

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

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ABSTRACT

The contribution made by faith-based institutions in Kenya has been increasing in the provision of care and support for Orphans and Vulnerable Children (OVC) alongside government and non-government schemes. Performance issues continue to exist, especially in religiously linked programs. The OVC program of the Presbyterian Church of East Africa (PCEA) in Njoro, Nakuru County, has faced declining donor finances, high turnover of staff, and shrinking coverage of its intended beneficiaries. The research was guided by clearly defined objectives that aimed to examine the effect of employee engagement, reward systems, and organizational values and to assess the effect of stakeholder engagement, all on the performance of the OVC program in PCEA Church Njoro, Nakuru County. Schein's Organizational Culture Theory provided a comprehensive lens for analyzing the performance of the PCEA OVC program. This theory explained how shared values, engagement, and internal cohesion affect organizational effectiveness. A descriptive survey design guided data collection of the qualitative and quantitative data. Data collection targeted a population of 2,592 beneficiaries who are in or using the OVC program. A total of 335 participants were realized from the population through stratified and simple random sampling methods in the bid to attain a wide range of representation. Structured questionnaires and key informant interviews were used in data collection. Quantitative data was tested against descriptive statistics and logistic regression analysis in an attempt to determine the direction and magnitude of the relationship between organizational culture and program performance. Themes were employed to code qualitative data to complement and enrich the quantitative data findings. Research evidence identified that all four organizational culture constructs—reward system, employee participation, stakeholder engagement, and organizational values—each exerted a statistically significant effect on the OVC program performance. Specifically, the study found that employee involvement in decision-making, acknowledgement of good performance, reinforcement of common values, and involvement of stakeholders in planning and program evaluation were factors that promoted effectiveness, accountability, and satisfaction of beneficiaries. The above findings again affirm that there is a need to foster a better positive organizational culture as a strategic means towards maximizing the efficacy and sustainability of faith-based social programs. This study completes the existing literature gap by tackling the church-based OVC interventions, an issue that has been lightly touched under academic research in Kenya. It presents evidence-informed findings that are able to inform church leadership, program management, and development policy decision-making on what to do regarding making the decision to integrate inner systems for improving service delivery. The study is particularly relevant in the context of increasing calls for transparency, performance, and effectiveness by donor-funded child welfare organizations. According to the study, PCEA and similar organizations invest in employee development, equitable reward systems, values-based leadership, and involvement-based program management practices as a way of becoming sustainable in the long term when dealing with vulnerable children.

Keywords: Employee Engagement, Faith-Based Organizations, Organizational Culture, OVC Program Performance, Stakeholder Involvement

I. INTRODUCTION

In Kenya, Orphans and Vulnerable Children (OVC) programs play a significant role in the care of children who are vulnerable to neglect, poverty, exploitation, and limited access to essential services such as education, healthcare, and emotional care. They are usually implemented by faith-based and community organizations as significant safety nets to the affected children. While being critical, such programmes are marred with inconsistency in the delivery of service, lack of good community engagement, lack of good motivation of workers, and weak long-term effect. These

have implications for the internal organizational dynamics of such organizations and more generally for their structures and cultures as drivers of performance.

The OVC programme under the Presbyterian Church of East Africa (PCEA) in Njoro, Nakuru County, is one such programme. It seeks to provide holistic support for poor children in the areas of spiritual guidance, education sponsorship, feeding, and psychosocial care. But anecdotal reports and internal reports show performance problems including inconsistent service coverage, volunteer burnout, and donor and community mobilization problems. These call into question the necessity for a closer examination of organizational factors that may be influencing performance outcomes.

Organizational culture is one of the factors, and it may be defined as common values, beliefs, practices, and norms that guide the actions of people in an organization. Organizational culture shapes decision-making, employee involvement, resource use, and the ability of the organization to respond to challenges. In faith-based programs, culture further points towards religious beliefs, focus on service, and guiding principles regarding the provision of the services to beneficiaries. An effective culture, if properly aligned with program goals, can facilitate cooperation, accountability, and sustainability. Ineffective coordination, staff low morale, and disjointed delivery of services are, by contrast, the outcomes of a weak or poorly aligned culture (Ngamau & Ragama, 2020).

Organizational culture research in Kenya has increasingly recognized the importance of organizational culture in shaping performance results. For instance, research by Tarimo et al. (2024) has linked positive organizational practices to improved performance and service delivery by employees in the corporate and Non-Governmental Organizations [NGOs] worlds. To date, very little attention has been given to faith-based programs, particularly those involving child welfare. It is a glaring research gap, given that faith-based programs operate under unique spiritual, social, and cultural imperatives that differentiate them from either government or corporate worlds.

Moreover, organizational culture is not a standalone variable. Other intervening variables such as employee motivation, reward systems, and stakeholder involvement also play a role in configuring program effectiveness. However, how these interact within a religious organization's culture such as that of PCEA and how they collectively influence OVC program performance remains under-explored. Past studies either expand by sector or analyze institutional performance without analyzing internal cultural variables.

Locally, Nakuru County is prone to socio-economic vulnerability of children high rates of poverty, weak family structures, and low availability of quality services. These facts require strong, responsive, and values-driven organizational reaction from stakeholders responsible for the care of OVCs (Ngaruiya et al., 2023). Knowing more about how organizational culture and its components shared values, leadership style, teamwork, and motivation of workers influence program outcomes is essential in order to enhance service quality and program sustainability. Therefore, this study will seek to investigate the effect of organizational culture on the OVC program performance by PCEA in Njoro. It will examine the effect of internal systems, values, and practices on program provision, worker motivation, and community trust. The findings will not only inform scholarship but also the operational construction of faith-based child welfare programs in Kenya.

1.1 Statement of the Problem

Ngamau and Ragama (2020) found that Kenyan Orphans and Vulnerable Children (OVC) interventions seek to safeguard children's well-being against abandonment, poverty, and neglect through access to shelter, health, psychosocial care, and education. They further found that these faith based Organizations like the Presbyterian Church of East Africa (PCEA) have been pioneers in the delivery of these services, especially among marginalized groups. Ideally, these programs should be effective, reach most of the intended beneficiaries, retain skilled workers, and gain donor confidence in order to be effective and sustainable.

However, the operations of OVC programming under PCEA in Njoro, Nakuru County have been gravely undermined. Internal program statistics show that merely 60% of the targeted children are receiving support. Furthermore, staff turnover is 25%, and donor turnover has been 15% for the last two years. While these figures seem reasonable when taken in isolation, they fall short of the mark compared to the performance indicators of comparator community-based programs, which generally aim to reach more than 80% of their target beneficiaries and have staff turnover of less than 15% (United Nations International Children's Emergency Fund [UNICEF], 2022). This coverage deficit not only imperils overall success of the program but also subject's vast numbers of vulnerable children to ongoing distress.

These problems are manifestations of underlying issues in the internal organizational environment, namely the organizational culture. More particularly, leadership style, employee motivation, internal communications, accountability, and stakeholder participation are key cultural factors that determine how an organization functions (Torlak et al., 2022). For the PCEA OVC programme, poor communication frameworks, absence of staff participation in decision-making, and lack of leadership backing have been qualitatively identified as

major contributory drivers to lowered staff morale and demotivation. Furthermore, insufficient transparency regarding reporting and accountability measures has been cited as a concern by some donors, jeopardizing future funding prospects. The linkage between these organizational deficiencies and OVC well-being is straight. Turnover impacts continuity of care, reduces timeliness of delivery of services, and erodes emotional stability of children who rely on consistent caregivers. Reduced donor grants erode sponsorship for food, education, counseling, and other routine services. The final victims of an uncultured organization are the recipient's children in vulnerable situations.

While there have been some studies on organizational culture in business and global NGOs, very few have been undertaken with faith-based organizations in Kenya. Even fewer of these have actually examined the effect of cultural elements such as leadership behavior, staff motivation, values alignment, and stakeholders' trust on program sustainability and child well-being outcomes within the local socio-economic context. This study will fill this gap by conducting research on the impact that certain aspects of organizational culture have on the PCEA OVC program's performance in Njoro. It will explore how leadership and style, internal communication, reward systems, and motivation affect not only the effectiveness of an organization but also the level of care offered to vulnerable children. By these connections, the research aims to give practical recommendations to realign culture, recover donor trust, and ultimately serve the children the program was meant to help.

1.2 Research Objectives

The specific objectives of the 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

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Organizational Culture Theory

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. 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 (Schein, 2019; Torlak et al., 2022). 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 (Ngamau & Ragama, 2020). 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 (Tarimo et al., 2024). This theory guides managers in shaping a positive organizational culture that enhances employee satisfaction, organizational cohesion, and overall effectiveness.

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 (Kassim et al., 2019).

2.2 Empirical Review

2.2.1 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 et al. (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.

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-Dalalmeh 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.

2.2.2 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 way. 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 Agent 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 organizations in their quest for employee development.

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 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.

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.

As a faith-based initiative, the program OVC relies heavily on the commitment and dedication of its staff and volunteers. In Kenya, Kimathi and 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.

2.2.3 Organizational Values and Performance of Organization

In USA, 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 is 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.

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 (Exavery et al., 2020). 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.

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.

2.2.4 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.

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.

Heravi (2015) found that 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. 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.

III. METHODOLOGY

3.1 Research Design and Approach

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.

3.2 Sampling Strategy

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 sample size for this study was determined using the Krejcie and Morgan (1970). The recommended sample size for a population of 2,592 was 335. The study employed a stratified random sampling technique to select 335 respondents. 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. 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.

3.3 Data Collection

Questionnaires were shared with program employees and officials within the study area. They were given the questionnaires and allowed sufficient time to fill them before being collected again by the researcher. Some of the information 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.



3.4 Data Analysis and Presentation

The Statistical Package for the Social Sciences (SPSS version 25.0) was used for data analysis, particularly focusing on descriptive and inferential analysis. Quantitative data underwent coding, cleaning, and analysis using SPSS. Descriptive statistical analysis involved calculating frequencies, percentages, and their tabulation. Inferential statistical analysis utilized correlation analysis and binomial logistic regression to determine the effects of organizational culture on the performance of the OVC program run by the PCEA church in Njoro town, Nakuru County. Binomial regression, specifically suited for a binary dependent variable organizational culture had two 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. The results were presented using graphs, frequencies, percentages, and tables for the quantitative data.

3.5 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 involved 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 conceal their identities, maintaining the utmost privacy and protection of sensitive information. Special attention will be given to children involved in the study, ensuring that they are appropriately guided and fully comprehend the details before signing the informed consent. Participation will be entirely voluntary, and no respondent will be coerced or pressured to provide responses.

IV. FINDINGS & DISCUSSION

4.1 Descriptive Statistics

4.1.1 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. 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 1.

Table 1

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%

From Table 1 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; Sachs, 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 Gill et al. (2021), which posits that a supportive organizational culture plays a pivotal role in encouraging employees to 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.

4.1.2 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. 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 2 below.

Table 2

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 Table2 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 (Exavery et al. (2020). 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.

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 Exavery 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 (Zhu & Song, 2022; Muleya et al., 2024), 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.

4.1.3 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. 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 3.

Table 3
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 3 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.

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 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 Gill et al. (2021), 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 Gill et al.'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 Gill et al.'s study could be attributed to several factors. Firstly, the scale and scope of the programs may play a significant role. Gill et al.'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 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 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.

4.1.4 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. 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.

Table 4
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%

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 Bajaria et al. (2021), 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 Owuor et al. (2020), 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 Exavery et al. (2020), 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.

Moreover, 65% of respondents indicated that the organization actively promotes its values through training and development initiatives. This finding aligns with Muchira et al. (2018), 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.

4.1.5 Performance of the OVC Program

The performance of the Orphans and Vulnerable Children (OVC) program in PCEA Church, Njoro, Nakuru County was assessed in an extensive way in this chapter. The programme's performance was compared with the quality of service provided, how much the program was being implemented, and how much the program was meeting the needs of the beneficiaries. The respondents were asked to mark whether they agreed with some statements regarding the performance of the programme, whose findings are in Table 5.

Table 5

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%

As presented in Table 5, the findings show that 75% of the respondents agreed that implementation of the OVC program by PCEA Church in Njoro is effectively tackling the needs of the orphans and vulnerable children in the community. The high rate testifies to the fact that the program has, to a great extent, achieved its main objective of meeting the basic needs of its target group. The presence of 25% of the interviewees who did not agree or had some reservations, however, indicates that there might be loopholes either in the extent of the program or in the type of assistance provided. This would call for the investigation of the issues further so that one can understand which aspects of the program are being felt to lack. This positive argument is in line with the available literature that quotes advantages of child welfare interventions based on the community.

Programs such as the OVC program can only flourish if they are very responsive to the locals' needs (Jones et al., 2021). Nevertheless, to tackle the problems of the remaining 25% might involve conducting targeted assessment to identify specific issues to service provision or dissatisfaction. Moreover, 75% of the respondents surveyed testified that the services provided to the children have been enhancing every year. This means that the OVC program has a promise to improvement that is an utmost essential element in guaranteeing care and support offered continue to resonate with changing needs of the vulnerable groups. An understanding of how improvements had been affected whether by continuous feedback mechanisms, staff capacity development, or funding in resources to ascertain transferable best practices to other programs would be interesting. Since feedback mechanisms are the center of successful programs, an understanding of the service quality improvement dynamics would inform further development. In an operational efficiency perspective, 70% of the interview participants concurred that the program runs with minimal delays and interruptions.

This concurs with high coordination in program implementation, in that the services are introduced in a planned way and at the time they are to be introduced. The 30% who disagreed, though, indicate inefficiencies within the system. Resource inadequacies, logistics, or disruption of communication could be some of the reasons for the delays in delivery. More assessment should entail a closer look at the root causes of such interruptions, particularly in delay-prone regions, and how these interruptions can be minimized. Roll-out of programs should be smooth by virtue of the fact that delays might exhaust trust and satisfaction among the beneficiaries (Smith & Brown, 2021). Also, 73% of the interviewees indicated that they were of the opinion that the OVC program had greatly benefited the community to a large degree.

This is a sign that the benefits of the program are not only being felt by the vulnerable children and orphans but are also overspilling to the general community. This effect is in line with what has been observed in other child well-being interventions at the community level, such that enhanced child well-being will translate into enhanced social cohesion and collective responsibility (Muriuki & Wanjohi, 2023). Yet, 27% of the disagreeing respondents may suggest that the program effect at the community level may be viewed differently based on the respondent's experience or proximity to the direct beneficiaries of the program. Follow-up studies may examine members' perception of the overall social benefits of the OVC program among OVC program members without direct interaction with the OVC program. Although the evidence shows promising trends, it would be useful to place the OVC program in broader perspective by comparing with other similar programs either in the region or elsewhere in the world. Are there other comparable programmes in the region that are similarly showing the same level of success in meeting the requirements of orphans



and vulnerable children? For instance, literature from other comparable border regions, such as from Uganda or Tanzania, report challenges in meeting beneficiaries' diverse needs under limited resources (Nwogu & Ochieng, 2022).

Comparison with other similar initiatives will be in a position to provide helpful information on areas of improvement as well as setting up best practices. Success of the OVC program can further be dissected using appropriate theoretical models. For example, the Social Capital Theory would be employed to describe how participatory behavior and community networks contribute towards the success of the program. It is on the assumption of this theory that interventions with good relationships with the community are more likely to demonstrate more results because these networks provide support in return, establish trust, and ease the sharing of resources (Putnam, 2000).

Similarly, use of the Theory of Change is perhaps capable of explaining how the OVC program achieves its wanted impacts by outlining the processes through which its activities result in intended change in the life of the beneficiaries. The Theory of Change methodology puts so much focus on such clearly defined pathways and outcomes, which could yield even greater understanding as to why this program is so successful and how it can be improved even further. While the OVC program has been so successful, there are a couple of areas that it can be improved on. To address the 25% of the respondents indicating the program is not meeting the needs of the children, the program could conduct more targeted needs assessments in an effort to understand and address specific gaps in service provision. Engaging citizens and beneficiaries in design and evaluation of services would also make the program more responsive to evolving needs. Operationally, the program can invest in capacity-strengthening interventions in order to reduce delays and accelerate the speed of delivery of services.

Streamlining administrative procedures, increased levels of staff training, and improved coordination with local partners can eliminate some of the problems resulting in inefficiencies. Coordination with local government and leaders can also help in coordination and mobilization of resources. Finally, to further expand the positive impact of the program to the community, it is best to increase outreach efforts so that more of the community will be involved in the activities of the program. Strengthening relationships with other organizations and stakeholders at the grassroots level can enable the coverage of the program broader and its impact deeper. In conclusion, the OVC program at PCEA Church Njoro has satisfactory performance in their endeavor to provide care for the orphans and the vulnerable children through demonstrating quality service delivery, effectiveness in operations, and positive change in the community. There is still room for improvement, particularly with respect to the issues raised by 25% of the survey respondents who stated that the program did not meet their expectations. Through contemplation of the reason for operational inefficiency, enhanced meaningful involvement of the beneficiaries, and utilization of conceptual frameworks such as Social Capital Theory and Theory of Change, the program can be improved and be of more benefit to society.

4.2 Inferential Studies

4.2.1 Parameter Estimates on the Effects of Organizational Culture on the Performance of the OVC Program

This section presented 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 in 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 6 outlines the model parameters.

Table 6

Model Parameter Estimates

Model	Vaiaables	B	df	Sig.	Exp(B)
1	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

Performance of the OVC Program

Table 6 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 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.

The probability of the agreeing that the four organizational cultures have a positive influence on the performance of the OVC program with reference to disagreeing is given by the binomial logistic regression model.

$$\text{Log} \frac{(P)}{(1-P)} = 1.143 + 1.581(\text{Employees engagement}) + 1.485(\text{Stakeholder engagement}) + 1.714(\text{Reward systems}) + 1.289(\text{Organizational values}) + \varepsilon$$

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

This study places organizational culture at the center of the performance of the OVC program in PCEA Church, Njoro. This study believes that different dimensions of culture workers' commitment, participation of stakeholders, reward schemes, and organizational values are mechanisms that function to enhance the effectiveness of the program. *Employee Engagement:* Employee engagement has a moderate positive correlation with program performance. While increased engagement does appear to increase motivation, commitment, and productivity, it is not adequate in itself to bring about improved results. Engagement enables but is not the sole determinant of success.

Stakeholder Engagement: Stakeholder involvement, including donors, program partners, and community, is crucial. Involvement ensures ownership, accountability, and program sustainability. Programs offering space for stakeholders' input have better chances of targeting real needs among vulnerable children. *Reward Systems:* Reward, bonus, promotion, and other reward types significantly affect employee performance. Effective reward systems encourage the employees, support high performance, and ultimately result in improved program performance. Reward systems in the OVC program have the main function of guaranteeing employee performance and commitment.

Organizational Values: Organizational values and program goals exhibit high congruence, enabling commitment, cooperation, and common vision among staff. Where staff identify and accept such values, they are likely to put in place behaviors that enable the program goals, minimize variability, and enhance quality of service.

5.2 Recommendations

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.

Improve Motivation of Staff: Reward and acknowledge staff efforts on a regular basis. Provide space for creativity, professional growth, and access to the right inputs. Utilize workshops, mentoring, and feedback sessions to drive commitment and productivity. **Improve Stakeholder Engagement:** Institutionalize avenues of communication, e.g., meetings, questionnaires, and participatory workshops. Engage stakeholders in planning, decision-making, and program implementation with an eye towards developing responsibility and ownership. **Utilize Effective Reward Mechanisms:** Use a combination of monetary (bonus, promotion) and non-monetary rewards (training, appreciation, team reward). Reward individual and team achievement to generate motivation, morale, and overall performance. Promote

Organizational Values: Bake and teach core values such as teamwork, accountability, and empathy into all endeavors routinely. Train frequently on applying the values in work every day to create a congruent and committed team.

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