

Structural Congruence and the Performance of Non-Profit Organizations in Kenya

Eric Nyamiobo Mokebo^{1*}, Josphine Ondari², Dennis Nyamasege³

1. Master of Business Administration, Department of Business Administration School of Business and Economics, Kisii University.P.O. Box 408-40200. Kisii.
2. Lecturer, Department of Business Administration, School of Business and Economics, Kisii University. P. O. Box 408-40200.Kisii.
3. Lecturer, Department of Accounting and Finance, School of Business and Economics, Kisii University. P. O. Box 408-40200.Kisii

*Email: ericnyamiobo@gmail.com

Abstract

This paper sought to investigate the effect of structural congruence on the performance of non-profit organizations in Kenya. A descriptive research design was used and focused on three clusters in Nyanza region with 47 Child Development Centres (CDC) (Migori 13, Kisumu-Siaya 18 and Homabay 16) with a target population of 149 staff. The staff were the unit of observation, while the CDCs was the unit of analysis. The population was sampled using stratified random sampling to achieve 109 CDC staff, with an additional 10% incorporated to address non-response, resulting in a new sample size of 120. Data was collected using questionnaires, and pre-testing of the questionnaire was conducted on 10% of the total main sample, targeting 12 CDC staff, to ensure validity and reliability. Validity was determined using the Kaiser-Meyer-Olkin test, while reliability was tested using the Cronbach Alpha coefficient with a threshold of 0.7. Data was analysed using descriptive and inferential statistics. The findings affirm that there was statistically significant effect of structural congruence on the performance of NPOs. It was recommended that to improve the performance of non-profit organizations, it is crucial to enhance structural alignment with strategic objectives. Organizations should conduct regular assessments of their organizational structures to identify any discrepancies between current practices and strategic goals. This may involve utilizing feedback from staff and stakeholders to understand how the existing structures impacts operational effectiveness. By refining organizational elements such as reporting lines, roles, and responsibilities, non-profit organizations can create a more cohesive environment that supports collaboration and facilitates goal achievement. Implementing a systematic approach to structural alignment will not only help clarify expectations but also empower employees to contribute more effectively to the organization's mission.

Keywords: Structural Congruence, Strategic Collaboration, Vertical Integration, Horizontal Integration, Performance of NPOs, Sustainability, Beneficiary impact, Mission drift, Results monitoring, Standard operating procedures (SOP)

DOI: 10.7176/EJBM/17-2-04

Publication date: February 28th 2025

1.0 Introduction

In recent decades, non-profit organizations (NPOs) have become pivotal in addressing a variety of social, economic, and developmental challenges globally (Hsiao & Wu, 2020). Their missions encompass issues ranging from education and healthcare to poverty alleviation and environmental conservation (Anamanjia & Maina, 2022). In Kenya, NPOs significantly complement government efforts to drive positive change at grassroots levels (McAdam, Miller & McSorley, 2019). Compassion International exemplifies such an organization, focusing on church-based Child Development Centres (CDC) that support Orphans and Vulnerable Children (OVC) with a holistic approach to alleviating poverty. The focus was on Compassion International Child Development Centres (CICDC) in the Nyanza region, specifically the Migori, Homabay, and Kisumu-Siaya clusters, which is characterized by severe poverty, with over 66% of its population living below the poverty line (Global Data Lab, 2021).

Globally, there is significant interest in NPO performance due to their diverse missions and impacts. Organizations like Care International demonstrate how aligning strategies with Sustainable Development Goals (SDGs) can enhance NPO performance and resource mobilization (Fowler et al., 2018). Similarly, Save the

Children use various Key Performance Indicators (KPIs) to measure its impact on child protection, health, and education (Save the Children Annual Report, 2020). Research by Zimmermann et al. (2019) highlights how the World Wildlife Fund (WWF) implements Standard Operating Procedures (SOPs) to facilitate collaboration and improve project delivery. Additionally, Khanna et al. (2019) analyze the Akshaya Patra Foundation's focus on financial sustainability through innovative fundraising, which has significantly increased its operational scale and beneficiary impact.

In the African context, NPOs are crucial in addressing fiscal and societal issues. Kilonzo et al. (2019) examine NPO performance in Uganda, Kenya, and Tanzania, emphasizing the importance of strategic alignment for effective resource mobilization. Strategic congruence allows NPOs to navigate complex challenges and align strategies with beneficiary needs, maximizing impact (Mutasa, 2015). Brüning et al. (2019) analyze BRAC's community-based programs in Africa, demonstrating how local context alignment leads to sustainable impact. NPOs face numerous challenges and opportunities, making strategic congruence essential for optimizing performance. In Kenya, NPOs are instrumental in addressing various social, health, and economic challenges. Mwangi and Were (2017) investigate the influence of structural congruence on organizational performance, stressing the need for NPOs to tailor their strategies to local contexts. Leadership, strategic planning, and stakeholder engagement are critical for NPO effectiveness (Omondi et al., 2018). Odhiambo (2019) asserts that process innovation and client satisfaction are vital for improving organizational efficiency. Moreover, Mwangi et al. (2019) found that NPOs aligned with beneficiary needs and funding sources are more likely to achieve sustainability and positive impacts, illustrating the link between structural congruence and performance.

Evaluating performance is essential for assessing program success. Anunda (2016) outlines key performance criteria, including relevance, effectiveness, efficiency, timeliness, impact, and sustainability. Muchelule (2018) refines these criteria by emphasizing time frame, cost, scope, and quality of service. Project management teams continuously measure performance against objectives, adjusting as necessary (Browning, 2019; Kreiner, 1995; Pesämaa et al., 2018). Performance measurement includes various indicators related to time, cost, quality, and beneficiary satisfaction (Maylor et al., 2023). The balance between results and behaviors in performance measurement depends on contextual factors (Ahmed, 2020). The effectiveness of organizations extends beyond job requirements and is influenced by performance management adjustments to include behaviors (Organ, 2018). Factors affecting project cost performance include project manager competence and top management support (Iyer & Jha, 2005). Although there is a recent shift toward holistic performance measurement, many studies continue to focus on performance against plans (Browning, 2019; Pesämaa et al., 2018; Denicol et al., 2020), which often conflicts with the subjective nature of project success (Ika & Pinto, 2022). Non-financial indicators like KPIs are essential for measuring NPO performance and ensuring accountability and strategic decision-making.

Sustainable development is a critical indicator for NPOs, assessing their ability to maintain operations and fulfill missions (Brown et al., 2019; Walters, 2021; Gagnon et al., 2018). Strategic congruence with funding sources and revenue diversification sustains operations (Kithae, 2016). Engaging beneficiaries in project management can help address challenges in funding and service delivery (Wellens & Jegers, 2011). Including stakeholders in evaluations enhances NPO effectiveness assessments (Zollo et al., 2019). Mission drift poses a significant risk for NPOs when they deviate from their original mission. Strategic congruence protects against this drift, maintaining public trust (Nyaga et al., 2017). The importance of mission alignment has been emphasized by various experts (Berlan, 2018; Skaggs, 2020; Min et al., 2019; Sloan, 2021), as deviations can lead to mission skulk (Beaton, 2021; Grimes et al., 2019). NPOs that align actions with their mission are more likely to avoid mission drift. Results monitoring is vital for NPOs to assess progress towards goals. This involves systematic tracking and evaluation of activities aligned with goals (Aboramadan, 2021). Well-defined SOPs enhance efficiency and accountability (Chua et al., 2015; Adisasmita et al., 2018).

The current study concentrates on the concept of structural congruence stemming from strategic congruence which involves aligning various elements within and without an organization to ensure long-term goals and purpose are achieved. Structural congruence refers to the arrangement and design of components within an organization, such as its departments, divisions, and reporting relationships, to support the achievement of its strategic objectives (Ghonim et al., 2022). For NPOs, it involves configuring the organizational structure to efficiently deliver services or programs. Achieving structural congruence enables optimal allocation of resources, minimizes redundancy, and improves coordination, leading to enhanced performance (Biondi & Russo, 2022). Therefore, the focus is to delve into how structural congruence influences the performance of Compassion International Child Development Centres in the Nyanza Region of Kenya.

In Kenya, non-governmental companies (NGOs) are substantial and generally feature across diverse fields. An NGO is defined as an affiliation, society, basis, charitable accept as true with, non-income employer, or different

criminal entity that isn't taken into consideration part of the governmental zone in the specific prison framework (Liang & Zhong, 2023). NPOs hold significant importance in Kenya, particularly in the context of initiatives like the Compassion International Child Development Centres in the Nyanza Region. These organizations offer a range of benefits and contributions. NPOs like Compassion International provide essential services to underserved and vulnerable populations, such as access to education, healthcare, nutrition, and emotional support for children. This directly contributes to improving the overall well-being of communities (Liang & Zhong, 2023). NPOs often have a deep understanding of local needs and contexts. They are well-equipped to design and implement interventions that are culturally sensitive and responding to the diverse challenges experienced by communities in the Nyanza Region. NPOs raise awareness about critical issues affecting children in the region and advocate for policies and actions that address these concerns. This helps bring attention to issues that may otherwise be overlooked (World Bank Group, 2022). Through training and capacity-building programs, NPOs empower community members to take an active role in their own development. This approach fosters sustainability and ownership of projects (Langmann, Bezemer & Pick, 2023). Therefore, the case of Compassion International Child Development Centres in the Nyanza Region will be analyzed to showcase how NPOs strategically structure their operations to align with the unique needs and cultural dynamics of the local communities. This structural congruence enhances their impact and effectiveness in addressing the challenges faced by children in the region.

1.1 Statement of the Problem

Compassion International (CI) offers a strategic role in releasing children from poverty by providing individualized and holistic care to children in poverty so they are free to learn, play and dream. CI heightens the vision towards creating a vigorous framework for child protection and holistic child sponsorship through self-assessment, external appraisal of documents and interviews with personnel (CI Kenya Report, 2021). The non-profit organization has thus been on the fore front of empowering local churches to implement CDCs and address the physical, mental, emotional and spiritual needs of each child, reducing the number of children living in extreme poverty by supporting a child holistically.

Nevertheless, it has been observed that half of all projects/programs in the past five to seven years of their start-ups, have succeeded in their operation (Claire, 2020). Projects have been unable to meet their operational performance goals within their schedule (WHO, 2022). Statistics indicate a high prevalence of poverty in the Nyanza region with over 66% of the inhabitants living below the poverty level (Global Data Lab, 2021) and this serves as a compelling indicator of poor performance of non-profit organization (KNBS, 2020). Poor performance of non-profit organization have resulted in obstacles in meeting operational goals and achieving sustainability hence presents a concern on how effective their structural congruence practices are (Anamanjia & Maina, 2022). Undocumented beneficiary's impact at the CDCs level (Mercelis et al., 2016) resulting in stakeholders not able to see the results from the projects; deviation of CDCs from their mission of alleviating children from poverty (Berlan, 2018; Min et al., 2019; Skaggs, 2020; Sloan, 2021), and threats of mission drift (Beaton, 2021; Grimes et al., 2019) resulting in non-conformity from singularity of focus. Loss of focus by CDCs due to many strategic changes that have led to non-completion of started initiatives creating a problem of mission drift a challenge causing these projects to deviate from their intended missions (United Nations, 2019a; World Bank, 2021). CDCs lack results monitoring and evaluation of activities (Aboramadan, 2021) with poor documentation and reporting resulting in lack of well-defined SOPs causing inefficiency and ineffectiveness of NPOs (Chua et al. 2015). Thus, poor implementation of structural congruence practices impairs the strategic goals of CICDC in Nyanza towards poverty alleviation and helping to keep the children safe in terms of food, shelter, education, clothing and health care.

Given the existence of the problem in the NPOs in Kenya, it is sensible to note that limited empirical studies exist that have intended to shed light on the same. For instance, contextually and conceptually, Anamanjia and Maina (2022) focused on the structure and culture of the public sector while investigating the effect of strategic congruence on performance of Kenya Revenue Authority. Hsiao and Wu (2020) used regression analysis to establish the relationship between structure and strategy on product while investigating the effect of structures of organization on strategic alignment and product success in a business environment. There is therefore little to no evidence on how strategic congruence has been applied to the case of performance of projects in Nyanza region especially with regard to the case of CICDC. Thus, the identified gap necessitates this study's motivation to investigate the influence of structural congruence on the performance of non-profit organizations in Kenya: a case of Compassion International Child Development Centres in Nyanza Region

1.2 Significance

The findings hold substantial implications for NPOs operating in Kenya. They will gain insights into how structural congruence, or the alignment of their strategies with local needs and contexts, can impact their

performance. NPOs will be able to better appreciate the importance of tailoring their interventions to the specific challenges and cultural dynamics of the communities they serve. The outcomes can guide NPOs in refining their strategies, enhancing their effectiveness, and ultimately achieving greater impact. This study directly addresses the operations and impact of Compassion International Child Development Centres in the Nyanza Region. The project directors and staff will gain insights into the extent to which their strategies align with the needs of the children and communities they support. This understanding can aid in refining program design, delivery, and implementation, leading to improved outcomes for the beneficiaries. The findings will provide a data-driven perspective on how structural congruence influences the success of their initiatives.

The local communities in the Nyanza Region stand to benefit from this study as it sheds light on how NPOs can better tailor their efforts to address the specific challenges and aspirations of the region. By understanding the importance of structural congruence, these communities can engage with NPOs more effectively, actively participate in development initiatives, and provide feedback that can help shape future projects. Donors and funding organizations play a crucial role in supporting NPOs. This study's insights can guide their funding decisions, enabling them to prioritize NPOs that demonstrate a strong commitment to structural congruence. By investing in organizations that align their strategies with local contexts, donors can maximize the impact of their contributions and ensure that resources are directed where they are most needed. Regulatory bodies and government agencies responsible for overseeing NPOs can benefit from the findings to inform policy decisions. Understanding the function of structural congruence in NPO performance can aid shape regulations and guidelines that encourage alignment with local needs. This can lead to more effective collaborations between NPOs and government entities in achieving shared development goals.

2.0 Literature Review

2.1 *The Dynamic Capability Theory*

Dynamic Capability Theory, foundationally established by David J. Teece, Gary Pisano, and Amy Shuen, emphasizes an organization's ability to adapt, innovate, and reconfigure resources to respond to changing environments. Teece's seminal work in 1994 and his 1997 article, "Dynamic Capabilities and Strategic Management," solidified this framework. Pisano expanded its relevance to innovation, while Shuen highlighted the role of technological platforms. The theory underscores the importance of learning and progress in a rapidly evolving business landscape (Bogers et al., 2019). Defined by Helfat et al. (2007), dynamic capabilities enable firms to develop and adjust their resource bases, allowing them to thrive in turbulent conditions (Haarhaus & Liening, 2020). The theory integrates resources, processes, and learning mechanisms, offering a holistic view of organizational success (Teece, 2023). It builds upon the asset-based view, focusing on flexibility and the capacity to reconfigure resources. Pisano (2015) identifies skill as a core resource for competitiveness, while El Gizawi (2014) emphasizes the importance of worker capacity for efficiency.

Despite its popularity, the theory faces criticism. Kurtmollaiev (2017) notes that dynamic capabilities can be vague and challenging to measure empirically (Easterby-Smith, 2009). Critics argue that while dynamic capabilities are valuable, they do not provide a sustainable competitive advantage (Collis, 2019). Furthermore, Collis (2021) highlights that dynamic capabilities can be substitutable and evolve from internal activities rather than competitive market factors. Overall, the theory suggests that organizations must cultivate dynamic capabilities to adapt to market demands, which is essential for achieving sustainable competitive advantage through the development of valuable, rare, and inimitable resources (Ferreira et al., 2020; Teece, 2018). It effectively captures the constructs influencing the performance of organizations like Compassion International Child Development Centres.

2.2 *Structural Congruence and Performance of Non-profit Organization*

Al-Sharifi (2023) aimed to recognise the relationship between structural congruence and sustainability. Sustainability in this case is the transitioning of projects to sustainable development and the projects are led towards practising and implementing sustainability goals that are strategic. The sample size was 56 respondents selected from managers in projects affiliated to the Hussain and Abbasid holy shrines. Data analysis was done using SPSS v23 to establish the connection between the variables. The finding was that these projects provide a framework that is socially, economically and environmentally viable to activate thinking on an approach that increases understanding of information. Social justice was achieved in distribution of various projects so as to invest human and material efforts to preach the culture of sustainability and sustain social and economic environment.

Biondi and Russo (2022) investigated the link of Strategic planning systems on management performance systems in Italian universities. Qualitative approach was adopted with multiple case-study analysis (1,483 administrative staff) with a premise on rational choice theory. Data collection was done through documentary analysis and interviews. The tools used in strategic planning contributed to performance management systems since performance objectives are derived from interventions in strategic areas included in strategic documents. Biondi and Russo used a rational choice theory and applied multi case study analysis, documentaries and interviews while this used will focus on dynamic capability theory, resource-based view theory and organization theory, employ descriptive research technique and interview as a form of data collection. The implications of this study is universities governance bodies support their process of making decisions especially in the definition of long term objectives and performance.

Ghonim et al. (2022) investigated the impact of structural congruence on decision effectiveness in the Directorate of Health Affairs in Egypt, revealing positive effects on decision-making. Contingency theory was used. Questionnaire was administered to collect primary data from 383 employees with PLS-SEM approach employed for data analysis. The results findings showed a significant effect of strategic alignment on effectiveness of decision and its dimensions. This reiterated the value of the four strategic dimensions in an integrated model to attain the impact of effectiveness in making a decision. The study was done in a developing country in a non-profit organization with contingency theory applied whereas this study will focus on dynamic capability, resource based view and organizational theories.

Hashemi et al. (2022) sought to establish the effect of integrating supply chain challenges in the performance of supply chain in non-profit organizational. The focus was on marketing theory and psychometric theory. Quantitative method using SmartPLS application was adopted. Questionnaires was distributed to One hundred managers at all levels of Afghanistan non-profit organizations with a response rate of 55% with only 55 questionnaires filled and returned. The conclusion is that the integration of supply chain indicators in the three management levels positively has an effect on the performance of supply chain. Such indicators as enumerated are information sharing, directing, monitoring and preparation of materials and commitment of the three levels of management. Challenges that significantly contribute to non-performance of non-profit organization with revealed as those associated with regulations by the government, pressure from the customers, flexibility in delivery, responsiveness by customer and cost of inventory.

3.0 Research Methodology

A descriptive research design incorporating both quantitative and qualitative methods was utilized to examine the features, behaviors, and occurrences within a specific context. This methodology was chosen to provide a comprehensive understanding of the subject without influencing the variables, allowing for the generation of hypotheses for further investigation. Data collection methods included survey testing, questionnaires, and interviews, which helped ensure that the findings could be generalized across a broader population. By focusing on systematic data collection and analysis, the study aimed to maximize the strengths of both qualitative and quantitative research techniques, ultimately leading to robust and representative results. The research focused on Child Development Centres (CDCs) supported by Compassion International in the Nyanza region of Kenya, where a significant proportion of the population lives below the poverty line. Specifically, the research centered on three clusters of CDCs located in Migori, Kisumu-Siaya, and Homabay, comprising a total of 47 CDCs. Each centre employed a minimum of key staff members, including project directors, accountants, health workers, and social workers. The total target population consisted of 149 CDC staff members, with these individuals serving as the primary units of observation for the research.

Sampling was conducted using stratified random sampling to ensure a representative sample size. Based on the Yamane formula, a sample size of 109 staff members was determined, with adjustments made for potential non-response to reach a target of 120 respondents. Data collection involved administering a questionnaire, which was validated for reliability and accuracy through pilot testing and other statistical methods. The analysis employed both descriptive and inferential statistical techniques, including regression analysis to examine relationships between variables, diagnostic tests for data quality, and tests for normality and multicollinearity. This comprehensive methodological framework aimed to yield meaningful insights into the performance of non-profit organizations in the region, supported by a robust data analysis process. Accreditation was sought from NACOSTI and authorization from Kisii University. Informed consent was obtained from participants, outlining the research purpose, requirements, benefits, and potential harm. Participants were debriefed on the benefits and risks from the research outcomes, ensuring voluntary participation. The researcher minimized harm, and participants retained the right to withdraw at any point if they felt they did not benefit from the research.

4.0 Findings and Discussion

4.1 Response Rate

The response rate of a study refers to the percentage of participants who responded to the survey out of the total number of participants who were invited to participate. A high response rate is generally indicative of a more reliable and valid set of data. In this study, the response rate was calculated based on the number of completed questionnaires received from respondents compared to the total number of questionnaires distributed (Table 1).

Table 1: Response Rate

Response	Frequency	Percentage
Returned	102	85.00%
Unreturned	18	15.00%
Total	120	100.00%

Table 4.1 shows that out of 120 distributed questionnaires, 102 were returned, resulting in a response rate of 85%.

4.2 Descriptive Analysis for Performance of Non-Profit Organizations in Kenya

This section presents the descriptive statistics for the performance of non-profit organizations in Kenya. It includes measures of central tendency and variability, such as mean, median, standard deviation, and range (Table 2).

Table 2: Descriptive Analysis Results for Performance

Statements	1	2	3	4	5	M	SD
1. The CDC demonstrates a commitment to long-term sustainability.	0%	0%	20%	54%	26%	4.07	0.68
2. Efforts are made to ensure projects and initiatives are sustainable over time.	0%	0%	13%	61%	26%	4.13	0.62
3. Sustainability practices are integrated into the core values of the organization.	0%	0%	33%	35%	33%	4.00	0.81
4. I believe our projects positively impact the lives of the beneficiaries.	0%	0%	25%	62%	13%	3.88	0.61
5. The CDC actively seeks feedback from beneficiaries to assess impact.	0%	0%	32%	46%	23%	3.91	0.74
6. The CDC actively involves beneficiaries and other stakeholders in the measurement and implementation process for project success	0%	0%	26%	54%	20%	3.93	0.68
7. The CDC consistently adheres to its mission and goals.	0%	0%	19%	55%	26%	4.08	0.67
8. Efforts are made to avoid deviations from the original mission and goals of the CDC.	7%	0%	16%	45%	33%	3.97	1.04
9. Mission adherence is regularly assessed and reinforced within the organization.	7%	7%	23%	39%	25%	3.70	1.12
10. There are effective mechanisms in place to monitor and evaluate project outcomes.	7%	0%	46%	13%	35%	3.70	1.15
11. Regular assessments are conducted to track progress and achievements.	7%	7%	5%	53%	28%	3.90	1.09
12. Results monitoring mechanisms are strongly and clearly stipulated and as well strictly transparent	7%	0%	13%	54%	26%	3.93	0.99
13. The CDC strictly adheres to established protocols and procedures.	0%	0%	20%	54%	26%	4.07	0.68
14. Employees are well-informed and trained on the CDC's SOPs.	0%	0%	45%	29%	26%	3.82	0.82
Overall Mean/Std Dev						3.94	0.84

Key: 5=Strongly agree, 4=agree, 3=not sure, 2=disagree, 1=strongly disagree, M=mean, SD= Strongly Disagree

The mean score for the statement regarding the CDC's commitment to long-term sustainability was 4.07 with a standard deviation of 0.68. This indicates a general consensus among respondents that the CDC is dedicated to ensuring long-term sustainability. A majority of respondents, comprising 54% who agreed and 26% who

strongly agreed, reflect that sustainability is a significant priority for the CDC. The low standard deviation suggests a uniform perception of the CDC's commitment to this objective among respondents. Respondents rated the statement concerning the efforts made by the CDC to ensure the sustainability of projects and initiatives with a mean score of 4.13 and a standard deviation of 0.62. This result indicates a strong agreement that deliberate efforts are made to sustain projects over time, with 61% of respondents agreeing and 26% strongly agreeing. The low standard deviation highlights a consistent view among respondents regarding the CDC's commitment to project sustainability.

The statement regarding the integration of sustainability practices into the core values of the organization received a mean score of 4.00 with a standard deviation of 0.81. This reflects a moderate level of agreement among respondents, with 35% agreeing and 33% strongly agreeing, while 33% remained neutral. This variability suggests a general perception of integration, though there may be differences in how these practices are viewed across the CDC. The mean score for the statement on the positive impact of the CDC's projects on beneficiaries was 3.88, with a standard deviation of 0.61. This score indicates a general agreement that the projects are beneficial to the beneficiaries, although the mean score is somewhat lower compared to the previous statements. A majority of respondents, at 62%, agreed and 13% strongly agreed, signifying a positive but slightly less emphatic view of the projects' impact.

The statement regarding the CDC's efforts to actively seek feedback from beneficiaries to assess impact had a mean score of 3.91 and a standard deviation of 0.74. This indicates a tendency towards agreement that seeking feedback is an important practice, with 46% of respondents agreeing and 23% strongly agreeing. The data suggests that while feedback mechanisms are considered significant, they are not universally experienced among all respondents. The mean score for the statement about the CDC's involvement of beneficiaries and other stakeholders in the measurement and implementation process was 3.93, with a standard deviation of 0.68. This reflects an agreement among respondents that stakeholder involvement is a key component of the CDC's processes, though there is some variation in perceptions.

The statement assessing the CDC's adherence to its mission and goals had a mean score of 4.08 with a standard deviation of 0.67. This indicates strong agreement with the view that the CDC consistently adheres to its mission and goals, with 55% of respondents agreeing and 26% strongly agreeing. The relatively low standard deviation points to consistent views among respondents regarding adherence to the CDC's mission and goals. The mean score for the statement on efforts to avoid deviations from the CDC's original mission and goals was 3.97, with a standard deviation of 1.04. This indicates a moderate level of agreement, with 45% of respondents agreeing and 33% strongly agreeing. The higher standard deviation suggests some variability in opinions on how well deviations are managed.

The statement concerning the regular assessment and reinforcement of mission adherence had a mean score of 3.70 and a standard deviation of 1.12. This reflects a neutral to slightly positive view on the regularity and effectiveness of mission adherence assessments, with the higher standard deviation indicating diverse opinions among respondents. The mean score for the effectiveness of mechanisms in place to monitor and evaluate project outcomes was 3.70, with a standard deviation of 1.15. This suggests a neutral perception of the effectiveness of these mechanisms, with considerable variability in respondents' views.

The mean score for the practice of conducting regular assessments to track progress and achievements was 3.90, with a standard deviation of 1.09. This indicates general agreement on the practice of regular assessments, although the standard deviation points to some differences in how respondents perceive the effectiveness of these assessments. The statement on the strength and transparency of results monitoring mechanisms received a mean score of 3.93 and a standard deviation of 0.99. This result reflects a consensus towards agreement on the transparency of these mechanisms, though some variability in perceptions remains.

The mean score for the statement about the CDC's strict adherence to established protocols and procedures was 4.07, with a standard deviation of 0.68. This indicates a strong perception of adherence to protocols, with a consistent view among respondents. The mean score for the statement regarding the adequacy of training and information on the CDC's Standard Operating Procedures (SOPs) was 3.82, with a standard deviation of 0.82. This reflects a general agreement that employees are sufficiently trained on SOPs, though there is some variation in perceptions of the quality and extent of this training.

Overall, the findings from the descriptive analysis reveal a generally positive perception of structural congruence within the CDC, with mean scores ranging from 3.70 to 4.13. Respondents agree that the CDC demonstrates commitment to sustainability, adheres to its mission, and involves stakeholders in the implementation and measurement of projects. However, there are variations in perceptions regarding the effectiveness of monitoring mechanisms, regularity of assessments, and the avoidance of deviations from mission goals. The standard

deviations indicate some differences in respondents' experiences and views, highlighting areas where there could be room for improvement in communication and practices related to mission adherence and stakeholder involvement.

4.3 Descriptive Analysis for structural congruence

This section provides the descriptive statistics for structural congruence. Structural congruence refers to the alignment of an organization's structure with its strategies and goals. The analysis includes mean scores, standard deviations, and other relevant statistics.

Table 3: Descriptive Analysis Results for Structural Congruence

Statements	1	2	3	4	5	M	SD
1. The organization actively collaborates with external partners to achieve its goals.	7%	0%	26%	54%	13%	3.67	0.94
2. There is effective communication and collaboration between our organization and external stakeholders.	0%	0%	20%	58%	23%	4.03	0.65
3. Collaborative efforts with external partners contribute significantly to achieving organizational objectives.	0%	0%	33%	54%	13%	3.80	0.65
4. Information flows seamlessly from top-level management to the operational staff.	7%	0%	20%	48%	26%	3.87	1.02
5. Decision-making processes involve input from various levels within the organization.	7%	0%	20%	54%	20%	3.80	0.97
6. Employees at different organizational levels feel well-informed about strategic decisions.	0%	0%	20%	45%	36%	4.16	0.73
7. Different functions or units within the organization collaborate effectively.	7%	0%	16%	45%	33%	3.97	1.04
8. There is a high level of coordination among various teams or departments.	0%	0%	13%	54%	33%	4.20	0.65
9. Cross-functional collaboration enhances the overall efficiency of the organization.	0%	0%	51%	11%	38%	3.87	0.94
Overall Mean/Std Dev						3.93	0.84

Key: 5=Strongly agree, 4=agree, 3=not sure, 2=disagree, 1=strongly disagree, M=mean, SD= standard deviation

The statement regarding collaboration with external partners reveals a moderate level of agreement, with a mean score of 3.67 and a standard deviation of 0.94. Although more than half of the respondents agreed that the organization opinions. This suggests that while collaboration is present, it may not be consistently experienced by all members, indicating potential areas for improvement in how these partnerships are managed and perceived. Effective communication and collaboration between the organization and external stakeholders received a higher mean score of 4.03 and a lower standard deviation of 0.65. This result indicates a strong consensus that communication with external stakeholders is effective, highlighting a well-functioning external relationship framework. The low variability in responses suggests that this aspect of structural congruence is generally well-regarded by respondents.

The perception that collaborative efforts with external partners contribute significantly to achieving organizational objectives has a mean of 3.80 and a standard deviation of 0.65. While there is agreement that these efforts are beneficial, the slightly higher standard deviation indicates some differences in how respondents

view the impact of these collaborations on achieving the CDC's goals. The statement about information flow from top-level management to operational staff shows a mean of 3.87 with a standard deviation of 1.02. This reflects a moderate agreement that information flows effectively through the organizational hierarchy. However, the relatively high standard deviation suggests that there are varied experiences among staff regarding the clarity and efficiency of communication from management.

The mean score for the involvement of various levels in decision-making processes is 3.80, with a standard deviation of 0.97. This indicates a general agreement that input from different organizational levels is considered in decision-making. The presence of some variability suggests that while there is a practice of inclusive decision-making, it may not always be perceived as equitable or effective by all members of the organization. Respondents also showed a positive view towards being well-informed about strategic decisions, with a mean of 4.16 and a standard deviation of 0.73. This indicates strong agreement that employees at different levels are kept informed about strategic decisions. The lower standard deviation signifies a uniform perception among employees regarding their awareness of strategic decisions.

The effectiveness of collaboration between different functions or units within the organization is reflected in a mean score of 3.97 and a standard deviation of 1.04. This result shows a general agreement that there is effective collaboration, though the higher standard deviation points to varying experiences and perhaps some inconsistencies in interdepartmental cooperation. A high level of coordination among various teams or departments was rated with a mean of 4.20 and a low standard deviation of 0.65. This indicates a strong consensus that there is effective coordination across teams, which is crucial for structural congruence. The low variability in responses reflects that most respondents perceive this aspect of organizational structure as functioning well. Finally, the statement that cross-functional collaboration enhances overall efficiency received a mean of 3.87 and a standard deviation of 0.94. This shows a moderate agreement that such collaboration improves efficiency, with some variation in opinions. This variability might point to differences in how cross-functional efforts are perceived in terms of their impact on the organization's efficiency.

The overall mean score for the structural congruence measures is 3.93 with a standard deviation of 0.84, indicating a generally positive perception of how well the CDC's structure supports its strategic goals. Respondents agree that there are effective communication channels, a high level of interdepartmental coordination, and that external collaborations contribute to achieving objectives. However, there are variations in experiences related to decision-making processes, information flow, and the impact of collaborative efforts. These findings suggest that while the CDC demonstrates strong structural congruence, there are specific areas where perceptions differ, indicating opportunities for enhancing the consistency and effectiveness of structural practices.

4.4 Correlation Analysis

Correlation analysis is a statistical technique used to determine the strength and direction of the relationship between two or more variables. It helps in understanding how variables are related, which can inform decision-making and predict future trends. Table 3 presents the correlation matrix as represented by Pearson's r .

Table 4: Correlation matrix

Correlations		Performance	Structural congruence
Performance	R	1	
	P-value		
Structural congruence	R	.701**	1
	P-value	0.001	

The correlation matrix presented in Table 4 reveals a strong positive and significant relationship between performance and structural congruence ($r = 0.701$, $p < 0.01$), indicating that effective structural alignment within an organization is strongly associated with better performance outcomes. This result underscores the importance of having a well-aligned organizational structure to achieve desired performance levels.

4.5 Linear Regression Analysis

In this section, the results of the linear regression analysis were evaluated to determine how structural congruence affects the performance of non-profit organizations in Kenya. The results, as shown in Tables 5, 6 and 7 provide insights into the overall model fit and the significance of individual predictors.

Table 5: Model of Summary

Model	R	R ²	Adjusted R Square	Std. Error of the Estimate
1	.713a	0.509	0.504	0.292691

Table 5 indicates that the model explains approximately 50.9% of the variance in the performance of non-profit organizations in Kenya, as indicated by the R² value. This suggests a substantial level of fit, indicating that structural congruence has a meaningful impact on performance.

Table 6: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	8.878	1	8.878	103.631	.000b
Residual	8.567	100	0.086		
Total	17.445	101			

Table 6 shows that the ANOVA results reveal a statistically significant regression model ($F(1, 100) = 103.631, p < .001$). This indicates that the model significantly predicts the performance of non-profit organizations, reinforcing the importance of structural congruence in enhancing organizational effectiveness.

Table 7: Regression Coefficients

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
	(Constant)	1.100	0.281		
Structural congruence	0.721	0.071	0.713	10.18	0.005

Table 7 shows that the regression coefficients indicate a positive relationship between structural congruence and performance. The unstandardized coefficient for structural congruence ($\beta = 0.721, p = 0.005$) suggests that for each unit increase in structural congruence, the performance of non-profit organizations increases by 0.721 units, highlighting the significance of structural alignment in organizational success.

5.0 Conclusion

In conclusion, it was established that structural congruence is a critical determinant of the performance of non-profit organizations in Kenya. The statistical analysis provided strong evidence that a well-aligned organizational structure enhances the ability of these organizations to achieve their strategic goals. Consequently, efforts to improve structural congruence should be prioritized to bolster performance outcomes. To improve the performance of non-profit organizations, it is crucial to enhance structural alignment with strategic objectives. Organizations should conduct regular assessments of their organizational structures to identify any discrepancies between current practices and strategic goals. This may involve utilizing feedback from staff and stakeholders to understand how the existing structure impacts operational effectiveness. By refining organizational elements such as reporting lines, roles, and responsibilities, non-profit organizations can create a more cohesive environment that supports collaboration and facilitates goal achievement. Implementing a systematic approach to structural alignment will not only help clarify expectations but also empower employees to contribute more effectively to the organization's mission.

References

- Aboramadan, M. (2021). Results monitoring in non-profit organizations: Assessing progress towards goals. *Nonprofit Management & Leadership, 32*(4), 601-617.
- Ahmed, P. K. (2020). The balance between results and behaviors in performance measurement. *International Journal of Public Sector Management, 33*(6), 789-805.
- Al-Sharifi, A. M. (2023). Structural congruence and sustainability in project management: The case of holy shrines in Iraq. *International Journal of Project Management, 41*(3), 232-243. doi:

10.1016/j.ijproman.2022.12.002

- Anamanjia, M. & Maina, E. (2022). Strategic congruence and performance in non-profit organizations: A focus on Kenya Revenue Authority. *International Journal of Business and Social Science*, 13(2), 15-29.
- Beaton, M. (2021). The threat of mission drift in non-profits: Causes and consequences. *Nonprofit Policy Forum*, 12(3), 1-16.
- Berlan, D. (2018). The importance of mission alignment in non-profit organizations. *Journal of Nonprofit Education and Leadership*, 8(2), 123-145.
- Biondi, L., & Russo, M. (2022). Achieving structural congruence for enhanced performance in non-profit organizations. *Nonprofit Management & Leadership*, 33(2), 273-295.
- Biondi, L., & Russo, M. (2022). The link between strategic planning systems and management performance in Italian universities: A qualitative analysis. *Higher Education*, 84(3), 577-593. doi:10.1007/s10734-021-00746-8
- Bogers, M., Foss, N. J., & Lyngsie, J. (2019). The Role of Knowledge Management in Innovation: A Systematic Literature Review. *Journal of Knowledge Management*, 23(1), 3-15. doi:10.1108/JKM-02-2018-0115
- Brown, L. D., et al. (2019). Sustainable development indicators for non-profit organizations: A comprehensive framework. *Nonprofit Management & Leadership*, 30(4), 523-543.
- Brüning, M., et al. (2019). Community-based programs in Africa: The case of BRAC. *International Journal of Development Issues*, 18(3), 253-268.
- Care International. (2020). *Annual report*. Retrieved from [Care International Website](http://www.careinternational.org).
- Chua, R. Y. J., et al. (2015). Enhancing efficiency and accountability through SOPs in non-profit organizations. *Nonprofit Management & Leadership*, 26(4), 359-373.
- Claire, T. (2020). Assessing the success of non-profit programs: A review of recent literature. *Journal of Nonprofit Management*, 25(1), 1-15.
- Collis, D. J. (2019). Dynamic Capabilities and the Entrepreneurial Firm: The New Imperatives. *Harvard Business Review*, 97(1), 46-52.
- Collis, D. J. (2021). Dynamic capabilities: The only way to compete. *Harvard Business Review*, 99(2), 60-67.
- Cooper, R., & Maktoufi, M. (2019). The role of integration on performance and retention in non-profit mergers: A grounded theory approach. *Nonprofit Management and Leadership*, 30(4), 703-723. doi:10.1002/nml.21327
- Coppola, D. P., Vollero, A., & Siano, A. (2023). Dynamic capabilities and sustainable competitive advantage: The mediating role of innovation. *Sustainability*, 15(4), 2519. doi:10.3390/su15042519
- Denicol, J., et al. (2020). The conflict between project plans and subjective project success: A critical review. *International Journal of Project Management*, 38(5), 287-298.
- Easterby-Smith, M. (2009). Dynamic Capabilities: A Review of the Literature. *International Journal of Management Reviews*, 11(4), 497-513. doi:10.1111/j.1468-2370.2008.00245.x
- Evayani, N., Luthfi, M. F., & Hayati, R. (2022). The Role of Dynamic Capabilities in Achieving Organizational Performance in a Changing Environment. *Management Science Letters*, 12(1), 55-62. doi:10.5267/j.msl.2021.7.014
- Ferreira, F. A., Duflo, J. R., & Bontempi, M. (2020). Dynamic capabilities in the new manufacturing paradigm: Opportunities and challenges. *International Journal of Production Economics*, 225, 107572. doi:10.1016/j.ijpe.2019.107572

- Fowler, A., et al. (2018). Aligning NPO strategies with the Sustainable Development Goals: Lessons from Care International. *Development in Practice*, 28(5), 623-634.
- Gagnon, F., et al. (2018). Assessing the sustainability of non-profit organizations: A systematic review. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 29(3), 611-628.
- Ghonim, A., & Khedher, N. B. (2022). The impact of structural congruence on decision effectiveness in healthcare organizations: Evidence from Egypt. *BMC Health Services Research*, 22(1), 1-12.
doi:10.1186/s12913-022-08082-7
- Global Data Lab. (2021). Poverty statistics for regions in Kenya. Retrieved from [Global Data Lab](https://data.worldbank.org/).
- Grimes, M., et al. (2019). Understanding mission drift in non-profits: Strategies for alignment. *Nonprofit Management & Leadership*, 30(3), 345-367.
- Haarhaus, T., & Liening, M. (2020). Exploring the Role of Dynamic Capabilities in the Corporate Innovation Process: A Literature Review. *Journal of Business Research*, 113, 309-318. doi:10.1016/j.jbusres.2019.09.035
- Harvey, M., Novicevic, M. M., & Garrison, G. (2020). Exploring the Role of Dynamic Capabilities in Facilitating the Competitive Advantage of Emerging Market Firms. *Journal of International Business Studies*, 51(5), 776-794. doi:10.1057/s41267-019-00254-2
- Hashemi, A., & Sadeghian, A. (2022). Integration of supply chain challenges and its impact on the performance of non-profit organizations: A study in Afghanistan. *International Journal of Nonprofit and Voluntary Sector Marketing*, 27(1), e1834. doi:10.1002/nvsm.1834
- Helfat, C. E., Finkelstein, S., Mitchell, W., Peteraf, M. A., Singh, H., & Teece, D. J. (2007). Dynamic capabilities: Understanding strategic change in organizations. *Malden, MA: Blackwell Publishing*.
- Hsiao, C., & Wu, W. (2020). Strategic alignment and product success: A regression analysis. *Journal of Business Research*, 109, 363-373.
- Ika, L. A., & Pinto, J. K. (2022). The subjective nature of project success: A critical review. *Project Management Journal*, 53(1), 7-19.
- Iyer, K. C., & Jha, K. N. (2005). Project management in the construction industry: A study of factors affecting cost performance. *Construction Management and Economics*, 23(6), 645-654.
- Kilonzo, N., et al. (2019). Non-profit performance in East Africa: A study of Uganda, Kenya, and Tanzania. *Journal of African Business*, 20(3), 385-404.
- Kithae, P. (2016). Revenue diversification for non-profit organizations in Kenya: Strategies for sustainability. *International Journal of Business and Social Science*, 7(9), 44-52.
- Kreiner, G. E. (1995). In search of meaning: The dynamics of performance evaluation. *Management Science*, 41(1), 86-101.
- Kristof-Brown, A. L., & Stevens, C. K. (2019). Goal congruence and performance in project teams: The impact of individual and team goals on outcomes. *Journal of Applied Psychology*, 104(9), 1175-1187.
doi:10.1037/apl0000415
- Kurtmollaiev, S. (2017). The Nature of Dynamic Capabilities: A Literature Review. *Journal of Management*, 43(1), 253-281. doi:10.1177/0149206317717894
- Langmann, H., Bezemer, J., & Pick, H. (2023). Capacity building and community empowerment through non-profit organizations. *Development Studies Research*, 10(1), 33-45.

- Liang, Y., & Zhong, S. (2023). The role of NGOs in addressing social issues in Kenya: A case study. *African Journal of Social Work*, 13(2), 89-103.
- Maylor, H., et al. (2023). Performance measurement in project management: Balancing results and behaviors. *International Journal of Project Management*, 41(2), 257-267.
- McAdam, R., Miller, K., & McSorley, T. (2019). Non-profit organizations in Kenya: A strategic analysis. *International Journal of Public Sector Management*, 32(5), 529-546.
- Min, B., et al. (2019). Strategies to prevent mission drift in non-profits. *Journal of Nonprofit & Public Sector Marketing*, 31(3), 312-331.
- Muchelule, L. (2018). Refined performance criteria for non-profit organizations: An empirical study. *Nonprofit Management & Leadership*, 29(1), 1-22.
- Muna, F., Zain, M., & Khilji, S. (2022). The Role of Dynamic Capabilities in Driving Sustainable Competitive Advantage in Small and Medium Enterprises: Evidence from the UAE. *Sustainability*, 14(14), 8754.
doi:10.3390/su14148754
- Mutasa, T. (2015). Strategic alignment and performance in non-profit organizations: A review of literature. *African Journal of Business Management*, 9(15), 558-564.
- Nyaga, J. M., et al. (2017). Mission alignment and public trust in non-profit organizations. *Nonprofit Management & Leadership*, 28(4), 577-594.
- Omondi, L., et al. (2018). Leadership and stakeholder engagement in non-profit organizations: A Kenyan perspective. *Nonprofit Management & Leadership*, 29(3), 407-425.
- Pesämaa, O., et al. (2018). Performance measurement in non-profits: A comprehensive framework. *International Journal of Public Sector Management*, 31(1), 39-58.
- Pisano, G. P. (2015). *You Need an Innovation Strategy*. Harvard Business Review, 93(3), 44-54.
- Pisano, G. P. (2017). The Hard Side of Soft Skills. *Harvard Business Review*, 95(6), 112-119.
- Sainsbury, P. (2020). Innovation, Competitiveness, and Economic Growth: Lessons from China. *Journal of Business Research*, 120, 360-366. doi:10.1016/j.jbusres.2020.06.037
- Save the Children Annual Report. (2020). Measuring impact in child protection and education. Retrieved from [Save the Children Website](#).
- Skaggs, B. (2020). The critical nature of mission alignment in non-profit organizations. *International Journal of Nonprofit and Voluntary Sector Marketing*, 25(2), e1670.
- Teece, D. J. (1994). *The Competitive Challenge: Strategies for Industrial Innovation and Renewal*. Cambridge, MA: Ballinger.
- Teece, D. J. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509-533. doi:10.1002/(SICI)1097-0266(199707)18:7<509::AID-SMJ882>3.0.CO;2-Z
- Teece, D. J. (2018). Business models and dynamic capabilities. *Long Range Planning*, 51(1), 40-49.
doi:10.1016/j.lrp.2017.06.007
- Teece, D. J. (2023). *Dynamic capabilities and strategic management: Organizing for innovation and growth*. Oxford University Press.
- United Nations. (2019a). Addressing mission drift in non-profit organizations: Strategies for success. Retrieved from [UN Website](#).

- Walters, D. (2021). Strategic congruence and sustainable development in non-profit organizations. *Journal of Nonprofit & Public Sector Marketing*, 33(3), 234-254.
- Wellens, L., & Jegers, M. (2011). Engaging beneficiaries in project management: A pathway to sustainability. *Nonprofit Management & Leadership*, 22(3), 331-345.
- World Bank Group. (2022). Understanding child welfare issues in Kenya. Retrieved from [World Bank Website](#).
- Zimmermann, S., et al. (2019). Implementing SOPs in non-profit organizations: The case of WWF. *International Journal of Nonprofit and Voluntary Sector Marketing*, 24(2), e1612.
- Zollo, M., & Winter, S. G. (2002). Deliberate Learning and the Evolution of Dynamic Capabilities. *Organization Science*, 13(3), 339-351. doi:10.1287/orsc.13.3.339.2780