INFLUENCE OF ORGANSATIONAL CULTURE ON PROJECT PERFORMANCE IN WASO TRUST LAND PROJECT ORGANISATION ISIOLO COUNTY, KENYA

Rahma Ibrahim Abdullahi
Master of Arts Degree in Project Planning and Management, University of Nairobi, Kenya

Dr. Stephen W. Luketero
Senior Lecturer, University of Nairobi, Kenya

Full Length Research

ABSTRACT

A focus on organizational culture is increasingly becoming a major component of everyday organizational functioning because performance depends on its culture. The culture of a group is a pattern of shared basic assumptions that the group has learned as it solves its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Project performance is the organization's capacity to accomplish its goals effectively and efficiently using available human and physical resources. Waso Trust land Project (WTL) has been one for the few organizations in the forefront fighting for indigenous land and resource rights. Land and resource rights lie at the heart of the marginalization, poverty and conflict crippling northern Kenya. Despite the organizational commitment in the fighting on land rights, land issues have not been sorted in Isiolo County. There still exists conflicts related to land among the pastoral community in Isiolo County. Although organizational culture has been correlated with organizational performance, it has received relatively inadequate empirical investigation especially in Waso Trust land Project, Isiolo County. This study therefore sought to fill this research gap by investigating the influence of organizational culture on project performance in Waso Trust land Project, Isiolo County. The purpose of this study was to investigate the influence of organizational culture on project performance in Waso Trust land Project, Isiolo County. The study was guided by four research objectives. The research objectives sought to assess how diversity, employee recognition, leadership and communication system on project performance in Waso Trust land Project, Isiolo County. The study used descriptive survey design. The target population will consist of all the 65 employees of Waso Trust land Project, Isiolo County. The sample was 65 respondents. The study used questionnaires to collect data. Findings revealed that diversity influenced project performance. There was a significant and positive relationship between diversity and project performance. (r, is 0.765, n =62). It was also revealed that employee recognition influenced project performance (r, is 0.711, n =62). Findings also revealed that leadership influenced project performance (r, was 0.71, n =62, p = 0.01). Lastly it was revealed that communication system influenced project performance (r = .774, N = 62). Based on the findings of the study it was concluded that there was a significant and positive relationship between diversity and project performance. Diversity influenced project performance in Waso Trust land Project. The organization acknowledges, understands, accepts and values differences among people with respect to age, class, race, ethnicity, gender, disabilities. The organization had the potential to yield greater work productivity and competitive advantages. The organization recognized that each individual as unique and does not represent or speak for a particular group, while managers and associated in the organization were aware of their personal biases and also agreed that

managers in the organization understood that fairness was not necessarily equality. The study also concluded that the organization recognized employees that performed well by giving them certificates. It had also put up proper structures of recognizing its employees such as certificate awards. The study also concluded that leadership influenced project performance in Waso Trust land Project. The leadership in the organization enabled it to be more productive and profitable to its mandate. The study also concluded that the organization communication was important for improving employees' commitment and for positive outcomes. There was careful communication planning and setting the right expectations with all the project stakeholders is extremely important in the organization. The study recommended that the organization should have more diversity such as acknowledging, understanding, and accepting and values differences among the employees as this was noted to increase project performance. It also recommended that activities such as giving recognizing employees by awarding them certificates, motivating employees by having the employee of the month, giving them appreciation cards and that appreciation cards since it served as a motivation to the employees hence increasing their job performance in this organization. The study also recommended that the organization should have proper communication system and having careful communication planning and setting the right expectations with all the project stakeholders as this increased project performance. The researcher suggested that since the study was carried out in one organization, another study could be conducted in another organization for comparison of results. Since the study focused on variables such as diversity, employee recognition, leadership and communication system, another study focusing on other e commerce variables should be conducted to establish what influence they have on business performance.

Key Words: *organsational culture, project performance, Waso Trustland Project Organisation, Isiolo County, Kenya*

INTRODUCTION

A focus on organizational culture is increasingly becoming a major component of everyday organizational functioning because performance depends on its culture. Martins and Martins (2003) state the general definition of organizational culture as a system of shared meaning held by members, distinguishing the organization from other organizations. Arnold (2005) indicates that organizational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organization its distinct character. Organizational culture distinguishes one organization from another organization. Organizational culture is to an organization what personality is to an individual (Johnson, 1990). Kotler (2012) on the other hand alludes that organizational culture has a direct impact on a variety of organizational variables. Research also

shows that if employees are guided by the same norms and values in their organization, their performance would improve (Hofstede, 2007).

The origin of organizational culture from a national culture point of view is based, among others, on the work of Deal and Kennedy (1982). According to this view organizational culture is seen as being central to organizational performance rather than factors such as structure, strategy or politics. As a result the attention shifted away from national cultures and focused more on organizational culture. Interests in organizational culture from the human resource management and performance point of views stems from the fact that organizational culture was perceived to be offering a non-mechanistic, flexible and imaginative approach to understanding how organizations work (Brown, 1998). Consequently, organizational culture is considered to be the great "cure-all" for most organizational problems (Wilson, 1992).

A study culture within the organization shows that workers think the same way and are guided by the same ideas about the business (Racelis, 2010). Thus, organizations can only meet their goals if they make their culture work in harmony with their management coordination. By putting in place appropriate culture, an organization can allow the workers have control over their own work and this will no doubt make them work well.

Some studies found that there is strong link between organizational culture and performance (Muhammad & Muhammad, 2011) and his makes it relevant to study organizational culture and project performance. According to Magee (2002) organizational culture is the set of assumptions that members of an organization subscribe to. The assumptions are mainly beliefs and values. Beliefs focus on reality and they come from experience while values are about ideals that are desirable and worth striving for. It is the specific assortment of principles that are shared by everyone in the organization. This in turn controls the way these people intermingle with each other and with outsiders. The sharing of these beliefs and values create a business culture (Azhar, 2003). Robbins (2012) views organizational culture as a homogeneous discernment of the organization based on outstanding uniqueness separating one organization from the other.

The culture of a group is a pattern of shared basic assumptions that the group has learned as it solves its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Olu, 2009). Culture is rooted in people and subconsciously influences their behavior it affects their performance and vice versa – the manner of these factors affects the culture. Informally, such culture can be described as follows: "That's the way we do it!" (Lipičnik, 1993) or "The way things are done around here" (Lewis, 1995). Culture is the different philosophies and approaches to doing work within an organization (Moore, 2002). McCarthy and Perrault (1993) define culture as the whole set of beliefs, attitudes and ways of doing things of a reasonably homogenous set of people. It's a set of basic values, perceptions, wants and behaviors learned by a member of society from family and other important institutions (Schein, 2011). According to Zheng & McLean (2010), culture is the sum

total of learned beliefs, values and customs that serve to direct the consumer behavior of members of a particular society. Culture is formed by the leaders of an organization mostly those who have shaped it in the past. According to Mujtaba (2008), It is the "normative glue" that holds an organization together. organizational culture has a number of underlying factors – it is formed by a set of values, beliefs, assumptions, common understandings, expectations, attitudes, behaviors, thinking, norms and traditions of the people in the company (Davidson, 2000; Yazici, 2009; Mobley in Kuo & Kuo, 2010; Hooijberg & Petrock in Fong & Kwok, 2009), and is also affected by ethnic cultures (Lewis, 1995). Culture also represents a person's attitudes arising out of their professional, religious, class, educational, gender, age and other backgrounds and people's capacity for learning and transmitting knowledge (Turner & Simister, 2000, PMBOK, 1987, www. maxwideman.com). It can be described by three levels: artefacts, espoused values, and basic, underlying assumptions (Eskerod & Skriver, 2007).

According to Kaplan and Norton (2001) project performance is the organization's capacity to accomplish its goals effectively and efficiently using available human and physical resources? This definition provides the justification for organizations to be guided by objective performance criteria when evaluating employees' work based performance. This is also helpful in evaluating the achievement of the organizational goals as well as when developing strategic plans for the organizations' future performance (Ittner & Larcker, 2012).

According to Cascio (2014) project performance is the degree of attainment of work mission as measured in terms of work outcome, intangible assets, customer link, and quality services of an organization. De Wit (1988) and other writers distinguish between project performance which he says is measured against the overall objectives of the project; and project management performance which is measured against the widespread and traditional measures of performance against cost, time and quality. Cleland (1986) suggested that project performance is meaningful only if considered from two vantage points: the degree to which the project's technical performance objective was attained on time and within budget; the contribution that the project made to the strategic mission of the enterprise. Therefore, project performance is dependent upon the culture of the organization, since it is a clear indicator of the survival of the business (Racelis, 2010).

Although there is a range of behaviors that could be used for measuring project performance, Borman and Schmitt (2012) emphasize judgmental and evaluative processes that take a great deal of action when defining performance. According to Ittner and Larcker (2012) organization performance is a broader concept whose indicators include productivity, quality, consistency, efficiency as well as relative measures such as management development and leadership training for building necessary skills and attitudes among the workers (Richard, 2002). Project performance can also be conceptualized in terms of net income, revenue, number of employees, physical expansion, increased market share and financial sustainability (Kotter, 2012). According to Richard (2013) project performance covers financial performance which includes

profits, return on assets, return on investment, sales volumes, market share and shareholder return.

Project performance is the outcome achieved in meeting internal and external goals of a firm (Wei, Liu and Herndon 2011). Firm performance is a multidimensional construct that consists of four elements (Alam, 2013). Customer-focused performance, including customer satisfaction, and product or service performance; financial and market performance, including revenue, profits, market position, cash-to-cash cycle time, and earnings per share; human resource performance, including employee satisfaction; and organizational effectiveness, including time to market, level of innovation, and production and supply chain flexibility (Singh, 2011).Project performance may be assessed by different interest groups—stockholders, managers, customers, employees, and so on. Criteria for measuring project performance must therefore reflect different views (Stuckenbruck, 1986).

Moran and Volkwein (2011) argue that while organizational culture and project performance are related, culture is widely understood to be made up of a set of values and belief systems which simply give meaning to organizations rather than influence organizational performance (Kotter, 2012). In this respect organizational culture consists of empirically accessible elements such as behavioral and attitudinal characteristics which do not directly lead to organizational performance (Drexler, 2010). This is because organizational culture consists of shared perceptions while project performance covers individual attributes that can be measured using different parameters (Campbell, 2010). Although the established guidelines about the key components of organizational performance are yet to find universal acceptance, the explanatory powers of the concept lie in its potential to conceptually link organizational culture to performance (Moran &Volkwein, 2011). Thus, Middle mist and Hitt (2000) appear to favor a multidimensional approach to assessing this link. According to Middle mist and Hitt (2000) the six dimensions of organizational culture that can affect organizational performance are like leadership support, co-operation, friendliness, professionalism, job challenge and trustworthiness. There is a close link between organizational culture and project performance. However, this link has not been exhaustively researched (Schneider, 2012). Barker (2004) observes that organizational culture and project performance are related to some extent. Kotter (2012) contends that the variables influence organizational performance include level of employee commitment to work, positive beliefs about work, positive work values, interpersonal relationships and group norms.

Waso Trust Land Project (WTL)

Waso Trust Land Project was conceived in 1995 by a group of concerned community elders gathered under an acacia tree. It was born to channel the community's outcry against rampant land grabbing, land conflict and dispossession in Isiolo County that was debilitating the semi-nomadic and pastoralist peoples in the area. The Vision of the organization is that a pastoralist

community that understands their rights and responsibilities over communally-held land, and that is able to sustainably manage natural resources in order to improve their socio-economic and political well-being. The mission is to politically and economically empower the pastoralist communities in Isiolo County by advocating for policies that promote equitable distribution and sustainable utilization of land and its resources. We aim to do this through research, organizational networking, advocacy and community involvement in areas of land rights, livelihood, cultural heritage, conflict resolution and environmental conservation (Waso Trust Land Project, 2018).

Isiolo County is a vast arid and semi-arid zone, stretching over 25,605 square kilometers and comprising of three districts: Garba Tulla, Isiolo and Merti. The people of Isiolo County are largely nomadic pastoralists, with livestock-keeping as the primary way of life interspersed with some small pockets of farming. Rainfall in the region is extremely limited and has been decreasing, leaving the area prone to severe droughts. As such the Ewaso Ngiro River, flowing north from the Aberdares Range into the Lorian Swamp, is the lifeline of the region. The region is home to five ethnic groups: the Borana, Somali, Meru, Samburu, and Turkana peoples. Of these, Merti and GarbaTulla districts are entirely peopled by the Borana, while Isiolo district is a cosmopolitan mix of all five groups. The region suffers from frequent conflict over resources, flashing out in the form of violent cattle rusting. Conflict is particularly problematic in periods of drought, when competition over limited resources is exacerbated into violent cattle raiding between ethnic groups (Waso Trust Land Project, 2018).

The program areas include land Rights Livelihood, Culture, Environmentalism and conflict resolution. Through lobbying, advocacy, civic education and legal action WTL aims to promote and protect land and resources rights and use among the pastoralist communities of Isiolo District. Our goal is to campaign for legal and institutional reforms related to pastoral land and resource management nationally and internationally, in order to ensure equitable access and community participation. In matters livelihood, the organization aims to improve the social and economic status of local communities by building their capacity for sustainable livelihoods through natural resources management. By doing so, the organization hoped to promote and protect pastoralism as a viable livelihood system. We also support sustainable micro-enterprise community initiatives.

In matters of culture, WTL supports community initiatives to revitalize and maintain the cultural heritage of the indigenous peoples of the region. It is believed that cultural heritage is integral to peace-building and environmental awareness, and encourage cultural sharing between communities and between generations. In environmentalism issues, Waso Trust land supports initiatives in sustainable natural resource management, especially those that promote community access and control of project areas through networking and collaboration between local organizations. The organization nurtures traditional systems of managing resources and coping with drought and other natural disasters. WTL aims to promote environmental conservation and to enhance its benefits for the pastoralist economy while in conflict resolution, WTL was one of

the organizations to initiate a District Peace Committee, bringing Isiolo communities together after the violent inter-ethnic clashes of 2000. WTL is committed to conflict resolution and peace building amongst the peoples of the district, with peace as a cross-cutting theme throughout our initiatives.

STATEMENT OF THE PROBLEM

Waso Trust land Project (WTL) has been one for the few organizations in the forefront fighting for indigenous land and resource rights. Land and resource rights lie at the heart of the marginalization, poverty and conflict crippling northern Kenya. Local civil society has hesitated to engage with this politically charged issue. Land is a costly right to fight for yet access to land and its resources lies at the heart of WTL's goal of enabling local pastoral communities to escape poverty through sustainable access to natural resources. Apparently most of the projects of the organization have not been successful. Despite the organization commitment in the fighting on land rights, land issues have not been sorted in Isiolo County. There still exists conflicts related to land among the pastoral community in Isiolo County. This has an implication that the organizational has not fully achieved its objective. Although organizational culture has been correlated with organizational performance, it has received relatively inadequate empirical investigation especially in Waso Trust land Project, Isiolo County. This study therefore sought to fill this research gap by investigating the influence of organizational culture on project performance in Waso Trust land Project, Isiolo County.

GENERAL OBJECTIVE

The general objective of this study was to assess the influence of organizational culture on project performance in Waso Trust land Project, Isiolo County.

SPECIFIC OBJECTIVES

1. To determine the influence of diversity on project performance in in Waso Trust land Project, Isiolo County.
2. To assess the influence of employee recognition on project performance in Waso Trust land Project, Isiolo County.
3. To establish the influence of leadership on project performance in Waso Trust land Project, Isiolo County.
4. To establish the influence of communication system of on project performance in Waso Trust land Project, Isiolo County.

THEORETICAL REVIEW

Bureaucratic Management

Weber's theory of bureaucratic management has two essential elements. First, it entails structuring an organization into a hierarchy. Secondly, the organization and its members are governed by clearly defined rational-legal decision-making rules. Each element helps an organization to achieve its goals. An organizational hierarchy is the arrangement of the organization by level of authority in reference to the levels above and below it. For example, a Network Director (ND) is below the company's CEO, at the same level as the company's Head of Procurement, and above the Head of communications of the company. Each level answers to the level above it, with the ultimate leader of the organization at the top.

Hofstedes Theory

Organization culture refers to the various ideologies, beliefs and practices of an organization which make it different from others. The culture of any workplace decides how employees would behave with each other or with the external parties and also decide their involvement in productive tasks. Hofstede also known as Geert Hofstede proposed that national and regional factors contribute to the culture of the organization and eventually influence the behavior of employees in the organization. According to Hofstede there are majorly five factors which influence the culture of the workplace. Team leaders were delegated more responsibilities as compared to the team members. Power distance index refers to the differences in the work culture as per the power delegated to the employees.

There are some organizations which believe in appointing team leaders or team managers who are responsible for their respective teams and have the challenge of extracting the best out of the members. The team members also have to respect their team leaders and work as per their orders and advice. However in some organizations, every employee is accountable for his own performance. No special person is assigned to take charge of the employees. The individuals are answerable to none except for themselves. Every employee gets an equal treatment from the management and has to take ownership of his /her own work.

Systems Theory

Systems theory treats an organization as a system. A system can be either closed or open, but most approaches treat an organization as an open system. An open system interacts with its environment by way of inputs, throughputs, and outputs. In order to understand the theory, you must first get a firm understanding of a system. A system is any set of distinct parts that interact to form a complex whole. Think of the universe. Its parts are as small as a subatomic particle and as large as galactic clusters. Each part is distinct but interacts to form the universe. An organization is also a system with parts such as employees, assets, products, resources, and

information that form a complex system. As we noted in our definition, systems can be open or closed. A closed system is not affected by its environment. For example, a chuck of iron ore is not substantially affected by its environment. An open system is a system that is affected by its environment. A simple example is a living organism, such as an animal. Most theorists treat an organization as an open system. An open system consists of three essential elements. An organization receives resources such as equipment, natural resources, and the work of employees, referred to as inputs. The inputs are transformed, called throughputs, and then yield products or services called outputs. Outputs are released into the environment. Feedback loops are also an important feature of open

EMPIRICAL REVIEW

Organizational Culture

Organizational culture is the way that things are done in an organization, the unwritten rules that influence individual and group behavior and attitudes. Organizational culture plays a key role in management of organizations. Culture is a key tool in managing organizations. Several benefits have been cited to be of great value to the development of design and structure. Many organizations have failed due to cultural diversity that affects reporting systems. Studies show that there is a relationship between organizational culture and the ultimate performance of projects.

Organizational culture has a number of underlying factors it is formed by a set of values, beliefs, assumptions, common understandings, expectations, attitudes, behavior's, thinking, norms and traditions of the people in the company. Factors which can influence organizational culture include: the organization's structure, the system and processes by which work is carried out, the behavior and attitudes of employees, the organization's values and traditions, and the management and leadership adopted. All of these reflect common beliefs that derive from the common culture.

Several studies have been conducted on organizational culture and performance. For instance, Sonja and Phillips (2004) assume that managers in today's multicultural global business community frequently encounter cultural differences, which can interfere with management practices in organizations. Pinto (2010) reveals four ways organizational culture can affect project management. First, it affects how departments are expected to interact and support each other in the pursuit of project goals. Second, the culture influences the level of employee commitment to the goals of the project in the context of balancing them with other, potentially competing goals. Third, the organizational culture influences project planning processes such as the way work is estimated or how resources are assigned to projects. Finally, the culture affects how managers evaluate the performance of project teams and how they view projects' outcomes.

Njugi and Agusioma (2014) studied the effect of organization culture on project performance in non-financial institutions with a specific focus on World Vision Kenya. Using a linear regression analysis to find out how organizational culture correlated with project performance, the study established that organizational culture significantly influenced performance by enhancing organizational philosophy, work atmosphere, performance targets and organizations stability.

Owino and Kibera (2015) examined the influence of organizational culture and project performance of microfinance institutions in Kenya and established that the influence of organizational culture and market orientation on performance is more plausible for mature industries regarded as diverse in terms of customer needs. These studies reviewed organizational culture from a local one country operations perspective as opposed to regional operations. Mugendi (2010) examined the effect of school culture on performance in KCSE in secondary schools in Chogoria Division, Maara District and established that school had varying cultures which influence the performance of students.

Mba, Okechukwu and Agwu (2013) investigated the effect of organizational culture on employees' performance in the National Agency for Food and Drugs Administration and Control in Nigeria, and reported that there was a significant relationship between organizational culture and increased employees' commitment and productivity. Omega (2012) examined the perceived relationship between organizational culture and employees' job satisfaction at Kenya Commercial Bank. The results show that organizational culture dimensions of organizational supportiveness, emphasis on rewards, performance orientation and innovation orientation had a direct relationship with the job satisfaction of employees at KCB. This study although conducted in the banking industry, it only considered the culture in the local context and not the regional context. In Mogadishu-Somalia, Abdulkadir, Takow, Abdifitah and Osman (2014) studied the effect of organizational culture on organizational performance at Telecommunication Firms. Using correlation coefficient, the study found that academic achievement had significant positive influence on competitive culture, entrepreneurial culture and consensual culture.

Onyambu (2013) examined organizational culture change at Kenya Power and Lighting Company Limited and established that organizational culture change process was supported by top management and championed by a team of Change Agents or Ambassadors drawn from formal and informal structures of the organization. Organizational culture is important in enhancing organizational performance. Therefore, there is need to promote a culture of urgency, teamwork, trust and aligning organizational aspirations with the corporate objectives (Byrne & Hochwarter, 2012).

Project Performance

According to Cascio (2014) project performance is the degree of attainment of work mission as measured in terms of work outcome, intangible assets, customer link, and quality services. According to Kaplan and Norton (2001) organizational performance is the organization's

capacity to accomplish its goals effectively and efficiently using available human and physical resources? This definition provides the justification for organizations to be guided by objective performance criteria when evaluating employees' work based performance. This is also helpful in evaluating the achievement of the organizational goals as well as when developing strategic plans for the organizations' future performance (Ittner & Larcker, 2012).

Although there is a range of behaviors that could be used for measuring project performance, Borman and Schmit (2012) emphasize judgmental and evaluative processes that take a great deal of action when defining performance. According to Ittner and Larcker (2012) project performance is a broader concept whose indicators include productivity, quality, consistency, efficiency as well as relative measures such as management development and leadership training for building necessary skills and attitudes among the workers (Richard, 2002). Project performance can also be conceptualized in terms of net income, revenue, number of employees, physical expansion, increased market share and financial sustainability (Kotter, 2012). According to Richard (2013) project performance covers financial performance which includes profits, return on assets, return on investment, sales volumes, market share and shareholder return.

Project performance is highly dependent on an organization's/company's divisions/departments and its staff/team. This calls for a great organizational structure – that which is tailored to a company's team, goals, division(s), and one that help employees comprehend how they fit into the larger picture. As a result, a proper structure should be put in place to guarantee efficient functionality of project processes. This is in line with the assertions of Gill Corkindale, an executive coach, who stated that, 'poor organizational design and structure results in a bewildering morass of contradictions: confusions within roles, failure to share ideas, lack of coordination among functions, and slow decision-making that accord managers unnecessary stress, complexity and conflict' (Team Coordination Training Student Guide (8/98), n.d), all of which work against the successful execution of a project.

On the same breath, Chan and Chan (2004) in their work linked project accomplishment to project objectives. The objectives set out in a project on the other hand are highly dependent on the structures in place to enable attainment of the ultimate goal(s). Projects success from initiation through all the project processes has measurements subjected to them before concluding that they are successful. According to Sadeh (2000), the project performance measurements are based on the following five dimensions: advantages to end user, advantage to the developing organisation, meeting design goals, benefit to the national infrastructure and defence. Giving more insight to Sadeh (2000) statements, Shenhar (1997), add that project success can be separated into four elements, notably, impact on customer, project efficiency, business accomplishment and preparation for the future. It is imperative to note that the studies by Shenhar (1997) and Sadeh (2000), both agree that customer satisfaction forms the basis upon which a project performance can be said to be a success. To beef up their arguments, Chan and Chan (2004) formulated a consolidated framework for measuring project's implementation

success. To them, the success relies greatly on the quality, cost, user expectation/satisfaction, time, environmental performance, commercial/profitable value, health and safety as well as participants' satisfaction. It is against this background that Chan and Chan (2004) build their argument on the fact that the performance of a project cannot be divorced from the wider environment (biotic and abiotic/living and non-living things). It depends on and utilizes the environment's resources.

Walker (1999), while pitching camp on successful project implementation identifies three basic objectives that can be utilized in measuring organisation projects performance. It is for this reason that he highlighted key performance indicators namely, time quality and cost. In Walker's views, these are the objectives that ought to be adopted when measuring project performance. He goes ahead to state that, gauging the project performance from implementation to monitoring and evaluation based on these objectives is considered to yield effective results owing to the fact that project participants are more familiar with the three objectives. He concludes by adding that the total performance of any project is consistently a combination of the performance of its individual goals.

In addition to the mentioned objectives – used to measure project performance, notably, quality execution, cost performance and time performance – organization's project accomplishment have also been discussed around other objective like scope, health, safety and environmental friendliness (Kumaraswamy and Thorpe, 1996; Best and Valence, 1999). The qualitative finding by Phua and Rowlinson (2004) provides the overriding factor for gauging project performance using the three noted basic objectives. Basing their argument from the responses from interviewees who took part in their study, Phua and Rowlinson (2004) cited time, quality needs and adherence to project budget as the constantly cited all-encompassing standards for shaping organizational project performance.

It is advisable that organisation in undertaking their projects, take into consideration the quality of the output, the stipulated budget/cost, and completion time among other measures like safety, health, customer satisfaction and environmental friendliness. When these or most of these indicators are taken into consideration, the measurement of the projects' performance in subsequent analysis becomes easy, making it the benchmark against which future projects can make reference (Phua and Rowlinson, 2004). Since project performance of projects requires a wide pool of stakeholders, it means that the systems in place should incorporate everyone whom the project will affect in one way or the other from the bottom to the top. The following sub-sections will shade light on the building blocks/systems that influence the performance of every project.

Organizational Culture and Project Performance

There is a close link between organizational culture and performance. However, this link has not been exhaustively researched (Schneider, 2012). Barker (2004) observes that organizational

culture and performance are related to some extent. Kotter (2012) contends that the variables influence organizational performance include level of employee commitment to work, positive beliefs about work, positive work values, interpersonal relationships and group norms.

Moran and Volkwein (2011) argue that while organizational culture and performance are related, culture is widely understood to be made up of a set of values and belief systems which simply give meaning to organizations rather than influence organizational performance (Kotter, 2012). In this respect organizational culture consists of empirically accessible elements such as behavioral and attitudinal characteristics which do not directly lead to organizational performance (Drexler, 2010). This is because organizational culture consists of shared perceptions while performance covers individual attributes that can be measured using different parameters (Campbell, 2010). Although the established guidelines about the key components of organizational performance are yet to find universal acceptance, the explanatory powers of the concept lie in its potential to conceptually link organizational culture to performance (Moran & Volkwein, 2011). Thus, middle mist and Hitt (2000) appear to favor a multidimensional approach to assessing this link. According to Middle mist and Hitt (2000) the six dimensions of organizational culture that can affect organizational performance are like leadership support, co-operation, friendliness, professionalism, job challenge and trustworthiness.

RESEARCH METHODOLOGY

Research Design

The research design used in this study was descriptive survey design. Descriptive survey design is a method of collecting data by interviewing or administering a questionnaire to sampled individuals (Orodho, 2004). Descriptive survey also can be used to investigate a phenomenon by collecting samples to analyze and discover occurrences. Kothari (2003) recommends descriptive design as it allows the researcher to describe, record, analyze and report conditions that exist or existed. The existing conditions were answered through the four research questions of the study by identifying if a relationship existed between the independent and dependent variables.

Target Population

A target population is defined as a group, which the researcher is interested in gaining information upon which generalization and conclusions can be drawn subsequently (Creswell, 2009). The target population consisted of all the 65 members of Waso Trust land Project. (Waso Trust land Project, 2018)

Sample and Sampling Procedures

According to Mugenda and Mugenda (2003), a sample is a smaller group obtained from the accessible population. Best and Kahn (2004) define a sample as a small portion of the population

that is selected observation and analysis. Kothari (2004) suggests that if the population for the study is small (less than30) then the whole population is taken. The researcher will use census sampling and pick all the 65 Waso Trust land Project. The sample was therefore 65 respondent.

Data Collection Instruments

The researcher used questionnaires to collect data. The questionnaire enables the researcher to collect both qualitative and quantitative data for research (Wiersema, 2009). In addition, the respondents would feel free to give frank answers to sensitive or embarrassing questions especially if they were not required to disclose their identity.

Data Collection Techniques

The researcher first obtained an introduction letter from the department of Extra Mural studies, University of Nairobi. The researcher sought for a research permit from the National Commission of Science Technology and Innovation (NACOSTI). Once the permit was given the researcher visited the organization's management, create rapport with the members and then proceeded to collect data. The filled in questionnaires were collected immediately.

Data Analysis Techniques

The data was cross-examined in order to ascertain accuracy, completeness and identify items which were wrongly responded to, spelling mistakes and blank spaces. Quantitative data was entered into the computer for analysis using the Statistical Package for Social Sciences version 21.0. Analysis of data was carried out by using percentage and frequencies, mean, standard deviation and Pearson Product Correlation Coefficient which was used to find out the relationship between the independent and dependent variables.

RESEARCH RESULTS

The purpose of this study was to investigate the influence of organizational culture on project performance in Waso Trust land Project, Isiolo County. The study was guided by four research objectives. Research objective one sought to determine the influence of diversity on project performance in in Waso Trust land Project, Isiolo County. Research question two sought to assess the influence of employee recognition on project performance in Waso Trust land Project, Isiolo County, research objective three sought to establish the influence of leadership on project performance in Waso Trust land Project, Isiolo County while research question four aimed at establishing the influence of communication system of on project performance in Waso Trust land Project, Isiolo County. The study used descriptive survey design. The target population will consist of all the 65 employees of Waso Trust land Project, Isiolo County. The sample was 65

respondents. The study used questionnaires and interview to collect data. The findings are summarized in the subsequent sections.

Influence of diversity on project performance in Waso Trust land Project

Findings on the influence of diversity on project performance in in Waso Trust land Project, revealed that majority of the respondents agreed that the organization acknowledges, understands, accepts and values differences among people with respect to age, class, race, ethnicity, gender, disabilities. According to Roosevelt (2001), managing diversity is a comprehensive process for creating a work environment that includes everyone. When creating a successful diverse workforce, an effective manager should focus on personal awareness. Majority of the respondents agreed that diversity in this organization had the potential to yield greater work productivity and competitive advantages. It was also revealed that majority of the respondents agreed or agreed that the organization recognized that each individual as unique and does not represent or speak for a particular group. Respondents also agreed that the organization diversity created a work environment that included everyone. According to middle mist and Hitt (2000) the six dimensions of organizational culture that can affect organizational performance are like leadership support, co-operation, friendliness, professionalism, job challenge and trustworthiness. Majority also agreed that both managers and associated in the organization were aware of their personal biases and also agreed that managers in the organization understood that fairness was not necessarily equality. The findings concur with Koonce (2001) who found that diversity is not about differences among groups, but rather about differences among individuals. Each individual is unique and does not represent or speak for a particular group.

Pearson correlation analysis conducted to examine whether there is a relationship between diversity and project performance in in Waso Trust land Project, Isiolo County revealed that there was a significant and positive relationship between diversity and project performance. (r, is 0.765, n =62 and that it is statistically significant (p = 0.01) hence the null hypotheses hypothesis that there is no significant relationship between diversity and project performance in in Waso Trust land Project was rejected. The above findings agree with SHRM (1995) who found that organizations need to embrace diversity and look for ways to become inclusive organizations because diversity has the potential to yield greater work productivity and competitive advantages. The findings of the current study and Koonce (2001) both concur that organizations need to develop, implement, and maintain ongoing training because a one-day session of training will not change people's behaviors Managers must also understand that fairness is not necessarily equality.

Influence of employee recognition on project performance in Waso Trust land Project

Findings on the influence of employee recognition on project performance in Waso Trust land revealed that majority of the respondents agreed that organization recognized employees that

performed well by giving them certificates. They also agreed that organization had put up proper structures of recognizing its employees such as certificate awards. This is in line with Flynn (2008) who argued that recognition programs keep high spirits among employees, boosts up their morale and create a linkage between performance and motivation of the employees. Majority further agreed that employees in this organization were motivated by the being given the employee of the month award. They also agreed that lack of recognition such as employee of the month had led to low employee job performance. This concurs with Baron (1983) who found that when we recognize and acknowledge the employees in terms of their identification, their working capacity and performance is very high. Employees are motivated fully when their needs are met. It was also agreed that the organization awarded its best employees by giving them appreciation cards and that appreciation cards served as a motivation to the employees hence increasing their job performance in this organization. Pearson's correlation coefficient carried out to establish whether there was no significant relationship between employee recognition and project performance in Waso Trust land Project, revealed that there was a significant and positive relationship between employee recognition and project performance. (r, is 0.711, n =62) hence the null hypotheses that there is no significant relationship between employee recognition and project performance in Waso Trust land Project, Isiolo County was rejected.

The findings above are in line with Ali and Ahmed (2009) who found that in every project, employees are an organizations largest assets. Employees don't only want a good salary and benefit package, they also want to be valued and appreciated for their work. Employees believe in fair treatment, and respect. Daniel and Metcalf (2005) found that companies are aligning their employee recognition programs directly to the strategies of the organization. The impact of ongoing recognition is that when you recognize someone right away, it is fresh in his or her mind. Deep rose (2004) is of the view that good managers recognize people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible. Fair chances of promotion according to employee's ability and skills make employee more loyal to their work and become a source of pertinent workability for the employee. Wilson (1994), stated that the conditional recognition is that type of recognition which one has to earn by his own efforts and which is gained by some sense of achievement of an action or result

Influence of leadership on project performance in Waso Trust land Project

Findings on the influence of leadership on project performance in Waso Trust land Project revealed that majority of the respondents agreed that leadership in this organization enables it to be more productive and profitable to its mandate. Majority agreed that leadership style in the organization to a large extent influenced organizational valued outcomes. Majority of the respondents agreed and agreed that leadership in the organization created a stimulating work climate. It was also revealed that respondents were of the opinion that leadership style lead to firm performance. The respondents were in agreement that leadership in the organization was too

weak to influence performance. Majority also agreed that leadership in the organization led to project success.

Pearson's correlation coefficient carried out to test the hypothesis that leadership has no significant influence on project performance in Waso Trust land Project, showed that the Pearson correlation coefficient, (r, was 0.71, n =62, p = 0.01). This implied that the null hypothesis that leadership has no significant influence on project performance in Waso Trust land Project, Isiolo County was therefore rejected. Kim (2004) is of the view that the kind of leadership exhibited by managers to a large extent influences organizational valued outcomes such as low employee turnover, reduced absenteeism, customer satisfaction, and organizational effectiveness.

Influence of communication system of on project performance in Waso Trust land Project

Findings on the influence of communication system of on project performance in Waso Trust land Project, showed that majority of the respondents, and agreed that in this organization communication is important for improving employees' commitment and for positive outcomes. It was also revealed that respondents agreed there was careful communication planning and setting the right expectations with all the project stakeholders is extremely important in the organization. It was also revealed that majority agreed that communication within this organization project establish the team dynamics. It was further agreed that there was creation or exchange of thoughts, ideas, emotions and understanding between the managers and other employees. They agreed that communication barrier was a major challenge in the organization, and that in the organization project managers provide communication skills training to the employees. According to Momballou (2006) one of the responsibilities of a project manager is to communicate effectively to the members of the project team and other related stake holders and because of this, a project being led by an ineffective communicator has very little chance to succeed. Ineffective, poor or lack of communication can lead to a series of problems within a project.

Pearson's correlation coefficient carried out to test the hypothesis that there is no significant relationship between communication system of on project performance in Waso Trust land Project, revealed a statistically significant (p = 0.01), (r = .774, N = 62). The null hypothesis that there is no significant relationship between communication systems of on project performance in Waso Trust land Project, Isiolo County was therefore rejected. McShane and Von Glinow (2003) have illustrated this process by adding the feedback and communication barriers. Anderson and Martin (1995). As in any other discipline of business the importance of communication cannot be overemphasized in managing projects. Careful communication planning and setting the right expectations with all the project stakeholders is extremely important

INFERENTIAL STATISTICS

To test the hypothesis that there is no significant relationship between diversity and project performance in in Waso Trust land Project, Isiolo County. Pearson's correlation coefficient was carried out. The data is presented in Table 1.

Table 1: Pearson's correlation between diversity and project performance

Variables relationship		Diversity	Project performance
Diversity	Pearson Correlation	1	.765 **
	Sig. (2-tailed)		000
	N	62	62
Project performance	Pearson Correlation	.765 **	1
	Sig. (2-tailed)	.000	
	N	62	62

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

As shown in Table 1, Pearson correlation analysis conducted to examine whether there is a relationship between diversity and project performance in in Waso Trust land Project, Isiolo County. The results revealed that there was a significant and positive relationship between diversity and project performance, we can see that the Pearson correlation coefficient, r, is 0.765, n =62 and that it is statistically significant (p = 0.01). Based on the findings the null hypotheses hypothesis that there is no significant relationship between diversity and project performance in in Waso Trust land Project, Isiolo County, was rejected implying that significant relationship between diversity and project performance in in Waso Trust land Project, Isiolo County.

Influence of employee recognition on project performance in Waso Trust land Project

To test the hypothesis that there is no significant relationship between employee recognition and project performance in Waso Trust land Project, Isiolo County, Pearson's correlation coefficient was carried out. The data is presented in Table 2.

Table 2: Pearson's correlation between employee recognition and project performance

Variables relationship		Employee recognition	Project performance
Employee recognition	Pearson Correlation	1	.711 **
	Sig. (2-tailed)		000
	N	62	62
Project performance	Pearson Correlation	.711 **	1
	Sig. (2-tailed)	.000	
	N	62	62

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

The results, revealed that there was a significant and positive relationship between employee recognition and project performance. In the table above, we can see that the Pearson correlation coefficient, r, is 0.711, n =62 and that it is statistically significant (p = 0.01). The correlation was strong and positive relationship in both between employee recognition and project performance hence the null hypotheses that there is no significant relationship between employee recognition and project performance in Waso Trust land Project, Isiolo County was rejected.

Influence of leadership styles on project performance in Waso Trust land Project

To test the hypothesis that leadership has no significant influence on project performance in Waso Trust land Project, Isiolo County, Pearson's correlation coefficient was carried out. The data is presented in Table 3.

Table 3: Pearson's correlation between leadership styles on project performance

Variables relationship		Leadership	Project performance
Leadership	Pearson Correlation	1	.712 **
	Sig. (2-tailed)		000
	N	62	62
Project performance	Pearson Correlation	.712 **	1
	Sig. (2-tailed)	.000	
	N	62	62

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

In this analysis the results showed that the Pearson correlation coefficient, r, was 0.71, n =62 and that it is statistically significant (p = 0.01). The results as presented in table revealed that there was a significant and positive relationship between leadership and project performance. The correlation was strong and positive relationship in both leadership and project performance. The null hypothesis that leadership has no significant influence on project performance in Waso Trust land Project, Isiolo County was therefore rejected.

Influence of communication system of on project performance in Waso Trust land Project

To test the hypothesis that there is no significant relationship between communication system of on project performance in Waso Trust land Project, Isiolo County, Pearson's correlation coefficient was carried out. The data is presented in Table 4.

As shown in Table 4, A Pearson correlation analysis was conducted to examine whether there is a relationship between communication systems of on project performance. In this, we can see that the Pearson correlation coefficient, r, is 0.774, and that it is statistically significant (p = 0.01). This results revealed that there was a significant and positive relationship between communication system of on project performance (r = .774, N = 62). Project performance was associated with the level of communication systems. The null hypothesis that there is no

significant relationship between communication systems of on project performance in Waso Trust land Project, Isiolo County was therefore rejected.

Table 4: Pearson's correlation between communication systems of on project performance

Variables relationship		Communication systems	Project performance
Communication systems	Pearson Correlation	1	.774 **
	Sig. (2-tailed)		000
	N	62	62
Project performance	Pearson Correlation	.774 **	1
	Sig. (2-tailed)	.000	
	N	62	62

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

CONCLUSIONS

Based on the findings of the study it was concluded that there was a significant and positive relationship between diversity and project performance. Diversity influenced project performance in in Waso Trust land Project. The organization acknowledges, understands, accepts and values differences among people with respect to age, class, race, ethnicity, gender, disabilities. The organization had the potential to yield greater work productivity and competitive advantages. The organization recognized that each individual as unique and does not represent or speak for a particular group, while managers and associated in the organization were aware of their personal biases and also agreed that managers in the organization understood that fairness was not necessarily equality.

The study also concluded that employee recognition had a positive influence on project performance in Waso Trust land Project. The organization recognized employees that performed well by giving them certificates. It had also put up proper structures of recognizing its employees such as certificate awards. Employees in the organization were motivated by the being given the employee of the month award and that lack of recognition such as employee of the month had led to low employee job performance. The organization awarded its best employees by giving them appreciation cards and that appreciation cards served as a motivation to the employees hence increasing their job performance in this organization.

The study also concluded that leadership influenced project performance in Waso Trust land Project. The leadership in the organization enabled it to be more productive and profitable to its mandate. Leadership style in the organization to a large extent influenced organizational valued outcomes. Leadership in the organization created a stimulating work climate. Leadership style lead to firm performance hence leadership in the organization led to project success.

The study also concluded that communication system influenced project performance in Waso Trust land Project. The organization communication was important for improving employees' commitment and for positive outcomes. There was careful communication planning and setting the right expectations with all the project stakeholders is extremely important in the organization. Communication within this organization project established the team dynamics. There was creation or exchange of thoughts, ideas, emotions and understanding between the managers and other employees.

RECOMMENDATIONS

1. The study recommended that the organization should have more diversity such as acknowledging, understanding, accepting values differences among the employees as this was noted to increase project performance.
2. The study also recommended that activities such as giving recognizing employees by awarding them certificates, motivating employees by having the employee of the month, giving them appreciation cards and that appreciation cards since it served as a motivation to the employees hence increasing their job performance in this organization.
3. The study also recommended that the organization should have proper communication system and having careful communication planning and setting the right expectations with all the project stakeholders as this increased project performance.

REFERENCES

Abdulkadir M., D., Abdifitah, M., Takow, M., & Osman, M. (2014). Organizational Culture and organizational performance at Telecommunication firms in Mogadishu-Somalia *International Journal of Commerce,* 2(21): 54–69

Alam, I. (2013). Customer interaction in service innovation: Evidence from India. *International Journal of Emerging Markets*, 8(1), 41-64.

Ali, R., & Ahmed, M. S. (2009). The impact of reward and recognition programs on employee's motivation and satisfaction: an empirical study. International Review of Business Research Papers, 5, (4), 270-279.

Azhar, K. (2003). *Business Policy and Strategic Management*, New Delhi: Tata McGraw-Hill.

Borman, W. & Schmit, T. (2012). *Cultures in organizations: Three perspectives*. New York: Oxford University Press.

Brown, A. (2015), Organisational Culture, Pitman Publishing, London.

Byrne, K., & Hochwarter, W. (2012). *Diagnosing and changing organizational culture: Based on the competing values framework*. Reading, MA: Addison-Wesley.

Byrne, Z. & Hochwarter, W. (2012). An empirical assessment of demographic factors, organizational ranks and organizational commitment. *International Journal of Business Management,* 5, 16-27.

Cascio, P. (2014). Cultural change: Opportunity, silent killer, or metamorphosis? In R.H.

Kilman, M. J. Saxton & R. Serpa, *Gaining control of the corporate culture.* San Francisco: Jossey-Bass.

Cleland, D. I. (1999). *Project management: strategic design and implementation*. (3th ed.) New York: McGraw-Hill.

Daniel, T., & Metcalf, G. (2005). Employee Recognition: Selling, Implementing and Communicating the Program. American Society for Training and Development HR White Papers.

Davidson, J. (2000). *10 Minute Guide to Project Management*. Indianapolis: Alpha Books.

De Wit, A. (2008). Measurement of project success. *International Journal of Project Management* Vol. 6.

Deal, G., and Kennedy K, (2012). *Exploring Corporate Strategy*; Texts and Cases (6th ed.). Prentice Hall, New Delhi,

Deeprose, D. (2004). How to recognise and reward employees. New York: AMACOM.

Dosi L. (2006), 'Concepts of Culture and Organisational Analysis' Administrative Science Quarterly, 28, 3, pp. 339-358.

Eskerod, P., Skriver, H. J. (2007). Organizational Culture Restraining In-House Knowledge Transfer Between Project Managers - A CaseStudy. *Project Management Journal*. 38 (1), pp. 110-122.13.

Flagg, G. (2007). *Culture's Consequences: International Differences in Work Related Values*. Beverly Hills, CA: Sage Publications.

Flynn, G. (2008). Is your recognition program understood? Workforce, 77(7), 30-35.

Fong, P. S. W., Kwok, C. W. C. (2009). Organizational Culture and Knowledge Management Success at Project and Organizational Levels in Contracting Firms. *Journal of Construction Engineering and Management*. 135 (12). pp. 1348-1356.

Gruneberg, M. M. (2009). Understanding job satisfaction. Basingstoke: MacMillan.

Hackman, J. & Lawler, E. (2013). "Employee Reaction to Job Characteristic." *Journal of Applied Psychology Monograph.* 55, 259.

Hofstede, G. (2007). *Culture's consequences (2nd Edn.)*. Thousand Oaks, CA: Sage

Ittner, E. & Larcker, M. (2012). *Organizational Culture: A Key to Financial Performance*, San Francisco, CA: Jossey-Bass.

Kaplan, J. & Norton, W. (2001). Responding to organizational identity threats: Exploring the role of organizational culture. *Academy of Management Journal*, 4(3), 433-458.

Khurana, C. (2011). *Human resource management* (8th ed). London: Prentice Hall. London: Prentice Hall

Kim, B. E. (2004). "Public sector work motivation: A review of the current literature and a revised conceptual model", *Journal of Public Administration Research and Theory, 10, (28), 4-15.*

Koonce, K. (2010). Linking rewards to commitment: an empirical investigation of four UK Banks. *The International Journal of Human Resource Management,* 18(12), 2095-2128.

Kothari C R & Gaurav Garg (2014). *Research Methodology. Methods and Techniques* 3rd ed, New Age International (P) ltd Publishers, New Delhi

Kotter, J. P (2012). *Corporate Culture and performance*. New York: Free Press.

Kuo, T. S., Kuo, Y. L. (2010). The effect of corporate culture and total quality management on construction project performance in Taiwan. *Total Quality Management.* 21 (6), pp. 617–632.

Latham, G. P. (2007). Work motivation: history, theory, research and practice. Sage Publications, Inc.

Latham, G. P. (2008). Work motivation: history, theory, research and practice. Sage Publications, Inc.

Lipičnik, B. (2013). *Organizacija podjetja.* Ljubljana: Ekonomska fakulteta.

Magee, T. (2014). Relationship between communication satisfaction and organizational identification: an empirical study, *The Journal of Business,* 10 (2) 41-51.

Martins and Martins. (2013). Relationship between Organizational Culture and Performance Management in Pakistan University. *Journal of Competitiveness*, 5(1) 67-71.

Maslow, A. H. (1954). *A Theory of Human Motivation: Psychological Review*, New York: Harper & Row.

Mba, O. A. Okechukwu, O & Agwu, J, (2013). Organizational Culture and Employees Performance in the National Agency for Food and Drugs Administration and Control Nigeria, *Journal of Management and Business Research Management* 14(2).

Middlemist, J & Hitt, N. (2000). Leadership behavior and business process reengineering (BPR) outcomes: An empirical analysis of 30 BPR projects. *Information & Management*, 36(5), 273-286.

Morris, M. (2004). The public school as workplace: *The principal as a key element in teacher satisfaction*. Los Angelis: California University.

Mugenda, O., & Mugenda, A. (2003). *Research Methods Quantitative and Qualitative Approaches,* Nairobi: Acts Press.

Mugendi, L. K. (2010). Effects of school culture on performance in Kenya Certificate Secondary Education in secondary schools in Chogoria Division, Meru District. *Unpublished M ED project.* University of Nairobi

Muhammad, T. M., & Muhammad, S. A. (2011). Relationship between Organizational Culture and Performance Management Practices: A Case of University in Pakistan. J*ournal of Competitiveness,* 2(1) 129-139.

Mujtaba, B. G. (2008). *Coaching sand Performance Management*: Developing and Inspiring Leaders. ILEAD Academy Publications; Davie, Florida, USA.

Njugi, A. W. & Agusioma, L. A. (2014). Effect of Organization Culture on Organizational Performance in Non Governmental Organizations, *International Journal of Scientific and Research Publications*, 4(11).

Olu, O. (2003). *Fundamentals of Research Methods,* Lagos: Standard Publications.

Omega, M. (2012) The Perceived relationship between organizational culture and employees' job satisfaction at Kenya Commercial Bank .*Unpublished MBA Thesis, University Of Nairobi.*

Onyambu, S. G. (2013). Organizational culture change At Kenya Power And Lighting Company Limited. *Unpublished University Thesis,* University Of Nairobi.

Orodho,A. J (2003). *Techniques of Writing Research Proposal and Reports*. Nairobi, Masalo publishers.

Owino, A. and Kibera, F. (2015). The influence of organizational culture and market orientation on performance of microfinance institutions in Kenya, *Journal of Business Administration*, 2, 132-138

Pinto, J. K., & Slevin, D. P. (2010). Project Success: Definitions and Measurement Techniques. *Project Management Journal*, 19(1), 67–72.

Pinto, J.K., & Slevin, D.P. (1989). Critical success factors in R&D projects. *Research technology management*. pp. 31-35.

PMBOK - A guide to the project management body of knowledge. (1987). (1th ed.). Newtown Square: Project management institute.

Racelis, A. D (2010). The influence of organizational culture on performance of Philipine Banks. *Social Science Dilman*, 6(2) 29-49.

Richard, G. (2002). *Assessing organizational culture: The case for Linear methods*. San Francisco: Jossey-Bass.

Robbins, K. (2012). Organizational culture: An examination of its effect on the   initialization process. *Southern Business Review*, 25, 1-13.

Robbins, S. P. & Sanghi, S. (2007). *Organizational Behavior, Pearson Education*, New   Delhi.

Roosevelt, F. (2003). The effects of organizational culture on employee psychological attachment. *Journal of Managerial Psychology*, 15(2)126-146.

Sanders, G. (2007). Measuring organizational cultures: A qualitative and qualitative study across twenty cases, *Administrative science quarterly*, 35, 286-316.

Scott, H. (2005). Project Success and Project Team Human Resource Management: Evidence from Capital Projects in the Process Industries. Proceedings of the PMI Research Conference, London.

Simonsen, J. (2007). Involving top management in IT projects. *Communications of the   ACM*. 50 (8), pp. 53-58.

Singh, S. K. (2011). Organizational Innovation as Competitive Advantage during Global Recession. *The Indian Journal of Industrial Relations*, 46(4).165–185.

Sonja, A.S, & Phillips, M.E. (2004) Contextual Influences on Culture Research Shifting: Assumptions for New Workplace Realities. *International Journal of Cross Cultural Management* 4(3), 370-390

Stuckenbruck, L.C., (1986). Who determines project success? Proceedings of the 18th Annual Seminar/Symposium (Montreal/Canada), 85-93. Upper Darby, PA: Project Management Institute

Turner, J.R. & Müller, R. (2005). The project manager's leadership as a success factor on projects: a literature review. *Project management journal*. 36 (1). pp. 49-61.

Waldman, R. (2003). Perceived Organizational culture and Psychological Contracts: A Theoretical Integration, *Journal of Organizational Behavior,* 24: 491-509.

Warrick, F. (2013) Employee Organizational commitment: the influence of cultural and organizational factors in the Pakistan Banking industry. *The International Journal of Human Resource Management,* 20, 2494–2516. 50

Wei L., Liu J. & Herndon N.C. (2011). SHRM and Product Innovation: Testing the moderating effects of organizational culture and structure in Chinese Firms. *The International Journal of Human Resource Management*, 22 (1), 19–33.

Wilson, T. B. (2004). *Innovative reward systems for the changing workplace*. United States of America: R.R. Donnelley & Sons Company

Zheng W., Y & B. & McLean, G. N. (2010). Linking Organizational Culture, Structure, Strategy, and Organizational Effectiveness: Mediating Role of Knowledge Management. *Journal of Business Research*, 63, 763–771.