.603
Decisions are made in a timely manner to avoid delays.	12(14)	69(82)	2(2)	1(1)	1(1)	4.07	0.456
Decision-making processes are transparent and open to scrutiny.	14(17)	47(56)	19(23)	2(2)	2(2)	3.84	0.824
Relevant stakeholders' input is considered before decisions.	9(11)	49(58)	11(13)	11(13)	4(5)	3.57	1.009
There is a clear process for escalating urgent decisions.	5(6)	38(45)	23(27)	13(15)	5(6)	3.28	0.834
Members are informed about the reasons behind major decisions.	22(26)	34(41)	13(16)	9(11)	5(6)	3.71	0.847
Aggregate						3.553	0.755

The findings in Table 4.5 indicate that decision-making processes were generally rated highly, with an aggregate mean of 3.55 and an average standard deviation of 0.996. The aggregate mean of 3.55 indicates a high overall rating of decision-making processes among the CBOs. The average standard deviation indicates moderate variation in respondents' perceptions across the assessed indicators.

Decision timeliness recorded the highest mean (Mean = 4.06; SD = 0.567), with 81.0% of respondents agreeing that decisions were made in a timely manner. This indicates that timely decision-making was a major strength among the CBOs and suggests that organizations were generally able to respond to operational matters without prolonged delays. The relatively low standard deviation indicates considerable consistency in respondents' perceptions.

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Process transparency was also highly rated (Mean = 3.82; SD = 0.824), with 56.0% of respondents agreeing that decision-making processes were transparent and open to scrutiny. This suggests that decision-making was generally perceived as open and accountable, although the variation in responses indicates the practice was not uniform across CBOs.

Member participation in key decision-making processes recorded a high mean (Mean = 3.62; SD = 1.086), with 45.2% of respondents agreeing with the statement. This indicates that members were generally involved in important organizational decisions. Similarly, communication of the reasons behind major decisions received a high rating (Mean = 3.68; SD = 1.184), suggesting that members were generally informed about the rationale for major decisions. The relatively higher standard deviations for these two indicators indicate greater variation in respondents' experiences.

Consideration of relevant stakeholders' input also recorded a high mean (Mean = 3.57; SD = 1.009), indicating that stakeholder views were generally considered before decisions were made. However, the relatively high standard deviation suggests that the extent of stakeholder involvement varied among the CBOs.

The process for escalating urgent decisions recorded a moderate mean (Mean = 3.30; SD = 1.003), indicating that mechanisms for handling urgent decisions were not uniformly clear. Similarly, the existence of clear and established decision protocols recorded a moderate mean (Mean = 2.80; SD = 1.297), which was the lowest-rated indicator. This suggests that formal procedures guiding decision-making were less consistently established or applied across the CBOs.

Overall, the aggregate mean of 3.55 indicates that decision-making processes were generally highly rated, while the average standard deviation of 0.996 indicates moderate variation across the indicators. Timeliness, transparency, participation, stakeholder involvement, and communication were relative strengths, whereas formal decision protocols and escalation procedures represented areas requiring improvement. Strengthening these procedural mechanisms could enhance consistency, accountability, and operational responsiveness.

Integration of Quantitative and Qualitative Findings

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The qualitative findings from project managers provided contextual explanations for the quantitative results. Three interrelated themes emerged: formal and informal decision-making structures; participation and concentration of authority; and the relationship between decision timeliness, transparency, and operational performance.

The first theme concerned the coexistence of formal and informal decision-making structures. The high quantitative ratings for member participation (Mean = 3.62) and transparency (Mean = 3.82) were supported by project managers who described decision-making as occurring "through board meetings and consultations." This illustrates the existence of formal consultation mechanisms within some CBOs. However, the moderate rating for formal decision protocols (Mean = 2.80) was consistent with reports that "decisions are often made by a few leaders only" and that "sometimes decisions are made urgently without consultation." The qualitative evidence therefore qualified the positive quantitative findings by showing that formal decision-making procedures were not consistently applied across all CBOs.

The second theme related to participation and concentration of decision-making authority. The high quantitative rating for member participation (Mean = 3.62) was supported by project managers who described decision-making as "highly participatory, members are involved." Another respondent described the process as "moderately participatory with board approval." These responses demonstrate convergence between the quantitative and qualitative findings. However, the positive assessment was contrasted by reports that decision-making was "mostly centralized at the top level." Another project manager explained that "it depends on urgency; emergencies are centralized." This suggests that participation varied according to the nature and urgency of decisions and that participatory practices were not uniformly experienced across the CBOs.

The third theme concerned the relationship between decision timeliness, transparency, and operational performance. Decision timeliness recorded the highest quantitative mean (Mean = 4.06; SD = 0.567), indicating a high rating. This finding was supported by project managers who reported that "timely decisions improve project efficiency." Another respondent stated that "good decisions helped us complete projects early," illustrating the perceived contribution of timely decisions to operational performance. Similarly, the high quantitative rating for transparency

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(Mean = 3.82; SD = 0.824) was supported by the observation that "transparent decisions improved donor confidence."

However, the qualitative findings also revealed important contradictions and qualifications. Some project managers reported that "delays sometimes affect implementation," while another noted that "fast decisions sometimes lack proper consultation." Similarly, the observation that "lack of transparency creates mistrust" contrasts with the generally high quantitative rating for transparency. These contrasting findings suggest that although decision-making was generally perceived positively, its effectiveness varied across organizations and circumstances.

The qualitative evidence further demonstrated how weaknesses in decision-making could affect operational outcomes. Project managers reported that "poor funding decisions delayed activities" and that "some rushed decisions led to resource wastage." These accounts complement the relatively lower quantitative ratings for formal decision protocols and escalation procedures. They suggest that timely decision-making is most effective when supported by clear procedures, appropriate consultation, and transparency.

Overall, the quantitative and qualitative findings largely complemented each other. The quantitative results indicated that decision-making processes were generally highly rated, particularly in relation to timeliness, transparency, participation, and communication. The qualitative findings supported these strengths while revealing variations arising from centralized authority, inconsistent consultation, delays, and weaknesses in formal procedures. The combined findings therefore indicate that strengthening formal decision protocols and escalation mechanisms, while maintaining participatory and transparent decision-making practices, would contribute to improved operational performance among CBOs in Kajiado North Sub-County.

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4.3.4 Coordination Mechanisms and Operational Performance of Community-Based Organizations in Kajiado North Sub-County, Kenya

The fourth objective of the study was to examine the influence of coordination mechanisms on the operational performance of Community-Based Organizations (CBOs) in Kajiado North Sub-County, Kenya. Coordination mechanisms were assessed using coordination meetings,

communication channels, external collaboration, task integration, information flow, avoidance of duplication, and task-tracking systems. The findings are presented in Table 4.6.

Table 4.6

Coordination Mechanisms and Operation Performance of CBOs

Statement	SA F (%)	A F (%)	N F (%)	D F(%)	SD F (%)	Mean	Std. Dev.
Coordination meetings are held regularly to align activities.	26 (31.0)	29 (34.5)	12(14.3)	9 (10.7)	8 (9.5)	3.67	1.283
Effective communication channels exist within the CBO.	16 (19.0)	39 (46.4)	11(13.1)	10 (11.9)	8 (9.5)	3.54	1.207
The organization collaborates well with external partners.	18 (21.4)	41 (48.8)	15(17.9)	7 (8.3)	3 (3.6)	3.76	1.001
Tasks and responsibilities are well integrated across teams.	9 (10.7)	46 (54.8)	18(21.4)	9 (10.7)	2 (2.4)	3.61	0.905
Information flows smoothly between internal and external collaborators.	19 (22.6)	31 (36.9)	9 (10.7)	17(20.2)	8 (9.5)	3.43	1.301
Coordination mechanisms help avoid duplication of efforts.	23 (27.4)	36 (42.9)	11 (13.1)	7 (8.3)	7 (8.3)	3.73	1.196
The CBO uses systems to track and integrate tasks effectively.	26 (31.0)	29 (34.5)	12 (14.3)	9 (10.7)	8 (9.5)	3.67	1.283
Aggregate						**3.63**	**1.168**

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The findings in Table 4.6 indicate that coordination mechanisms were generally highly rated, with an aggregate mean of 3.63 and an average standard deviation of 1.168. The aggregate mean of 3.63 therefore indicates a high overall rating of coordination mechanisms. The average standard deviation indicates moderate variation in respondents' perceptions across the indicators.

Coordination meetings recorded a high mean (Mean = 3.67; SD = 1.283), with 34.5% of respondents agreeing that meetings were held regularly to align activities. This indicates that regular meetings were generally practiced within the CBOs and provided a mechanism for aligning

activities and addressing operational issues. However, the relatively high standard deviation indicates variation in the regularity of meetings across organizations.

Effective internal communication channels also received a high rating (Mean = 3.54; SD = 1.207), with 46.4% of respondents agreeing that effective communication channels existed within their CBOs. This suggests that communication mechanisms were generally available for sharing information and coordinating activities, although their effectiveness varied among organizations.

External collaboration recorded a high mean (Mean = 3.76; SD = 1.001), with 48.8% of respondents agreeing that their organizations collaborated well with external partners. This was among the higher-rated indicators and suggests that collaboration with external stakeholders was generally well established. Such collaboration can facilitate access to resources, technical support, information, and other inputs required for effective programme implementation.

Task integration across teams also received a high rating (Mean = 3.61; SD = 0.905), with 54.8% of respondents agreeing that tasks and responsibilities were well integrated. The relatively lower standard deviation indicates comparatively greater consistency in respondents' perceptions. This suggests that coordination across teams generally supported the alignment of responsibilities and reduced fragmentation of activities.

Information flow between internal and external collaborators recorded a high mean (Mean = 3.43; SD = 1.301), although it was the lowest-rated indicator. While 36.9% of respondents agreed that information flowed smoothly, the relatively high standard deviation indicates substantial variation in experiences. This suggests that information-sharing arrangements existed but were not equally effective across the CBOs.

The finding that coordination mechanisms helped to avoid duplication of efforts recorded a high mean (Mean = 3.73; SD = 1.196), with 42.9% of respondents agreeing. This indicates that coordination generally contributed to reducing duplication and improving the allocation of organizational resources. Similarly, the use of systems to track and integrate tasks recorded a high mean (Mean = 3.67; SD = 1.283), suggesting that mechanisms for monitoring and integrating activities were generally present.

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Overall, the aggregate mean of 3.63 indicates that coordination mechanisms were highly rated, while the average standard deviation of 1.168 reflects moderate variation across the indicators. External collaboration, avoidance of duplication, and task-tracking systems were relatively strong areas, whereas information flow and internal communication showed greater variation. The findings suggest that strengthening communication reliability and information-sharing systems could further improve coordination and operational performance.

Integration of Quantitative and Qualitative Findings

The qualitative findings from project managers complemented the questionnaire results by providing contextual explanations of how coordination mechanisms operated in practice. Three interrelated themes emerged: formal and informal coordination structures, communication channels and information flow, and coordination challenges and operational outcomes.

The first theme concerned the coexistence of formal and informal coordination structures. The high quantitative rating for coordination meetings (Mean = 3.67; SD = 1.283) was supported by project managers who reported that "regular meetings ensure coordination." Another respondent explained that "we use supervisors to link teams and board," illustrating the role of formal supervisory structures in maintaining coordination. However, these positive findings were qualified by reports that "coordination is weak and often informal" and that "sometimes teams work independently without guidance." These responses indicate that although formal coordination mechanisms exist, their implementation is not uniform across all CBOs.

The second theme related to communication channels and information flow. The quantitative findings showed that internal communication channels were highly rated (Mean = 3.54; SD = 1.207), while information flow between internal and external collaborators also received a high rating but had the lowest mean among the indicators (Mean = 3.43; SD = 1.301). The qualitative evidence provided context for this variation. Project managers reported that "WhatsApp groups and meetings are commonly used," while others indicated that "emails and official memos are used." These findings demonstrate that CBOs employ multiple communication channels. However, the qualitative evidence also revealed weaknesses, with respondents reporting that "communication is inconsistent and unreliable" and that "information is sometimes shared verbally

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only." Thus, the qualitative findings help explain the relatively high variability reflected in the quantitative results.

The third theme concerned coordination challenges and their effects on operational outcomes. Respondents identified communication delays as a major challenge, stating that "delays in communication affect implementation." Resource constraints were also reported, with one project manager observing that "limited resources make coordination difficult." Interpersonal and structural challenges were similarly identified, with some respondents noting that "conflicts sometimes arise between teams." Nevertheless, corrective mechanisms were reported, including the use of meetings and mediation to resolve coordination problems.

The qualitative findings also demonstrated a clear connection between coordination mechanisms and operational performance. Positive coordination was associated with improved efficiency and service delivery, as respondents stated that "good coordination improves efficiency" and "strong coordination enhances service delivery." Conversely, weak coordination was associated with duplication and delays, with respondents reporting that "poor coordination leads to duplication of work" and that "it sometimes delays project completion."

Overall, the quantitative and qualitative findings were largely complementary. The questionnaire results indicated that coordination mechanisms were generally highly rated, while the interview findings confirmed that meetings, communication channels, collaboration, and coordination practices supported organizational effectiveness. However, the qualitative evidence also revealed important contradictions and contextual variations, particularly regarding informal coordination, unreliable communication, resource constraints, and independent team operations. These findings suggest that the existence of coordination mechanisms does not necessarily guarantee their consistent application. Strengthening formal coordination structures, communication systems, information flow, and mechanisms for resolving coordination challenges would therefore enhance the contribution of coordination mechanisms to operational performance among CBOs in Kajiado North Sub-County.

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4.3.5 Operational Performance of Community-Based Organizations in Kajiado North Sub-County, Kenya

The study also sought to establish the operational performance of Community-Based Organizations (CBOs) in Kajiado North Sub-County, Kenya. Operational performance was assessed using project completion, beneficiary satisfaction, resource utilization, financial accountability, achievement of performance targets, use of beneficiary feedback, and accountability to donors and stakeholders. The findings are presented in Table 4.7.

Table 4.7

Operational Performance of Community-Based Organizations in Kajiado North

Statement	SA F (%)	A F (%)	N F (%)	D F (%)	SD F (%)	Mean	Std. Dev.
Projects are completed within planned timeframes.	15 (17.9)	37 (44.0)	9 (10.7)	15 (17.9)	8 (9.5)	3.43	1.245
Beneficiaries are satisfied with the services provided.	4 (4.8)	36 (42.9)	36 (42.9)	7 (8.3)	1 (1.2)	3.42	0.764
Resources are utilized efficiently to maximize outcomes.	20 (23.8)	44 (52.4)	10 (11.9)	8 (9.5)	2 (2.4)	3.86	0.971
Financial records and transactions are managed transparently.	7 (8.3)	9 (10.7)	13 (15.5)	30 (35.7)	25 (29.8)	2.32	1.243
The CBO meets its performance targets consistently.	22 (26.2)	32 (38.1)	13 (15.5)	9 (10.7)	8 (9.5)	3.61	1.252
Beneficiary feedback is used to improve project implementation.	26 (31.0)	29 (34.5)	12 (14.3)	9 (10.7)	8 (9.5)	3.67	1.283
The organization is accountable to donors and stakeholders.	9 (10.7)	13 (15.5)	12 (14.3)	45 (53.6)	5 (6.0)	2.71	1.136
Aggregate						**3.29**	**1.13**

The findings in Table 4.7 indicate that the overall operational performance of the CBOs was moderate, with an aggregate mean of 3.29 and an average standard deviation of 1.13. The

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aggregate mean therefore indicates a moderate overall level of operational performance. The average standard deviation of 1.13 indicates considerable variation in respondents' perceptions across the performance indicators.

Resource utilization was the highest-rated aspect of operational performance (Mean = 3.86; SD = 0.971), with 52.4% of respondents agreeing that resources were utilized efficiently to maximize outcomes. This indicates that efficient utilization of available resources was a relative strength among the CBOs. The finding suggests that organizations generally sought to obtain appropriate outputs from the resources available to them, although the standard deviation indicates some variation in experiences.

The use of beneficiary feedback to improve project implementation was also highly rated (Mean = 3.67; SD = 1.283), with 34.5% agreeing and 31.0% strongly agreeing. This indicates that beneficiary feedback was generally incorporated into implementation processes. However, the relatively high standard deviation suggests that the extent to which feedback was systematically used differed among CBOs.

Achievement of performance targets recorded a high mean (Mean = 3.61; SD = 1.252), with 38.1% of respondents agreeing and 26.2% strongly agreeing that their CBOs consistently met performance targets. This suggests generally positive performance in achieving planned objectives, although the variation in responses indicates that target achievement was not uniform across organizations.

Project completion within planned timeframes recorded a high mean (Mean = 3.43; SD = 1.245), with 44.0% of respondents agreeing. This indicates that projects were generally completed within planned schedules. However, the relatively high standard deviation points to differences in project implementation experiences, with some CBOs experiencing greater delays than others.

Beneficiary satisfaction recorded a high mean (Mean = 3.42; SD = 0.764), although the responses were divided between agreement and neutrality, each accounting for 42.9%. This suggests that beneficiary satisfaction was generally positive but not uniformly strong. The relatively low standard deviation indicates greater consistency in perceptions compared with several other performance indicators.

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Financial transparency recorded a low mean (Mean = 2.32; SD = 1.243), with 35.7% of respondents disagreeing and 29.8% strongly disagreeing that financial records and transactions were managed transparently. This was one of the weakest areas of operational performance. The finding suggests weaknesses in financial record management and transparency, which may undermine accountability and stakeholder confidence.

Similarly, accountability to donors and stakeholders recorded a moderate but relatively low mean (Mean = 2.71; SD = 1.136), with 53.6% of respondents disagreeing. This indicates that external accountability was less consistently practiced than internal operational activities. The finding points to a need for stronger reporting, disclosure, and stakeholder accountability mechanisms.

Overall, the aggregate mean of 3.29 indicates a moderate level of operational performance among the CBOs, while the average standard deviation of 1.13 indicates substantial variation across the indicators. Resource utilization, beneficiary feedback, target achievement, and project completion were relative strengths, whereas financial transparency and accountability to donors and stakeholders were notable weaknesses. These findings suggest that improving financial accountability and external reporting systems would be important for strengthening the overall operational performance of CBOs.

Integration of Quantitative and Qualitative Findings

The qualitative findings from project managers complemented the questionnaire results by providing contextual explanations of the factors underlying operational performance. Three interrelated themes emerged: performance measurement and accountability, organizational design and operational effectiveness, and factors influencing performance and areas for improvement.

The first theme concerned the way operational performance was measured and assessed. The quantitative findings showed relatively positive ratings for project completion (Mean = 3.43), achievement of performance targets (Mean = 3.61), and beneficiary feedback (Mean = 3.67). These findings were supported by project managers who reported that performance was assessed "by project completion and beneficiary feedback." Other respondents referred to "donor reports and financial audits" as mechanisms for assessing performance. However, the qualitative evidence also revealed weaknesses in formal measurement systems, with some respondents stating that "we lack

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clear performance indicators" and that "success is sometimes subjective." This provides an important qualification to the quantitative findings by indicating that positive performance outcomes do not necessarily imply the existence of standardized performance measurement systems across all CBOs.

The second theme concerned the influence of organizational design on operational effectiveness. The qualitative evidence supported the quantitative findings by linking clear organizational structures and coordination to improved performance. Project managers reported that "clear structure improves project outcomes" and that "role clarity enhances performance." These observations are consistent with the generally positive findings on resource utilization, target achievement, and beneficiary feedback. However, contrasting evidence was also identified, with respondents reporting that "poor coordination reduces efficiency" and that "centralized decisions slow progress." These findings indicate that the benefits of organizational design depend not only on the existence of formal structures but also on how effectively those structures are implemented.

The third theme related to factors influencing performance and possible improvements. Project managers identified leadership, resources, communication, and role clarity as important determinants of operational performance. For example, respondents stated that "good leadership improves efficiency," while others noted that "limited funding affects performance" and "clear communication improves quality." These findings help explain the variation reflected in the quantitative results, particularly the relatively high standard deviations for beneficiary feedback, target achievement, and project completion. Respondents also identified specific improvement measures, including strengthening governance structures, improving training and capacity building, enhancing communication systems, and clarifying roles to reduce overlap.

The qualitative findings further provided context for the relatively weak quantitative results on financial transparency (Mean = 2.32) and accountability to donors and stakeholders (Mean = 2.71). Although some project managers referred to donor reports and financial audits as formal accountability mechanisms, the broader qualitative findings emphasized structural and resource-related constraints affecting organizational effectiveness. This suggests that the existence of accountability mechanisms does not necessarily guarantee consistent implementation.

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Overall, the quantitative and qualitative findings were largely complementary. The quantitative results showed moderate overall operational performance, with resource utilization, beneficiary feedback, target achievement, and project completion emerging as relative strengths. The qualitative findings supported these results while explaining how leadership, organizational structure, coordination, communication, and resource availability shaped performance. At the same time, the qualitative evidence revealed weaknesses in standardization and implementation that were not fully apparent from the aggregate quantitative results. The combined evidence therefore indicates that improving financial accountability, stakeholder reporting, performance measurement, communication, and organizational clarity would contribute to stronger and more consistent operational performance among CBOs in Kajiado North Sub-County.

4.4 Inferential Statistics

In this section, the study carried out inferential statistical evaluations of the relationships between the dependent variable and the independent variables. The relationships are examined through a bivariate approach using correlation analysis and the joint effect of the independent variables on the dependent variable through a multivariate regression analysis. The results are discussed in the following sub-sections

4.4.1 Correlation Analysis

In this subsection, a summary of the correlation analyses is presented. The study sought to first determine the degree of interdependence of the independent variables and also show the degree and strength of their association with the dependent variable separately.

4.4.1.1 Governance Structure and Operational Performance of Community-Based Organizations in Kajiado North Sub-County, Kenya

The first correlation was carried out to establish the relationship between governance structure and operational performance of Community-Based Organizations in Kajiado North Sub-County, Kenya. The results are summarized in Table 4.8.

Table 4.8

Governance structure and operational performance of CBOs

		Operational Performance of CBOs
Governance Structure	Pearson Correlation	.476**

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	95% Confidence Interval	0.287–0.631
	Sig. (2-tailed)	0.000
	N	84

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

The results in Table 4.8 indicate a positive and statistically significant relationship between governance structure and operational performance of CBOs in Kajiado North Sub-County. The Pearson correlation coefficient was r = 0.476, indicating a moderate positive association between the two variables. The 95% confidence interval ranged from 0.287 to 0.631, indicating reasonable precision around the estimated correlation.

The relationship was statistically significant at the 1% level ($p < 0.001$). The finding indicates that CBOs reporting stronger governance structures tended to report higher levels of operational performance. However, the correlation does not establish a causal relationship; therefore, the finding is interpreted as an association rather than evidence that stronger governance structures related to improved operational performance.

The finding is consistent with Ford and Ihrke (2020), who found that active governance behaviours among nonprofit boards were associated with improved organizational outcomes. Similarly, Yang and Babiak (2023) found that governance characteristics, including board structure and leadership, were associated with organizational performance in nonprofit foundations. These findings support the present study by demonstrating that governance arrangements are important organizational features associated with performance in nonprofit settings. – Are the two citations in the references – Babian and Ford?

Overall, governance structure was positively and significantly associated with operational performance among CBOs in Kajiado North Sub-County. The finding provided a basis for further examination of the predictive relationship between governance structure and operational performance through multiple regression analysis, where the unique contribution of governance structure alongside the other organizational design variables was assessed.

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4.4.1.2 Role Definition and Operational Performance of Community-Based Organizations in Kajiado North Sub-County, Kenya

The second correlation was carried out to establish the relationship between Role Definition and Operational Performance of Community-Based Organizations in Kajiado North Sub-County, Kenya. The results are summarized in Table 4.9

Table 4.9

Role Definition and Operational Performance of CBOs

		Operational Performance of CBOs
Role Definition	Pearson Correlation	
	95% Confidence Interval	.427**
		0.233–0.588
	Sig. (2-tailed)	0.000
	N	84

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

The results in Table 4.9 indicate a positive and statistically significant association between role definition and operational performance of CBOs in Kajiado North Sub-County. The Pearson correlation coefficient was r = 0.427, indicating a moderate positive association. This suggests that CBOs with clearer roles and responsibilities tended to report higher levels of operational performance. The significance value reported by as p = 0.000 which is < 0.001, indicating strong statistical evidence of an association between the two variables.

The finding is consistent with organizational research showing that clearly defined roles and responsibilities can enhance coordination, accountability and organizational effectiveness. For example, role clarity has been associated with improved work outcomes because employees are better able to understand their responsibilities and coordinate their activities effectively. The present finding therefore provides empirical support for the importance of clear role definition in strengthening organizational functioning.

The moderate positive association also suggests that role definition was related to operational performance through aspects such as clearer responsibilities, reduced duplication of duties, improved coordination and enhanced accountability. However, the correlation does not establish causality; therefore, the finding is interpreted as an association rather than evidence that role

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definition caused improvements in operational performance. Other organizational and contextual factors may also have contributed to the observed performance levels.

Overall, the results demonstrate that role definition was positively associated with operational performance among CBOs in Kajiado North Sub-County. The finding highlights the importance of maintaining clear responsibilities, job descriptions, reporting relationships and role boundaries within CBOs. The formal test of the corresponding hypothesis is reserved for the multiple regression analysis, where the unique influence of role definition on operational performance will be assessed while controlling for the other organizational design variables.

4.4.1.3 Decision-Making Processes and Operational Performance of Community-Based Organizations in Kajiado North Sub-County, Kenya

The third correlation was carried out to establish the relationship between Decision-Making Processes and operational performance of Community-Based Organizations in Kajiado North Sub-County, Kenya. The results are summarized in Table 4.10.

Table 4.10

Decision-Making Processes and Operational Performance of CBOs

		Operational Performance of CBOs
Decision-Making Processes	Pearson Correlation	.503**
	95% Confidence Interval	0.321–0.642
	Sig. (2-tailed)	0.000
	N	84

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

The results in Table 4.10 indicate a positive and statistically significant association between decision-making processes and operational performance of CBOs in Kajiado North Sub-County. The Pearson correlation coefficient was $r = 0.503$, indicating a moderate positive association between the two variables. The 95% confidence interval ranged from 0.321 to 0.642, indicating reasonable precision around the estimated correlation. The relationship was statistically significant at the 1% level ($p < 0.001$).

The finding indicates that CBOs reporting more effective decision-making processes tended to report higher levels of operational performance. This suggests that structured, timely, transparent and participatory decision-making practices were associated with better organizational functioning. However, the correlation does not establish causality; therefore, the finding is

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interpreted as an association rather than evidence that decision-making processes caused improvements in operational performance.

The finding is consistent with Shani et al. (2022), who found a positive and statistically significant relationship between decision quality and organizational performance among project-based non-governmental organizations in Kenya. Their findings particularly emphasized the importance of decision-maker competence, alignment of decisions with organizational goals and the intended impact of decisions in explaining organizational performance. Similarly, Sinnaiah, Adam and Mahadi (2023) linked decision-making processes and decision-making styles with organizational performance, emphasizing the importance of decision-making within strategic management processes. These findings provide empirical and conceptual support for the positive association observed in the present study. Citation missing in the reference list

The correlation coefficient was relatively higher than those obtained for governance structure and role definition, indicating a comparatively stronger bivariate association with operational performance in the study sample. However, this does not imply that decision-making processes had the strongest independent influence because the organizational design variables may be interrelated. Their unique contributions will therefore be examined through multiple regression analysis.

Overall, decision-making processes were positively and significantly associated with operational performance among CBOs in Kajiado North Sub-County. The finding provided a basis for further examination of the predictive relationship through multiple regression analysis, where decision-making processes will be assessed alongside governance structure, role definition and coordination mechanisms.

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4.4.1.4 Coordination Mechanisms and Operational Performance of Community-Based Organizations in Kajiado North Sub-County, Kenya

The fourth correlation was carried out to establish the relationship between Coordination Mechanisms and Operational Performance of Community-Based Organizations in Kajiado North Sub-County, Kenya. The results are summarized in Table 4.11.

Table 4.11

Coordination Mechanisms and Operational Performance of CBOs

	Operational Performance of

		CBOs
Coordination Mechanisms	Pearson Correlation	.244*
	95% Confidence Interval	0.032–0.442
	Sig. (2-tailed)	0.026
	N	84

* Correlation is significant at the 0.05 level (2-tailed).

The results in Table 4.11 indicate a positive and statistically significant but weak association between coordination mechanisms and operational performance of CBOs in Kajiado North Sub-County. The Pearson correlation coefficient was r = 0.244, indicating a weak positive association between the two variables. The 95% confidence interval ranged from 0.032 to 0.442, indicating that the estimated correlation was positive, although its magnitude was relatively modest. The relationship was statistically significant at the 5% level (p = 0.026).

The finding suggests that CBOs reporting stronger coordination mechanisms tended to report somewhat higher levels of operational performance. However, the relatively weak correlation indicates that coordination mechanisms alone were not strongly associated with operational performance in the study sample. The result should therefore be interpreted cautiously, particularly because correlation does not establish causality. Other organizational and contextual factors may also have contributed to differences in operational performance.

The finding is consistent with Goh, Eldridge and Poon (2022), who examined coordination mechanisms in relation to supply chain performance and demonstrated the importance of coordination mechanisms in supporting organizational performance. Similarly, research by Deslatte, Krause and Hawkins (2022) showed that formal and informal coordination mechanisms can facilitate performance-management practices by improving interaction, information exchange and alignment across organizational units. These studies support the present finding that coordination is relevant to organizational performance, while also indicating that its contribution depends on how coordination mechanisms are designed and implemented. Citation missing in the reference list? Goh….. Deslatte?

The relatively lower correlation coefficient compared with governance structure, role definition and decision-making processes indicates that coordination mechanisms had a weaker bivariate association with operational performance in the present sample. This comparison should not, however, be interpreted as evidence that coordination mechanisms have a weaker independent

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influence, since the organizational design variables may be interrelated. Their unique contributions will therefore be assessed through multiple regression analysis.

Overall, coordination mechanisms were positively and significantly associated with operational performance among CBOs in Kajiado North Sub-County, although the strength of the association was weak. The finding provided a basis for further examination of the predictive relationship through multiple regression analysis, where coordination mechanisms will be assessed alongside governance structure, role definition and decision-making processes.

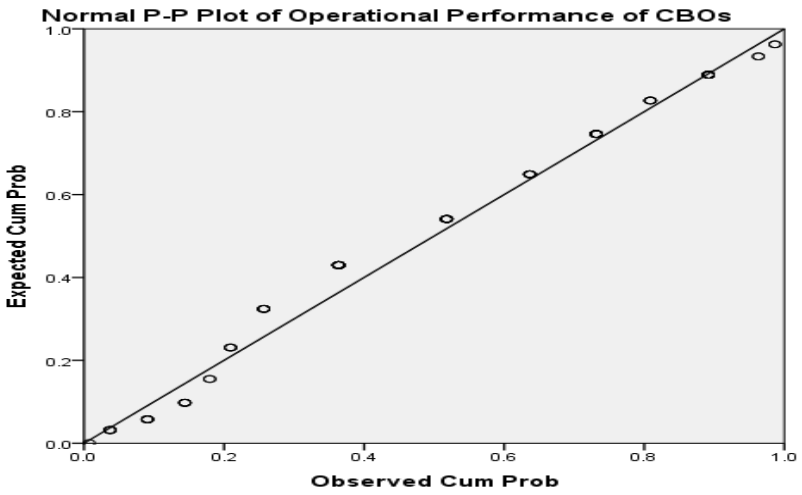
4.4.2 Diagnostic Test Results

Prior to conducting multiple regression analysis, it was necessary to test the underlying statistical assumptions to ensure the validity, reliability, and robustness of the study results. Violation of these assumptions may lead to biased parameter estimates, incorrect standard errors, and misleading statistical inferences. Accordingly, the assumptions of linearity, normality, and homoscedasticity were examined in relation to the independent variables, Coordination Mechanisms, Role Definition, Decision-Making Processes, and Governance Structure, and the dependent variable, Operational Performance of CBOs.

4.4.2.1 Normality Assumption Tests

Figure 4.1

Operational Performance of CBOs



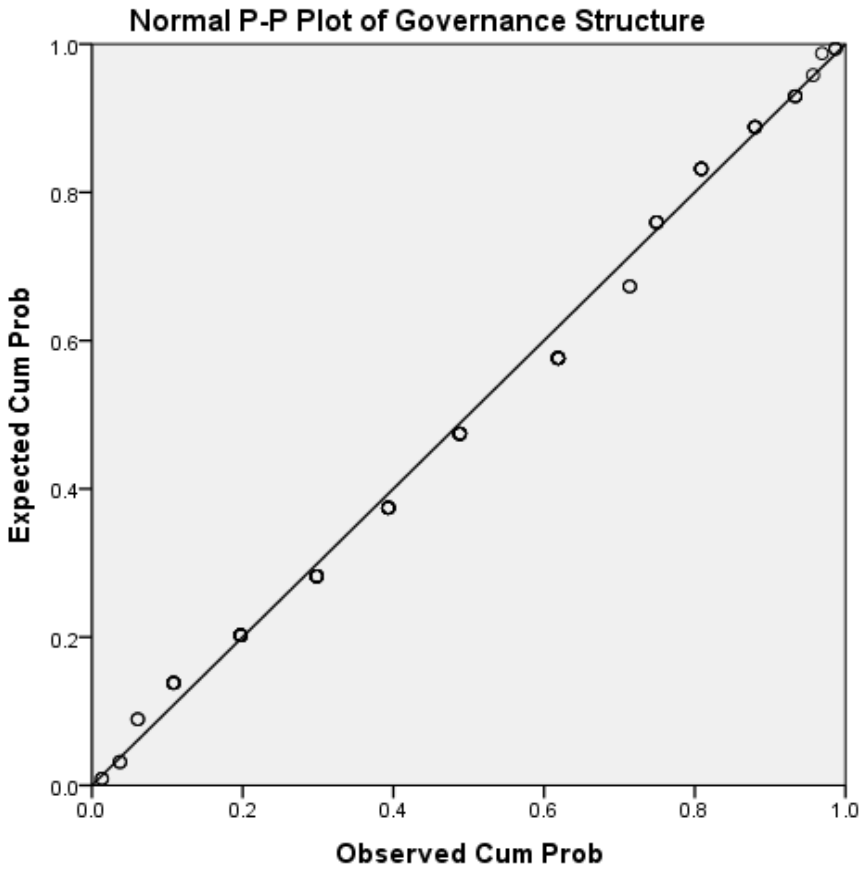
Operational Performance of CBOs

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The P–P plot for operational performance shows data points clustering closely around the diagonal reference line, with only minor deviations at the tails. This indicates that the residuals approximate a normal distribution. The alignment suggests that the normality assumption is reasonably satisfied, and any departures are too small to materially affect regression validity.

Figure 4.2

Governance Structure

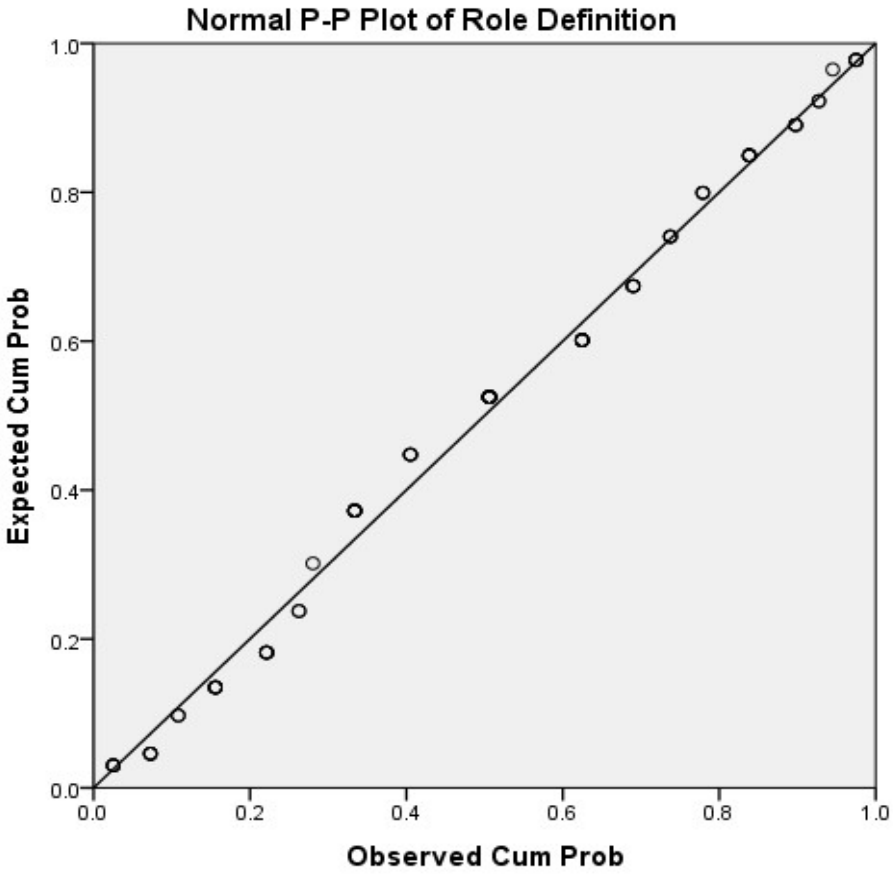


Governance Structure

The governance structure plot demonstrates a strong conformity to the diagonal line, with points distributed evenly along its length. The absence of systematic curvature or clustering implies that the residuals are normally distributed. This supports the robustness of regression analyses involving governance structure, as the normality assumption is upheld.

Figure 4.3

Role Definition



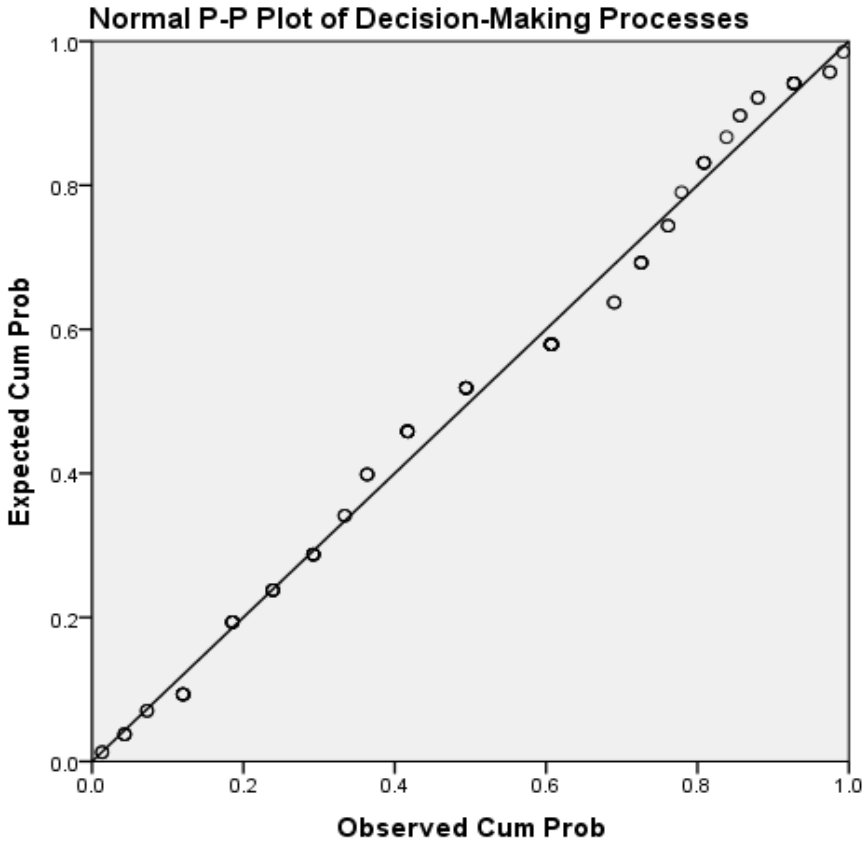
Role Definition

The P–P plot for role definition shows data points that track the diagonal line with slight dispersion. While minor deviations are visible, they do not form a consistent pattern. This suggests that the residuals are approximately normal, and the assumption of normality is sufficiently met for regression purposes.

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Figure 4.4

Decision-Making Processes



Decision-Making Processes

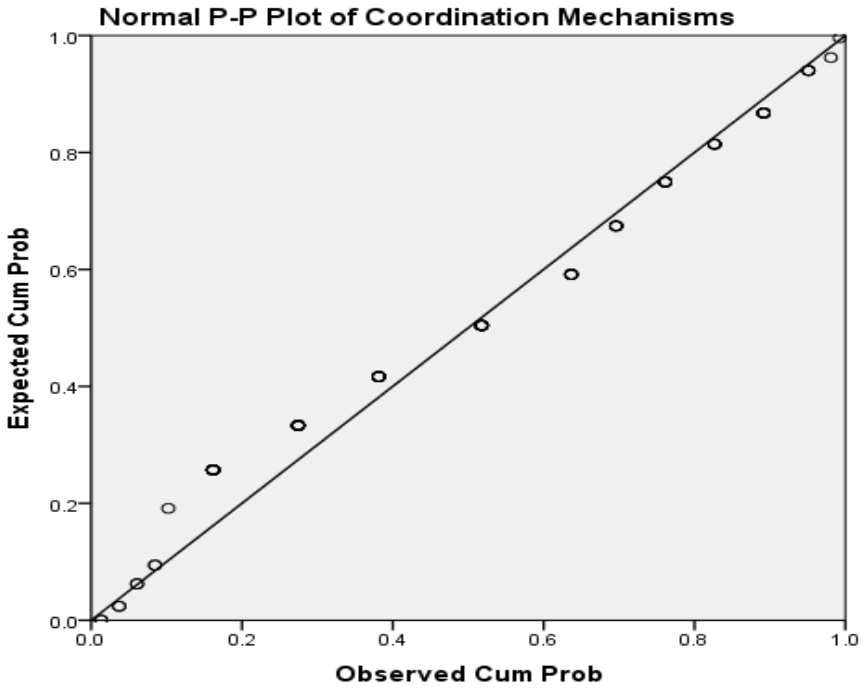
The decision-making processes plot reveals data points that align closely with the diagonal, with only minimal departures at the extremes. The distribution indicates that the residuals conform well to a normal distribution. Thus, the normality assumption is satisfied, reinforcing the reliability of regression results for this construct.

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Figure 4.5

Coordination Mechanisms



Coordination Mechanisms

The P–P plot for coordination mechanisms shows data points scattered near the diagonal line, with no evidence of systematic deviation. The residuals appear to follow the expected normal distribution, confirming that the assumption of normality is met. This strengthens the validity of regression analyses involving coordination mechanisms.

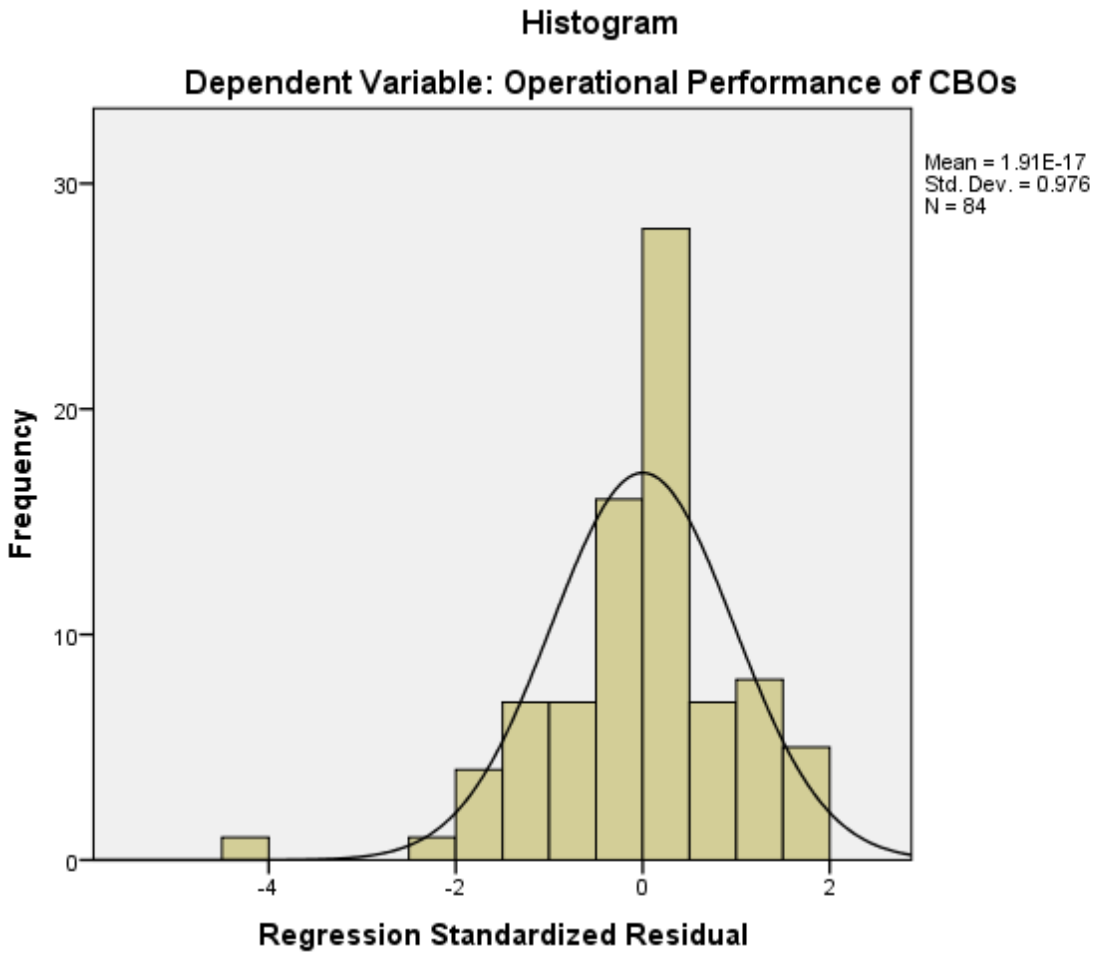
Across all five constructs, operational performance, governance structure, role definition, decision-making processes, and coordination mechanisms, the Normal P–P plots consistently demonstrate that the residuals approximate a normal distribution. The data points cluster around the diagonal line with only minor, unsystematic deviations. These results provide strong evidence that the assumption of normality is satisfied, thereby supporting the appropriateness of regression analysis for these variables. Minor departures observed at the tails are unlikely to compromise the validity of the statistical inferences.

The assessment of normality was also conducted using both a histogram of standardized residuals and a Normal P–P plot.

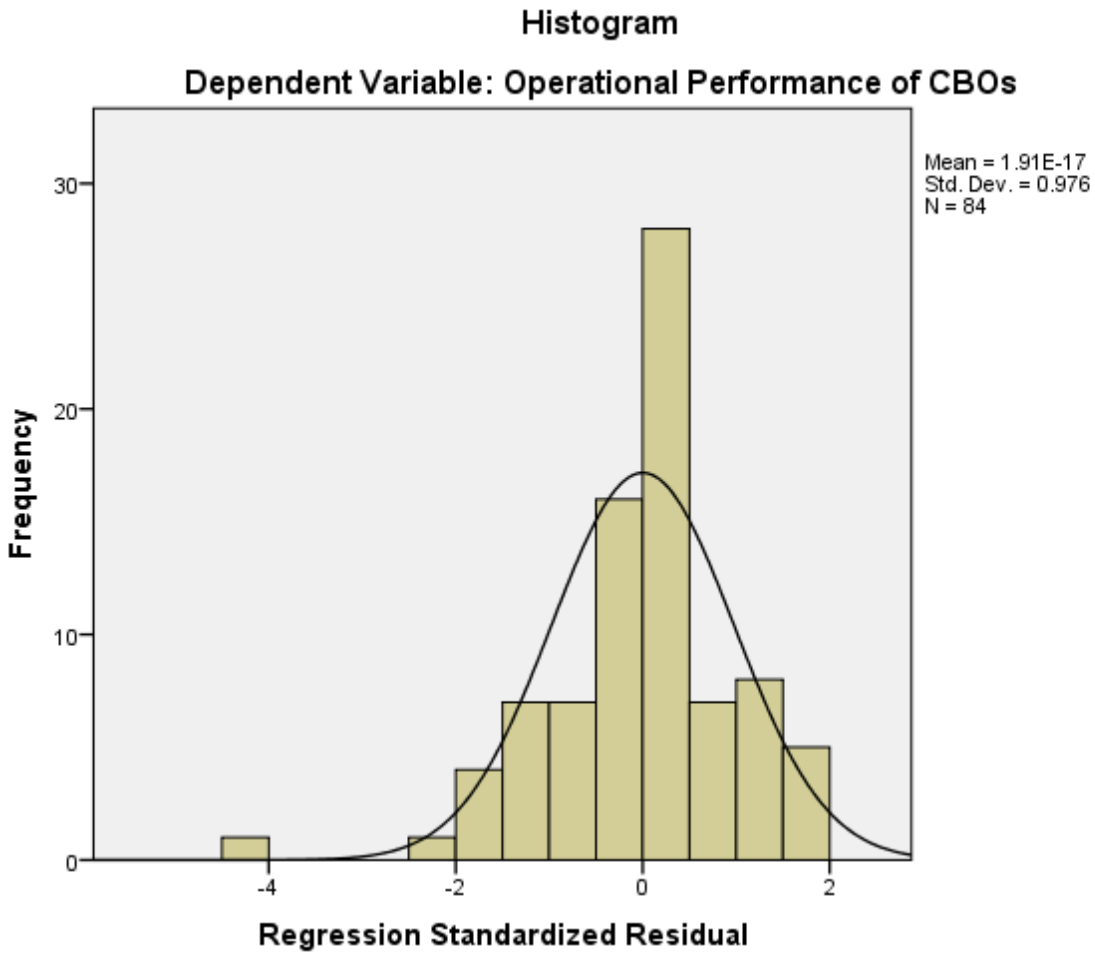
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Figure 4.6

Normality Histogram



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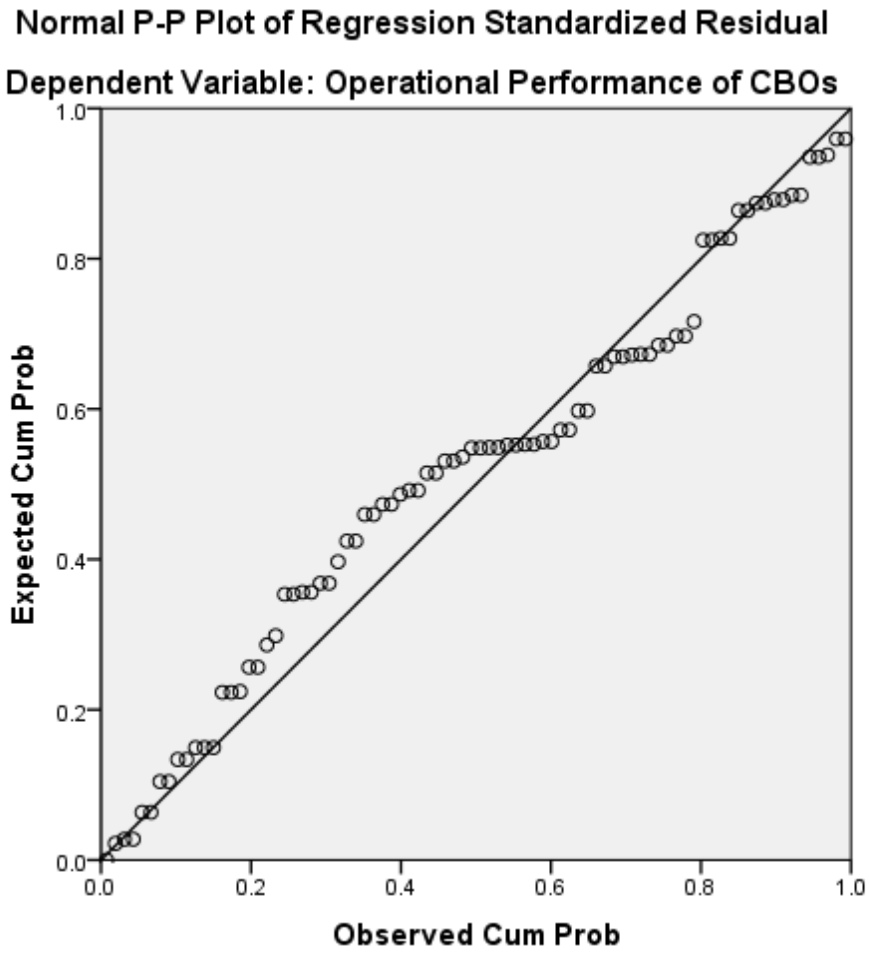


The histogram revealed a distribution that was approximately symmetric around zero, with the majority of residuals concentrated near the center and progressively fewer values at the extremes. The superimposed normal curve closely matched the shape of the bars, indicating that the residuals conformed well to the expected normal distribution. The descriptive statistics further reinforced this observation, with the mean residual approaching zero and the standard deviation approximating unity, as expected for standardized residuals.

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Figure 4.7

Normal P-P Plot of Regression Standardized Residuals



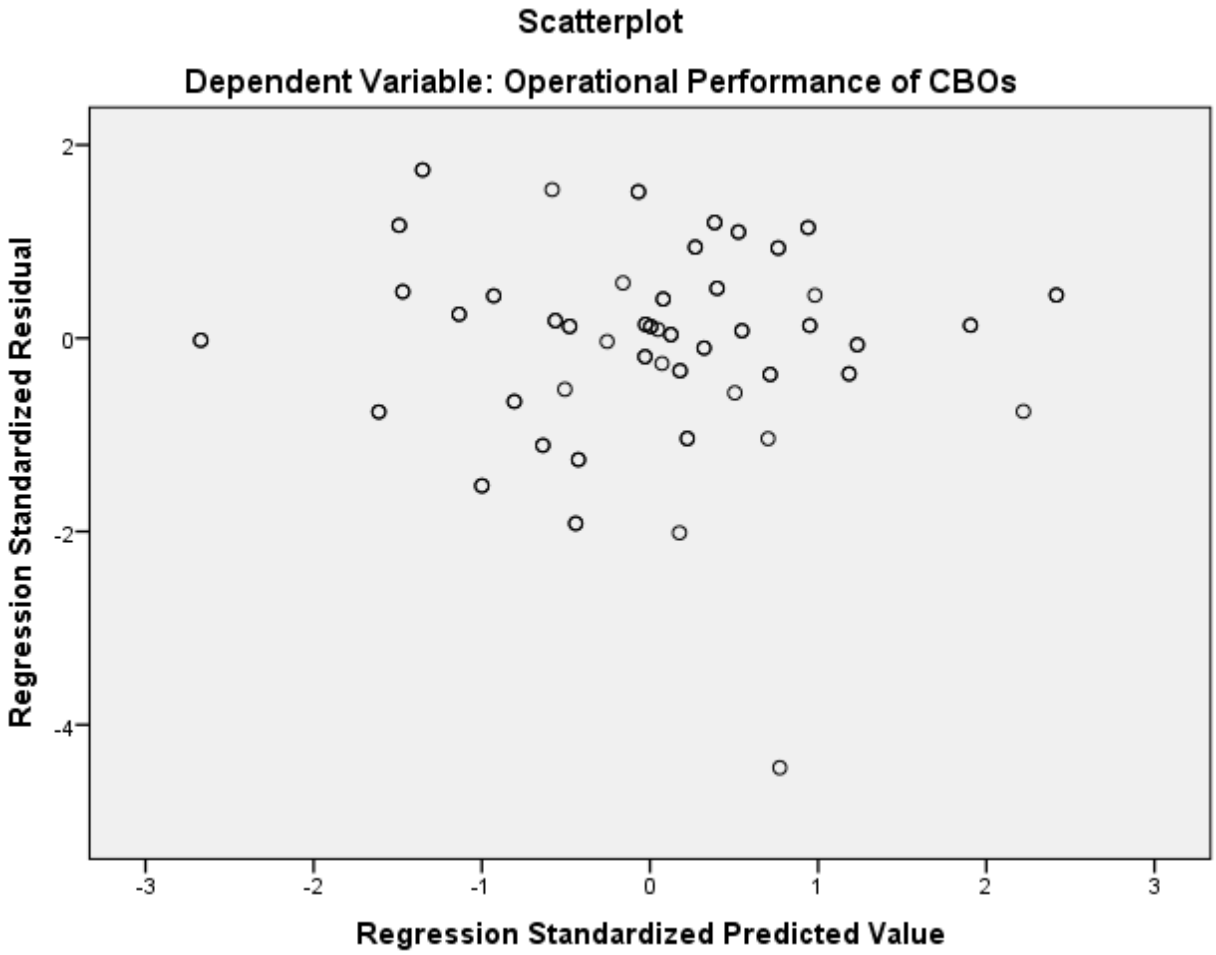
Complementing this, the Normal P–P plot demonstrated that the observed cumulative probabilities aligned closely with the expected cumulative probabilities along the diagonal reference line. Only minor, unsystematic deviations were observed at the tails, which are unlikely to compromise the validity of the regression model. Taken together, these diagnostics provide strong evidence that the assumption of normality was satisfied, thereby supporting the appropriateness of regression analysis for operational performance of CBOs and ensuring the reliability of subsequent statistical inferences.

4.4.2.2 Homoscedasticity Assumption Tests

The homoscedasticity of residuals was examined using a scatterplot of regression standardized residuals against regression standardized predicted values.

Figure 4.8

Homoscedasticity Scatter Plot



The plot revealed that the residuals were dispersed randomly around the horizontal axis, without forming any discernible pattern or funnel-shaped distribution. The spread of residuals appeared relatively constant across the range of predicted values, with no evidence of increasing or decreasing variance at higher or lower levels of the dependent variable. This random scatter indicates that the variance of the residuals is stable, thereby satisfying the assumption of homoscedasticity.

Importantly, the absence of clustering or systematic curvature suggests that heteroscedasticity is not present. The residuals ranged approximately between –4 and +2 on the vertical axis, and

between –3 and +3 on the horizontal axis, yet their distribution remained balanced and evenly spread. This consistency across the predicted values strengthens the validity of the regression model, as the assumption of equal variance is upheld. Consequently, the regression results for operational performance of CBOs can be considered reliable, with no violation of the homoscedasticity assumption that might otherwise bias standard errors or statistical inferences.

4.4.2.3 Linearity Assumption Test

The linearity assumption was evaluated using the ANOVA test for linearity, which partitions the variance into components attributable to the linear relationship and deviations from linearity. The findings are summarized in Table 4.12.

Table 4.12

Tests for Linearity

Variables		Sum of Squares	df	Mean Square	F	Sig.
Operational Performance * Governance Structure	Linearity	240.02	1	240.02	39.75	0.000
	Deviation from Linearity	416.936	15	13.796	1.603	0.071
Operational Performance * Role Definition	Linearity	193.815	1	193.815	17.78	0.000
	Deviation from Linearity	159.265	17	9.369	0.860	0.621
Operational Performance * Decision-Making Processes	Linearity	268.839	1	268.839	37.36	0.000
	Deviation from Linearity	353.73	21	12.844	1.341	0.085
Operational Performance * Coordination Mechanisms	Linearity	63.034	1	63.034	8.704	0.004
	Deviation from Linearity	513.292	15	14.219	1.725	0.055

The results consistently demonstrate that the linearity component is statistically significant across all predictor variables, while the deviation from linearity is not significant. For governance structure, the linearity test yielded a highly significant result ($F = 39.75$, $p = 0.000$), whereas the deviation from linearity was not significant ($F = 1.603$, $p = 0.071 > 0.05$). This indicates a strong linear association between governance structure and operational performance of CBOs. Similarly, role definition exhibited a significant linearity effect ($F = 17.78$, $p = 0.000$), with deviation from linearity remaining non-significant ($F = 0.860$, $p = 0.621 > 0.05$), confirming that the relationship is appropriately modeled as linear.

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Decision-making processes also demonstrated a robust linear relationship (F = 37.36, p = 0.000), with deviation from linearity insignificant (F = 1.341, p = 0.085 > 0.05). This reinforces the appropriateness of a linear specification. Finally, coordination mechanisms showed a significant linearity effect (F = 8.704, p = 0.004), while deviation from linearity was not significant (F = 1.725, p = 0.055 > 0.05). Although the deviation approaches conventional thresholds, it remains above 0.05, suggesting that the linear model is still valid.

Taken together, these results provide strong statistical evidence that the relationships between governance structure, role definition, decision-making processes, and coordination mechanisms with operational performance of CBOs are linear. The absence of significant deviations from linearity across all predictors confirms that the regression model satisfies the linearity assumption, thereby supporting the validity of subsequent analyses.

4.4.2.4 Multicollinearity Assumption Test

The assumption of multicollinearity was assessed using tolerance and variance inflation factor (VIF) statistics for the predictor variables.

Table 4.13

Multicollinearity Test

Variables	Collinearity Statistics	
	Tolerance	VIF
Governance Structure	0.607	1.646
Role Definition	0.660	1.515
Decision-Making Processes	0.684	1.463
Coordination Mechanisms	0.797	1.254

a Dependent Variable: Operational Performance of CBOs

The results indicate that all tolerance values are well above the critical threshold of 0.10, ranging from 0.607 for governance structure to 0.797 for coordination mechanisms. Similarly, the VIF values range between 1.254 and 1.646, which are far below the commonly accepted cut-off of 10, and even below the more conservative threshold of 5. These results suggest that none of the independent variables exhibit problematic levels of collinearity.

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Specifically, governance structure recorded a tolerance of 0.607 and a VIF of 1.646, role definition had a tolerance of 0.660 and a VIF of 1.515, decision-making processes showed a tolerance of 0.684 and a VIF of 1.463, while coordination mechanisms demonstrated the highest tolerance (0.797) and the lowest VIF (1.254). The relatively high tolerance values and low VIF scores across all predictors confirm that the independent variables are sufficiently distinct and do not overlap excessively in explaining the variance of operational performance of CBOs.

Taken together, these diagnostics provide strong evidence that multicollinearity is not a concern in the regression model. The predictors can therefore be retained without adjustment, ensuring that the regression coefficients are stable and that the interpretation of their individual contributions to operational performance remains valid.

4.4.3 Multiple Regression Analysis

Multivariate regression analysis was used to determine the multiple regression model outlined in chapter three held. It was also used to determine how the independent variables influenced the dependent variable collectively. The analysis was also meant to establish the extent to which each independent variable affected the dependent variable in such a collective set up and which were the more significant factors. Table 4.14 presents the model summary for the multiple regression analysis.

Table 4.14

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.693a	0.4802	0.4322	2.97883

a Predictors: (Constant), Coordination Mechanisms , Role Definition , Decision-Making Processes , Governance Structure

b Dependent Variable: Operational Performance of CBOs

The coefficient of determination ($R^2 = 0.480$) indicates that the four independent variables jointly explain approximately 48.0% of the variation in operational performance among the CBOs. This represents substantial explanatory power in the context of social science research, where organizational outcomes are influenced by multiple institutional and contextual factors. The remaining 52.0% of the variation is attributable to other factors not included in the present model.

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The adjusted R^2 of 0.432 indicates that, after accounting for the number of predictors included in the model, approximately 43.2% of the variation in operational performance is explained by the model. The relatively modest difference between the R^2 and adjusted R^2 values indicates that the model retains meaningful explanatory power after adjustment for the number of predictors.

The standard error of the estimate (2.97883) indicates the average extent to which the observed operational performance scores deviate from the values predicted by the regression model. Thus, the predicted operational performance scores differ from the observed scores by approximately 2.98 units on the measurement scale of the dependent variable, on average. The statistic therefore provides an indication of the prediction error of the regression model and complements the R^2 and adjusted R^2 measures in assessing model performance.

Overall, the model demonstrates meaningful explanatory power, with governance structure, role definition, decision-making processes and coordination mechanisms jointly explaining 48.0% of the observed variation in operational performance among CBOs in Kajiado North Sub-County. The findings provide a basis for examining the individual contribution and statistical significance of each predictor through the regression coefficients.

Table 4.15

ANOVA Summary

	Sum of Squares	df	Mean Square	F	Sig.
Regression	360.559	4	90.14	10.158	.000b
Residual	701	79	8.873	.	.
Total	1061.56	83	.	.	.

a Dependent Variable: Operational Performance of CBOs

b Predictors: (Constant), Coordination Mechanisms , Role Definition , Decision-Making Processes , Governance Structure

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The overall significance of the regression model was evaluated using the ANOVA test. The results indicate that the model is statistically significant, with the regression sum of squares equal to 360.559 and a mean square of 90.14. The corresponding F-statistic was 10.158, which is highly significant at $p < 0.001$. This demonstrates that the set of predictors—governance structure, role definition, decision-making processes, and coordination mechanisms—jointly explain a significant proportion of the variance in operational performance of CBOs. The residual sum of squares was 701, with a mean square of 8.873 across 79 degrees of freedom, while the total sum

of squares was 1061.56 for 83 observations. These values confirm that the regression model accounts for a substantial portion of the variability in the dependent variable. The significance level (p = 0.000) provides strong evidence against the null hypothesis, indicating that the predictors collectively contribute meaningfully to explaining operational performance. Taken together, the ANOVA results reinforce the findings from the model summary, confirming that the regression model is statistically valid. The predictors, when considered simultaneously, provide a significant explanatory framework for operational performance of CBOs, thereby justifying further interpretation of the individual regression coefficients.

Table 4.16

Summary of Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.821	2.314		2.948	0.004
Governance Structure	0.229	0.108	0.250	2.130	0.036
Role Definition	0.124	0.058	0.150	2.138	0.035
Decision-Making Processes	0.173	0.06	0.318	2.878	0.005
Coordination Mechanisms	0.357	0.148	0.308	2.405	0.019

a Dependent Variable: Operational Performance of CBOs

Table 4.16 presents the regression coefficients examining the influence of governance structure, role definition, decision-making processes, and coordination mechanisms on the operational performance of Community-Based Organizations (CBOs) in Kajiado North Sub-County. Each predictor is interpreted based on its standardized beta (β), t-statistic, and significance level (p-value).

Starting with governance structure, the results show a positive and statistically significant effect on operational performance (β = 0.250; t = 2.13; p = 0.036). Since the p-value is less than 0.05, the relationship is significant, indicating that improvements in governance structures lead to meaningful increases in operational performance. This implies that clear leadership frameworks, accountability systems, and structured oversight mechanisms enhance the effectiveness of CBO operations. This aligns closely with the findings of Smith and Lee (2021), who established that strong governance frameworks enhance project outcomes and stakeholder trust across NGOs. Similarly, the results are consistent with Abebe and Mwangi (2020), who found that formal

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governance practices improved operational efficiency in Ethiopian CBOs. At the Kenyan level, the findings corroborate Otieno and Njeri (2022), who linked governance structures to improved project completion rates. However, unlike these studies, the present research provides context-specific evidence from Kajiado County, a pastoralist setting, thereby addressing the contextual gaps identified in previous studies. It also reinforces Wambua (2019), particularly on the importance of accountability and transparency, though extending the insights beyond urban women's groups to more diverse rural CBOs.

The findings indicate that role definition has a positive and statistically significant influence on operational performance ($\beta = 0.150$; $t = 2.138$; $p = 0.035$), though the effect size is modest relative to other variables in the model. This suggests that clearly defined roles contribute to improved coordination, reduced ambiguity, and better task execution within Kajiado CBOs. However, the relatively small coefficient implies that role clarity alone is not a strong driver of performance when considered independently. This outcome highlights that role definition functions more as an enabling factor whose effectiveness depends on the presence of complementary organizational conditions such as leadership support, adequate resources, and effective governance structures. Without these reinforcing elements, the potential benefits of role clarity may not fully translate into improved operational outcomes. The finding contrasts with Patel and Kumar (2021) and Kamau and Ochieng (2022), who reported stronger effects of role clarity on performance. It also refines earlier studies by Mwangi and Tesfaye (2020) and Njoroge (2019) by showing that even a holistic assessment of role definition yields only a limited independent effect, emphasizing the need for integrated organizational approaches. This addresses a conceptual gap in the literature by demonstrating that the influence of role definition is conditional and interdependent, thereby underscoring the need for integrated governance and management practices to achieve substantial improvements in operational performance.

In the case of decision-making processes, the results reveal a positive and statistically significant influence ($\beta = 0.318$; $t = 2.878$; $p = 0.005$). With a p-value well below 0.01, this variable emerges as one of the strongest predictors in the model. This suggests that effective, inclusive, and timely decision-making processes play a critical role in enhancing operational performance, likely by improving responsiveness, resource allocation, and stakeholder engagement. This strongly supports Smith and Lee (2021), who emphasized the importance of participatory decision-making

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in enhancing project success and transparency. It also aligns with Abebe and Mwangi (2020), who found that timely decision-making improves project completion and beneficiary satisfaction. At the Kenyan level, the findings are consistent with Wanjiru (2022), who linked transparent decision-making to increased accountability and donor confidence. Furthermore, the results reinforce Otieno (2019), who highlighted the importance of decision protocols in improving coordination and performance. Importantly, this study extends existing literature by integrating multiple dimensions of decision-making participation, timeliness, and transparency thereby addressing the conceptual gaps identified in earlier studies and confirming their collective significance in a rural Kenyan context.

Similarly, coordination mechanisms demonstrate a positive and statistically significant effect on operational performance ($\beta = 0.308$; $t = 2.405$; $p = 0.019$). Since the p-value is below 0.05, the relationship is significant, indicating that better coordination, such as improved communication, collaboration, and alignment of activities, contributes meaningfully to improved performance outcomes in CBOs. These findings are consistent with Zhang and Guo (2021), who demonstrated that strong coordination mechanisms improve service efficiency and resource utilization. Similarly, the results align with Adeyemi and Oduro (2020), who found that external collaboration enhances performance through knowledge sharing and reduced duplication. Within Kenya, the findings support Kariuki (2022), who emphasized the role of communication channels in improving operational efficiency, and Njoroge and Otieno (2019), who identified poor coordination as a barrier to effective performance. However, the present study fills both contextual and conceptual gaps by examining coordination mechanisms within rural CBOs in Kajiado and by adopting a more integrated perspective that includes communication, collaboration, and task integration.

Overall, the findings suggest that among the variables examined, decision-making processes ($\beta = 0.318$) and coordination mechanisms ($\beta = 0.308$) have the strongest influence on operational performance, followed by governance structure ($\beta = 0.250$). Role definition, although positively related, moderately predict performance in this model. This implies that while structural clarity is important, the dynamic aspects of management particularly decision-making and coordination are more critical drivers of operational success in CBOs.

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4.4.4 Hypothesis Testing

The hypotheses were tested using the standardized beta coefficients and their associated significance levels from the multiple regression model presented in Table 4.16. Statistical significance was assessed at the 5% level ($\alpha = 0.05$). The magnitude of the standardized beta coefficients was considered comparatively, with larger absolute beta values indicating a greater relative contribution to operational performance within the fitted model. Statistical significance and practical importance were considered separately.

H_{01}: Governance structure has no statistically significant influence on the operational performance of Community-Based Organizations in Kajiado North Sub-County, Kenya.

The regression results presented in Table 4.16 indicate that governance structure had a positive and statistically significant influence on operational performance ($\beta = 0.250$, $p < 0.05$). The positive coefficient indicates that stronger governance structures were associated with higher operational performance when the other predictors were held constant. The coefficient also indicates a meaningful relative contribution to the model, although its contribution was lower than that of decision-making processes and coordination mechanisms.

Consequently, H_{01} was rejected, indicating that governance structure significantly predicts operational performance among CBOs in Kajiado North Sub-County. The finding is consistent with Blevins, Ragozzino and Eckardt (2022), who, using data from thousands of nonprofit organizations, found that governance practices such as board independence, executive oversight and transparency were associated with improved organizational outcomes. Ford and Ihrke (2020) similarly found that stronger governance behaviours among nonprofit boards were linked to improved organizational performance. Citation missing in the reference list – Blevins?

The present finding therefore reinforces the importance of effective governance structures in providing oversight, accountability and organizational direction within CBOs. It also extends existing evidence by demonstrating this relationship within the context of community-based organizations in Kajiado North Sub-County.

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H_{02}: Role definition has no statistically significant influence on the operational performance of Community-Based Organizations in Kajiado North Sub-County, Kenya.

The results in Table 4.16 indicate that role definition had a positive and statistically significant influence on operational performance ($\beta = 0.150$, $p \leq 0.05$). The positive coefficient indicates that clearer definition of responsibilities was associated with higher operational performance after controlling for the other organizational design variables. Role definition recorded the smallest standardized beta coefficient among the four predictors, indicating the lowest relative contribution to operational performance within the fitted model.

Consequently, H_{02} was rejected. The finding indicates that role definition contributes to operational performance, although its relative contribution is comparatively smaller than that of governance structure, decision-making processes and coordination mechanisms.

This finding is supported by Rasul, Rogger and Williams (2021), who examined management practices, task clarity and organizational performance using data from Ghana's civil service and found an important relationship between task clarity and organizational performance. Similarly, Sturma and colleagues' 2021 meta-analysis found that role clarity plays an important role in linking organizational planning processes to managerial performance. Citation missing in the reference list.. Rasul?

The comparatively smaller beta coefficient in the present study may indicate that role definition provides an important organizational foundation but does not, by itself, account for as much variation in operational performance as the decision-making and coordination dimensions. This suggests that clearly defined roles are more effective when supported by complementary organizational systems.

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H_{03}: Decision-making processes have no statistically significant influence on the operational performance of Community-Based Organizations in Kajiado North Sub-County, Kenya.

The regression results in Table 4.16 indicate that decision-making processes had a positive and statistically significant influence on operational performance ($\beta = 0.318$, $p < 0.05$). The positive coefficient indicates that more effective decision-making processes were associated with higher operational performance after controlling for governance structure, role definition and coordination mechanisms.

Decision-making processes recorded the largest standardized beta coefficient ($\beta = 0.318$) among the four predictors. This identifies decision-making as the strongest predictor in relative terms within the fitted model. Its comparatively greater contribution may reflect the importance of timely, transparent and participatory decisions in enabling CBOs to respond to operational challenges, allocate resources and implement activities effectively.

The finding is consistent with Shani et al. (2022), whose study of project-based NGOs in Kenya found a statistically significant positive influence of decision quality on organizational performance. The study particularly identified decision-maker competence, alignment of decisions with organizational goals and intended decision outcomes as important dimensions of performance. It is also consistent with Sommerer et al. (2022), who demonstrated that institutional decision-making arrangements are associated with differences in decision-making performance across international organizations. Citation missing in the reference list – Shani? Sommerer?

The stronger relative contribution of decision-making in the present study may therefore be explained by the operational nature of CBO activities, where decisions concerning resources, projects, stakeholders and implementation often have immediate consequences for organizational outcomes. Consequently, H_{03} was rejected, indicating that decision-making processes significantly predict operational performance among CBOs in Kajiado North Sub-County.

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H_{04}: Coordination mechanisms have no statistically significant influence on the operational performance of Community-Based Organizations in Kajiado North Sub-County, Kenya.

The regression results in Table 4.16 indicate that coordination mechanisms had a positive and statistically significant influence on operational performance ($\beta = 0.308$, $p < 0.05$). The positive coefficient indicates that stronger coordination mechanisms were associated with higher operational performance when the effects of the other predictors were controlled.

The standardized beta coefficient of 0.308 was the second largest among the four predictors, indicating a comparatively substantial contribution to operational performance within the fitted model. This finding highlights the importance of communication, collaboration and integration of activities in minimizing duplication, improving information flow and supporting coordinated implementation.

The finding is consistent with Nyile, Shale and Osoro (2021), who examined supply chain integration and performance among humanitarian aid organizations in Kenya and emphasized the importance of integration in improving organizational performance. It also accords with recent evidence from Kenyan NGOs showing that organizational management and internal organizational systems are significantly associated with organizational performance. Kawiti and Okello (2023), for example, found a significant positive influence of internal organizational appraisal on the performance of national health NGOs in Kenya. Citation missing in the reference list – Nyile?

The present finding consequently suggests that coordination mechanisms provide an important link between organizational structures and their implementation. Effective communication, collaboration and task integration enable CBOs to translate organizational plans and decisions into coordinated action. Therefore, H_{04} was rejected, indicating that coordination mechanisms significantly predict operational performance among CBOs in Kajiado North Sub-County.

Overall, all four organizational design variables demonstrated positive and statistically significant effects on operational performance at the 5% significance level. Based on the standardized beta coefficients, decision-making processes ($\beta = 0.318$) made the largest relative contribution, followed by coordination mechanisms ($\beta = 0.308$), governance structure ($\beta = 0.250$), and role

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definition (β = 0.150). These rankings represent relative contributions within the present regression model and should not be interpreted as universal effect-size classifications.

The findings further demonstrate the importance of distinguishing statistical significance from practical importance. Although all four predictors were statistically significant, decision-making processes and coordination mechanisms made comparatively larger contributions to operational performance than governance structure and role definition. This suggests that CBO performance depends not only on the existence of formal organizational structures but also on the ability of organizations to make timely decisions and coordinate their implementation effectively.

Overall, the findings support the proposition that organizational design is multidimensional. Governance structure, role definition, decision-making processes and coordination mechanisms each contribute to operational performance, but their relative contributions differ. The particularly strong contribution of decision-making processes suggests that the capacity to convert organizational structures into timely and coordinated action may be especially important for CBOs operating in the study context.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings and the conclusions drawn from them, and makes recommendations for stakeholders that can be implemented to help address the problem identified in the study.

5.2 Summary of the Findings

The study examined the influence of organizational design on the operational performance of Community-Based Organizations (CBOs) in Kajiado North Sub-County, Kenya. The study focused on governance structure, role definition, decision-making processes and coordination mechanisms. The findings showed that all four organizational design dimensions made positive and statistically significant independent contributions to operational performance. The four predictors jointly explained 48.0% of the variance in operational performance ($R^2 = 0.480$; adjusted $R^2 = 0.432$), indicating substantial explanatory power of the model. The qualitative findings complemented the quantitative results by demonstrating that the effectiveness of organizational design depends on the extent to which formal structures are consistently implemented in practice.

5.2.1 Governance Structure and Operational Performance of Community-Based Organizations in Kajiado North Sub-County, Kenya

The first objective was to assess the influence of governance structure on the operational performance of CBOs in Kajiado North Sub-County. The regression results showed that governance structure made a positive and statistically significant contribution to operational performance ($\beta = 0.250$, $p < 0.05$). The findings therefore indicate that CBOs with stronger governance structures tended to report better operational performance.

The descriptive findings showed that most CBOs had defined governance structures, representative boards and accountability systems. However, weaknesses were identified in the documentation and consistent implementation of formal policies and procedures, as well as in the communication of decisions. The qualitative findings reinforced these observations, with

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respondents reporting that effective board oversight and regular meetings supported organizational direction and accountability, while board inactivity, excessive interference and irregular communication sometimes constrained implementation. The findings therefore suggest that the effectiveness of governance depends not only on the existence of formal structures but also on their consistent implementation, communication and oversight.

5.2.2 Role Definition and Operational Performance of Community-Based Organizations in Kajiado North Sub-County, Kenya

The second objective was to evaluate the influence of role definition on the operational performance of CBOs in Kajiado North Sub-County. The regression analysis showed that role definition made a positive and statistically significant contribution to operational performance ($\beta = 0.150$, $p < 0.05$). Among the four predictors, role definition recorded the smallest standardized beta coefficient, indicating a comparatively smaller independent contribution to operational performance within the fitted regression model.

The descriptive findings generally indicated that roles and responsibilities were clearly defined, written job descriptions existed in many CBOs, and members generally understood their role boundaries. However, variations were evident in role training, role conflict resolution and the consistent application of job descriptions. The qualitative findings further revealed that some CBOs relied on formal role allocation, while others used informal arrangements, verbal instructions and multiple-role assignments. These practices sometimes resulted in role ambiguity, duplication and conflict. The findings therefore indicate that clear role definition supports accountability and coordination, but its contribution to performance is strengthened when roles are consistently communicated, implemented and supported through appropriate training.

5.2.3 Decision-Making Processes and Operational Performance of Community-Based Organizations in Kajiado North Sub-County, Kenya

The third objective was to determine the influence of decision-making processes on the operational performance of CBOs in Kajiado North Sub-County. The regression analysis showed that decision-making processes made the largest positive and statistically significant contribution to operational performance among the four predictors ($\beta = 0.318$, $p < 0.05$). This indicates that decision-making

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processes made the strongest relative contribution to operational performance in the fitted regression model.

The descriptive findings showed that decision timeliness and transparency were relatively strong, although weaknesses existed in formal decision protocols and procedures for escalating urgent decisions. The qualitative findings provided further explanation, showing that some CBOs used participatory decision-making through board meetings and consultations, while others experienced centralized decision-making or reduced consultation during urgent situations. Respondents associated timely and transparent decisions with improved project efficiency and stakeholder confidence, while rushed, poorly communicated or highly centralized decisions were linked to delays, resource wastage and reduced trust.

The stronger relative contribution of decision-making processes suggests that the ability of CBOs to translate organizational structures and responsibilities into timely and transparent action is particularly important for operational performance. Effective decision-making facilitates responsiveness, resource allocation, implementation and stakeholder engagement.

5.2.4 Coordination Mechanisms and Operational Performance of Community-Based Organizations in Kajiado North Sub-County, Kenya

The fourth objective was to determine the influence of coordination mechanisms on the operational performance of CBOs in Kajiado North Sub-County. The regression results showed that coordination mechanisms made a positive and statistically significant contribution to operational performance ($\beta = 0.308$, $p < 0.05$). The finding indicates that coordination made the second-largest relative contribution to operational performance among the four predictors.

The descriptive findings indicated generally positive perceptions of coordination meetings, communication channels, external collaboration and task integration, although information flow between internal and external collaborators showed greater variability. The qualitative findings similarly identified regular meetings, supervisors and communication platforms as important coordination mechanisms, while communication delays, resource constraints, weak supervision and interpersonal conflicts were reported as barriers to effective coordination. Respondents

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associated effective coordination with improved efficiency and service delivery, while weak coordination was linked to duplication of activities and delays in project implementation.

The findings therefore indicate that coordination mechanisms are important in linking organizational activities and facilitating efficient implementation. However, their effectiveness depends on reliable communication, adequate resources, collaboration and mechanisms for resolving operational conflicts.

5.2.5 Overall Synthesis of the Findings

Taken together, the findings demonstrate that organizational design operates as an interconnected system in shaping the operational performance of CBOs. Governance structure, role definition, decision-making processes and coordination mechanisms each made a positive and statistically significant independent contribution to operational performance. The four variables jointly explained 48.0% of the variance in operational performance ($R^2 = 0.480$; adjusted $R^2 = 0.432$), while the remaining 52.0% was attributable to other factors outside the scope of the model.

Decision-making processes recorded the largest standardized beta coefficient ($\beta = 0.318$), followed by coordination mechanisms ($\beta = 0.308$), governance structure ($\beta = 0.250$) and role definition ($\beta = 0.150$). This pattern indicates that, within the fitted regression model, the ability to make timely, transparent and appropriate decisions made the strongest relative contribution to operational performance, while clearly defined roles made a comparatively smaller contribution when the other organizational design dimensions were considered simultaneously.

The qualitative findings reinforce this overall pattern. Across the four areas, respondents consistently identified clear authority, effective communication, timely decision-making, defined responsibilities and coordinated implementation as important conditions for effective organizational performance. Conversely, board inactivity or interference, unclear roles, centralized or rushed decisions, communication breakdowns and weak coordination were associated with operational difficulties. The combined findings therefore demonstrate that improving CBO performance requires an integrated approach to organizational design rather than reliance on any single organizational mechanism.

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5.3 Conclusion

The study concludes that governance structure is positively and significantly associated with the operational performance of community-based organizations (CBOs) in Kajiado North Sub-County. The findings indicate that CBOs with clearer governance structures, representative and diverse boards, accountability systems, and more regular governance meetings tend to report better operational performance. However, weaknesses in the documentation and consistent application of formal policies, together with gaps in communication, limit the effectiveness of existing governance arrangements. The findings are consistent with Contingency Theory, which posits that organizational effectiveness depends on the alignment of internal structures with the organizational and environmental context. In the context of Kajiado North, the findings suggest that governance structures are most effective when they are appropriately designed and consistently implemented in response to the operational realities of CBOs. The conclusion is therefore limited to the study context and does not imply that governance structure necessarily causes improved performance.

The study further concludes that role definition is positively associated with the operational performance of CBOs in Kajiado North Sub-County, although its independent contribution is comparatively modest when considered alongside the other organizational design dimensions. The findings show that role clarity, written job descriptions, role training, defined role boundaries, and limited duplication generally support organizational functioning. Nevertheless, inconsistencies in role training, informal assignment of responsibilities, and the handling of role conflicts constrain the effectiveness of role-definition practices. These findings support Role Theory, which emphasizes the importance of clearly defined expectations and responsibilities in guiding individual and organizational behaviour. The study extends this perspective by demonstrating that role clarity alone may not be sufficient to produce substantial performance improvements; its effectiveness appears to depend on complementary governance, decision-making, and coordination arrangements. Thus, role definition should be viewed as a supportive organizational design mechanism within the specific CBO context studied.

The study concludes that decision-making processes have a positive and significant association with the operational performance of CBOs in Kajiado North Sub-County. The findings indicate that timely, transparent, and participatory decision-making is associated with better organizational responsiveness and operational effectiveness. However, weaknesses in formal decision protocols,

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stakeholder participation in some circumstances, and procedures for escalating urgent decisions constrain the consistency of decision-making practices. The findings support Rational Decision-Making Theory, particularly the proposition that systematic consideration of information, alternatives, and consequences can contribute to effective organizational decisions. The study further demonstrates that, within the CBO context, the effectiveness of decision-making depends not only on rationality and timeliness but also on participation, transparency, and contextual responsiveness. The findings therefore provide contextual support for the theory while highlighting the importance of adapting decision-making processes to the operational realities of community-based organizations.

The study also concludes that coordination mechanisms are positively and significantly associated with the operational performance of CBOs in Kajiado North Sub-County, although the strength of this association is comparatively weaker than that observed for governance structure, role definition, and decision-making processes. The findings indicate that coordination meetings, communication channels, external collaboration, and task integration support the alignment of organizational activities and reduce duplication of effort. However, inconsistencies in communication, informal coordination practices, resource limitations, and weak information flow constrain their effectiveness. These findings reinforce Contingency Theory by demonstrating that the value of coordination mechanisms depends partly on how well they fit the organizational and operating environment. They also complement Role Theory, since effective coordination requires members and teams to understand their respective responsibilities and how these responsibilities interrelate. The findings therefore suggest that coordination is most effective when supported by appropriate governance structures, clearly defined roles, and effective decision-making processes.

Overall, the study concludes that the four organizational design dimensions examined governance structure, role definition, decision-making processes, and coordination mechanisms are jointly associated with operational performance among CBOs in Kajiado North Sub-County. The regression findings indicate that the dimensions collectively provide meaningful explanatory power for variations in operational performance, while the qualitative findings further demonstrate that their effectiveness is interconnected. Strong governance provides oversight and accountability, clear roles establish responsibility, effective decision-making facilitates timely action, and coordination aligns activities and resources. Weaknesses in any one of these areas can

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therefore constrain the effectiveness of the others. The findings consequently support an integrated understanding of organizational design rather than viewing the four dimensions as isolated mechanisms.

5.4 Recommendation

Based on the findings of the study, the following recommendations are made in line with the four study objectives. Priority should be given to strengthening decision-making procedures, followed by governance practices, coordination arrangements, and role-clarification measures. However, these areas are complementary and should ultimately be addressed as an integrated organizational improvement programme. The recommendations consider the resource constraints commonly faced by CBOs and therefore emphasize practical, affordable, and progressively implementable measures.

Establishing clear, transparent and efficient decision procedures:

At the organizational level, CBOs should establish simple procedures specifying responsibility for routine and urgent decisions, levels of consultation, documentation requirements, and mechanisms for escalating urgent matters. Major decisions should involve relevant members and stakeholders where appropriate, while urgent decisions should be documented and communicated to affected members after they are made. These measures should be implemented within three months using existing governance structures and should be reviewed quarterly to assess the timeliness, transparency, participation, and implementation of decisions. At the policy level, relevant government agencies and CBO-support organizations should incorporate practical guidance on participatory decision-making, transparency, documentation, and escalation procedures into CBO capacity-building programmes. The guidance should distinguish between routine and urgent decisions to promote both accountability and timely action.

Institutionalizing effective governance practices:

At the organizational level, CBOs should strengthen the functioning of their internal governance systems by maintaining current policies and procedures, clearly documenting board and management responsibilities, holding regular governance meetings, and establishing reliable mechanisms for communicating decisions to members. Priority should be given to measures that can be implemented through existing structures and low-cost communication channels. These

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actions should commence within three months and be reviewed quarterly through board and management meetings. At the policy level, relevant government agencies and organizations supporting CBOs should provide simplified governance guidelines and practical capacity-building programmes covering board responsibilities, accountability, record keeping, policy implementation, and transparent communication. The guidelines should be adaptable to the administrative and financial capacity of rural CBOs.

Strengthening communication and collaborative working arrangements:

At the organizational level, CBOs should improve the consistency of information flow by holding regular coordination meetings, assigning responsibility for communicating information, maintaining simple activity-tracking records, and documenting collaboration with external partners. These measures should be implemented within six months using affordable communication and record-keeping systems and reviewed quarterly to assess information flow, coordination of activities, duplication of efforts, and implementation of agreed actions. At the policy level, government agencies, development partners, and CBO-support organizations should promote practical coordination frameworks that facilitate information sharing, joint planning, collaboration, and communication among CBOs and their stakeholders. Such frameworks should emphasize simple, affordable, and sustainable mechanisms suitable for rural and resource-constrained organizations.

Clarifying responsibilities and strengthening role management:

At the organizational level, CBOs should develop and regularly update concise written job descriptions, clearly assign responsibilities, establish reporting relationships, and provide periodic role-oriented training. Simple responsibility-assignment matrices should be used where appropriate to minimize duplication and clarify accountability, while basic procedures should be established for addressing role-related conflicts. These measures should be implemented within six months and reviewed at least twice annually to assess clarity of responsibilities, role overlap, training needs, and resolution of role-related conflicts. At the policy level, government agencies and organizations supporting CBOs should incorporate role clarification, job-description development, role-oriented training, and conflict-resolution practices into CBO capacity-building programmes. Adaptable templates and practical guidance should be provided so that CBOs can strengthen role management without incurring substantial administrative or financial costs.

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Implementation, monitoring and review

CBOs should incorporate these recommendations into their annual work plans and implement them progressively according to available resources and organizational capacity. Initial attention should be directed towards measures requiring limited financial investment, particularly clear procedures, regular meetings, improved communication, documentation, and targeted capacity building. Boards and management should monitor implementation through quarterly or periodic reviews using practical indicators such as compliance with established procedures, clarity of assigned responsibilities, timeliness of decisions, frequency of coordination activities, quality of information flow, and resolution of identified organizational challenges. Findings from these reviews should be used to identify implementation gaps, allocate available resources appropriately, and make necessary adjustments. This approach would enable CBOs to improve organizational effectiveness while maintaining the feasibility and sustainability of the recommended interventions.

5.5 Recommendation for Future Research

Future studies should replicate this study in different community-based organizations (CBOs) located in other counties in Kenya, rather than focusing only on CBOs in Kajiado North. Such studies should examine how governance structures, role definition, leadership styles, organizational culture, resource capacity, and coordination mechanisms interact to influence CBO performance across different geographical, socio-economic, and organizational contexts. This would provide comparative evidence on whether the relationships identified in the current study remain consistent across diverse county and organizational settings.

Future research should also examine the role of digital communication tools, participatory technologies, and inter-organizational networks in strengthening decision-making and coordination within CBOs in different counties. Particular attention should be given to how such technologies improve inclusivity, transparency, information flow, collaboration, and responsiveness, especially in rural and resource-constrained environments. Comparative studies across different CBOs and counties would therefore provide broader evidence on the applicability and effectiveness of these mechanisms in enhancing CBO performance.

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5.6 Contribution to Body of Knowledge

The study generates new empirical knowledge by establishing the relative and conditional influence of governance structure, role definition, decision-making processes, and coordination mechanisms on CBO performance. The findings demonstrate that these organizational design factors do not influence performance independently; rather, their effectiveness depends on how they are implemented and integrated within the organization. In particular, decision-making processes emerged as the strongest performance driver, while role definition and coordination demonstrated effects that were dependent on implementation consistency and organizational context. This finding extends understanding of CBO governance by demonstrating that formal governance arrangements alone are insufficient to explain organizational performance; effective performance requires the integration of structured decision-making, clearly defined roles, and effective coordination mechanisms.

The study makes a theoretical contribution by extending Contingency Theory through demonstrating that organizational effectiveness depends not only on alignment with the external environment but also on the internal implementation and interaction of organizational design mechanisms within specific contextual conditions. It further refines Role Theory by demonstrating that role clarity does not necessarily translate into improved performance unless supported by implementation mechanisms such as training and conflict management. In relation to Rational Decision-Making Theory, the study provides evidence that structured decision-making remains a critical performance mechanism even where CBOs operate under incomplete information and resource constraints. Practically, the study provides CBO managers and governing committees with evidence for prioritizing structured and participatory decision-making, strengthening role clarity through training and conflict-management mechanisms, and improving coordination systems to enhance organizational performance.

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LIST OF APPENDICES

APPENDIX I: LETTER TO RESPONDENTS

Dear Respondent,

RE: Request for Participation in Research Study

I am Tindi Sitati, a postgraduate student at St. Paul's University, conducting research on **"Organizational Design and Operational Performance of Community-Based Organizations in Kajiado County, Kenya."**

The purpose of this study is to understand how governance structures, role definitions, decision-making processes, and coordination mechanisms affect the performance of CBOs. Your participation will involve completing a questionnaire designed to gather information relevant to these areas.

Please be assured that all information you provide will be treated with strict confidentiality and used solely for academic purposes. Your participation is voluntary, and you may withdraw at any point without any consequences.

Your insights are valuable and will contribute significantly to enhancing the effectiveness of community-based organizations in Kajiado County.

Thank you very much for your time and support.

Yours sincerely,

Tindi Sitati

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APPENDIX II: CONSENT FORM FOR PARTICIPANTS

Title of the Study: Influence of Organizational Design on the Operational Performance of Community-Based Organizations in Kajiado North Sub-County, Kenya.

Researcher: Tindi Saiti.

Institution: St. Paul's University, Kenya.

Address: P.O. Box Private Bag, Limuru, 00217, Kenya.

1. Purpose of the Research

The purpose of this study is to examine how organizational design influences the operational performance of Community-Based Organizations (CBOs) in Kajiado North Sub-County. Specifically, the study seeks to assess how governance structures, role definition, decision-making processes, and coordination mechanisms affect the effectiveness of CBO operations. The research aims to generate empirical evidence that can support improved governance practices and strengthen the operational performance of grassroots development organizations.

2. General Information about the Research

If you agree to participate in this study, you will be requested to:

- Complete a structured questionnaire designed to collect information on governance structures and operational performance within your CBO.
- Provide responses based on your experience and role within the organization.
- Where applicable, participate in a short interview to provide additional insights into governance practices and operational challenges.

The questionnaire will take approximately 15–20 minutes to complete, while interviews may take approximately 30–40 minutes.

3. Your Role in the Research

As a participant, you will provide insights regarding governance practices, decision-making processes, role clarity, and coordination mechanisms within your organization. Your responses will help the researcher understand how organizational design influences the operational performance of CBOs. Participation in this study is entirely voluntary, and you may withdraw from the study at any time without any penalties.

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4. Potential Risks and Mitigation Measures

There are minimal risks associated with participation in this study. However, the following considerations apply:

Confidentiality: All responses will be anonymized to protect participants' identities. No personal or organizational identifiers will appear in the final research report.

Response Bias: Participants may feel compelled to provide socially desirable responses. To minimize this risk, responses will remain confidential and will be used strictly for academic purposes.

Time Commitment: The questionnaire is designed to be brief and should take approximately 15 –20 minutes to complete.

5. Potential Benefits

Although there is no direct financial benefit to participants, the study may offer indirect benefits including:

- Providing insights into governance practices affecting CBO performance.
- Informing strategies to improve coordination, leadership, and operational effectiveness in community-based organizations.
- Contributing to academic knowledge on organizational design and grassroots development.
- Supporting policymakers and development partners in strengthening community development initiatives.

6. Voluntary Participation

Participation in this study is completely voluntary. You may decline to participate, refuse to answer any question, or withdraw from the study at any time without any negative consequences.

7. Confidentiality

All information collected during this study will be treated with strict confidentiality. Data will be securely stored in password-protected electronic files accessible only to the researcher and academic supervisors. Findings will be reported in aggregate form to ensure that individual participants or organizations cannot be identified.

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8. Compensation

There will be no financial compensation for participation in this study. However, your participation will contribute valuable insights toward improving governance and operational performance in community-based organizations.

9. Your Rights as a Participant

As a participant in this research, you have the right to:

- Withdraw from the study at any time without any negative consequences.
- Ask questions about the study at any stage of the research process.
- Request a summary of the research findings once the study is completed.

10. Ethical Approval

This study has been reviewed and approved by the St. Paul's University Research Ethics Committee, and it will be conducted in accordance with established ethical research guidelines.

11. Contact Information

For any questions or concerns regarding this research, please contact:

Researcher: Tindi Sitati.

Institution: St. Paul's University, Kenya

Email: sitatitindi@gmail.com

VOLUNTEER AGREEMENT

I have read and understood the information provided above. I voluntarily agree to participate in this research study.

Participant Name: _____

Participant Signature: _____

Date: _____

Researcher Name: _____

Researcher Signature: _____

Date: _____

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APPENDIX III: QUESTIONNAIRE

Instructions:

Please provide your demographic details in Section A. For Sections B to F, kindly indicate your level of agreement by ticking (✓) the appropriate box.

Scale:

1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

Section A: Demographic Information

No.	Question	Response
1.	Gender	☐ Male ☐ Female ☐ Other (please specify) _____
2.	Age (in years)	☐ 18–25 ☐ 26–35 ☐ 36–45 ☐ 46–55 ☐ 56 and above
3.	Highest Level of Education	☐ Primary ☐ Secondary ☐ Certificate/Diploma ☐ Bachelor's Degree ☐ Postgraduate Degree
4.	Position in the CBO	☐ Board Executive Committee ☐ Project Manager
5.	Years of Experience in CBO	☐ Less than 1 year ☐ 1–3 years ☐ 4–6 years ☐ 7–10 years ☐ Over 10 years

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Section B: Governance Structure

No.	Statement	1	2	3	4	5
1.	Our CBO has a well-defined governance structure that guides decision-making.	☐	☐	☐	☐	☐
2.	Formal policies and procedures are documented and consistently followed.	☐	☐	☐	☐	☐
3.	The board is composed of members with diverse skills and backgrounds.	☐	☐	☐	☐	☐
4.	Board members represent community interests effectively.	☐	☐	☐	☐	☐
5.	Board meetings are held regularly as scheduled.	☐	☐	☐	☐	☐
6.	Decisions from meetings are effectively communicated to members.	☐	☐	☐	☐	☐
7.	Established accountability systems ensure responsibilities are monitored and actions reported.	☐	☐	☐	☐	☐

Section C: Role Definition

No.	Statement	1	2	3	4	5
1.	Roles and responsibilities within the CBO are clearly defined and understood.	☐	☐	☐	☐	☐
2.	Each position has a written job description.	☐	☐	☐	☐	☐
3.	Members receive adequate training for their roles.	☐	☐	☐	☐	☐
4.	There is minimal overlap or duplication of roles.	☐	☐	☐	☐	☐
5.	Role conflicts are promptly and constructively resolved.	☐	☐	☐	☐	☐
6.	Members understand the boundaries of their roles.	☐	☐	☐	☐	☐
7.	Job descriptions are regularly updated to reflect organizational needs.	☐	☐	☐	☐	☐

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Section D: Decision Making Processes

No.	Statement	1	2	3	4	5
1.	Members are actively involved in key decision-making processes.	☐	☐	☐	☐	☐
2.	The organization follows clear and established decision protocols.	☐	☐	☐	☐	☐
3.	Decisions are made in a timely manner to avoid delays.	☐	☐	☐	☐	☐
4.	Decision-making processes are transparent and open to scrutiny.	☐	☐	☐	☐	☐
5.	Relevant stakeholders' input is considered before decisions.	☐	☐	☐	☐	☐
6.	There is a clear process for escalating urgent decisions.	☐	☐	☐	☐	☐
7.	Members are informed about the reasons behind major decisions.	☐	☐	☐	☐	☐

Section E: Coordination Mechanisms

No.	Statement	1	2	3	4	5
1.	Coordination meetings are held regularly to align activities.	☐	☐	☐	☐	☐
2.	Effective communication channels exist within the CBO.	☐	☐	☐	☐	☐
3.	The organization collaborates well with external partners.	☐	☐	☐	☐	☐
4.	Tasks and responsibilities are well integrated across teams.	☐	☐	☐	☐	☐
5.	Information flows smoothly between internal and external collaborators.	☐	☐	☐	☐	☐
6.	Coordination mechanisms help avoid duplication of efforts.	☐	☐	☐	☐	☐
7.	The CBO uses systems to track and integrate tasks effectively.	☐	☐	☐	☐	☐

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Section F: Operational Performance of CBOs

No.	Statement	1	2	3	4	5
1.	Projects are completed within planned timeframes.	☐	☐	☐	☐	☐
2.	Beneficiaries are satisfied with the services provided.	☐	☐	☐	☐	☐
3.	Resources are utilized efficiently to maximize outcomes.	☐	☐	☐	☐	☐
4.	Financial records and transactions are managed transparently.	☐	☐	☐	☐	☐
5.	The CBO meets its performance targets consistently.	☐	☐	☐	☐	☐
6.	Beneficiary feedback is used to improve project implementation.	☐	☐	☐	☐	☐
7.	The organization is accountable to donors and stakeholders.	☐	☐	☐	☐	☐

Thank you for your cooperation

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APPENDIX IV: KEY INFORMANT INTERVIEW (KII) GUIDE.

Study Title: Influence of Organizational Design on Operational Performance of Community-Based Organizations in Kajiado North Sub-County, Kenya

Respondent: Project Manager (Key Informant)

Instructions for Interviewer

- Ensure participant confidentiality and voluntary participation.
- Obtain verbal or written consent before starting the interview.
- Encourage participants to elaborate on answers and provide specific examples.
- Use probing questions to clarify or expand responses when needed.
- Record responses accurately and summarize key points after the interview.

Probing Tips

- Ask for specific examples of successes or challenges.
- Clarify terms such as "governance structure," "role clarity," "coordination mechanisms," and "operational performance."
- Encourage discussion of both formal procedures and practical realities.
- Follow up on any unexplained or unclear responses to deepen understanding.

Section A: Background Information

1. How long have you worked with this CBO?
2. What is your current role and primary responsibilities within the organization?
3. Can you briefly describe the structure of your organization?

Section B: Governance Structure.

1. How does the board (chairperson, secretary, treasurer) provide guidance and oversight for project implementation?
2. How are policies, rules, and procedures communicated from the board to operational staff?
3. Can you give examples of how board involvement has facilitated or hindered project execution?
4. How do governance structures support accountability and transparency in the organization?

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Section C: Role Definition

1. How are roles and responsibilities assigned to staff and volunteers?
2. Are there clear job descriptions for each role, and how are they communicated?
3. How do roles overlap, if any, affect service delivery or project outcomes?
4. How does role clarity influence your ability to implement projects effectively?

Section D: Decision-Making Processes

1. How are key decisions made in the organization?
2. Are decisions made in a participatory or centralized manner? Please explain.
3. How does the timing and transparency of decisions affect project implementation?
4. Can you provide examples where decisions positively or negatively influenced operational performance?

Section E: Coordination Mechanisms

1. How do you coordinate activities between the board and project teams?
2. What communication channels are used to ensure tasks are effectively executed?
3. Are there challenges in coordinating staff or volunteers, and how are these addressed?
4. How does coordination (or lack thereof) influence efficiency and service delivery?

Section F: Operational Performance

1. How do you measure the success or performance of projects under your management?
2. Can you provide examples where organizational design (structure, roles, decision-making, or coordination) affected project outcomes?
3. What factors improve or limit efficiency, timeliness, and quality of services?
4. In your opinion, what organizational changes could enhance operational performance?

THANK YOU

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APPENDIX V: LIST OF REGISTERED AND ACTIVE CBOs IN KAJIADO NORTH SUB-COUNTY

Health, HIV/AIDS, and Community Care

1. Beacon of Hope (BOH) – Ongata Rongai, HIV/AIDS, health, education, empowerment
2. EWC (Empowering Women and Children) – Ngong, women and child empowerment
3. Kahumbu Community Based Organisation – Kajiado North, community health support
4. Kajiado Tumaini Support Group – Kajiado North, HIV/AIDS support
5. Mawepi Medical & HIV/AIDS Centre (Noonkopir Afya Foundation) – Ongata Rongai reach, HIV/AIDS, maternity care
6. Visions Community Development Services – Rural Kajiado North, health and education
7. Sikhona Rescue Centre – Serving Kajiado North, safe house for children
8. Talaku Community Based Organization – TB prevention and community health
9. Hope and Care CBO – Local shelters and feeding

Women and Youth Empowerment

10. Elite Foundation – Ngong, women empowerment and GBV advocacy
11. Entepesi Kenya – Women-led development, registered 2021
12. Future Adventure – Embul Bul, youth development
13. Il`laramatak Community Concerns – Women and girls' empowerment, GBV prevention
14. NacedNawiri (Nawiri Community Education and Development Organization) – Ongata Rongai/Ngong, education and youth empowerment
15. Naretisho Community Based Organization – Magadi Road, women empowerment and peace building
16. Frena Community Based Organization – Ongata Rongai, youth, women, sustainable development
17. Beads & Enterprise Women's Groups – Ongata Rongai/Ngong area

Pastoralist and Livelihood Development

18. DUPOTO E MAA (Olkejuado Pastoralists Development Organization) – Pastoralist socio-economic development

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19. ENKISHON NATAANA – Poverty eradication, literacy, and health for Maasai communities
20. Mainyoito Pastoralists Integrated Development Organization (MPIDO) – Pastoralist rights, land, and livelihoods
21. Osilalei Rural Development Support – Rural livelihoods enhancement
22. Programme for Promotion of Organic Farming and Agroforestry Practices in Kenya – Sustainable agriculture

Education and Child Support

23. Agape Project – Olkeri – Support for orphaned and disadvantaged children
24. Maasai Association – Kenya – Education and health institutions
25. Oloolaiser Community Development Organisation – Ngong Division, education and health
26. The Autism Foundation International (TAFI) – Ongata Rongai, special needs care
27. The Mother Goose Kenya (Rongai branch) – Early childhood education
28. Birth and Beyond (CBO) – Maternal and child health
29. Ongata Ngong Palliative Community Care (ONPACC) – Palliative community care

Networks and Umbrella CBOs

30. Neighbours Initiatives Alliance (NIA) – Health, education, livelihoods for pastoralists
31. Kajiado District Development Organization – Water, health, and education facilities

Source: Government of Kenya. (2024). *Kajiado North Sub-County Social Development Office register of community-based organizations*. Ministry of Labour and Social Protection.

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APPENDIX VI: MAP OF KAJIADO NORTH SUB-COUNTY, KENYA



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APPENDIX VII: NACOSTI LICENCE

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