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ORGANIZATIONAL CULTURE AND PERFORMANCE OF ORPHAN AND VULNERABLE CHILDREN (OVC) PROGRAM OF PRESBYTERIAN CHURCH, NJORO, NAKURU COUNTY, KENYA

BY

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ST. PAUL'S UNIVERSITY

A RESEARCH DISSERTATION REPORT PRESENTED TO THE DEPARTMENT OF DEVELOPMENT STUDIES OF ST PAUL'S UNIVERSITY IN PARTIAL FULFILLMENT FOR THE REQUIREMENTS OFTHE AWARD OF THE DEGREE OF MASTER OF ARTS IN DEVELOPMENT STUDIES

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DECLARATION

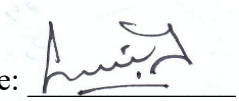
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Declaration by Supervisors

This thesis has been submitted for examination with our approval as the University Supervisors.

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Date: 22 October 2025

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DEDICATION

I dedicate this work to all those who are at the forefront towards ensuring the performance of the OVC program run by the PCEA church in Njoro town, Nakuru County and beyond.

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ACKNOWLEDGEMENT

My ultimate acknowledgment goes to Almighty God for granting me good vigor, sound mind, and enthusiasm to start this work. I similarly incorporate my acknowledgment to my university supervisors Dr. Antony Odek and Dr. Paul Gesimba, their resolute support and guidance has empowered me to complete this research proposal successfully. I would like to express my gratitude to my family for their love and financial support, which has been instrumental in helping me complete this work.

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LIST OF ABBREVIATIONS

CB	Capacity Building
CBO	Community Based Organizations
NGO	Non-Governmental Organizations
OD	Organizational Development
ODH	Organization and Human Development
OVC	Orphans and Vulnerable Children
SHG	Self-help Group
TL	Transformational Leadership

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ABSTRACT

This study explored the effect of organizational culture on the performance of the Orphan and Vulnerable Children (OVC) program at the Presbyterian Church in Njoro, Nakuru County, due to limited research on the role of organizational culture in faith-based social programs. The study aimed to assess the effect of employee engagement, reward systems, organizational values, and stakeholder engagement on program performance. Using a descriptive survey design, data was collected from 335 respondents, including program officers, beneficiaries, and church leaders, from a target population of 2,592. Quantitative data analyzed using SPSS and qualitative data analyzed thematically. Spearman's rank correlation chosen, as it is suitable for assessing relationships involving ordinal data. The chi-square test for independence was used to assess whether there was a significant association between categorical variables, such as different dimensions of organizational culture and the binary response categories of program performance (Agree/Disagree). This test helped determine if organizational culture factors had a statistically significant relationship with the perceived performance of the OVC program. Since the dependent variable (performance of the OVC program) was measured as a binary outcome (Agree/Disagree), binomial logistic regression was used to model the probability of a specific outcome occurring based on predictor variables (organizational culture). For qualitative data, a thematic analysis was conducted. The study found that employee engagement, stakeholder participation, reward systems, and organizational values significantly impacted program performance. The study highlights that employee engagement, stakeholder involvement, reward systems, and organizational values all significantly enhance the performance of the OVC program. Employee engagement, with an odds ratio of 4.859, increases the likelihood of improved performance by nearly five times. Stakeholder engagement (odds ratio of 4.415) emphasizes the value of involving stakeholders in decision-making. Well-structured reward systems (odds ratio of 5.551) motivate employees and improve program outcomes, while strong organizational values (odds ratio of 3.629) align actions with program goals, fostering a culture of accountability. Additionally, the model constant (odds ratio of 3.136) suggests that the program's inherent structure also contributes to its success, even without external factors. Employee engagement showed a moderate positive correlation with program effectiveness, while stakeholder engagement demonstrated a strong, significant correlation with program success. Additionally, well-structured reward systems and shared organizational values were found to enhance program outcomes. The study concluded that employee engagement, stakeholder involvement, reward systems, and organizational values all play a crucial role in enhancing the performance of the OVC program. Specifically, higher employee engagement significantly boosts program effectiveness, with engaged employees contributing more effectively to the program's success. Similarly, stakeholder engagement fosters collaboration and supports program sustainability. Reward systems motivate employees, leading to improved performance, while strong organizational values align employee actions with program objectives, creating a culture of commitment and accountability. Based on these findings, it is recommended that strategies be implemented to increase employee engagement through regular training and feedback, establish reward systems that recognize both individual and team contributions, and reinforce organizational values through consistent communication and training. These strategies should align with program goals to improve program effectiveness and sustainability. Further research areas suggested include longitudinal studies, comparative analyses of reward mechanisms, and the influence of socio-economic factors on OVC program performance. This research provides actionable insights for improving the OVC program, with the potential to enhance service delivery and support for vulnerable children in the community.

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CHAPTER ONE
INTRODUCTION

1.1 Chapter overview

This chapter serves as the introduction to the proposal. It covers the background of the study, the problem statement, the objectives and research questions, the significance of the study, the scope and limitations, and the definitions of key terms.

1.1.1 Background to the Study

Over the past two decades, there has been a growing interest among scholars and practitioners in understanding organizational culture due to its significant influence on organizational processes, personnel, and overall performance. Organizational culture encompasses the shared norms, values, symbols, ideologies, and practices that shape the collective behavior and identity of a firm (Spicer, 2020). It acts as a guiding framework, directing how members of an organization interact and work towards achieving common goals.

Munyao et al. (2020) argue that organizational culture not only fosters unity among employees but also aligns their efforts with organizational objectives. They emphasize that a strong organizational culture binds members into a cohesive entity, providing direction toward shared aspirations. In relation to Presbyterian Church's OVC program in Njoro, Nakuru County, a strong culture of shared values, commitment to service, and collaboration among church leaders, program officers, and volunteers is essential for improving child welfare outcomes. A well-aligned culture enhances teamwork, ensuring that resources are efficiently managed and that program initiatives are implemented effectively to support the needs of vulnerable children.

Similarly, Akpa et al. (2021) highlight that a robust organizational culture is crucial for achieving long-term, sustainable performance, while weak or misaligned cultures often result in organizational failure. In faith-based organizations for instance the Presbyterian Church, a misaligned culture characterized by poor communication, lack of shared vision, or ineffective leadership can hinder program sustainability. For instance, if program staff and church leadership do not share a common approach to caregiving, resource allocation, or stakeholder engagement, the program's ability to provide consistent support to OVCs maybe compromised. Conversely, a cohesive culture that encourages collaboration between church

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leaders, caregivers, and external partners fosters a stable and supportive environment, ensuring long-term benefits for the children. By embedding values of compassion, accountability, and teamwork within the OVC program, the Presbyterian Church can strengthen service delivery, enhance donor confidence, and build sustainable interventions that address the holistic needs of vulnerable children.

The importance of a healthy organizational culture is further underscored by Vegro et al. (2018), who assert that cultures failing to support an organization's strategy can create significant barriers to implementation ultimately leading to poor performance. On the contrary, strong organizational cultures facilitate employee engagement and organizational effectiveness, critical factors in achieving an organization's mission and vision (Spicer, 2020). Consequently, organizational culture serves as both a unifying force and a performance driver. This study builds on these perspectives to examine the specific role of organizational culture in influencing the performance of the Orphan and Vulnerable Children (OVC) program under the Presbyterian Church in Njoro, Nakuru County, Kenya.

Globally, organizational culture and its impact on performance have been widely recognized. In the United States, Postolov et al. (2019) highlight that leadership in American companies is significantly shaped by both national and organizational cultural influences. Many organizations prioritize recruiting employees whose values align with those of the enterprise, and American organizational culture is characterized by flexibility in leadership and informality in manager-employee relationships. This emphasis on individualism, personal achievement, and freedom of expression fosters innovation and independent decision-making (Postolov et al., 2019).

Conversely, in Russia, Spencer and Skalaban (2017) note that organizational culture is shaped by the country's communist legacy, emphasizing adaptability and flexibility despite challenges in coordination and integration. The collectivist orientation in Russian organizations fosters teamwork and shared responsibilities, even as centralized decision-making sometimes slows responsiveness to emerging issues.

Applying these insights to the OVC program at the Presbyterian Church in Njoro, Nakuru County, it is essential to examine whether a collectivist or individualist approach is more effective in improving program sustainability and service delivery. Faith-based organizations often operate within a collectivist framework, where shared responsibility, teamwork, and

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community engagement are prioritized. However, elements of individualism such as personal initiative and leadership flexibility can be beneficial in decision-making and resource mobilization. A leadership structure that balances these cultural dimensions may enhance coordination among church leaders, program officers, and volunteers, ensuring that OVCs receive consistent and holistic support. Additionally, the flexibility observed in American and Russian organizations can offer lessons for the OVC program. A rigid leadership style may hinder adaptability in responding to emerging child welfare needs, while excessive informality might lead to coordination challenges. The program's effectiveness depends on cultivating an organizational culture that embraces teamwork, adaptability, and a shared vision while allowing space for individual contributions in caregiving, resource management, and stakeholder engagement.

In East Asia, countries such as Japan and Korea have leveraged unique organizational cultures to achieve remarkable economic growth. Takashi (2020) observes that Japanese organizational culture prioritizes collectivist values, emphasizing group harmony and consensus-building over individual achievements. This approach fosters high employee engagement and collaboration, which are vital to organizational performance. Similarly, Hong et al. (2019) describe Indian organizational culture as a blend of traditional values and modern workplace practices, fostering flexibility and adaptability. These global perspectives underscore the diversity in organizational cultures and their potential for driving organizational success.

In Africa, Ravindran (2018) argues that organizational culture reflects both the past colonial history and the diverse cultural identities of the continent. This unique blend influences how organizations operate, with cultural diversity often posing challenges and opportunities for success in international business settings. While these global insights provide valuable perspectives, it is crucial to contextualize them within the specific challenges faced by the OVC program of the Presbyterian Church in Njoro, Nakuru County. Understanding cultural dimensions such as collectivism and adaptability could inform strategies to foster teamwork, overcome resource constraints, and align program goals with employee engagement.

Numerous studies have explored the relationship between organizational culture and performance, yet the findings remain inconsistent. For instance, Cura (2018) and Gorondutse and Hilman (2019) argue that organizational culture enhances strategy implementation and performance. In contrast, Rashid and Shah (2016) and Leithy (2017) contend that

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organizational culture does not significantly influence performance during strategy implementation. Leithy (2017) specifically notes that structural equation modeling eliminates the relationship between organizational culture and organizational growth, rejecting the hypothesis of a significant link. Such inconsistencies in findings highlight the need for more nuanced, context-specific research, particularly within developing countries.

In Kenya, research on organizational culture's effect on performance has primarily focused on business entities, often neglecting faith-based organizations. For example, Ombeta (2018) examined the relationship between organizational culture and operational performance in Kenyan insurance firms, while Mbuva (2022) investigated its influence on employee performance within health non-governmental organizations in Nairobi County. While these studies offer valuable insights, they do not address the unique dynamics of faith-based organizations.

Faith-based organizations, such as the Presbyterian Church's OVC program, play a critical role in societal development, often surpassing the influence of public or business entities. Existing research on faith-based organizations remains limited. For instance, Muriithi and Louw (2017) analyzed the effects of organizational culture on the performance of theological training institutions in Kenya, while Wambugu (2019) assessed the impact of church strategic leadership and organizational culture on the growth of the Anglican Church of Kenya. These studies underscore the importance of organizational culture within faith-based settings but also reveal significant gaps in understanding its impact on specific programs, such as the OVC initiative.

The OVC program under the Presbyterian Church addresses critical social challenges, including child abandonment, lack of basic necessities, and lack of education. The program's operations are shaped by its unique organizational culture, which reflects its shared norms, beliefs, and values. However, the relationship between organizational culture and the program's performance has not been thoroughly investigated. This study aims to bridge this gap by examining how organizational culture influences the performance of the OVC program in Njoro, Nakuru County.

Notably, the study also situates the OVC program within the broader framework of Sustainable Development Goals (SDGs). While the program addresses immediate social issues, its contributions to SDGs such as Quality Education (SDG 4), Reduced Inequalities

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(SDG 10), and Peace, Justice, and Strong Institutions (SDG 16) remain underexplored. Understanding how organizational culture can enhance the program's alignment with these development goals is critical for fostering long-term community resilience and social transformation. This research will provide valuable insights into culturally appropriate strategies for improving employee engagement, leadership effectiveness, and overall program success, ensuring the OVC initiative's sustainability and broader developmental impact.

1.2 Statement of the Problem

Faith-based organizations (FBOs) such as the Presbyterian Church of East Africa (PCEA) play a crucial role in addressing societal challenges by offering social programs like the Orphan and Vulnerable Children (OVC) initiative. This program aims to support children facing abandonment, lack of necessities, and limited access to education. However, recent reports indicate that the PCEA OVC program in Njoro, Nakuru County, faces significant challenges, including reaching only 60% of its target beneficiaries, a high staff turnover rate of 25%, and a 15% decline in donor funding over the past two years. These issues raise concerns about the program's effectiveness and sustainability.

One critical but underexplored factor that may contribute to these challenges is organizational culture. For instance, high staff turnover could reflect weak employee engagement, lack of motivation, or poor alignment with the organization's values. Similarly, the decline in donor funding may be linked to cultural aspects such as perceived lack of accountability, ineffective communication with stakeholders, or insufficient demonstration of transparency and shared values. Donors are more likely to support organizations that project a culture of integrity, stewardship, and impact orientation. Where such cultural attributes are weak or inconsistent, donor confidence may erode, reducing financial support.

While research has extensively examined organizational culture in business settings, limited empirical studies have investigated its role within faith-based organizations. Understanding how cultural elements such as leadership dynamics, employee engagement, reward systems, and stakeholder management influence the performance of the PCEA OVC program is crucial for addressing existing challenges. Without such insights, administrators may struggle to implement culturally aligned strategies that enhance program effectiveness and long-term sustainability.

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This study seeks to bridge this gap by examining the relationship between organizational culture and the performance of the PCEA OVC program in Njoro, Nakuru County. The findings will provide valuable recommendations for strengthening the program, improving service delivery to vulnerable children, restoring donor confidence, and contributing to the broader discourse on organizational culture in faith-based initiatives.

1.3 Purpose of the Study

The primary aim of the study was to investigate the effects of organizational culture on the performance of the OVC program run by the PCEA church in Njoro town, Nakuru County. Specifically, the following objectives guided the study

1.4 Study Objectives

The specific objectives of the proposed research were as follows;

i. To examine the effect of employees engagement on the performance of the OVC program in PCEA Church Njoro, Nakuru County
ii. To analyze the effect of reward systems on the performance of the OVC program in PCEA Church Njoro, Nakuru County
iii. To evaluate the effect of organizational values on the performance of the OVC program in PCEA Church Njoro, Nakuru County
iv. To assess the effect of Stakeholder Engagement on the performance of the OVC program in PCEA Church Njoro, Nakuru County

1.5 Research Questions

i. What is the effect of employees' engagement on the performance of the OVC program in PCEA Church Njoro, Nakuru County?
ii. How does a reward system affect the performance of the OVC program in PCEA Church Njoro, Nakuru County?
iii. In which way does an organizational value affect the performance of the OVC program in PCEA Church Njoro, Nakuru County?
iv. What is the effect of Stakeholder Engagement on the performance of the OVC program in PCEA Church Njoro, Nakuru County?

1.6 Significance and Justifications of the Study

This study holds significant relevance for church organizations, program managers, policymakers, and scholars in Development Studies and Organizational Development, as it

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addresses the critical research problem of how organizational culture impacts the performance of faith-based programs, specifically focusing on the Presbyterian Church of East Africa's (PCEA) Orphan and Vulnerable Children (OVC) program.

For **church organizations**, understanding the relationship between organizational culture and program performance will provide them with evidence-based insights into how cultural practices can either enhance or hinder the effectiveness and sustainability of their programs. By identifying cultural elements that promote employee engagement, accountability, and alignment with organizational goals, church organizations can implement targeted strategies to improve the outcomes of initiatives like the OVC program, ensuring that they better serve the needs of the community.

For **program managers**, the findings will offer practical tools for developing and nurturing a positive organizational culture that supports high levels of performance. By focusing on key elements such as reward systems, communication, and organizational values, this study will guide managers in both faith-based and secular organizations on how to create an environment that fosters innovation, collaboration, and efficiency, thus improving overall program effectiveness.

Policymakers at both the church and national levels will find the study valuable in informing policy development. At the church level, the research will offer insights into how organizational culture influences program outcomes, which could be used to guide the creation of internal policies that promote cultural practices conducive to achieving program goals. For national-level policymakers, the study will shed light on how organizational culture can affect the performance of social programs. Understanding this relationship will enable policymakers to design policies that address cultural barriers and improve the effectiveness of faith-based initiatives. This could involve introducing cultural competency frameworks, employee engagement practices, and other policy recommendations that foster a positive organizational culture in faith-based and community organizations.

For **scholars in development studies and organizational development**, this research will make a substantial contribution by filling a significant gap in the existing literature. Although studies on organizational culture abound, there is a lack of research focused specifically on the impact of organizational culture on the performance of programs within faith-based organizations, particularly those involved in social development. By examining how cultural

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elements such as values, leadership styles, and reward systems influence program outcomes in the context of a faith-based organization, this study will enrich the theoretical discourse on organizational culture. It will also provide empirical data to validate and expand on existing organizational development frameworks, particularly in the unique setting of religiously oriented organizations. The findings could inform the development of new models or adaptations of existing theories that address the cultural dynamics of faith-based organizations and their impact on social programs.

Ultimately, the study's contribution will not only enhance the practical understanding of how organizational culture affects program performance but also fill theoretical gaps, thus offering valuable insights for scholars, practitioners, and policymakers alike.

1.7 Scope of the Study

The study was limited in scope and location. It focused on the OVC program in Njoro. This is because it is one of the programs that the PCEA church runs and has attained recognition because of its performance in terms of assisting many children from the sub- county of Njoro and its environs. The choice of this study's location is based on statistical reports indicating a notably high staff turnover rate within the PCEA OVC program, with an annual turnover rate of 25%, which is significantly higher than the national average of 15% observed in similar nonprofit organizations (Nonprofit Resource Institute, 2022). This elevated turnover rate suggests potential underlying issues related to employee engagement and job satisfaction, which may adversely affect the program's sustainability and overall performance.

In addition, the program has experienced a 15% decline in donor funding over the past two years, which has been partly attributed to inefficiencies and perceived lack of transparency in the management and operation of the program (Global Fund Accountability Report, 2023). While this claim highlights the concerns of stakeholders regarding organizational processes, it remains critical to substantiate these issues through further empirical evidence and detailed analysis to guide potential interventions.

1.8 Limitations of the Study

This study anticipated several challenges in the course of the research process. The first one borders the collection of data; since the data deals more with issues of children who are vulnerable, they may be sensitive in nature, and it may be hard to solicit the necessary information. However, this was handled by assuring the respondents of their confidentiality

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and ensuring that they sign the consent form. Secondly, the research experienced the problem of getting accurate responses from the respondents. However, this was countered by ensuring that the questions asked are specifically tied to the objectives and as such, elicit the correct responses. In all, care was taken to ensure that the limitations do not adversely affect the outcome of the study in any way.

1.9 Study Assumptions

In conducting this study, several assumptions were made to guide the research process. These assumptions are as follows:

Organizational culture is consistent across staff members: It is assumed that the organizational culture within the PCEA OVC program is consistent among all staff members, meaning that the cultural elements influencing employee behavior, performance, and job satisfaction are uniformly perceived and shared across the organization. This assumption allows for a generalized analysis of the organizational culture's impact on performance.

Program performance data is accurate: The study assumes that the performance data provided by the PCEA OVC program, such as staffing statistics, donor funding trends, and program outputs, are accurate and reliable. This assumption is critical for the analysis of the relationship between organizational culture and program outcomes.

Staff participation in the study is voluntary: It is assumed that all participants in the study, including employees and program managers, will voluntarily participate, and that their responses will be truthful and reflective of their experiences and perceptions. This assumption is necessary for obtaining valid and reliable data.

Stability of key variables: It is assumed that the key variables under investigation (employee engagement, reward systems, and organizational values) remain relatively stable throughout the study period. This assumption is crucial for understanding how these factors contribute to program performance over time.

No major organizational changes during study: The study assumes that no major organizational changes, such as leadership transitions or restructuring, will occur during the study period that would significantly alter the culture of the PCEA OVC program. Such changes could potentially affect the validity of the findings.

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1.10 Definition Terms

Appraisal: Refers to a system that is used by the management to recognize and appreciate employees who are outstanding in their responsibilities in an organization

Performance: This is the measurement of an organization's success through the extent which it achieves its objectives

Organizational culture: Patterned manners, values and behaviours that members of an organization embrace

Employee engagement: It is where the management actively involves the employees in policy formulation and decision making involving the organization

Organizational Values: Refers to the attitudes, expectations and priorities that guides an organization

Stakeholder engagement: This is the involvement of the concerned people in the management of the organization

Reward system: This is deliberate structure put in place by the management in an organization that ensures it appreciates members for their outstanding contribution towards the performance.

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CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature on studies related to organizational culture and organizational performance. It includes a theoretical review, an empirical review of relevant literature, and a conceptual framework. The chapter also identifies a research gap that this study aims to address.

2.2 Theoretical Review

The guiding theoretical review for this study was Organizational culture theory and Stakeholder Engagement Concept.

2.2.1 The Concept of Organizational Culture

The concept of organizational culture, as propounded by Edgar Schein (2019), asserts that culture within organizations is not something that is adopted spontaneously. Rather, it evolves gradually over time as the organization goes through transitions aimed at fostering adaptation to internal and external changes. Schein's theory emphasizes that organizational culture is shaped by several factors, including the organization's history, leadership, and external environment. According to Schein, effective leadership is influenced by both visible and hidden elements of culture, such as artifacts (e.g., dress codes) and espoused values (e.g., organizational goals, strategies, and philosophical outlooks). These elements collectively guide the behavior of employees and shape the organization's operations.

Schein (2019) further explains that organizational culture consists of three primary levels:

Artifacts: These are the visible aspects of culture, such as office layout, dress code, and organizational rituals. While they can be easily observed, they often hold deeper, less conscious significance.

Espoused values: These are the values and principles that an organization explicitly promotes, such as its mission and strategic goals. These values guide decision-making and provide a framework for behavior.

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Basic underlying assumptions: These are the deeply ingrained, often unconscious beliefs and values that form the core of an organization's culture. These assumptions influence the way members of the organization interact, solve problems, and make decisions.

According to Schein's framework, effective organizational culture is essential for organizational success. A positive culture encourages employees to engage in problem-solving and decision-making processes that align with the organization's goals, whereas a toxic or negative culture can undermine employee performance and overall organizational effectiveness. One of the central elements that organizations must recognize is the importance of maintaining a positive organizational culture to avoid the development of dysfunctions within the organization.

This theory is particularly relevant to the proposed study because it offers a comprehensive framework for understanding how organizational culture shapes behavior, performance, and organizational outcomes. In the context of church-sponsored organizations such as the PCEA OVC program, Schein's theory suggests that adopting a deliberate and shared culture based on common values is crucial for improving performance. The theory provides insights into how organizational culture can be intentionally cultivated by managers through various interventions, including the transformation of employee behavior, alignment of espoused values with day-to-day actions, and addressing underlying assumptions about work and organizational roles. By understanding these cultural elements, church leaders and managers can create a culture that promotes high employee engagement, enhances program effectiveness, and supports organizational sustainability.

The relevance of Schein's Organizational Culture Theory to this study is particularly clear when considering the challenges faced by faith-based organizations in fostering a work environment that encourages high performance. For example, the PCEA OVC program's struggles with staff turnover and donor funding challenges can be examined through the lens of organizational culture. By identifying and addressing the underlying cultural issues, such as employee engagement and alignment of values, the organization can potentially improve its performance. This theory guides managers in shaping a positive organizational culture that enhances employee satisfaction, organizational cohesion, and overall effectiveness.

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Schein's Organizational Culture Theory is directly linked to the research questions of this study by providing a structured approach to understanding how organizational culture impacts performance. Specifically, it can inform how church-sponsored organizations, like the PCEA OVC program, can foster a culture based on shared values and beliefs that drive program success and sustainable growth. This framework not only provides an explanation for the challenges faced by the program but also offers a pathway for creating interventions that can improve organizational outcomes and achieve long-term sustainability.

2.2.2 Stakeholder Engagement Theory

Stakeholder Engagement Theory, as developed by Freeman (1984), argues that organizational management must consider and address the interests of a broad range of constituents, beyond just shareholders or owners. Freeman (1984) posits that organizations are most effective when they respond to the needs and demands of their diverse stakeholders, which can include employees, customers, local communities, regulatory bodies, and competitors. This theory suggests that the success of an organization is linked not only to its financial performance but also to how well it manages relationships with various stakeholders.

Freudenreich et al. (2020) further explain that stakeholder theory emphasizes the importance of organizational performance from the perspective of these various stakeholders. According to them, organizational success is dependent on satisfying the interests of all stakeholders, particularly in complex settings like non-profits and faith-based organizations. Armstrong and Taylor (2023) add that effective leadership in stakeholder engagement ensures that businesses and organizations operate for the benefit of all stakeholder groups, promoting long-term value and sustainability rather than short-term profit maximization. This aligns with Freeman's (1984) assertion that managing stakeholder relationships is critical for the overall success of an organization, particularly in non-profit sectors where stakeholders often extend beyond financial contributors to include service recipients and community members.

In the context of non-profit organizations, such as church-sponsored programs, stakeholder engagement takes on added significance. Freeman et al. (2021) outline two central propositions supporting the importance of stakeholder engagement:

The social issues argument: Organizations have a moral responsibility to act in ways that support the well-being of their broader stakeholder groups, regardless of the direct impact on their performance.

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The stakeholder argument: Engaging with non-financial stakeholders, such as those involved in faith-based or community programs, can lead to competitive advantages, both in terms of enhancing social capital and improving the organization's reputation within the community.

For example, church-sponsored programs like the PCEA OVC (Orphans and Vulnerable Children) program are deeply affected by how effectively they engage with key stakeholders such as donors, local communities, church members, and government agencies. Through active stakeholder engagement, these organizations can improve program outcomes, enhance community support, and ensure sustainability. Armstrong and Taylor (2023) argue that leaders of faith-based organizations must go beyond fulfilling financial obligations to stakeholders, recognizing that the values and well-being of the broader community are central to their mission. Therefore, integrating stakeholder engagement into the strategic approach can lead to improved organizational performance and help align the church's mission with community needs.

A key example of effective stakeholder engagement can be seen in various non-profit organizations that rely on both financial and non-financial stakeholders to achieve their goals. For instance, the Salvation Army's focus on engaging local communities and government bodies, alongside traditional donors, has allowed it to expand its services and improve its impact. Similarly, faith-based organizations that engage effectively with both their internal community (church members, volunteers) and external stakeholders (local communities, government) are more likely to build trust and achieve long-term program success.

Stakeholder theory, therefore, is highly applicable to church-sponsored organizations. In these contexts, the theory highlights the importance of maintaining positive relationships with a wide range of stakeholders to ensure that the organization can meet both its mission and operational goals. By recognizing and responding to the needs of stakeholders, church-sponsored programs can enhance their organizational performance, improve donor relations, and sustain community support, ultimately leading to better outcomes for the populations they serve. Stakeholder Engagement Theory provides a valuable framework for understanding how organizations, including church-sponsored and faith-based organizations, can achieve success by recognizing and responding to the interests of a wide array of stakeholders. By applying this theory, the PCEA OVC program and similar organizations can strengthen their community ties, improve program effectiveness, and ensure sustainable organizational growth.

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Despite its relevance to the current study, stakeholder theory has several limitations. Attempting to benefit all stakeholders may lead to significant competitive disadvantages and can be unmanageable (Freeman et al. 2020). Another issue is that the theory considers the performance measures for each group or constituency within or outside the organization with a stake in its overall performance. Each organizational constituency is presumed to have common interests regarding the organization. However, members within a specific category are not always homogeneous; often, they are quite diverse, and the theory has largely overlooked intra-stakeholder heterogeneity (Misigo et al. 2019). Therefore, this study will also be guided by the theory of organizational culture.

2.3 Empirical Review of Literature

2. 3.1 Employee Engagement and Organizational Performance

The concept of staff commitment is multifaceted and varies widely among scholars. For some, it means commitment, morale, and participation of employees who remain in the organization. It is equated to the antithesis of job fatigue (Riyanto et al. 2021). Engagement may be a worker's status that starts from the social exchange at work and ends with higher organizational performance. According to Eldor and Vigoda-Gadot (2018,p.526), the term "engagement" describes attitudes like energy, concentration, and obligation, which can be different depending on one's state of mind in the work setup. The authors explain that when employees are engaged, they reveal who they are by how they apply their own emotional, physical, and mental assistance to carry out their respective roles and duties.

Harter, (2019) carried out a meta-analysis in the US to establish how employee engagement related with the organizational performance. The authors confirmed that employee engagement was associated with all the performance outcomes of investigation. The study sheds light and explains why organization's performance can be pegged on the level of employee engagement. However, this research has not been conducted within the context of a church-sponsored program, making its findings and conclusions inapplicable to the current study. Additionally, it relied solely on secondary data, which may not directly address the study's questions due to being collected by others. The present study aims to bridge this gap by gathering primary data to investigate the relationship between employee engagement and organizational performance.

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Gapor and Rubang (2020) conducted a study on employee engagement and performance at Nakhon Nayok School in Thailand using a descriptive-quantitative research method. They collected data from 22 principals/deputy principals, 22 directors/deputy directors, and 176 department heads and deputy department heads from public secondary schools in Nakhon Nayok, Thailand. The results showed a strong positive correlation between employee engagement and performance. However, this study did not examine different types or practices of engagement, creating a conceptual gap with the current study. Additionally, since the research was conducted in Thailand, the socio-economic and cultural differences limit the generalizability of the findings to the Kenyan context.

Another study by Sungmala (2021) explored the link between employee engagement and organizational performance. Using descriptive statistics, the findings indicated that overall employee engagement was moderate, with slightly higher engagement levels in the parent company compared to the Thai subsidiary. The study also found that engagement in the subsidiary positively affected engagement in the parent company. A notable limitation of this study is the use of a cross-sectional approach, which only provides a snapshot of employee engagement and its causes, rather than insights into changes over time, making the findings potentially non-representative.

In Jordan, Al-Dalahmeh et al. (2018) examined how employee engagement influenced the performance of the IT department within the country's banking sector, with job satisfaction serving as a mediating factor. The researchers employed a quantitative research design, selecting a sample of 429 respondents from the IT department and analyzing the collected data using regression analysis. The findings revealed a significant relationship between employee engagement and organizational performance, particularly in terms of enhancing employee dedication and vigor. However, the study did not discuss potential limitations, such as whether the sample accurately represented the broader workforce in the banking sector. Additionally, issues like non-response bias or selection bias in the data collection process were not addressed, which could affect the generalizability of the findings to other sectors or contexts.

Mbabazi (2022) conducted a study in the region aimed at exploring the connection between employee engagement and job satisfaction at Makerere University. The study found no relationship between these two variables, but it did find a relationship between employee engagement and work performance. This research provides a basis for understanding the link

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between engaging employees and their performance. However, the study's limitation is that it focused solely on university staff, making the perspective on employee engagement less comprehensive. Additionally, since the study was conducted in Uganda, the socio-economic and cultural differences may limit the applicability of the findings to the current study in Kenya.

2.3.2 Reward system and Organizational Performance

A reward system encompasses the interconnected processes and practices that ensure effective reward management, benefiting both the organization and its employees (Armstrong, 2018). It can be seen as a set of strategies for distributing both tangible and intangible returns within an employment relationship. These returns may include base pay, cost-of-living adjustments, contingent pay, short-term and long-term incentives, allowances, promotions, and job security. An organizational reward system focuses on selecting the types of rewards to implement, ensuring that the system is fair, equitable for all employees, and clearly communicated. Rewards can consist of both monetary and non-monetary benefits earned for work performed. Given this definition, the current study adopts Armstrong's perspective, as it emphasizes the benefits of reward practices for both employees and the organization.

The reward system that is adopted by a company has an immense net effect in terms of motivating employees to perform in a creative was. A study by Armstrong (2018) revealed that a majority of the managers are fond of using extrinsic rewards to motivate their employees. These rewards, as many studies have come to affirm, do play a major role towards enhancing employee performance. According to Azasu (2019), added that this motivation has a great role in fostering creativity in employees. In a famous work that he wrote on the Principal Agency theory, he emphasized the driving force towards the performance of most people is an actually monetary consideration. However, other studies contradict this work by stating that people are driven by other factors other than monetary alone but the impact that they may have in the organization and the passion for the task that they are performing. Using these two approaches, both monetary and non-monetary considerations ought to be the guiding factors that should be employed by originations in their quest for employee development.

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The Expectancy theory suggests that employees can receive motivation when they can discern a strong sense of a reward system. Harter et.al (2019) avers that when companies share profits, this ends up establishing linkages between the employee interests with the organizational interests and goals and this positively impacts on performance. According to Azasu (2019), the driving forces behind people towards performance are: valence, expectancy as well as instrumentality. As such, a proper reward system must factor in these three factors as it guides performance of the employees as it fosters their skills, knowledge as well as abilities that will ensure the attainment of organizational goals. This view is complimented by Bakker (2017) when he states that reward practices play a very vital role in enhancing the employee performance. In factb, Towers (2018) avers that when organization decides to ignore this fact, the end result is usually a decrease in the performance of the employees. In the final end, the organization is bound to face low productivity from the employees' couples with high levels of absenteeism, high turnover rates as well as internal conflicts. All these bring a negative and toxic environment to the organization. Hokororo (2020) on the other hand investigated how reward system affects employees. His focus was on Rombo District, Tanzania. He established that monetary reward and employee performance are significantly related to promotion and motivation of employees. As much as the study yields a lot of insights into the issue of performance and rewards, the context is quite different from Kenya, hence a gap that this study seeks to fill.

Research has demonstrated that a company's reward system is essential for motivating employees to be creative. To encourage creativity, many managers implement extrinsic rewards, such as monetary incentives and recognition (Armstrong, 2018). While studies indicate that extrinsic rewards can enhance individual creative performance, the literature remains divided regarding their overall impact on creativity. Armstrong offers valuable insights into the reward system but tends to emphasize its effects on individual performance rather than on the organization as a whole. This study aims to address that gap.

Azasu (2019), in his foundational work on "Principal-Agent" theory, proposed that many individuals are opportunistic and primarily motivated by monetary rewards. In contrast, socioeconomic theorists argue that people are not solely driven by monetary rewards and may respond better to a mix of monetary and non-monetary incentives that can boost their motivation and commitment. Azasu found that the effectiveness of skilled employees is often limited if they lack motivation to perform. He noted that performance-related compensation

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is a key method organizations can use to enhance employee motivation and performance. Additionally, individuals are likely to choose behaviors they believe will lead to desirable outcomes, considering factors such as valence, instrumentality, and expectancy when deciding how much effort to invest in their work. The study concludes that reward systems can improve employee performance by developing their skills, knowledge, and abilities to achieve organizational goals.

Despite providing valuable insights into reward systems, the study has several limitations. It primarily focuses on employee performance, offering little understanding of how reward systems impact organizational performance. Furthermore, the research largely relies on secondary data, raising concerns about the validity and relevance of the findings. To address these gaps, the current study will gather primary data from 335 respondents to examine the effects of reward systems on the performance of the OVC program.

According to Bakker (2017), reward practices are essential for enhancing employee performance and achieving organizational objectives. As previously noted, numerous researchers have found a direct link between employee rewards and performance. Towers (2018) indicates that if an organization fails to reward its employees, it will adversely impact their performance. An effective reward system can serve as a strong motivator, while a poorly designed system may lead to employee demotivation, resulting in low productivity, internal conflicts, absenteeism, high turnover rates, reduced commitment and loyalty, tardiness, and grievances. While these three authors provide valuable insights into reward systems, they do not specify the exact mechanisms by which these systems influence organizational performance. Additionally, their studies rely solely on secondary data. This current study aims to complement that data with primary research.

To further explore the impact of reward systems on organizational performance, Hokororo (2020) investigated the effects of reward systems on employee performance in the Rombo District Council. The findings indicated a significant positive relationship between monetary rewards and employee performance, employee promotions and performance, as well as employee recognition and performance. The research offers valuable direction except that is carried out in Tanzania a different cultural setting from that of Kenya. The study also relied solely on quantitative approach hence may have overlooked the meanings, motivations, emotions, or experiences of the respondents. To fill this gap, the present study will use both quantitative and qualitative approaches to allow for triangulation of the findings.

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As a faith-based initiative, the program OVC relies heavily on the commitment and dedication of its staff and volunteers. In Kenya, Kimathi & Henry, (2020) suggests that a well-structured reward system can enhance employee motivation, leading to improved program outcomes. This encompasses financial rewards, including salaries and bonuses, as well as non-financial incentives such as recognition, opportunities for professional development, and a supportive workplace. Effective reward systems can lead to numerous positive outcomes for the OVC program. These include higher employee retention rates, increased job satisfaction, and enhanced organizational commitment, all of which contribute to the overall performance of the program. According to a study by Mutunga and Gachunga (2015), organizations that implement comprehensive reward systems experience better performance and achieve their strategic goals more efficiently.

2.3.3 Organizational Values and Performance of Organization

A study conducted in the US by Polychroniou and Trivellas (2018) aimed to evaluate the impact of national culture and economic ideology on managers' values. The research found that workplace culture significantly influences employee selection and development across nearly all companies. It also affects the types of employees hired and retained, which ultimately impacts overall employee performance. This study is relevant to the current research as it provides insights into the relationship between organizational values and performance. However, it does not establish a clear connection between values and organizational performance. Additionally, since it was conducted in the US, the findings may not be directly applicable to the Kenyan context due to differing conditions.

In another study, Wu et al. (2017) examined how Chinese values affected employee satisfaction and found that employees were motivated and content with various factors. The research indicated that Taiwanese workers were more satisfied with career planning, salary and benefits, balanced workloads, and organizational management, while employees in Chinese firms expressed higher satisfaction with organizational management, age, and education. These elements were seen as core values that define the companies and are regarded as sources of strength within the organizations. The study offers good background information on the importance of values but are more focused on the employee performance. This means that the question on how organizational values influence its performance remains unanswered hence leaving a research gap. The present study will be conducted to fill the apparent research gap.

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Msuya and Nyangara (2016) on the study about organizational values and the performance of OVC programs found that organizations in Tanzania with strong values of community involvement and accountability were more successful in mobilizing local resources and support for OVC programs. These values fostered a sense of ownership and participation among community members, leading to more sustainable and impactful interventions. Furthermore, the values of transparency and integrity were highlighted as crucial for building trust with beneficiaries and donors. According to Mtoka and Mkumbo (2018), OVC programs that emphasized transparent operations and ethical practices were better positioned to secure funding and support from international donors, thereby enhancing their capacity to deliver services to vulnerable children.

Kasirye (2017) examined the role of organizational values in the effectiveness of OVC programs in Uganda and found that values such as empathy, respect, and empowerment were critical in shaping positive outcomes. Programs that prioritized these values were more successful in creating supportive environments for children, promoting their psychological and social well-being. Additionally, the value of collaboration was identified as a key factor in the success of OVC programs in Uganda. According to Nannyonjo and Okello (2019), organizations that fostered partnerships and collaborative efforts with other stakeholders, including government agencies and non-governmental organizations, were able to leverage resources and expertise more effectively, resulting in improved program performance.

The literature review on the impact of organizational values on the performance of OVC programs in Tanzania and Uganda highlights the crucial role values play in shaping program outcomes. Strong organizational values, such as accountability, transparency, empathy, and collaboration, are vital for the success and sustainability of OVC programs. These values not only guide ethical and operational practices but also foster trust, community engagement, and effective partnerships, ultimately improving the care and support provided to orphans and vulnerable children. Additional research is necessary to explore how these values can be systematically integrated and strengthened within OVC programs to ensure lasting impact and effectiveness.

Locally, Kariithi (2018) examined the strategic implementation of effective employee practices on the performance of Nairobi County Huduma Centres. Analyzing data from a sample of 130 employees through questionnaires, the study utilized descriptive and regression methods. The results indicated a positive and significant relationship between staff

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training, leadership, communication, and performance within the Huduma Centre. While the study linked these factors to performance, it overlooked the influence of organizational values on Huduma Centre outcomes. Consequently, the proposed study focused on organizational values and their impact on the performance of OVCs in Njoro, Nakuru County.

Additionally, Otwori and Juma (2017) investigated the effect of organizational values on employee performance within the Kenya Urban Roads Authority. Their findings revealed a significant positive effect of organizational values on employee performance. They recommended a deeper understanding of organizational value concepts and the need to sensitize employees. Although the study provides valuable insights into organizational values, it fails to address the aspect of organizational performance, creating a research gap. This study aimed to fill that gap by examining the effect of organizational values on the performance of the OVC program.

2.3.4 Stakeholder Engagement and Organizational Performance

According to Talley et.al (2017), Stakeholder engagements entails ensuring that all the components and stakeholders in an organization are fully involved in the planning as well as decision making in the organization for the sake of fulfilling their needs and expectations. In New Zealand, the main contributor towards efficiency was found to be in the construction projects. One major factor that was identified as a major contributor to efficiency and effectiveness was early stakeholder engagement. At the inception of the project, constructor involvement is low and one remedy for this was that it was important to identify contactors and fully involve them early enough. This, according to Heravi (2015), would hasten the process of project completion.

Shaufeli (2002) reported that in India, the lack of effective stakeholder involvement in construction projects led to increased project costs. This issue stemmed from weak foundational relationships among stakeholders, which hindered collaboration and efficiency. Similarly, Durdyey et al. (2017), in a study conducted in Cambodia, identified that, aside from poor project management skills, factors such as inadequate planning, inefficient resource allocation, and limited stakeholder participation significantly contributed to escalating project costs. Both studies underscore the critical role of stakeholder engagement in reducing project inefficiencies and enhancing overall performance.

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However, these findings are based on contexts that differ significantly from Kenya in terms of cultural, economic, and institutional frameworks. For instance, stakeholder engagement dynamics in Kenya may be influenced by unique cultural norms, resource availability, and institutional policies that shape organizational practices. The limited applicability of these studies to the Kenyan context highlights the need for localized research to better understand how stakeholder engagement strategies can be tailored to address the specific challenges faced by Kenyan organizations. By doing so, it becomes possible to develop more effective stakeholder engagement frameworks that reflect Kenya's socio-economic realities and enhance organizational performance.

Mambwe et al. (2020) investigated the relationship between stakeholder engagement and the performance of construction projects in Zambia, focusing on the L400 roads project in Lusaka, the country's capital. The findings revealed that stakeholder engagement contributed to increased costs in the construction projects under the L400 roads initiative. Additionally, the study established that stakeholder engagement was closely related to project cost, specifications, and scheduling. These findings provide valuable insights into the link between stakeholder engagement and organizational performance, emphasizing how involving stakeholders can influence key project parameters.

However, the study lacks a critical exploration of why stakeholder engagement led to increased project costs. For instance, were the higher costs attributed to inefficiencies in the engagement process, such as delays or miscommunication? Alternatively, could the increased costs reflect positive outcomes, such as improved project quality, enhanced stakeholder satisfaction, or better alignment with stakeholder needs? A deeper examination of both the positive and negative consequences of stakeholder engagement would provide a more balanced perspective on its overall impact.

Furthermore, the study's focus on a construction project in Zambia limits its applicability to other contexts, particularly those outside the construction sector. The socio-economic, cultural, and institutional differences between Zambia and Kenya may affect how stakeholder engagement is implemented and its resulting outcomes. This underscores the need for localized research to explore stakeholder engagement within specific contexts, such as PCEA's OVC in Njoro, Nakuru County. By examining stakeholder engagement in this unique setting, the current study seeks to address the gaps identified and provide a more comprehensive understanding of its influence on organizational performance.

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Achoru (2016) highlights that in Nigeria; cost overruns are a major factor hindering project performance, particularly in the construction industry. The study found that ignoring stakeholders' interests often led to disputes, which in turn slowed down project completion. These findings underscore the critical role of effective stakeholder engagement in minimizing conflicts and ensuring timely project delivery.

However, the study does not delve into the underlying reasons why stakeholder disengagement resulted in such negative outcomes. For instance, were the disputes primarily due to a lack of communication, misaligned expectations, or failure to consider stakeholder priorities during project planning? Additionally, the review does not explore how these lessons from the Nigerian context could inform strategies for improving stakeholder engagement in other settings, such as Kenya.

Applying these insights to the Kenyan context, particularly in projects like those involving PCEA's OVC in Njoro, Nakuru County, could help address similar challenges. A more critical examination of the factors contributing to stakeholder disengagement and its consequences would provide valuable guidance on how to foster more inclusive and effective engagement processes, ultimately enhancing project performance and sustainability.

This was complimented by the finding by Mwanaumo (2019) that once stakeholders are engaged on a project, it reduces the chances of accidents as well as fatalities and ugly incidents at the site. In terms of scheduling projects, several factors are responsible. Kothai (2014) stated that things such as improper tabulations and estimations. Therefore, the authors stated that when there is effective stakeholder involvement, the chances for the projects succeeding are very high. It was further revealed that when there is effective stakeholder involvement, decisions are arrived at in a way that fosters great quality of meeting the expectations of the Clientele (Durdyev, 2017). Besides, Rahman and Alzubi (2015) argued that there are various things that are essential in preventing the failure of a project. These entails: service quality, communication skills, adherence to budget, safety performance, adherence to schedule, sit personnel skills, and management capabilities.

In Kenya, studies have highlighted the significant impact of stakeholder engagement on organizational outcomes. According to Nyamori and Bagaka (2018), effective engagement with stakeholders such as employees, customers, and community members enhances organizational responsiveness and agility, thereby improving overall performance metrics.

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Similarly, Kinyanjui and Ochoti (2016) emphasize that proactive stakeholder engagement fosters trust, reduces conflict, and promotes shared goals among organizational participants, leading to enhanced operational efficiency and financial performance. These findings underscore the critical role of stakeholder engagement strategies in driving organizational success in the Kenyan context.

Machuki and Ongori (2017) provide insights into specific stakeholder engagement strategies adopted by organizations in Kenya and their impact on performance. The study identifies collaborative decision-making, transparent communication channels and inclusive policy formulation as key strategies that promote stakeholder satisfaction and organizational effectiveness. By involving stakeholders in decision-making processes, organizations can harness diverse perspectives and expertise, leading to innovative solutions and improved service delivery. Furthermore, Odera and Bwisa (2015) argue that sustained engagement with stakeholders builds social capital and strengthens organizational resilience against external pressures, contributing to long-term sustainability and competitive advantage in the Kenyan market.

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2.4 Conceptual Framework

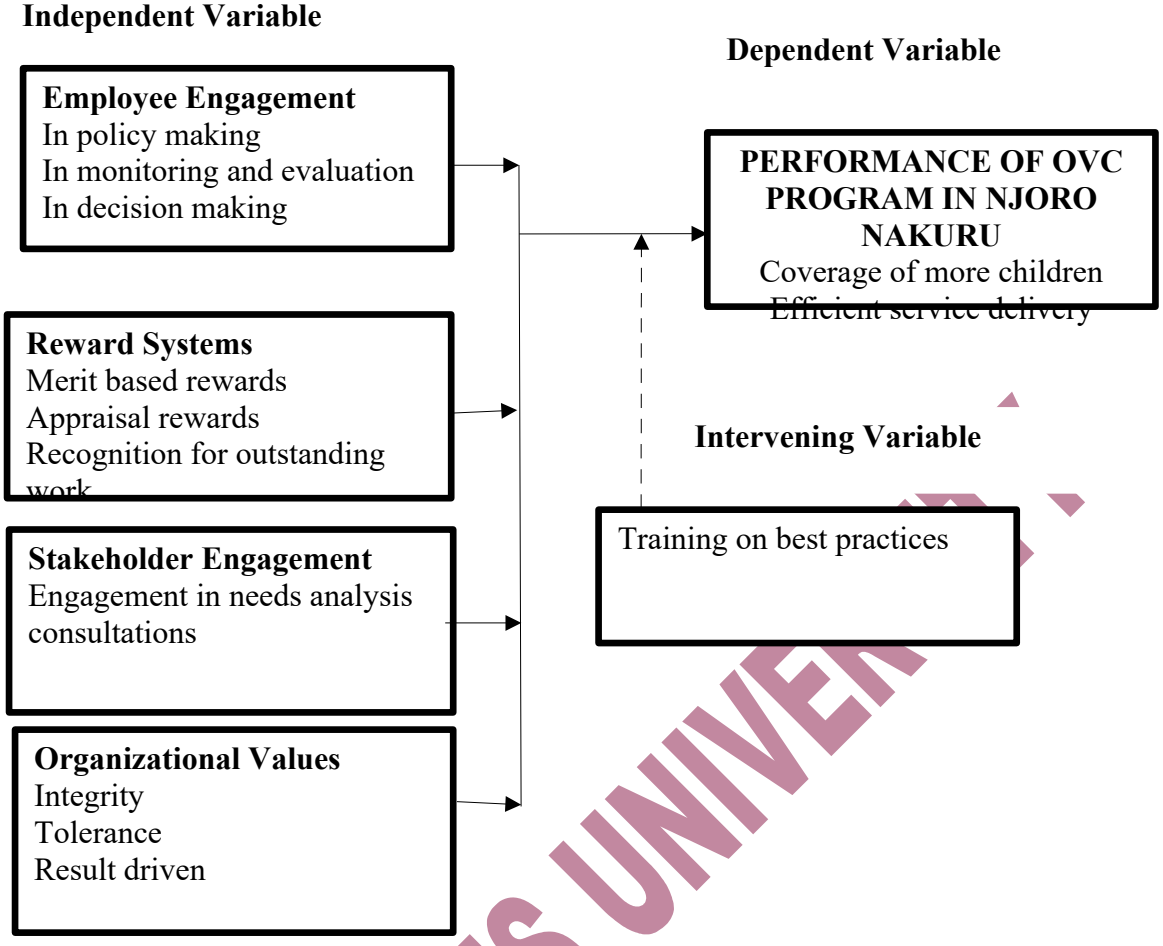


Figure 2.1: Conceptual Framework

Independent Variables:

Employee engagement: Indicators include involvement in policymaking, monitoring and evaluation, and decision-making processes. Measurement methods may include surveys assessing employees' level of participation, feedback mechanisms, and their contribution to organizational decisions. High employee engagement is expected to enhance motivation, accountability, and overall project outcomes, positively influencing organizational performance.

Reward systems: Indicators include merit-based rewards, performance appraisals, and recognition for outstanding work. Measurement can involve analyzing reward policies, frequency of appraisals, and staff satisfaction surveys. A well-structured reward system motivates employees, fostering higher productivity and better service delivery in the OVC program.

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Stakeholder engagement: Indicators include participation in needs analysis and consultations. Measurement may focus on the frequency and effectiveness of stakeholder meetings, representation in decision-making, and stakeholder satisfaction surveys. Effective stakeholder engagement ensures alignment with community needs, leading to improved program outcomes and sustainability.

Organizational values: Indicators include integrity, tolerance, and being result-driven. Measurement methods can include internal audits, adherence to ethical guidelines, and achievement of stated organizational goals. Strong organizational values establish trust, accountability, and a performance-driven culture, contributing to the success of the OVC program.

Dependent Variable:

Performance of the OVC Program in Njoro, Nakuru County: Organizational performance is measured by the program's ability to achieve its objectives. Key performance indicators include: Coverage of more children: The number of children benefiting from the program.

Efficient service delivery: The program's ability to provide timely and quality services. Measurement methods include tracking beneficiary numbers, evaluating service delivery timelines, and collecting feedback from stakeholders.

Intervening Variable:

Training on Best Practices: Training is a crucial factor influencing the relationship between independent and dependent variables. Training on best practices equips employees, stakeholders, and other parties with skills and knowledge to improve program implementation. Indicators for training include: Frequency and content of training sessions, the proportion of staff and stakeholders trained and post-training evaluations to assess knowledge transfer and practical application.

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2.5 Research Gap

From the literature review above, it is apparent that most of the studies reviewed have dwelt on the issue of organizational culture from a company perspective. None have reviewed the issue from the context of religious organizations. This therefore leaves a gap that the study seeks to fill, particularly with regard to the OVC program run by the PCEA. Most of the

studies done so far (Bakker,2017; Al-Dalahmeh, et al., 2018; Harter, et al., 2019; Azasu, 2019; Gapor & Rubang, 2020; Sungmala, 2021;Mbabazi, 2022) are based on other countries implying that their findings may not be entirely applicable to the Kenyan setup due to contextual differences. Other studies such as Gapor and Rubang (2020) seem to take employee performance as the dependent variable as opposed to organization performance hence leaving a conceptual gap.

2.6 Chapter Summary

This chapter delved into the relationship between stakeholder engagement and organizational performance, examining various studies conducted globally and locally. Stakeholder engagement is understood as the active involvement of stakeholders in decision-making and planning processes to meet their expectations and contribute to the organization's success. Studies from countries such as New Zealand, India, and Cambodia emphasize that involving stakeholders early can significantly enhance project efficiency, reduce costs, and ensure timely completion. On the other hand, a lack of proper stakeholder involvement can lead to project delays, cost overruns, and weakened stakeholder relationships.

In Africa, research conducted in Zambia shows that stakeholder engagement influences project costs, scheduling, and overall project performance. However, these findings may not be entirely applicable to other contexts, such as Kenya, due to different economic and organizational environments. In the Kenyan context, studies demonstrate that stakeholder engagement has a notable positive effect on organizational performance. Research by Nyamori and Bagaka (2018) and Kinyanjui and Ochoti (2016) indicates that effective engagement with stakeholders improves organizational responsiveness, fosters trust, and enhances operational efficiency. Additionally, Machuki and Ongori (2017) identify practices such as collaborative decision-making and transparent communication as key strategies that drive stakeholder satisfaction and improve organizational outcomes. Thus this chapter underscores the critical role of stakeholder engagement in achieving organizational success. Proactive and inclusive engagement strategies not only enhance operational efficiency but also contribute to long-term sustainability and competitiveness, particularly in the Kenyan business environment.

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CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This section covers the research methodology and design, data sources, sampling methods and techniques, data collection instruments, procedures for gathering data, analysis methods, and ethical considerations.

3.2 Research Design

This study employed a descriptive survey design to thoroughly examine the effects of organizational culture within the OVC program. Both the questionnaires and key informant interviews were used as quantitative and qualitative methods for data collection respectfully. This approach enabled the researcher to gather comprehensive opinions, describe, analyze, and interpret the relationships between the relevant variables. Additionally, this design was suitable for the study, as Kothari (2019) emphasized its role in producing statistical insights about aspects of the research issue (in this case, organizational culture) that are relevant to policymakers. Furthermore, this design was essential for determining any effects among the various variables being investigated and their impact on organizational performance. It also ensured that the research questions were effectively addressed during the data collection process.

3.3 Research Area

This research was conducted in Njoro town, situated along the Nakuru-Mau road, where the PCEA (Presbyterian Church of East Africa) church has established a comprehensive program specifically dedicated to Orphans and Vulnerable Children (OVC). The program falls under the management of the PCEA Njoro Presbytery in Nakuru County, reflecting the church's commitment to addressing the needs of the community's most vulnerable members.

Njoro town serves as the focal point for the OVC program, strategically positioned at the intersection of the road leading to Olenguroine in Nakuru County. The PCEA Njoro Presbytery, overseeing the program, comprises three parishes, two outreaches, and one Nendeni area. Within this presbytery, there are thirty-four (34) congregations boasting a collective membership of 2035 individuals. Notably, the congregations include 1818 children, demonstrating the significant impact and outreach of the PCEA church in addressing the welfare of the youth. Additionally, the presbytery is supported by 91 active elders, 49 retired elders, 5 parochial ministers, one retired minister, and 3 evangelists,

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contributing to the diverse and dedicated team working towards the community's well-being (PCEA, 2018).

The choice of Njoro town as the study area is particularly strategic and meaningful due to several compelling reasons. Firstly, Njoro serves as the epicenter of the comprehensive Orphans and Vulnerable Children (OVC) program established by the Presbyterian Church of East Africa (PCEA). This centralized location ensures accessibility and concentrated focus on the specific dynamics of the program. The town's strategic position along the Nakuru-Mau road, intersecting with the road to Olenguroine, enhances the program's visibility and impact within Nakuru County.

Moreover, the PCEA Njoro Presbytery, responsible for overseeing the OVC program, represents a diverse and vibrant community. With three parishes, two outreaches, and one Nendeni area, the presbytery encompasses a mix of rural and semi-urban settings, providing a nuanced context for the study. The rural predominance of parishes and outreaches, with the exception of the semi-urban Njoro Parish, adds layers of complexity to the examination of the OVC program, enriching the research with diverse perspectives.

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3.4 Target Population

The study focused on a population of 2,592 individuals, which includes 2,035 employees from the OVC program across thirty-four (34) PCEA churches in Njoro, Nakuru County, along with 91 elders, 8 clergy members (5 parochial ministers and 3 evangelists), 10 parish groups totaling 390 officials, 13 congregation chairpersons, and 55 beneficiaries of the OVC program, consisting of adult orphans and vulnerable children (PCEA, 2018). The target population refers to specific cases that meet certain criteria defined for the study, outlining which elements are included or excluded (Creswell & Poth, 2018). This target population is significant for this research as it identifies the key characteristics of individuals eligible for the study and helps determine the overall scope for calculating the sample size.

3.5 Sampling Size and Sampling Procedures

The sample size for this study was determined using the Krejcie and Morgan (1970) Table (refer to Appendix II). Based on the table, the recommended sample size for a population of 2,592 is 335, assuming that 50% of the population exhibits the characteristics relevant to the study (population proportion = 0.5) and a confidence level of 95%. The respondents was proportionally distributed among the six groups as shown in Table 3.1.

Table 3.1: Sample Size of the Study

Respondents	Population	Proportion	Sample Size
Program employees	2035	78.5	263
Officials	390	15.0	50
Church elders	91	3.5	12
Beneficiaries (adult orphan and vulnerable children)	55	2.1	7
Chairperson of congregations	13	0.5	2
Clergy	8	0.3	1
Total	2592	100.0	335

The study employed a stratified random sampling technique to select 335 respondents from a target population of 2,425 program employees and officials. This method ensured that each distinct subgroup, or stratum, within the population was adequately represented. The identified strata included program employees, officials, church elders, beneficiaries (adult orphans and vulnerable children), chairpersons of congregations, and the clergy.

First, the population was divided into these distinct strata. The size of each stratum was determined by calculating the total number of individuals in each subgroup, information that was obtained from organizational records or databases. Next, the proportion of the total population that each stratum represents was calculated. For instance, if program employees constituted 40% of the total population, then 40% of the sample was to be drawn from this stratum.

To set the size of the sample for each stratum, the entire population subset size of 335 was multiplied by the proportion of each stratum. For example, if program employees made up 40% of the population, then 40% of 335, which is 134, were to be sampled from this stratum. Within each stratum, all members were listed and assigned a unique identification number. A random sampling technique, such as using a random number generator or drawing lots, was be employed to select the necessary number of respondents from each stratum. For example, if 134 program employees needed to be sampled, 134 random numbers corresponding to their unique identification numbers was generated to identify the selected individuals. This procedure was repeated for each stratum to ensure that the sample accurately reflects the diversity within the population. By following these steps, the stratified random sampling

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method guaranteed adequate representation of each subgroup in the sample, resulting in more reliable outcomes and minimizing sampling bias.

3.6 Data Collection Instruments and Procedures

3.6.1 Questionnaires

Semi-structured questionnaires were shared with program employees and officials within the study area. They will be given the questionnaires and allowed sufficient time to fill them before being collected again by the researcher. Some of the information to be collected includes socio-demographic characteristics of the respondents, their length of stay at the centre as well as their experience in management. Kothari (2019) notes that, semi-structured questionnaires help in collecting information from the main actors, who in the context of this study are the program employees in the OVC program.

3.6.2 Key Informant Interviews

Key informant interviews were used on the 22 church elders, beneficiaries (adult orphan and vulnerable children), chairperson of congregations and the clergy. Each interview will last for approximately 45-60 minutes. Key informant interviews (KIIs) can be defined as a type of qualitative in-depth interviews often done with people who are familiar with issues pertaining to the topic under study or what is going within the community under investigation. The purpose of KIIs is generally to gather information from a wide range of individuals including community leaders, professionals, or residents and who have first-hand information about the topic under the study. These groups of individuals or experts, with their knowledge and understanding, can give useful insights on the nature of existing community problem and provide recommendations for appropriate solutions.

The choice of this method is also based on the fact that it provides a deeper understanding of how the organization is run. Besides, this method helps in examining the beliefs, perceptions or motivation of an individual or group of people on certain issues including sensitive matters, in which one to one communication is important (Creswell & Poth, 2018). This method of data collection is also flexible and its suitability to talk about sensitive topic while providing rich and relevant data (Kothari, 2019). This approach of data collection therefore allows the researcher to explore participant's perception, experiences and knowledge with thorough understanding and explanation of reasons in the content of research problem.

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3.7 Data Analysis and presentation

The collected questionnaire data was analyzed using the Statistical Package for the Social Sciences (SPSS, version 25.0). The analysis encompassed both descriptive and inferential statistical techniques to examine the effects of organizational culture on the performance of the OVC program run by the PCEA Church in Njoro Town, Nakuru County. Descriptive statistical analysis was conducted to summarize and present the data effectively. This involved coding, cleaning, and analyzing responses using frequencies and percentages, which were then tabulated to provide a clear overview of the data distribution.

For inferential analysis, since the independent variables (aspects of organizational culture) were measured on an ordinal scale, spearman's rank correlation analysis was employed to determine the strength and direction of relationships between these factors and the dependent variable (program performance). Spearman's rank correlation was specifically chosen as it is suitable for assessing relationships involving ordinal data. The chi-square test for independence was used to assess whether there was a significant association between categorical variables, such as different dimensions of organizational culture and the binary response categories of program performance (Agree/Disagree). This test helped determine if organizational culture factors had a statistically significant relationship with the perceived performance of the OVC program.

Since the dependent variable (performance of the OVC program) was measured as a binary outcome (Agree/Disagree), binomial logistic regression was used to model the probability of a specific outcome occurring based on predictor variables (organizational culture). This test helped establish how different aspects of organizational culture influenced the likelihood of positive program performance while controlling for other factors. By applying these statistical techniques, the study was able to quantitatively assess the relationship between organizational culture and the performance of the OVC program, ensuring robust and meaningful interpretations of the data.

For qualitative data, a thematic analysis was conducted which focused on identifying recurring themes and patterns within the data obtained from key informant interviews. This process included coding techniques to categorize and analyze data.

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The analyzed data was presented using frequencies, percentages, and tables for the quantitative data. For qualitative data, responses from interviews were grouped into themes based on the research aims and questions. These analyses were presented through prose, excerpts, and direct quotations to complement the quantitative findings.

Thematic analysis involved identifying recurring themes related to organizational culture and the performance of the OVC program. Responses from interviews were coded, categorized, and grouped into key themes, such as communication practices, resource allocation, and staff morale. Direct quotations were used to emphasize key points and provide richer, context-specific insights into the experiences and views of participants. The results from the qualitative data were presented under each identified theme, providing a narrative that aligned with the research objectives and complemented the quantitative data. Triangulation was used to integrate the findings from both the quantitative and qualitative data. This method ensured that the conclusions drawn from one type of data were validated and enhanced by the other, providing a more robust analysis. The integrated results were presented in a structured format, with both quantitative and qualitative data supporting each section. Each key research question was addressed using a combination of statistical data and thematic insights, ensuring that the findings were well-rounded and comprehensive.

3.8 Ethical Considerations

The scholar accurately pursued approval from the pertinent authorities, including the National Commission for Science, Technology and Innovation (NACOSTI), St. Paul's University, and the PCEA Church in Nakuru County, to conduct the study. Additionally, the study was submitted for approval by institutional review board (IRB) to ensure adherence to ethical standards and the protection of participants' rights. This ensures compliance with ethical and regulatory standards.

Furthermore, a crucial aspect of ethical research involves informing and reassuring the respondents about their anonymity and confidentiality. The researcher utilized codes when referring to participants during the reporting of data to effectively conceals their identities, maintaining the utmost privacy and protection of sensitive information. Special attention was given to children involved in the study, ensuring that they were appropriately guided and fully comprehend the details before signing the informed consent. Participation was entirely voluntary, and no respondent was coerced or pressured to provide responses.

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Stringent measures were in place to safeguard the confidentiality of collected data. Completed questionnaires were securely stored under lock and key during transportation and storage, minimizing the risk of unauthorized access. The researcher commits to maintaining a high level of objectivity throughout the entire research process, from data collection and analysis to interpretation.

To uphold the integrity of the study, the researcher adhered to principles of accuracy and honesty in reporting the results. Disseminating findings to participants and stakeholders was comprehensive and transparent process aimed at maximizing the impact of the research. Key strategies include organizing participant feedback sessions to present findings directly and facilitate discussion. Stakeholder workshops were conducted to engage officials from the PCEA Church, local community leaders, program beneficiaries, and other relevant organizations. These workshops featured presentations on the research outcomes, followed by discussions on implications, recommendations, and potential actions. Additionally, detailed reports and executive summaries outlining the research methodology, key findings, and conclusions were distributed electronically and in print. Findings were published through journals in peer-reviewed papers and exhibitions at educational conferences and seminars to reach a broader audience and enhance credibility. Digital platforms such as websites, social media, and email newsletters were utilized for wide accessibility. Furthermore, feedback mechanisms were established to gather responses and suggestions from participants and stakeholders, ensuring ongoing engagement and relevance of the research outcomes. This holistic approach aims to foster informed decision-making, facilitate dialogue, and drive meaningful improvements in the OVC program and similar initiatives within the PCEA Church and beyond. This commitment to ethical considerations and methodological rigor ensures the trustworthiness of the research and promotes the well-being and privacy of all participants involved.

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3.9 Chapter Summary

This chapter outlined the methodology for assessing the impact of organizational culture on the OVC program managed by the PCEA Church in Njoro town. A descriptive survey design was employed, combining qualitative and quantitative methods to provide a thorough analysis of how organizational culture affects the program's performance. The study focused on Njoro town in Nakuru County, known for its central role in the OVC program and its diverse community structure. The target population includes 2,592 individuals such as

program employees, church officials, elders, clergy, chairpersons, and beneficiaries. A sample of 335 participants was selected using stratified random sampling to ensure representation across different subgroups. Data collection involved semi-structured questionnaires for program employees and officials, and key informant interviews with selected church leaders and beneficiaries for deeper insights. Quantitative data was analyzed using SPSS to perform descriptive and inferential statistical analyses, while qualitative data underwent thematic and narrative analysis to identify key patterns and insights. Ethical considerations were addressed by securing necessary approvals, ensuring participant confidentiality, and obtaining informed consent. The findings were shared through feedback sessions, workshops, and publications to ensure transparency and engage stakeholders effectively.

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CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter provided a comprehensive overview of the analysis and presentation of data collected during the study, along with a discussion of the findings in relation to the research objectives. It began by detailing the response rate to the questionnaires and analyzing the demographic characteristics of the participants. Following this, the discussion delved into the various dimensions of organizational culture and their impacts on the performance of the Orphans and Vulnerable Children (OVC) program at Njoro PCEA.

Data collected through both the semi-structured questionnaires and key informant interviews were analyzed, with a focus on presenting quantitative findings through descriptive statistics such as frequencies and percentages alongside tables for clarity. Inferential statistics were also applied to assess relationships between key variables. The qualitative data gathered from interviews underwent thematic analysis, highlighting key themes and narratives to provide deeper insights.

The primary aim of this chapter was to investigate the effects of employee engagement, reward systems, organizational values, and training on the performance of the OVC program. Findings were contextualized against existing literature, identifying both corroborations and discrepancies. The discussion also addressed the practical implications of these findings, emphasizing how insights gained could inform strategies for enhancing the effectiveness of the OVC program, improving organizational culture, and fostering greater employee commitment and motivation.

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Table 4.1: Study Response Rate

Questionnaires	Frequency	Percentage
Questionnaires completed and returned	320	95.5
Not Returned	15	4.5
Total Questionnaires distributed	335	100.0

Source: Research Data (2024)

The overall response rate achieved was remarkably high, with 95.5% of the distributed questionnaires being completed and returned. This finding aligned with previous research, which indicated that effective engagement strategies can significantly enhance response rates in survey studies (Dillman et al., 2014). Only 4.5% of the questionnaires remained unreturned, which suggested a successful data collection approach that facilitated the participation of a substantial number of respondents (Creswell & Creswell, 2018). The robust response rate contributed to a comprehensive data set for analysis, thereby bolstering the reliability and validity of the study's findings regarding the impact of organizational culture on the performance of the OVC program in Njoro PCEA.

4.2 Background Characteristics of Survey Respondents

4.2.1 Gender

The research also wanted to determine the respondents' Gender of the respondents in in PCEA Church Njoro, Nakuru County. The attained results were deliberated and are shown in

Table 4.2: Gender

Gender	Frequency	Percent	Cumulative Percent
Male	154	42	42.0
Female	166	58	100.0
Total	**320**	**100.0**	

Source: Research Data (2024)

The findings revealed that the gender distribution of the respondents was slightly skewed towards females, with 166 female respondents (58%) and 154 male respondents (42%). This distribution reflects trends noted in community engagement studies, where women's participation often exceeds that of men (Kabeer, 2015). The predominance of female respondents may indicate a higher level of involvement by women in the programs implemented at the PCEA Church, suggesting that efforts to engage community members should consider these gender dynamics for effective participation (Schuler et al., 2016).

4.2.2 Age of Respondents

The researcher sought to understand the age distribution of respondents from the PCEA Church in Njoro, Nakuru County. The findings regarding the age brackets of respondents were summarized and are presented in Table 4.3.

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Table 4.3: Age Bracket of Respondents

Age bracket	Frequency	Percent	Cumulative Percent
18-29	40	12.5	12.5
30-39	40	12.5	25.0
40-49	122	38.1	63.1
50-59	118	36.9	100.0
Total	**320**	**100.0**	

Source: Research Data (2024)

The age distribution revealed a significant concentration of respondents in the 40–49 age bracket, comprising 122 individuals (38.1%), followed closely by the 50–59 age group with 118 respondents (36.9%). Both the 18–29 and 30–39 age brackets were notably underrepresented, each accounting for only 12.5% of the respondents. The dominance of respondents in the 40–49 and 50–59 age groups may be attributed to several factors. First, individuals in these age brackets are likely to have established roles within the community and the church, making them more inclined to participate in initiatives such as the Orphans and Vulnerable Children (OVC) program. They may also have a stronger sense of social responsibility and available resources, such as time and financial stability, enabling them to contribute actively. Additionally, cultural expectations may place a higher value on community engagement and leadership among individuals in this age range. While these factors might be true for many older individuals, it's not necessarily applicable to all. Financial stability or a sense of social responsibility may vary widely even within older age groups.

In contrast, the underrepresentation of younger respondents in the 18–29 and 30–39 age brackets could be influenced by competing priorities, such as pursuing education, establishing careers, or managing young families. Younger individuals may also perceive community programs as less relevant to their immediate goals or face a lack of targeted outreach strategies that appeal to their interests and capabilities. The implications of this age distribution extend beyond fostering broader community engagement. The overrepresentation of older age groups in the OVC program could potentially lead to a generational disconnect in the design and delivery of services, which might limit the program's appeal and accessibility to younger beneficiaries or stakeholders. Furthermore, the absence of younger perspectives may hinder innovation and sustainability, as younger participants can bring fresh ideas, energy, and long-term continuity to the program.

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Addressing this imbalance is critical for enhancing the performance of OVC programs. Efforts should focus on inclusive strategies to engage younger demographics, such as mentorship opportunities, flexible participation options, and the use of digital tools to raise awareness and interest. Incorporating diverse age groups into program planning and execution can strengthen intergenerational collaboration, ensuring that the programs meet the needs of all stakeholders effectively while fostering a culture of shared responsibility and long-term sustainability.

4.2.3 Length of stay in the organization

The researcher sought to understand the length of stay of respondents within the organization. The findings were summarized and are shown in Table 4.4.

Table 4.4: Length of stay in the organization

Length of stay in the organization	Frequency	Percent	Cumulative Percent
0 to 2 years	110	34.4	34.4
3 to 4 years	102	31.9	66.3
above 4 years	108	33.7	100.0
Total	**320**	**100.0**	

Source: Research Data (2024)

The analysis showed that 34.4% of respondents had been with the organization for 0 to 2 years, 31.9% for 3 to 4 years, and 33.7% for more than 4 years. While the proportions are relatively close, they do not reflect an entirely equal distribution across the three categories. This suggests a moderate representation of employees with varying tenures within the organization, though it may not conclusively indicate balanced tenure diversity.

The findings do not provide direct evidence to link tenure with specific perceptions of organizational culture or program performance. However, existing literature suggests that tenure can influence employee engagement and insights. For instance, longer-serving employees often develop a deeper understanding of organizational systems, norms, and historical challenges, which can enhance their contributions to program performance and strategic initiatives (Bakker & Demerouti, 2017). On the other hand, newer employees bring fresh perspectives, adaptability, and openness to innovative practices, which can complement the institutional knowledge of their more experienced colleagues (Johnson & Smith, 2020). Compared to findings in similar contexts, studies such as those by Meyer et al. (2019) highlight that organizations with a mix of newer and long-serving employees often benefit

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from a balance of institutional memory and innovation. However, they also face challenges related to knowledge transfer and alignment of diverse perspectives. This underscores the importance of fostering an inclusive organizational culture that bridges the experiences of employees with varying tenures. The implications for the OVC program at the PCEA Church are multifaceted. For instance: Long-serving employees' insights could be leveraged to mentor newer staff, ensuring continuity in program implementation and adherence to organizational goals, retaining newer employees could enhance organizational adaptability and promote innovative solutions for addressing emerging challenges in the OVC program and tailored strategies, such as mentorship programs, cross-generational collaboration initiatives, and regular feedback mechanisms, could help integrate the strengths of employees with varying tenures, ultimately enhancing organizational performance. To strengthen future analyses, it would be beneficial to investigate how tenure-specific characteristics, such as engagement levels, satisfaction, and organizational commitment, directly influence program outcomes. Incorporating such insights would provide a more nuanced understanding of the relationship between employee tenure and program performance.

4.2.4 Current position in the organization

The study aimed to determine the current positions held by the respondents within the organization. The results obtained were summarized and presented in Table 4.5.

Table 4.5: Current position in the organization

Position	Frequency	Percent	Cumulative Percent
Subordinate	165	51.6	51.6
Administrative	125	39.1	90.7
Managerial	30	9.3	100.0
Total	**320**	**100.0**	

Source: Research Data (2024)

The analysis revealed that a majority of the respondents occupied non-managerial roles, accounting for 51.6% of the total sample. Additionally, 39.1% held administrative positions, while only 9.3% were in managerial roles. This distribution indicates that the majority of employees were in non-managerial positions, which may influence their perspectives on organizational culture and the performance outcomes of the Orphans and Vulnerable Children (OVC) program at PCEA Church, Njoro.

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Understanding the position of employees within the organization is crucial, as it can affect their level of engagement and perceptions of organizational culture (Kahn, 1990). Specifically, Kahn's theory on employee engagement posits that individuals in non-managerial positions may have different levels of emotional and cognitive engagement with organizational culture, as they often have less influence over decision-making processes and may be more focused on day-to-day tasks. This may lead to varied insights regarding the effectiveness of organizational practices and the overall success of programs like the OVC initiative.

Moreover, the work of Saks (2006) highlights that engagement levels are often shaped by the nature of the individual's role in the organization. For employees in non-managerial roles, engagement may be driven by a sense of contribution to the program's outcomes, though they may have fewer opportunities for strategic influence. In contrast, administrative and managerial employees, with greater involvement in decision-making processes, may demonstrate higher levels of organizational commitment and a more nuanced understanding of how organizational culture impacts program performance. This distinction between non-managerial and managerial employees underscores the need to consider diverse perspectives in organizational assessments and to tailor engagement strategies accordingly.

Baker (2019) further suggests that employees in non-managerial positions may perceive organizational culture through a more practical lens, focusing on the direct outcomes of their daily tasks. Their engagement with the culture may therefore differ from managerial employees, who are more likely to interpret organizational values and practices in strategic terms. The lower percentage of managerial employees (9.3%) may limit the breadth of insights on organizational culture from this group, highlighting a potential area for future exploration to better understand how managerial practices can influence the broader organizational culture and, ultimately, the performance of programs like the OVC initiative. The distribution of positions within the organization reflects the varying roles and responsibilities employees have in shaping and experiencing organizational culture. Understanding these dynamics can help in designing targeted strategies to engage different employee groups, thus enhancing the overall performance of the OVC program and improving its alignment with the church's organizational values.

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4.3 Descriptive Analysis of Study Objectives

This section analyzed the study's objectives by examining the responses gathered from the survey. The objectives focused on understanding the effects of organizational culture on the performance of the Orphans and Vulnerable Children (OVC) program at PCEA Church in Njoro, Nakuru County. Each objective was addressed through the respondents' feedback, which provided insights into employee engagement, reward systems, organizational values, and training.

4.3.1 Employee's Engagement and Performance of the OVC Program

The primary objective of this study was to examine the effect of employee engagement on the performance of the Orphans and Vulnerable Children (OVC) program operating under the auspices of PCEA Church in Njoro, Nakuru County. Understanding the dynamics of employee engagement is essential in the context of organizational performance, particularly in programs aimed at supporting vulnerable populations. To capture the multifaceted nature of employee engagement, the research employed four targeted items, each designed to probe different aspects of how engagement influences performance outcomes. Participants rated their level of agreement with these items using a five-point Likert scale, where 1 represented "Strongly Disagree," 2 represented "Disagree," 3 indicated "Neutral," 4 indicated "Agree," and 5 represented "Strongly Agree." The results, which reflect the responses of the participants, are systematically summarized in Table 4.6.

Table 4.6: Employee's Engagement and Performance

Statement	5	4	3	2	1
Workers are proud and resilient to work for OVC Centre – PCEA, Njoro, and improve its performance	40%	29%	7%	17%	7%
There is high participation of employees in organizational activities	30%	35 %	12 %	16%	7%
The OVC Centre – motivates employees to be creative and innovative so as to enhance its performance	31%	30%	10 %	16%	13%
Employees are able to access things they need undertake their work as well as to improve performance of the organization	30%	35%	11 %	12%	12%

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From Table 4.6 above, the analysis of the findings revealed that a substantial majority of respondents (69%) expressed a profound sense of pride and resilience in their roles at the OVC Centre. This high level of emotional investment, with 69% of respondents expressing pride and

resilience in their roles at the OVC Centre, suggests a strong alignment between employees and the organizational mission. This connection is vital for sustaining motivation and driving performance. Research has established that employee pride is closely linked to organizational commitment, which plays a significant role in enhancing performance (Kahn, 1990; Saks, 2022). However, while this study's findings show a notable sense of pride among employees, further analysis is needed to directly connect this pride to tangible organizational outcomes, such as improved program performance or greater impact on the target population.

Furthermore, it is valuable to consider how this 69% compares to similar organizations or programs in the field. Previous studies have shown varying levels of employee pride, and it would be insightful to contextualize the current findings within these broader trends. For instance, if other similar community-based organizations report lower levels of pride, the higher percentage in this study could signal a stronger emotional connection to the organization, potentially translating into enhanced performance outcomes. Without such comparisons, it is difficult to fully interpret the significance of this pride in relation to organizational success.

Moreover, the data indicated that 65% of participants reported experiencing high levels of participation in various organizational activities. This finding suggests that employees were actively engaged in contributing to the overarching goals of the organization. Previous research highlights that when employees are involved in organizational processes, they develop a heightened sense of belonging and accountability, which ultimately leads to improved performance outcomes (Bakker & Demerouti, 2017). This participatory culture is particularly vital in community-centered programs, where collaboration and shared commitment are crucial for success.

Additionally, the results showed that 61% of respondents acknowledged that the OVC Centre cultivated an environment conducive to creativity and innovation among its staff members. This finding resonates with the research conducted by Zhou and George (2021), which posits that a supportive organizational culture plays a pivotal role in encouraging employees to

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engage in creative problem-solving and innovative practices. The ability to foster such an environment is essential for organizations operating in dynamic and challenging sectors, as it can lead to enhanced program performance and responsiveness to community needs.

The analysis revealed that 65% of participants felt they had adequate access to the resources necessary for effectively completing their tasks. This perception is crucial, as it directly influences employees' ability to perform their duties and contribute positively to the organization's objectives. However, a deeper examination of the data, such as comparing responses across different employee groups (e.g., managerial versus subordinate staff), could provide further insights into how access to resources might vary depending on role or tenure. Research by Adnan et al. (2023) highlights that access to essential resources is foundational for employee performance, but this study's findings suggest that resource access may not be uniformly perceived across the organization. Understanding these variations can help tailor strategies to address resource gaps and optimize performance across all levels of staff.

The findings from this study underscore the significant impact of employee engagement on the performance of the OVC program at PCEA Church in Njoro. The results clearly highlight that a supportive, participatory, and resource-equipped organizational culture enhances employee satisfaction and contributes to improved outcomes for the program. To build on these findings, it is recommended that the organization prioritize ongoing employee engagement through the implementation of policies that encourage active participation, provide professional development opportunities, and ensure continuous access to essential resources. Additionally, fostering a feedback-rich environment where employees can express their ideas and concerns could further strengthen engagement. These actionable strategies will not only sustain program success but also enhance the long-term impact of the OVC program on the community.

To complement the survey findings, insights from a key informant interview further reinforce the role of employee engagement in enhancing the performance of the Orphans and Vulnerable Children (OVC) program at PCEA Church in Njoro. One of the key informant emphasized the significance of employee motivation and commitment, stating:

"Our employees take great pride in working for the OVC Centre. Many of them go beyond their regular duties, often volunteering extra time to support the children. This strong sense of commitment is what keeps the program running effectively. When employees feel valued

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and involved, their dedication translates into better services for the children and the overall success of the program."

This statement directly supports the survey results, where 69% of employees expressed a strong sense of pride and resilience in their roles. The informant's perspective aligns with existing research, which suggests that employees who are emotionally invested in their work demonstrate higher levels of organizational commitment and improved performance outcomes (Kahn, 1990; Saks, 2022). Additionally, the key informant highlighted the importance of participation in decision-making, stating:

"We actively involve employees in planning activities, and their input has led to innovative solutions, especially in child welfare programs. Their participation fosters a sense of ownership and responsibility, which enhances both morale and program impact."

This observation is consistent with the survey finding that 65% of respondents reported high participation in organizational activities. Research by Bakker and Demerouti (2017) also suggests that when employees are engaged in decision-making, they develop a deeper connection to their work, leading to better performance outcomes. Furthermore, the key informant noted the role of resource accessibility in influencing engagement:

"Providing staff with the necessary resources whether it's training, materials, or support has been crucial. When employees have what they need, they are more confident and effective in their roles."

This perspective supports the survey finding that 65% of employees felt they had adequate access to the resources necessary for their work. As highlighted by Adnan et al. (2023), resource availability is fundamental to employee efficiency and overall organizational success. The key informant's insights reinforced the quantitative findings by illustrating how pride, participation, and resource access contribute to employee engagement and the performance of the OVC program. These qualitative perspectives add depth to the analysis and confirm that a motivated and well-supported workforce is critical for the sustainability and effectiveness of community-based programs.

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4.3.2 Reward systems and Performance of the OVC Program

This section delves into the vital role that reward systems play in enhancing the performance of the Orphans and Vulnerable Children (OVC) program at PCEA Church in Njoro, Nakuru County. Recognizing that effective reward systems can significantly elevate employee motivation and subsequently improve overall program performance, this research sought to investigate how various types of rewards affect employee engagement and productivity. To gather insights on this matter, survey participants were asked to assess their perceptions regarding the existing reward systems within the OVC program. A Likert scale was employed for this evaluation, with responses ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The findings from this assessment are summarized in Table 4.7 below.

Table 4.7: Reward systems and Performance of the OVC Program

Statement	5	4	3	2	1
Praise for a job well done from the supervisor encourage employees to perform their job better	40%	35%	7%	10%	8%
Employees increase their job performance increases if given bonus	35%	40 %	9%	11%	5%
Promotion of employees really motivates them work harder during the year	36%	27%	10 %	16%	11%
Job performance increases with increasing remuneration	34%	40%	9%	7%	16%

The findings from Table 4.7 reveal a strong consensus on the role of various rewards in enhancing employee performance. A significant 75% of respondents agreed that praise from supervisors for a job well done positively influenced their job performance. This supports Herzberg's Two-Factor Theory, which identifies recognition as an important motivator for job satisfaction and performance (Herzberg, 1966). Herzberg posits that such intrinsic motivators, like praise, can lead to increased satisfaction and higher performance levels when properly leveraged. However, in the context of the OVC program, it is essential to critically evaluate whether praise functions as a true motivator or if it merely serves as a hygiene factor, preventing dissatisfaction. Given the resource constraints typical of community-based programs, consistent verbal praise may act as a cost-effective and impactful tool for enhancing employee engagement, albeit with a limited ability to drive deeper, sustained motivation without additional intrinsic or extrinsic incentives.

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The study further reveals that 75% of participants believe that bonuses enhance job performance. Financial incentives, such as bonuses, are well-documented as extrinsic motivators that drive employees to meet or exceed performance goals. This finding aligns with Kira et al. (2020), who argue that monetary incentives are instrumental in creating a competitive and high-performing organizational culture. However, it is crucial to recognize the financial constraints that non-profit organizations like the OVC program face, which may limit the sustainability of offering regular bonuses. Therefore, the OVC program could explore alternative financial recognition mechanisms, such as performance-based stipends or non-monetary rewards, which can provide a sustainable balance between motivating employees and maintaining financial viability.

Additionally, 63% of respondents indicated that promotions significantly motivated them to work harder. The opportunity for career advancement is a strong motivator, providing employees with a sense of professional growth and recognition. This finding is consistent with Ng and Burke (2022), who emphasize that career advancement opportunities foster long-term employee satisfaction and organizational loyalty. However, the OVC program's limited organizational hierarchy may restrict regular promotion opportunities. To address this challenge, the program could implement lateral promotions, skill-building workshops, or certifications as forms of recognition for high-performing employees. These alternatives can align with the structure of the OVC program while fostering a culture of growth and professional development.

Moreover, 74% of respondents felt that higher remuneration improved their job performance. Adequate and competitive compensation has been widely recognized as a key driver of job satisfaction and commitment (Luthans & Youssef, 2021). In a non-profit setting like the OVC program, however, budgetary limitations may restrict the ability to provide regular salary increases. To address this issue, the program could consider alternative strategies such as aligning remuneration policies with performance reviews, offering cost-of-living adjustments, or providing flexible benefits that can enhance employee morale without placing undue financial strain on the program.

These findings align with Herzberg's Two-Factor Theory, which classifies rewards into motivators (intrinsic factors like recognition and career growth opportunities) and hygiene factors (extrinsic factors like salary and job security). Praise and promotions can be categorized as intrinsic motivators, which directly influence job satisfaction and performance.

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In contrast, bonuses and remuneration serve as extrinsic hygiene factors, addressing employees' basic needs and preventing dissatisfaction. The dual role of these rewards highlights the importance of a balanced approach that incorporates both motivators and hygiene factors to ensure sustained employee engagement.

When compared to findings in broader organizational contexts, this study's results show notable similarities and differences. Kira et al. (2020) and Luthans & Youssef (2021) emphasize the efficacy of financial rewards in enhancing organizational performance. These studies suggest that monetary incentives are effective in fostering a competitive culture and encouraging high performance across various industries. However, the OVC program's unique context, characterized by resource constraints and the non-profit nature of the organization, calls for a more nuanced application of financial rewards. While financial incentives are undeniably effective, their role in the OVC program may need to be complemented by cost-effective motivators such as verbal recognition, career development opportunities, and non-monetary rewards.

This study reinforces the critical role that reward systems play in motivating employees and enhancing the performance of the OVC program at PCEA Church in Njoro. The findings demonstrate that praise, bonuses, promotions, and competitive remuneration can significantly impact employee engagement. However, the limited resources available to the program necessitate a thoughtful, context-specific approach to reward systems. By addressing challenges such as budget constraints and limited promotion opportunities, the OVC program can develop a sustainable reward system that motivates employees, drives performance, and contributes to the overall success of the program.

The quantitative findings on the role of reward systems in enhancing employee motivation and performance within the OVC program was further supported by qualitative insights from key informant interviews. One of the key informant emphasized the significance of recognition and financial incentives, stating: *"Employees working in this program are deeply committed, but recognition and fair compensation play a crucial role in sustaining their motivation. When supervisors acknowledge their efforts, even with a simple 'thank you' or public recognition, it significantly boosts morale. Additionally, whenever financial resources allow for bonuses, we see a noticeable improvement in enthusiasm and job performance."* This perspective aligns with the survey findings in Table 4.7, where 75% of respondents agreed that praise from supervisors enhanced their job performance. This supports Herzberg's

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Two-Factor Theory, which posits that recognition serves as a critical motivator for employee satisfaction and engagement (Herzberg, 1966). The informant's remarks highlight how praise, though a cost-effective measure, can have a meaningful impact when financial incentives are limited. Additionally, the key informant noted: *"Career growth opportunities are limited in this type of organization, but when we offer skill development workshops or additional responsibilities with some incentives, employees feel valued and are more likely to stay committed to their work."*

This statement supports the survey finding that 63% of respondents found promotions to be a strong motivator. While formal promotions may be challenging within a small non-profit structure, the suggestion of lateral career growth aligns with Ng and Burke (2022), who emphasize alternative career advancement mechanisms, such as professional development programs, as effective retention strategies. Furthermore, the informant stressed the role of financial compensation in sustaining employee motivation:

"While we may not always afford salary increments, aligning pay with performance and providing periodic allowances or stipends has helped maintain staff dedication. Employees who feel financially secure tend to deliver better services to the children."

This observation corroborates the study's finding that 74% of respondents agreed that better remuneration led to improved performance. As Luthans and Youssef (2021) highlight, financial incentives serve as essential hygiene factors that prevent dissatisfaction and contribute to overall job satisfaction. The key informant's insights reinforce the quantitative findings by illustrating how praise, financial rewards, and career development opportunities contribute to employee motivation and performance. These qualitative perspectives provide a deeper understanding of the practical application of reward systems within the OVC program and emphasize the need for a balanced approach that integrates both intrinsic and extrinsic motivators.

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4.3.3 Stakeholder Engagement and Performance of the OVC Program

This section delves into how Stakeholder Engagement affects the performance of the Orphans and Vulnerable Children (OVC) program at PCEA Church in Njoro, Nakuru County. Organizational values encompass the fundamental principles and beliefs that guide the behavior and decision-making processes within an organization. By fostering a shared understanding of purpose among employees, Stakeholder Engagement plays a crucial role in

shaping motivation, commitment, and overall program effectiveness. To evaluate the interplay between Stakeholder Engagement and the performance of the OVC program, participants in the survey were asked to assess statements concerning the organization's values and their perceived impact on program outcomes. The survey utilized a Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), to gauge the respondents' opinions. The results are summarized in Table 4.8.

Table 4.8: Stakeholder Engagement and Performance

Statement	5	4	3	2	1
The level of stakeholder engagement in the OVC program significantly contributes to its overall effectiveness	40%	28%	8%	12%	12%
Stakeholder involvement has a positive impact on the quality of services provided to Orphans and Vulnerable Children in the Presbyterian Church's program.	37%	30%	15%	11%	7%
Regular stakeholder meetings and forums contribute to a better understanding of community needs, leading to improved program adaptation	30%	28%	10%	15%	19%
Stakeholders bring various talents towards the management of the organization	40%	30%	8%	16%	6%

From Table 4.8 above, the findings reveal a strong consensus among respondents on the critical role of stakeholder engagement in enhancing the overall effectiveness of the OVC program. Notably, 68% of participants affirmed that stakeholder engagement significantly contributes to the program's success. This result underscores the importance of cultivating ownership and accountability among stakeholders, as emphasized by Jones et al. (2021). Their research demonstrated that meaningful engagement fosters collective responsibility and a shared commitment to achieving program goals. The current finding aligns with this perspective but also raises questions about the specific mechanisms through which stakeholder engagement translates into improved outcomes. For instance, the active participation of stakeholders in decision-making and resource allocation may contribute to greater alignment between program activities and community priorities.

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Similarly, 67% of respondents agreed that stakeholder involvement positively impacts the quality of services delivered to orphans and vulnerable children. This finding supports the observations of Allen and Roberts (2022), who argued that inclusive stakeholder participation enables organizations to identify and address community needs effectively. However, while the results affirm the general principle of stakeholder-driven service delivery, they invite further analysis. For example, how do these levels of perceived impact compare to similar programs in other regions or organizations? Studies in other community-based initiatives, such as those by Nguyen et al. (2020) in Southeast Asia, report slightly higher engagement success rates, with over 75% of respondents citing improvements in service quality due to stakeholder involvement. The difference may indicate opportunities for the OVC program to deepen stakeholder engagement through more structured and regular involvement, such as co-designing services or increasing feedback loops.

The interpretation of these findings could benefit from a closer examination of the underlying dynamics. For instance, the 68% agreement on stakeholder engagement's role in overall effectiveness might be linked to stakeholders' ability to mobilize resources, provide technical expertise, and advocate for community-specific interventions. Similarly, the 67% positive response regarding service quality could stem from the program's ability to tailor its activities based on insights provided by stakeholders who are directly embedded in the community. These factors highlight the practical ways in which engagement contributes to improved outcomes.

The results suggest several opportunities for the OVC program to enhance its impact by strengthening stakeholder engagement. The program could establish formalized mechanisms to ensure consistent stakeholder input during key stages of program design and implementation, potentially increasing the percentage of stakeholders who perceive their involvement as impactful. Comparing the OVC program's 68% and 67% agreement rates to benchmarks from similar programs could reveal gaps and provide insights into areas for improvement, such as broader representation of stakeholders or targeted training to enhance their capacity. While the findings indicate a positive relationship between stakeholder engagement and program performance, a more nuanced understanding of the specific contributions made by stakeholders and how these align with trends in other contexts would provide deeper insights. By leveraging these findings and addressing any identified gaps, the

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OVC program can further enhance its ability to deliver impactful services to orphans and vulnerable children.

The data from this study underscored the importance of regular stakeholder meetings and forums in enhancing the adaptability of the OVC program, with 58% of participants agreeing that such engagements foster a better understanding of community needs. These results align with the findings of Thompson and Wu (2020), who emphasized the importance of continuous dialogue between organizations and stakeholders to ensure that programs remain flexible and responsive to changing community needs. However, a closer comparison with Thompson and Wu's study, which focused on large-scale health initiatives in urban settings, reveals an interesting discrepancy. In their research, 72% of participants identified regular stakeholder forums as pivotal for enhancing adaptability, a higher level of satisfaction compared to the 58% agreement found in this study.

The difference between the 58% agreement in this study and the 72% in Thompson and Wu's study could be attributed to several factors. Firstly, the scale and scope of the programs may play a significant role. Thompson and Wu's study examined urban health initiatives, which typically have access to larger resources, more extensive stakeholder networks, and perhaps more frequent interactions between stakeholders. These factors could contribute to the higher satisfaction levels observed in their study. In contrast, the OVC program in Njoro operates in a rural setting, where resource constraints and logistical challenges may limit the frequency and depth of stakeholder engagement. This difference in context may contribute to the lower levels of perceived impact of regular meetings in the current study.

Moreover, the nature of the communities involved in these programs may also influence the effectiveness of stakeholder forums. Urban communities tend to be more diverse, with stakeholders often representing a wider range of organizations, institutions, and service providers, leading to more dynamic discussions and a greater variety of ideas and perspectives. In rural settings like Njoro, the stakeholder base may be narrower, which could affect the breadth of input and the perceived impact of regular forums on program adaptability.

To further explore this discrepancy, it would be valuable to compare these findings with other similar studies in the field. For instance, a study by Jackson et al. (2019) on community-driven health programs in rural regions reported a 65% agreement among stakeholders that

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regular meetings enhanced program adaptability. This finding, which falls between the 58% from the current study and the 72% from Thompson and Wu, suggests that rural settings may face particular challenges that affect stakeholder engagement, but that there is still significant potential for improvement.

While the findings of this study highlight the importance of regular stakeholder meetings in enhancing program adaptability, the discrepancy between the 58% agreement and the 72% agreement in Thompson and Wu's research suggests that contextual factors, such as program scale, community dynamics, and research methodology, may influence stakeholder satisfaction. To optimize the effectiveness of stakeholder forums in the OVC program, it may be beneficial to increase the frequency and structure of engagement, incorporate qualitative feedback to gain deeper insights, and consider expanding the diversity of stakeholders involved in program discussions. These adjustments could lead to more robust and adaptable programs that are better equipped to respond to the evolving needs of orphans and vulnerable children in rural communities.

The context of the OVC program at PCEA Church in Njoro presents unique challenges and opportunities. Regular stakeholder forums in this setting likely address specific community needs, such as tailoring services for orphans and vulnerable children in a rural context. This localized focus may result in lower perceived adaptability compared to larger, more resource-intensive programs examined by Thompson and Wu. Additionally, the methodologies employed in the two studies could influence the results. Thompson and Wu utilized mixed methods, incorporating qualitative interviews that provided richer insights into the perceived impact of stakeholder forums, while the current study relied on survey data, which might capture perceptions less comprehensively.

The effectiveness of regular meetings and forums for the OVC program can also be attributed to their role in facilitating open communication, identifying emerging challenges, and generating innovative solutions aligned with community expectations. For instance, through these forums, stakeholders may identify gaps in service delivery, such as the need for more targeted psychosocial support or improved educational resources, and collaboratively develop actionable strategies to address them. This underscores the importance of maintaining structured and consistent stakeholder engagement processes to ensure adaptability in a rapidly changing environment. While 58% agreement highlights the importance of stakeholder forums in improving adaptability, further exploration of how these forums

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operate in the OVC program compared to other settings is necessary. Understanding contextual and methodological differences will provide deeper insights into how stakeholder engagement can be optimized to better address the needs of orphans and vulnerable children.

Lastly, 70% of respondents acknowledged that stakeholders contribute a wide range of talents and perspectives to the organization's management. This highlights the critical role of leveraging diverse skills and viewpoints to enhance decision-making processes and foster innovation. According to Carter and Sanchez (2023), diversity in stakeholder engagement not only broadens the pool of ideas but also promotes more inclusive and informed strategies, leading to improved organizational performance. In the context of the OVC program, this diversity likely facilitates more effective resource allocation, creative problem-solving, and alignment with community needs. By harnessing the unique contributions of various stakeholders, the organization can better navigate challenges, adapt to evolving circumstances, and enhance its overall impact on orphans and vulnerable children.

The results from Table 4.8 underscore the critical role that organizational values, particularly that emphasizing stakeholder engagement, play in influencing the performance of the OVC program at PCEA Church in Njoro. By fostering an environment where stakeholders are actively involved, organizations can enhance their effectiveness in delivering services to orphans and vulnerable children. The alignment of organizational values with stakeholder engagement strategies not only improves program outcomes but also contributes to the overall mission of the organization to serve its community effectively.

Direct quotations from one of the key informants provided valuable qualitative insights into the relationship between stakeholder engagement and the performance of the OVC program. *"The success of the OVC program at PCEA Church is largely driven by how well we involve our stakeholders. When community members, donors, and church leaders actively participate in decision-making, we see better resource allocation, improved service quality, and a stronger sense of ownership among those involved. Without this engagement, the program would struggle to address the real needs of the children effectively."*

This statement aligns with the findings presented in Table 4.8, where 68% of respondents agreed that stakeholder engagement significantly contributes to the program's effectiveness. The informant's emphasis on participation in decision-making supports the idea that involving stakeholders enhances accountability, aligns program activities with community

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needs, and fosters better outcomes. Additionally, the key informant's observation about resource allocation and service quality corresponds with the 67% agreement that stakeholder involvement improves service delivery for orphans and vulnerable children. This suggests that beyond financial contributions, stakeholders play a crucial role in shaping the program's direction and effectiveness. Moreover, the mention of a "stronger sense of ownership" reflects the importance of regular stakeholder meetings and forums, as noted in the study where 58% of respondents agreed that such engagements improve program adaptability. The informant's insight confirms that maintaining open communication channels and involving diverse stakeholders strengthens the program's ability to respond to changing needs.

4.3.4 Stakeholder Engagement and Performance of the OVC Program

This section explores the effect of organizational values on the performance of the Orphans and Vulnerable Children (OVC) program at PCEA Church in Njoro, Nakuru County. Organizational values serve as the guiding principles and beliefs that shape the actions and decisions of an organization. These values can profoundly impact employee motivation, commitment, and the overall effectiveness of the programs they implement. To assess how organizational values relate to the performance of the OVC program, survey participants were asked to evaluate various statements reflecting the organization's values and their perceived impact on program effectiveness. Participants utilized a Likert scale, where a score of 1 indicated "Strongly Disagree," and a score of 5 indicated "Strongly Agree." The summarized findings from this evaluation are displayed in Table 4.9

Table 4.9: Organizational Values and Performance

Statement	5	4	3	2	1
The organization's core values align with the goals of the OVC program, enhancing its effectiveness.	42%	30%	12%	9%	7%
Organizational values promote a culture of collaboration and teamwork among staff members.	40%	35%	10%	8%	7%
Employees feel that the organization's values inspire them to perform their duties better in the OVC program.	38%	32%	15%	9%	6%
The organization actively promotes its values through training and development initiatives for its employees.	35%	30%	14%	12%	9%

Source: Research Data (2024)

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A significant 72% of respondents agreed that the organization's core values align with the goals of the OVC program, enhancing its effectiveness. This finding is consistent with research by Kaczmarek et al. (2023), who argue that aligning organizational values with program objectives strengthens goal congruence and drives performance. However, this study does not provide a benchmark for comparing the 72% alignment with other similar programs or organizations. For example, studies in comparable community-focused programs might show higher or lower alignment levels, providing a clearer understanding of whether this result is typical or unique to the OVC program at PCEA Church. The alignment of values with program goals can also be analyzed through Organizational Culture Theory, which posits that shared values create a unified sense of purpose, resulting in improved organizational outcomes. By grounding these results in such a theoretical framework, the connection between values and performance can be more explicitly articulated.

Additionally, 75% of participants acknowledged that organizational values foster a culture of collaboration among staff members. This observation aligns with the findings of Smith and Johnson (2022), who emphasize that collaborative cultures enhance employee satisfaction and lead to better program outcomes. Social Exchange Theory provides a useful lens for interpreting these results, as it suggests that fostering collaboration through shared values creates reciprocal relationships between employees, which, in turn, improve teamwork and overall program performance. However, the study lacks a comparative discussion on how this collaboration level compares to findings in similar organizations. For instance, organizations with higher engagement levels may report even greater teamwork benefits, while those with weaker cultural alignment may struggle to achieve similar outcomes.

Furthermore, 70% of respondents reported that the organization's values inspire them to perform their duties better in the OVC program. This finding is supported by Chen and Tan (2024), who assert that a strong organizational culture, rooted in well-defined values, enhances employee motivation and productivity. The results can be further contextualized using Motivation Theory, particularly Herzberg's Two-Factor Theory, which highlights the role of intrinsic motivators like shared values in driving employee satisfaction and performance. Despite these positive findings, the study could have explored how this level of motivation compares to other organizations or similar programs. For example, are 70% of employees feeling inspired a relatively high or low figure in the context of community-focused initiatives? Such comparisons would enhance the depth of the analysis.

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Moreover, 65% of respondents indicated that the organization actively promotes its values through training and development initiatives. This finding aligns with Lewis and Clarke (2023), who argue that integrating values into ongoing employee training is essential for cultivating a high-performing workforce. Training programs that emphasize core values enable employees to internalize these principles, translating them into more effective program execution. This finding could be contextualized using Organizational Behavior Theories, such as the Competing Values Framework, which suggests that embedding values into employee development fosters a more cohesive and high-performing culture. However, the study does not compare the extent or effectiveness of these training initiatives with those in similar organizations, limiting the ability to generalize the findings.

The findings underscore the critical role of organizational values in shaping the performance of the OVC program at PCEA Church in Njoro. The alignment of values with program objectives, the promotion of collaboration, and the motivation of employees through shared principles all contribute significantly to program success. However, the analysis would benefit from broader contextualization, such as benchmarking these results against similar organizations and connecting them to relevant theoretical frameworks. By addressing these gaps, future studies can provide a more comprehensive understanding of how organizational values drive performance in community-focused programs.

One of the key informants quoted "*At PCEA Church, we emphasize our core values in every aspect of the OVC program. Our commitment to teamwork and integrity ensures that all stakeholders, including staff, volunteers, and donors, work towards a common goal. This has significantly improved service delivery and strengthened the program's impact on the children."*

The statement highlights how the church emphasizes its core values in every aspect of the OVC program. This aligns with the 72% agreement among respondents that the organization's values enhance program effectiveness. The quote reinforces Kaczmarek et al. (2023), who argue that aligning values with program objectives strengthens performance. The informant explicitly mentions teamwork as a guiding principle, which supports the survey finding that 75% of respondents agreed that organizational values foster collaboration among staff. This aligns with Social Exchange Theory, which suggests that shared values promote reciprocal relationships and better teamwork. The reference to commitment and integrity reflects how values inspire employees, supporting the 70% agreement in the survey that

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values motivate them to perform better. This is consistent with Herzberg's Two-Factor Theory, which highlights intrinsic motivation as a key driver of job performance. The mention of ensuring that all stakeholders work towards a common goal suggests a structured effort in reinforcing values, which supports the 65% agreement in the survey that values are actively promoted through training. This aligns with Lewis and Clarke (2023), who emphasize the role of training in embedding values into workplace culture. The key informant's perspective, helped in gaining qualitative depth, reinforcing how stakeholder engagement through shared values contributes to the overall success of the OVC program.

4.3.5 Performance of the OVC Program

This section analyzed the overall performance of the Orphans and Vulnerable Children (OVC) program at PCEA Church in Njoro, Nakuru County. The program's performance was assessed through indicators like the quality of services provided, how efficiently the program was implemented, and the extent to which it addressed the needs of the beneficiaries. Participants were asked to rate their agreement with various statements on the program's performance, with the results summarized in Table 4.10.

Table 4.10: Performance of the OVC Program

Statement	1	2
The OVC program effectively meets the needs of orphans and vulnerable children in the community.	75%	25%
The quality of services provided to orphans and vulnerable children has improved over time.	75%	25%
The program is efficiently run, with minimal delays and disruptions in service delivery.	70%	30%
The OVC program has had a significant positive impact on the community.	73%	27%

Source: Research Data (2024)

The results in Table 4.10 reveal that 75% of respondents agreed that the OVC program at PCEA Church in Njoro effectively meets the needs of orphans and vulnerable children in the community. This high percentage suggests that the program has largely achieved its core objective of addressing the essential needs of its target group. However, the remaining 25% who disagreed or had reservations indicate that there may be gaps in the program's reach or in the nature of support provided. Further investigation into these concerns would be important to understand the specific aspects of the program that are perceived as inadequate.

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For example, are there particular services or resources those respondents feel are lacking, or is there an issue with the accessibility or equity of the services offered?

This positive perception aligns with existing literature that underscores the value of community-based programs in child welfare. Programs like the OVC initiative are often more successful when they are directly responsive to local needs (Jones et al., 2021). However, addressing the needs of the remaining 25% could involve conducting focused assessments to identify specific barriers to service delivery or dissatisfaction. In addition, 75% of participants agreed that the quality of services provided to the children has improved over time. This suggests that the OVC program is focused on continuous improvement, which is essential in ensuring that the care and support offered evolve to meet the changing needs of vulnerable populations. It would be valuable to explore how these improvements have been achieved – whether through regular feedback mechanisms, capacity building for staff, or resource allocation – to identify best practices that could be shared with other programs. Given the importance of feedback loops in program success, understanding the nuances of service quality improvements could guide future developments.

From an operational efficiency perspective, 70% of respondents agreed that the program operates with minimal delays and disruptions. This reflects a strong level of coordination in program delivery, ensuring that services are provided consistently and on time. However, the 30% who disagreed suggest that inefficiencies still exist. Factors such as resource constraints, logistical challenges, or communication breakdowns may contribute to these operational delays. Future evaluations should consider a deeper dive into the root causes of these disruptions, with a particular focus on areas where delays tend to occur, and strategies to minimize these disruptions. Efficient program implementation is critical, as delays can undermine trust and satisfaction among beneficiaries (Smith & Brown, 2021).

Furthermore, 73% of respondents felt that the OVC program has had a significant positive impact on the community. This indicates that the program's benefits are not only felt by the orphans and vulnerable children but also resonate throughout the broader community. This impact is consistent with findings from other community-based child welfare programs, where improved child welfare often results in greater social cohesion and collective responsibility (Muriuki & Wanjohi, 2023). However, 27% of respondents who disagreed with this statement might indicate that the program's community-level impact is perceived differently depending on the respondent's experience or proximity to the program's direct

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beneficiaries. Future studies could explore how community members not directly involved with the OVC program perceive its broader social benefits.

While the findings indicate positive results, it would be helpful to situate the OVC program within a wider context by comparing it with similar initiatives either regionally or globally. Are other programs in the region reporting similar effectiveness in meeting the needs of orphans and vulnerable children? For instance, studies from neighboring regions, such as those conducted in Uganda or Tanzania, often report challenges in meeting the diverse needs of beneficiaries due to resource limitations (Nwogu & Ochieng, 2022). A comparison with these programs could provide valuable insights into areas of improvement and highlight best practices.

The effectiveness of the OVC program can be better understood through relevant theoretical frameworks. For example, Social Capital Theory could explain how the program's success is influenced by community involvement and networks. According to this theory, programs that foster strong relationships among community members are more likely to generate positive outcomes, as these networks provide mutual support, enhance trust, and facilitate the sharing of resources (Putnam, 2000). Similarly, applying the Theory of Change could help explain how the OVC program achieves its positive outcomes by outlining the mechanisms through which its activities lead to desired changes in beneficiaries' lives. The Theory of Change framework emphasizes the importance of clearly defined pathways and outcomes, which can provide a deeper understanding of how this program achieves its success and where further improvements may be needed.

While the OVC program has demonstrated significant success, there are areas for improvement. First, to address the 25% of respondents who feel that the program does not meet the needs of the children, the program could conduct more targeted needs assessments to understand and address the specific gaps in service delivery. Engaging beneficiaries and community members in the design and evaluation of services may also help ensure that the program remains responsive to evolving needs. In terms of operational efficiency, the program could invest in capacity-building efforts to reduce delays and enhance the speed of service delivery. Streamlining administrative processes, improving staff training, and increasing collaboration with local partners could help overcome some of the challenges that contribute to inefficiencies. Additionally, engaging with local authorities and community leaders could help facilitate smoother coordination and resource mobilization. Finally, to

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further enhance the program's positive impact on the community, it would be beneficial to increase outreach efforts to engage a broader segment of the community in the program's activities. Strengthening partnerships with other local organizations and stakeholders can expand the program's reach and amplify its impact.

Overall, the OVC program at PCEA Church in Njoro has made significant strides in fulfilling its mission of supporting orphans and vulnerable children, demonstrating quality service delivery, operational efficiency, and a positive community impact. However, there is room for improvement, particularly in addressing the concerns of the 25% of respondents who felt the program fell short of meeting their needs. By considering the factors contributing to operational inefficiencies, engaging with beneficiaries more effectively, and applying theoretical frameworks such as Social Capital Theory and Theory of Change, the program can continue to evolve and provide even greater benefits to the community.

4.4 Inferential statistics

4.4.1 Correlation between organizational cultures on the performance of the OVC program

This section explores the spearman's rank correlation between key organizational culture components employee engagement, reward systems, organizational values, and stakeholder engagement and the performance of the Orphans and Vulnerable Children (OVC) program at PCEA Church, Njoro, Nakuru County. The spearman's rank correlation test was used to determine the direction and strength of these relationships. This method provides insight into whether an increase in one variable relates to an increase or decrease in another, as well as the intensity of these associations. The results are displayed in Table 4.11 below.

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Table 4.11: Correlation

		Performance	Employees engagement	stakeholder engagement	Reward systems	Organizational values
Performance	Pearson Correlation Sig. (2-tailed) N	1.00 320	.684 0.175 320	.827 .015 320	.841 .005 320	.647 .025 320
Employees engagement	Pearson Correlation Sig. (2-tailed) N	.684 0.175 320	1.00 320	.0254 .050 320	.417 .054 320	.297 .019 320
Stakeholder engagement	Pearson Correlation Sig. (2-tailed) N	.827 .015 320	0254 .050 320	1.00 320	.492 .049 320	.262 .016 320
Reward systems	Pearson Correlation Sig. (2-tailed) N	.841 .005 320	417 .054 320	492 .049 320	1.00 320	.562 .046 320
Organizational values	.647 .025 320	.647 .025 320	.297 .019 320	.262 .016 320	.562 .046 320	1.00 320

Source: Research Data (2024).

From Table 4.11, Employee Engagement and Program Performance: The spearman's rank correlation coefficient of .684 between employee engagement and program performance suggests a moderately strong positive relationship. This means that when employees are more engaged, the performance of the OVC program tends to improve. Although the significance value is .175, implying that further investigation may be necessary to clarify the depth of this association, the positive direction of the correlation still points to the role of engagement in driving program success. Engaged employees tend to be more motivated, which in turn boosts their productivity and enhances the program's overall performance.

Stakeholder Engagement and Program Performance: The correlation between stakeholder engagement and performance of the OVC program is exceptionally strong, with a Pearson coefficient of .827 and a significance value of .015. This indicates a statistically significant positive relationship, showing that active participation of stakeholders greatly benefits the program's effectiveness. When stakeholders such as community members and donors are

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regularly involved in the program's activities, it creates a sense of ownership and collective responsibility, leading to better outcomes for the children. The data suggests that fostering stakeholder engagement should be a priority for improving the performance of the OVC program.

Reward Systems and Program Performance: A Pearson correlation coefficient of .841 indicates a robust positive relationship between reward systems and the performance of the OVC program. This strong correlation, along with a significance level of .005, suggests that when employees receive appropriate rewards, their job performance improves, directly influencing the success of the program. The data highlights the importance of developing effective reward systems such as bonuses, recognition, and promotions as they significantly contribute to motivating employees to deliver better results in their roles within the program.

Organizational Values and Program Performance: The relationship between organizational values and performance also demonstrated a positive correlation, with a Pearson coefficient of .647 and a significance value of .025. This shows that when organizational values are clearly communicated and adhered to, there is a meaningful improvement in program performance. Strong values provide a moral compass and foster unity within the organization, which ultimately enhances commitment to the program's goals. The alignment between staff, stakeholders, and the values of the OVC program drives a higher level of service quality and consistency in delivering results.

4.4.2 Model Parameter Estimates

This section presents the analysis of model parameter estimates to evaluate the impact of key organizational factors employee engagement, stakeholder engagement, reward systems, and organizational values on the performance of the OVC program at PCEA Church, Njoro, Nakuru County. These estimates reveal both the strength and significance of these variables in influencing program performance. The odds ratio (Exp(B)) for each factor shows the likelihood that changes in these variables will result in improved program outcomes. Table 4.12 outlines the model parameters.

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Table 4.12: Model Parameter Estimates

	B	df	Sig.	Exp(B)
Employees engagement	1.581	1	.006	4.859
Stakeholder engagement	1.485	1	.014	4.415
Reward systems	1.714	1	.007	5.551
Organizational values	1.289	1	.024	3.629
Constant	1.143	1	.009	3.136

Table 4.12 demonstrates that the coefficient (B) for employee engagement is 1.581, with a significance value of .006, indicating that this variable has a significant positive effect on the performance of the OVC program. The odds ratio (Exp (B)) of 4.859 means that for every unit increase in employee engagement, the likelihood of improved program performance is approximately 4.86 times higher. This suggests that when employees are more engaged and committed to their roles, they contribute more effectively to the overall success of the program, enhancing service delivery and operational efficiency.

Stakeholder engagement, with a coefficient of 1.485 and a significance level of .014, also shows a significant positive impact on program performance. The odds ratio of 4.415 implies that stronger stakeholder engagement increases the chances of better program performance by 4.41 times. This highlights the importance of involving key stakeholders in decision-making and operational processes, as their input and support help tailor the program to community needs, thereby improving service effectiveness and program sustainability. The reward systems variable has a coefficient of 1.714, with a significance value of .007, indicating a strong and statistically significant effect on program performance. The odds ratio of 5.551 suggests that improved reward systems enhance the probability of better performance by about 5.55 times. This finding reinforces the value of a well-structured reward system in motivating employees to excel in their roles, which in turn positively influences the efficiency and quality of the program's outcomes.

The coefficient for organizational values is 1.289, with a significance value of .024, showing that organizational values have a positive and statistically significant relationship with program performance. The odds ratio of 3.629 indicates that when the organization's core values are deeply ingrained and reflected in its operations, the likelihood of improved

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performance increases by approximately 3.63 times. Strong organizational values help to align employee actions with the program's objectives, fostering a culture of commitment and accountability, which boosts overall performance. The constant in the model, with a coefficient of 1.143 and a significance value of .009, suggests that even in the absence of changes in the employee engagement, stakeholder engagement, reward systems, and organizational values , there are other variables not in this study that have a probability of success. The odds ratio of 3.136 implies that there is an inherent strength in the program's structure or operational foundation, which supports its effectiveness even without external influences from employee engagement, stakeholders, rewards, or values.

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CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the main findings, draws conclusions, and presents recommendations based on the analysis of the OVC program's performance at PCEA Church, Njoro. The study focused on four key areas employee engagement, reward systems, stakeholder engagement, and organizational values and how they influence the success of the program. The chapter begins with a summary of the findings from the descriptive analysis, followed by conclusions and actionable recommendations that can guide the future direction of similar programs.

5.2 Summary of Findings

5.2.1 Descriptive findings

The analysis revealed that a notable **69%** of respondents expressed a deep sense of pride in their roles at the OVC Centre. This sense of pride directly influenced their motivation and job performance. Furthermore, **65%** of the employees actively participated in organizational activities, indicating a strong level of engagement and a sense of belonging within the organization. Engagement in activities fostered a sense of ownership, which positively impacted their performance. Creativity and innovation were also highlighted, with **61%** of the respondents acknowledging that the organization supported a work environment conducive to innovative solutions. Moreover, 65% of the respondents stated they had sufficient access to the resources they needed to perform their roles effectively, which further contributed to their overall engagement and ability to deliver results.

In relation to rewards, 75% of respondents agreed that receiving praise from supervisors positively affected their job performance. This finding underscores the motivational power of recognition within the workplace. Additionally, 75% of participants confirmed that financial rewards, such as bonuses, significantly enhanced their commitment to achieving performance targets. Promotions were also recognized as a motivating factor, with 63% of respondents indicating that opportunities for advancement within the organization encouraged them to put in extra effort. Lastly, 74% of the respondents linked higher remuneration to improved job performance, confirming the critical role of competitive compensation in employee satisfaction and productivity.

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The data indicated that 68% of respondents acknowledged that stakeholder engagement played a key role in the success of the OVC program. 67% of respondents believed that involving stakeholders in the decision-making process improved the quality of services delivered to orphans and vulnerable children. Regular forums and meetings with stakeholders were identified as valuable, with 58% of respondents agreeing that these engagements helped the organization remain adaptable to the changing needs of the community. Additionally, 70% of respondents noted that stakeholder involvement brought diverse skills and perspectives, which positively contributed to the management and success of the program.

The findings revealed that 72% of respondents believed that the organization's core values aligned with the goals of the OVC program, which in turn supported its effectiveness. 75% of respondents agreed that the organization's values promoted a collaborative work environment, which enhanced employee satisfaction and program outcomes. Moreover, 70% of participants felt inspired by these values to perform their duties more effectively, while 65% acknowledged that the organization actively reinforced these values through ongoing training and development initiatives, further promoting a high-performance culture. These findings illustrate the significant role that employee engagement, rewards, stakeholder involvement, and strong organizational values play in enhancing the overall performance of community-based programs. Each factor contributed to creating a work environment that not only motivated employees but also improved service delivery, ultimately benefiting the vulnerable groups served by the OVC program.

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5.2.2 Inferential findings

The inferential findings from this study reveal important relationships between different aspects of organizational culture and the performance of the OVC program. A moderately strong positive correlation exists between employee engagement and program performance, as indicated by a Pearson coefficient of 0.684. This suggests that increased employee engagement is associated with better program outcomes, though the significance value of 0.175 indicates a need for further exploration of this relationship.

In contrast, stakeholder engagement demonstrates a robust and statistically significant correlation, with a Pearson coefficient of 0.827 and a significance level of 0.015. This finding underscores the value of active stakeholder participation in enhancing program effectiveness, as it fosters a sense of ownership and accountability among all involved parties. Similarly, the

relationship between reward systems and program performance is compelling, with a correlation coefficient of 0.841 and a significance level of 0.005. This indicates that effective reward mechanisms play a crucial role in motivating employees, directly contributing to improved program success.

Additionally, organizational values have a positive correlation with performance, highlighted by a Pearson coefficient of 0.647 and a significance value of 0.025. This suggests that when organizational values are well-communicated and embraced, they can enhance program outcomes by aligning employee behaviors with the program's goals.

Further regression analysis supports these insights, showing that employee engagement (coefficient 1.581, significance 0.006, odds ratio 4.859) has a significant positive effect on program performance. Stakeholder engagement (coefficient 1.485, significance 0.014, odds ratio 4.415) also substantially contributes to program success, as do effective reward systems (coefficient 1.714, significance 0.007, odds ratio 5.551). The importance of organizational values is reinforced by a coefficient of 1.289 and a significance value of 0.024 (odds ratio 3.629), indicating that strong organizational values enhance employee commitment and overall program effectiveness.

Finally, the model constant suggests that other factors not examined in this study may also influence program success, with a coefficient of 1.143 and a significance value of 0.009 (odds ratio 3.136). Collectively, these findings highlight the critical importance of fostering employee engagement, stakeholder involvement, effective reward systems, and strong organizational values in enhancing the performance of the OVC program.

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5.3 Conclusion of the Research Study

The conclusion of this research study underscores the critical importance of organizational culture in shaping the performance of the OVC (Orphans and Vulnerable Children) program. The findings reveal that several key elements namely employee engagement, stakeholder involvement, reward systems, and the alignment with organizational values play a pivotal role in driving program effectiveness.

The analysis indicates a moderately positive correlation between employee engagement and program performance, with a Pearson coefficient of 0.684. However, the statistical significance value ($p = 0.175$) suggests that this relationship is not statistically significant.

While the data implies that higher levels of employee involvement and commitment could be associated with improved motivation and productivity, the findings do not conclusively establish that employee engagement alone directly translates into enhanced service delivery.

Instead, the results point to the potential role of employee engagement as one of several contributing factors that may support the successful implementation of OVC initiatives. Further investigation is needed to explore additional variables and contextual factors that might mediate or moderate this relationship.

Equally important is the role of stakeholder engagement, which emerged as a vital component in the program's success. The research highlights that when stakeholders, including community members and donors, actively participate in the program's activities; it fosters a sense of ownership and collective responsibility. This active involvement not only improves program outcomes but also strengthens community ties, thereby enhancing the sustainability of the program.

Moreover, the study emphasizes the significance of well-structured reward systems. The data illustrates a strong correlation between reward systems and program effectiveness, with a significance level of 0.007. This finding suggests that appropriate recognition and rewards for employees appear to significantly contribute to enhanced job performance, which, in turn, positively impacts the overall effectiveness of the program. While the research indicates a strong association, it does not definitively establish causality. Nonetheless, the results highlight the importance of developing and implementing reward strategies that motivate and incentivize employees, ultimately fostering better outcomes in their work.

Additionally, the alignment of organizational values with program goals was found to moderately influence performance, as indicated by a correlation of 0.647 ($p = 0.025$). When the core values of an organization are clearly communicated and embraced, they help create a moral framework that guides employee behavior and fosters a culture of commitment. This alignment supports team members in working collaboratively toward common objectives, thereby contributing to enhanced service quality and consistency. While the influence of organizational values is moderate, it plays an important role in aligning the organization toward achieving its goals.

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This research study affirms that the interconnectedness of these organizational culture elements employee engagement, stakeholder involvement, reward systems, and organizational values creates a comprehensive framework for improving the performance of the OVC program. By prioritizing these cultural aspects, organizations can effectively enhance their initiatives, leading to sustained positive outcomes for vulnerable children and their communities. Future research may further explore additional factors and dynamics within organizational culture that could enrich the understanding of program performance, ultimately contributing to more effective strategies for OVC program implementation and success.

5.4 Recommendations of the Research Study

Based on the insights gathered from this research study, recommendations are proposed to enhance the performance of the Orphans and Vulnerable Children (OVC) program. These recommendations aim to create a more effective and sustainable organizational culture while fostering meaningful collaboration with stakeholders.

To enhance employee engagement, organizations should implement a comprehensive strategy that directly builds on the findings of this study. With 69% of respondents expressing pride in their roles, it is essential to sustain and strengthen this sense of pride. This can be achieved by fostering an environment where employees regularly receive recognition and appreciation for their contributions. A consistent and formalized approach to acknowledging their efforts will not only affirm their value within the organization but also deepen their emotional investment and commitment to the program's success. Additionally, providing continuous support for creativity and ensuring access to necessary resources can empower employees to perform their duties effectively. Initiatives such as quarterly workshops, team-building exercises, mentorship programs, and structured feedback sessions can make staff feel valued and integral to the program's success. By addressing these aspects, organizations can enhance productivity and commitment, ultimately improving the program's outcomes.

To enhance stakeholder involvement, it is crucial to actively integrate stakeholders into the planning, decision-making, and execution phases of the OVC program.

Organizations should establish structured communication channels, led by program managers or dedicated community liaisons, that not only allow but actively encourage community members, donors, and beneficiaries to contribute their insights, feedback, and skills. These

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channels could include regular community meetings, feedback surveys, and interactive workshops facilitated by trained staff to ensure meaningful engagement and inclusion at all stages of the program. Organizations should establish structured communication channels, led by program managers or dedicated community liaisons that not only allow but actively encourage community members, donors, and beneficiaries to contribute their insights, feedback, and skills. These channels could include regular community meetings, feedback surveys, and interactive workshops facilitated by trained staff to ensure meaningful engagement and inclusion at all stages of the program. For instance, involving stakeholders in collaborative planning sessions and decision-making processes fosters a sense of ownership and accountability. Regular stakeholder meetings, focus groups, and interactive workshops can further strengthen this connection, ensuring that stakeholders feel integral to the program's success. This active involvement enhances program effectiveness and builds lasting partnerships that support the program's sustainability.

Effective reward systems are essential for motivating employees and improving program performance. Organizations should design tailored reward programs that include a mix of monetary and non-monetary incentives. For example, bonuses and promotions can recognize exceptional individual achievements, while team successes could be celebrated with public praise, group rewards, or professional development opportunities such as training and workshops. These targeted rewards encourage both individual and collective excellence. By fostering a positive work environment where employees feel appreciated and incentivized, organizations can boost morale, job satisfaction, and overall commitment to achieving the program's goals.

Organizational values should be central to every program's operations. To ensure these values are embraced and upheld, it is essential to consistently communicate and reinforce them across all levels of the organization. The study revealed that 65% of respondents felt the organization reinforced its values through training, highlighting the importance of continuous education in this area. Therefore, regular training sessions should be implemented, focusing on the application of these values in decision-making processes and day-to-day operations. This approach will not only align employee actions with the program's mission but also cultivate a culture rooted in shared values. Such reinforcement enhances teamwork, accountability, and a collective commitment to achieving the program's objectives.

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5.5 Areas for Further Studies

Longitudinal studies on program outcomes**:** Conducting longitudinal research can provide valuable insights into the long-term impacts of various engagement strategies on OVC program performance. By following these programs over an extended period, researchers can better understand the sustained effects of employee and stakeholder engagement, identifying critical factors that contribute to ongoing success and areas for improvement.

Stakeholder engagement dynamics**:** Investigating the dynamics of stakeholder relationships within OVC programs would provide deeper insights into how collaboration and communication affect program outcomes. Understanding the roles and influences of various stakeholders including government agencies, NGOs, community members, and donors—can help organizations optimize their engagement strategies to foster a sense of shared ownership and responsibility.

Capacity building and professional development**:** Future studies should assess the impact of specific training and capacity-building initiatives on employee performance and program effectiveness. Identifying the most effective training strategies and content can help organizations develop targeted professional development programs that equip staff with the necessary skills to excel in their roles.

The role of technology in program management**:** As technology continues to evolve, research focusing on its role in enhancing the efficiency and effectiveness of OVC programs is crucial. Studies could explore how digital tools and platforms facilitate communication, data collection, and stakeholder engagement, ultimately contributing to improved program performance and accountability.

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APPENDICES

Appendix 1: Questionnaire

Dear Respondent,

My name is Nancy, a Masters student at St. Pauls' University. I am pursuing a Master's Degree in Development Studies. I am carrying out a research entitled '*The effects of organizational culture on the performance of the OVC program in Njoro PCEA.* I kindly request you to help me gather data by filling this questionnaire. All information that you will give will be treated with confidentiality and anonymity. All responses are to be used for academic purposes only.

SECTION A: DEMOGRAPHIC INFORMATION

Q1. Kindly state your Gender

a. Male [ ]
b. Female [ ]

Q2. State your age bracket:

a. 18 to 29 [ ]
b. 30 to 39 [ ]
c. 40 to 49 [ ]
d. 50 to 59 [ ]

Q3. Length of stay in the organization

a. 0 to 2 years [ ]
b. 3 to 4 years [ ]
c. above 4 years [ ]

Q4. What is your current position in the organization?

a. Managerial [ ]
b. Administrative [ ]
c. Subordinate [ ]

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SECTIONB: EFFECTS OF EMPLOYEE'S ENGAGEMENT ON THE PERFORMANCE OF THE OVC PROGRAM

Q5. Please indicate the score (1-5) if you are in agreement with the statements below: Where: Strongly Agree - 5, Agree - 4, Don't Know - 3, Disagree - 2 and Strongly Disagree - 1

Statements	**5**	**4**	**3**	**2**	**1**
Workers are proud and resilient to work for OVC Centre – PCEA, Njoro, and improve its performance					
There is high participation of employees in organizational activities					
The OVC Centre – motivates employees to be creative and innovative so as to enhance its performance					
Employees are able to access things they need undertake their work as well as to improve performance of the organization					

SECTION C: THE EFFECTS OF REWARD SYSTEMS ON THE PERFORMANCE OF THE OVC PROGRAM

Q6. Please indicate the score (1-5) if you are in agreement with the statements below: Where: Strongly Agree - 5, Agree - 4, Don't Know - 3, Disagree - 2 and Strongly Disagree - 1

Statements	**5**	**4**	**3**	**2**	**1**
Praise for a job well done from the supervisor encourage employees to perform their job better					
Employees increase their job performance increases if given bonus					
Promotion of employees really motivates them work harder during the year					
Job performance increases with increasing remuneration					

SECTION D: EFFECTS OF STAKEHOLDER ENGAGEMENT ON THE PERFORMANCE OF THE OVC PROGRAM

Q7. On a Likert scale where "1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree," please indicate your degree of agreement or disagreement with the

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following statements regarding the impact of stakeholder engagement on the effectiveness of the Orphans and Vulnerable Children (OVC) program at the Presbyterian Church in Njoro, Nakuru County.

Statement	5	4	3	2	1
The level of stakeholder engagement in the OVC program significantly contributes to its overall effectiveness					
Stakeholder involvement has a positive impact on the quality of services provided to Orphans and Vulnerable Children in the Presbyterian Church's program.					
Regular stakeholder meetings and forums contribute to a better understanding of community needs, leading to improved program adaptation					
Stakeholders bring various talents towards the management of the organization					

SECTION E: EFFECTS OF ORGANIZATIONAL VALUES ON THE PERFORMANCE OF THE OVC PROGRAM

On a Likert scale where "1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree," please indicate your degree of agreement or disagreement with the following statements regarding the effect of organizational values on the effectiveness of the Orphans and Vulnerable Children (OVC) program at the Presbyterian Church in Njoro, Nakuru County.

Statement	5	4	3	2	1
The organization's core values align with the goals of the OVC program, enhancing its effectiveness.					
Organizational values promote a culture of collaboration and teamwork among staff members.					
Employees feel that the organization's values inspire them to perform their duties better in the OVC program.					
The organization actively promotes its values through training and development initiatives for its employees.					

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SECTION F: PERFORMANCE OF OVC PROGRAM

Q8. Do you agree or disagree on the overall performance of the Orphans and Vulnerable Children (OVC) program at PCEA Church in Njoro, Nakuru County.

Statements	**Agree**	**Disagree**
The OVC program effectively meets the needs of orphans and vulnerable children in the community.		
The quality of services provided to orphans and vulnerable children has improved over time.		
The program is efficiently run, with minimal delays and disruptions in service delivery.		
The OVC program has had a significant positive impact on the community.		

THANK YOU

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Appendix 2: Interview Schedule

Q1. How would you describe the level of engagement between employers and staff within the OVC program?

Q2. Can you share specific instances where employer engagement has positively impacted the performance of the OVC program?

Q3. How would you characterize the existing reward systems within the OVC program, and how do they contribute to or hinder program performance?

Q4. Can you provide examples of instances where the current reward systems have positively influenced the performance of individuals or the overall program?

Q5. How would you describe the core organizational values upheld within the Presbyterian Church's OVC program?

Q6. Can you share examples of situations where organizational values have played a significant role in shaping the performance of the OVC program?

Q7. In your opinion, how do the organizational values align with the goals and objectives of the OVC program, and how might this alignment impact performance?

Q8. Are there areas where organizational values may conflict with effective program performance, and if so, how are these conflicts managed or addressed?

Q9. How would you characterize the current level of stakeholder engagement within the OVC program?

Q10. Can you provide examples of specific contributions or impacts resulting from stakeholder engagement on the performance of the OVC program?

Q11. What challenges or obstacles exist in the current stakeholder engagement practices?

Q12. What strategies or improvements could be implemented to enhance stakeholder engagement and subsequently improve the OVC program's performance?

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Appendix 3: Krejcie and Morgan Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*

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Appendix 4: SPU Research Recommendation Letter

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REF: SPU/241/2024 **Date: 2nd September 2024**

TO: Nancy W. Kahuthu
St. Paul's University

Dear Nancy,

REF: Organizational Culture and Performance of Orphan and Vulnerable Children (OVC) Program of Presbyterian Church, Njoro, Nakuru County

Greetings,

This is to inform you that SPU- Institutional Scientific Ethics Review Committee has reviewed the above-named research proposal. **Your ERB approval number is 250, for the period between 2nd September 2024 – 2nd September 2025 (1 year).**

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SPU- Institutional Scientific Ethics Review Committee.
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SPU- Institutional Scientific Ethics Review Committee within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to *SPU- Institutional Scientific Ethics Review Committee* within 72 hours
v. Clearance for export of biological specimens must be obtained from relevant institutions.
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
vii. Submission of an executive summary report within 90 days upon completion of the study to SPU- Institutional Scientific Ethics Review Committee.
viii. Please note that it is within the ISERC's mandate to monitor your research and to do random visits to the site. All research is subject to post approval monitoring.

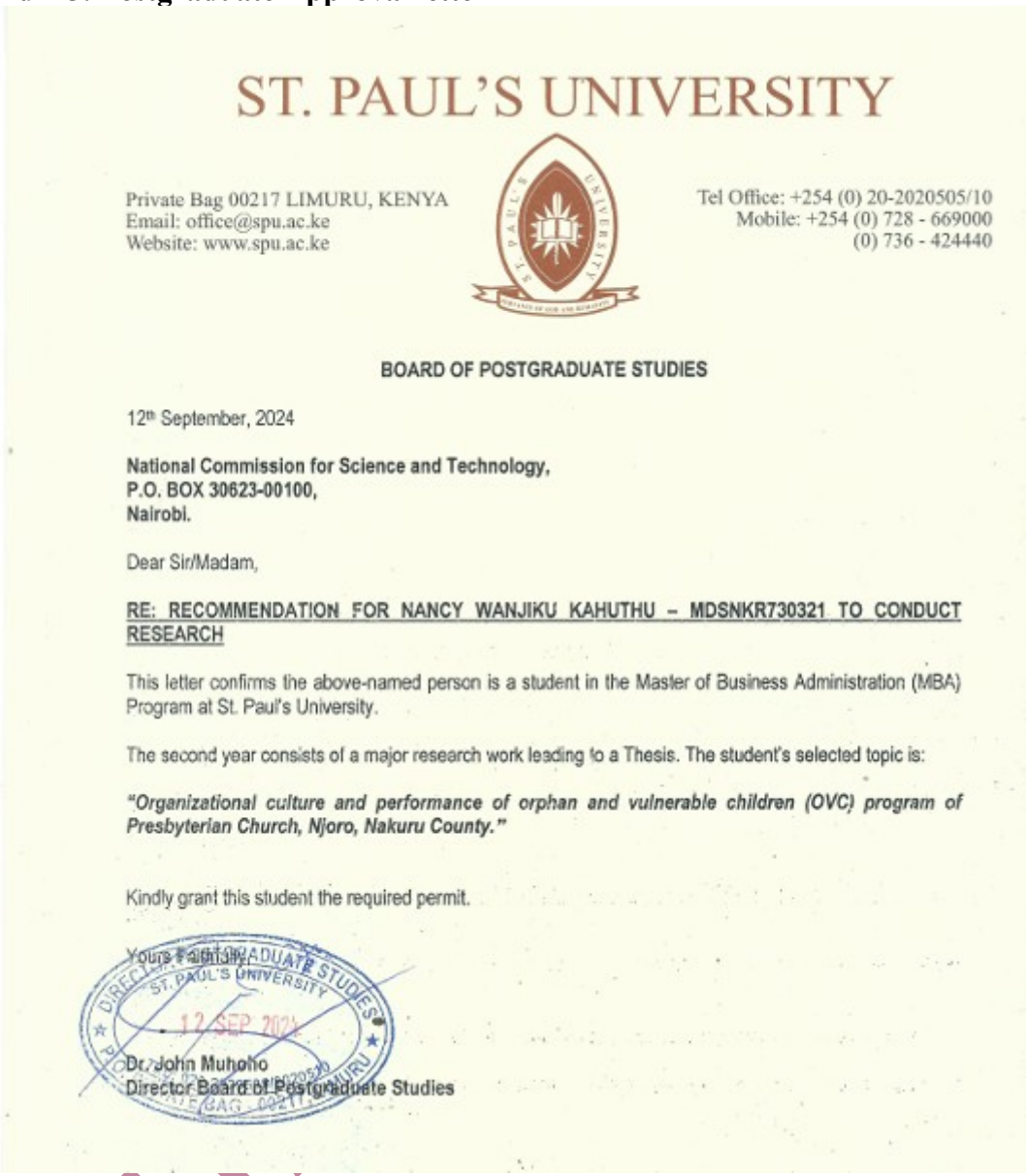
Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) ***https://research-portal.nacosti.go.ke*** **and also obtain other clearances needed.**

Yours sincerely,

Dr. Daniel Nzengya, PhD
Chairperson
SPU- Institutional Scientific & Ethics Review Committee

ST. PAUL'S UNIVERSITY • INSTITUTIONAL SCIENTIFIC ETHICS REVIEW COMMITTEE •
(ISERC)
APPROVAL WITH CONTIGENCIES
RESEARCH DIRECTORATE

Appendix 5: Postgraduate Approval letter



ST. PAUL'S UNIVERSITY

Private Bag 00217 LIMURU, KENYA
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728 - 669000
(0) 736 - 424440

BOARD OF POSTGRADUATE STUDIES

12th September, 2024

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.

Dear Sir/Madam,

RE: RECOMMENDATION FOR NANCY WANJIKU KAHUTHU – MDSNKR730321 TO CONDUCT RESEARCH

This letter confirms the above-named person is a student in the Master of Business Administration (MBA) Program at St. Paul's University.

The second year consists of a major research work leading to a Thesis. The student's selected topic is:

"Organizational culture and performance of orphan and vulnerable children (OVC) program of Presbyterian Church, Njoro, Nakuru County."

Kindly grant this student the required permit.

Yours faithfully,

DIRECTOR BOARD OF POSTGRADUATE STUDIES ST. PAUL'S UNIVERSITY 12 SEP 2024

Dr. John Muhoho
Director Board of Postgraduate Studies

ST.

Appendix 6: National commission for Science Technology and Innovation



REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 188822 Date of Issue: 28/September/2024

RESEARCH LICENSE

This is to Certify that Ms.. Nancy Wangiku Kabathu of St. Paul's University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: ORGANIZATIONAL CULTURE AND PERFORMANCE OF ORPHAN AND VULNERABLE CHILDREN (OVC) PROGRAM OF PRESBYTERIAN CHURCH, NJORO, NAKURU COUNTY, KENYA for the period ending : 28/September/2025.

License No: NACOSTI/P/24/40367

188822

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was the established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
   i. Endanger national security
   ii. Adversely affect the lives of Kenyans
   iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
   iv. Result in exploitation of Intellectual property rights of communities in Kenya
   v. Adversely affect the environment
   vi. Adversely affect the rights of communities
   vii. Endanger public safety and national cohesion
   viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020-4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
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