INFLUENCE OF ORGANIZATIONAL STRUCTURE AND ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF HEALTH PROJECTS FUNDED BY COUNTY GOVERNMENT OF MERU, KENYA

Julius Murori Mbijiwe ✉

School of Open and Distance Learning, University of Nairobi, Kenya

juliohmbijiwe@gmail.com

Harriet Kidombo

School of Open and Distance Learning, University of Nairobi, Kenya

harrietkidombo@gmail.com

Peter Nzuki

School of Open and Distance Learning, University of Nairobi, Kenya

pnzuki@uonbi.ac.ke

Abstract

This study intended to examined the influence of organizational structure and organizational culture on the performance of health projects funded by county government of Meru, Kenya. Specifically, the study examined the influence of organizational structure and organizational culture on the performance of health projects funded by county government of Meru, Kenya. The study adopted pragmatism research paradigm and used descriptive survey research design and mixed methods. The study focused on the health projects funded by the county government of Meru for the period 2013 to 2017 in all the Sub-counties. Chief Executive Committee members, Chief Officers, directors, Sub County health officers, nurses in charge, nurses, laboratory assistants and pharmacists were the target population in each project and since the number of health projects for this study period were 54, a census of all was done which formed a sample size of 222 respondents and 38 key stakeholders. Data collection was done using

self-designed questionnaires and interview schedule. Data was analyzed using SPSS where descriptive and inferential statistics were done. Percentages, frequencies, means, standard deviation and regression analysis were conducted and results presented using tables. Findings showed a positive significant linear relationship between organizational structure and organizational and performance of health projects. Moreover, there were significant strong and positive correlations between performance and organizational structure and organizational culture. Findings indicated that organizational structure and organizational culture are important due to their contribution towards projects performance and therefore county government of Meru should enhance their performance.

Keywords: Organizational structure, organizational culture, performance, health projects

INTRODUCTION

One of the most important organizational developments in recent years has been the significant growth in project work across different sectors and industries (Maylor et. al., 2006). Enhancement of project performance will bridge productivity gaps (Malladi, 2007). Institutional factors such as structure and culture play a crucial role in the overall performance of an organization. This is because managerial decisions are influenced by the structure and culture the organization adopts as it interacts with the environment (Ibua, 2014).

There has been substantial allocation of resources by the County governments through projects to enhance development in the different departments to ensure adequate provision of services. In the recent past, issues have arisen on the management of the projects with regard to accountability, allocation, targeting and priority setting and overall effectiveness (Nabulu, 2015). Further, Kenya's long-term development blueprint, Vision 2030, aims at creating a globally competitive and prosperous country with a high quality of life by 2030. Vision 2030 therefore aimed at guiding the country towards meeting the Millennium Development Goals (MDGs) by 2015 and beyond, transforming Kenya into a newly industrialized and middle-income country.

Several development projects have been implemented in Meru County in the recent past and several studies carried out. Kambi and Mugambi (2017) did a study on the factors influencing performance of orphans and vulnerable children projects in Imenti North sub county, Meru County, Kenya. The study revealed that frequency of monitoring opportunities for improving the performance of the projects and that facilitated negotiations and identification of gaps and suggesting the way forward. The study concluded that resource availability had the

greatest effect on the performance of orphans and vulnerable children projects followed by community involvement, then management competence while monitoring and evaluation had the least effect to the performance of orphans and vulnerable children projects. Murungi and Onwenga (2017) analyzed the effect of risk mitigating strategy on performance of women funded projects in Meru County, Kenya and established that risk mitigation affects project performance to a great extent. Nakhumicha and Macharia (2017) evaluated factors influencing completion of development projects in secondary schools on CDF projects in Imenti North Sub County in Meru, Kenya. They concluded that funds for completion of projects from CDF in secondary schools were insufficient and unreliable. Completion of the projects was also compromised by the poor relations between various stakeholders due to personal interests and allowing negative politics to interfere with equitable distribution of available resources among schools. The study sought to establish the influence of organizational structure and organizational culture on the performance of health projects funded by county government of Meru, Kenya. It was hypothesized that there is no significant influence of organizational structure and organizational culture on the performance of health projects funded by county government of Meru, Kenya

EMPIRICAL REVIEW

Organizational Structure

Adeoye and Elegunde (2012) in their study of food and beverage industry in Nigeria found out that external setting affected organization performance thus impacting delivery of public services. There are some proposed dimensions by researchers that differentiate organizational structures in reference to Burns and Stalker's introductions. Five dimensions of organizational structure were defined and operationalized by Pugh, et al. (1990) which includes centralization, standardization, specialization, configuration and formalization. Further, traditionalism was a sixth dimension which was added by Jackson and Morgan's (1982). Division of labor, hierarchy of authority, formalization and impersonality are key organic structure features in decision making in work as proposed by Duncan (1971) while Leifer and Huber (1977) denoted that the subject's participation extent in strategic decisions affects organization's structure.

When investigating the determinants of organizational structure, Damanpour (1991), added to the list by Duncan (1971) by suggesting professionalism, managerial tenure, functional differentiation, technological knowledge resources, centralization, managerial attitude toward change, administrative intensity, vertical differentiation, external and internal communication. Equally, Daft (2003), added standardization, complexity and personnel ratios to the list. Formalization expresses the degree of writing down instructions, procedures, rules and

communications. The organization theory literature principally recognizes formalization being either high or low. A high formalization level is related to a mechanistic structure whilst a low formalization level is related to an organic structure (Nahm, et al., 2003). Centralization underlines decision making locus determining the authority making legitimate decisions affecting the organization. The process of making decisions characterized by a top-down mechanism results in a mechanistic organization structure while an organic organization structure is as a result of a wide discussion networking based (Daft, 2003). Hierarchy is a representation of a system organizing people into varying degrees of significance from lowest to highest. Layers numbers are the dependants by the researchers within the organization indicating the management levels.

Organizational Culture

Organization culture provides the best ways of thinking, feeling and reacting that helps in decision making and arranging activities in an organization by the managers (Sui, 2008). Additionally, strong cultures attracting, holding and rewarding employees defines a successful organization and are oftenly depicted by dedication and co-operation in the service of common values. According to Hofstede (2001), culture influence the behaviour and the thinking of people and therefore it should be understood and supported as it can promote human values. Moreover, it is the right way in which things or problems are done or understood in an organization.

A study carried out by Berkhout and Rowlands (2007), determined that organizations whose selection procedure is focused on equating personal values with organizational values are significantly successful in their work since there is a high job satisfaction level on their employees. Further, a good match between organizational and personal values is perceived more critical by some people compared to the income obtained and therefore they value their feel about the organization than the payments for the work done (Kaye & Jordan-Evans, 2009). According to West (2000), teams have people with different emotional, human and social needs that can be met or frustrated by the team. He further argues that human strength is sourced from positive emotions like happiness, pleasure, humour, excitement and joy among others. A prerequisite in ensuring team's effectiveness is valuing and respecting other team members.

Mission is a well-defined meaning of purpose and direction defining organizational goals and strategic objectives in successful organizations, expressing the vision of the future look of the organizations (Hamel & Prahalad, 1994). When there is a change in the underlying mission of an organization, there is a change in other demeanors of the culture of the organization. Visions are principles representing or reflecting the shared values aspired by the organization.

An organizational objective is a statement describing the expectations that an organization hopes to achieve. It is the exact result that an organization purposes to get within a specified time using the available resources (Koontz, 2011). According to Peter (2014), objectives are the determinants of strategy, providing an action guide, decision making framework, coordinating activities, facilitating prioritization and resolving conflicts between departments, measuring and controlling performance, encouraging a concentration of long term factors, motivating employee, providing decision making bases and providing the shareholders with a clear idea of the organization in which they invest.

METHODOLOGY

Research Paradigm

This study adopted pragmatism research philosophy which indicates that choosing between one position and the other is not realistic in practice and argues that the most important determinant of which position to adopt is the research questions (Saunders et al., 2007). A qualitative research approach is an investigative process of a concerned study into a social problem, focusing on the edification of a varied, holistic approach and reporting comprehensive views of respondents and its conducted in a normal setting (Creswell, 2009). Thus, it is a constructivist or naturalistic or interpretative and inductive techniques of research study trying to explore a subject when the variables and the theory base are not known. Conversely, a quantitative research approach is an investigation into a social problem, based on testing a theory composed of variables, measured with numbers and analyzed with numerical procedures with an aim of determining whether the prognostic generalizations of the hypothesis hold true (Creswell, 2009).

Research Design

This study used descriptive survey research design and mixed methods. Descriptive survey research design is used to obtain information concerning the current status of the phenomena with respect to variables or conditions in a situation (Mutai, 2000). The descriptive survey design was used in this study because of it is appropriate in the establishment of relationships between variables and facilitates collection of information for the determination of the population parameters. An explanatory design indicates an attempt to connect ideas to understand causation, meaning researchers want to attempt to explain the relationship among the study variables (Saunders, et al., 2007). Saunders et al., (2007) observed that the explanatory design is best suited for gathering information where the researcher wants to elucidate a cause-effect relationship between independent and dependent variables in a post facto research study.

Target Population

The target population consisted of the health projects funded by the County Government of Meru from 2013 to 2017. The study focused on all the health projects since the County had made substantial investment in the health sector compared to other departments. Between 2013-2017, 54 dispensaries were constructed and service delivery in the dispensaries was the centre of focus. One (1) CEC in charge of the health department, one (1) Chief officers, three (3) directors, eight (8) sub county health officers, 54 nurses in charge of the dispensaries, 130 nurses, 15 laboratory assistants and ten (10) pharmacists were the respondents for the study.

Sampling Frame and Sample Size

The projects funded by the Meru County government were the sampling frame which was census selected based on the investment made. A census of the CEC health, chief officers, directors, engineers, sub county health officers in the health department and nurses in charge, nurses, laboratory assistants and pharmacists in the 54 dispensaries that have been funded were included in the study.

Table 1: Population and Sample Size

Categories	Population	Percentage (%)	Sample size
CEC health	1	100	1
Chief officers	1	100	1
Directors	3	100	3
Sub County Health Officers	8	100	8
Nurses In Charge	54	100	54
Nurses	130	100	130
Laboratory Assistants	15	100	15
Pharmacists	10	100	10
Total	222	100	222

Source: Meru County Government

Data Collection Procedures

Primary data was used in this study where questionnaires and interview schedule were the primary tools for data collection. Bulmer (2004) qualifies questionnaires to be reliable and accurate allowing the researcher in the assessment of how the respondents think about the topic and the reason they hold specific opinions. The primary data was obtained through use of

five-point scale Likert self-designed questionnaires. Drop and pick method was used in administering the questionnaires. Key stakeholders in the dispensaries' management were interviewed using the interview schedule which contained the open ended questions.

Piloting Testing of Research Instrument

The research instruments were pilot tested using a sample size of ten (10) respondents who were randomly selected from the nurses who formed the largest portion of the respondents as per recommendations by Mugenda and Mugenda (2008) who observed that a successful pilot study uses 1% to 10% of the actual sample size.

Validity of Research Instrument

Validity is the extent of the actual representation of the occurrence indicated by results from the analyzed data under study (Mugenda & Mugenda, 2008). Systematic error present or absent in the data is the determinant of validity (non-random error). Face and content validity were used in this study.

Reliability of Research Instrument

Reliability is a degree at which an instrument of research is able to measure and demonstrate consistency of results at any given point (Mugenda & Mugenda, 2008). It is important to establish internal consistency (the measurement of the concept is consistent in all parts of the test) of measurement scales. Nachmias and Nachmias, (2004) explains that the internal consistency of an instrument of research is determined by the value of Cronbach's Alpha Coefficient which ranges from 0 to 1. Cronbach Alpha Coefficient (α) value of 0.7 or 70% was used to measure the reliability of the questionnaire. Results showed that the reliability co-efficient for organizational structure and organizational culture was 0.845 and 0.938 respectively.

Data Analysis

This was done using statistical software for social sciences (SPSS) where both descriptive and inferential statistics were conducted. Descriptive statistics included means, standard deviations, frequencies and percentages while inferential statistics included multiple regression. Data presentation was in form of graphs, tables and pie charts.

Regression Models

Dependent variables: Health Projects Performance -denoted by Y

Independent variables: Organizational Structure and Organizational Culture denoted by X_1 and X_2

This study used Regression Analysis as follows:

Model 1

H1: There is no significant relationship between organizational structure and the performance of health projects funded by county government of Meru, Kenya.

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon_1$$

Where;

Y = Dependent Variable (Health Projects Performance)

β_0 = Constant

X_1 = Independent Variable (Organizational Structure)

β_1 = Coefficient indicating influence of organizational structure on the performance of health projects funded by county government of Meru, Kenya (change in Y given one unit change in X_1)

ε_1 = Error Term

Model 2

H2: There is no significant relationship between organizational culture and the performance of health projects funded by county government of Meru, Kenya.

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon_1$$

Where;

Y = Dependent Variable (Health Projects Performance)

β_0 = Constant

X_2 = Independent Variable (Organizational Culture)

B_2 = Coefficient indicating influence of organizational culture on performance ofhealth projects funded by county government of Meru, Kenya (change in Y given one unit change in X_2)

ε_1 = Error Term

RESULTS

Descriptive statistics for organizational structure

In this section, the study outlined the respondents' views on organizational structure in light of performance of health projects. The pertinent findings are as shown in Table 2.

Table 2: Descriptive Statistics for Organizational Structure

Description	Frequency and Percentages						Mean	SD
	SD	D	N	A	SA	N		
In this dispensary, each individual has a specific set of duties that adds to the efficiency and ensures the thoroughness of the team	27 14%	21 11%	0 0%	82 43%	61 32%	192 100%	3.7	1.4
Specialization is encouraged by the management and more so, duties are carried out based on the specific qualifications of the managers and individuals in the dispensary	31 16%	4 2%	0 0%	105 55%	52 27%	192 100%	3.8	1.3
There is centralized decision making in all matters concerning the dispensary	10 5%	15 8%	46 24%	55 29%	65 34%	192 100%	3.6	1.3
There is effective communication within the management then to all subordinates and stakeholders in this dispensary	11 6%	11 6%	23 12%	78 41%	67 35%	192 100%	3.9	1.1
There is flexibility in the management in response to the changing external environment	11 6%	17 9%	27 14%	103 54%	31 16%	192 100%	3.6	1.1
Composite mean							**3.7**	**1.2**

SD= Strongly Disagree, D= Disagree, N= Neutral, A=Agree, SA=Strongly Agree, N= sample size, SD= Standard deviation

A look at the mean summaries of the organizational structure indicators shown in Table 2 indicated that having effective communication within the management then to all subordinates and stakeholders in this dispensary had the highest mean of 3.9 and an SD of 1.1, followed by specialization being encouraged by the management and more so, duties being carried out based on the specific qualifications of the managers and individuals in the dispensary with a mean of 3.8 and an SD of 1.1. In this dispensary, each individual has a specific set of duties that adds to the efficiency and ensures the thoroughness of the team had a mean of 3.7 and an SD of 1.4. There is centralized decision making in all matters concerning the dispensary and having

flexibility in the management in response to the changing external environment were the least having a mean of 3.6 respectively.

The composite mean for organizational structure was 3.7 with SD of 1.2. The frequencies indicated this rating by the respondents with the majority of them either agreeing or strongly agreeing that organizational structure influences performance of health projects in Meru County. This means that respondents agreed in the way responsibility and power are allocated inside the county and work procedures are carried out by county project members. From the interviews of the key stakeholders, resources, support supervision and proper communication were some of the organization factors that were pointed out. Results further showed that the key stakeholders found organizational factors important in that they helped in roles specifications and in timely achievement of set goals and objectives.

Descriptive Statistics for organizational culture

In this section, the study outlined the respondents' views on organizational culture in light of performance of health projects. The pertinent findings are as shown in Table 3.

Table 3: Descriptive Statistics for Organizational Culture

Description	Frequency and Percentages						Mean	SD
	SD	D	N	A	SA	N		
The vision of the project has been communicated to the employees clearly	42	10	50	57	32	192	3.2	1.4
	22%	5%	26%	30%	17%	100%		
There has been timely achievement of set goals and objectives of the project	0	74	50	67	0	192	3.0	0.9
	0%	39%	26%	35%	0%	100%		
The culture of the department is in agreement with the general norms of project management	4	21	59	78	29	192	3.4	1.0
	2%	11%	31%	41%	15%	100%		
Team orientation on the activities that need to be carried out is done in the project	11	25	50	78	29	192	3.3	1.2
	6%	13%	26%	41%	15%	100%		
Team work is usually enhanced in the project implementation	11	25	50	61	46	192	3.4	1.3
	6%	13%	26%	32%	24%	100%		
Composite mean							**3.3**	**1.2**

SD= Strongly Disagree, D= Disagree, N= Neutral, A=Agree, SA=Strongly Agree, N= sample size, SD= Standard deviation

Results indicate that respondents were neutral on whether organizational culture influences the performance of health projects funded by county government of Meru. This is shown by having means of 3.2 for (the vision of the project has been communicated to the employees clearly), 3.0 (there has been timely achievement of set goals and objectives of the project), 3.4 (the culture of the department is in agreement with the general norms of project management), 3.3 (team orientation on the activities that need to be carried out is done in the project) and 3.4 (team work is usually enhanced in the project implementation) and a composite mean of 3.3 for the five indicators. However, 41% of the respondents agreed that the culture of the department agreeing with the general norms of project management and team orientation on the activities that need to be carried were key indicators influencing performance of health projects in Meru County.

Pearson Correlation

Correlation is crucial in the determination of the extent to which changes in the value of an attribute is associated with changes in another attribute (Kothari, 2008). Values of correlation coefficient range from -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly and positively related in a linear sense while -1 indicates that two variables are perfectly related but in a negative linear sense. Hair et al. (2006) recommended that correlation coefficient (r) ranging from 0.81 and 1.0 are very strong; from 0.61 to 0.80 are strong; from 0.41 to 0.60 moderate; from 0.21 to 0.40 weak; and from 0.00 and 0.20 indicates no relationship. Correlation between the dependent and the independent variables is shown in Table 4.

Table 4: Pearson Correlation Matrix for Independent and Dependent Variables

		Project Performance	Organizational Structure	Organizational Culture
Project Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	191		
Organizational Structure	Pearson Correlation	.672(**)	1	
	Sig. (2-tailed)	.000		
	N	191	191	
Organizational Culture	Pearson Correlation	.643(**)	.802(**)	1
	Sig. (2-tailed)	.000	.000	
	N	191	191	191

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

There was a positive correlation between performance of health projects and organizational structure with [r=.672, n=191, p=.000<0.01]. Organizational culture had a strong positive correlation with performance of health projects in Meru County with [r=.643, n=191, p=.000<0.01]. The Pearson correlation was very close to 1, implying that organizational structure and organizational culture were perceived to highly contribute to good performance of health projects in Meru County.

Test of Hypotheses

H_{01}: There is no significant relationship between the organizational structure and the performance of health projects funded by county government of Meru, Kenya.

The hypothesis aimed at establishing whether organizational structure has a significant influence on performance of health projects in Meru County. A composite index of performance of health projects was used as the dependent variable. This composite was of service delivery, staff qualification, facilities maintenance, equipping of facilities and beneficiaries satisfaction. The independent variable was a composite index of organizational structure, which composed of hierarchy of authority, specialization by management and centralized decision making.

To test this hypothesis, a regression model of the form $Y = \beta_0 + \beta_1 X_1 + \varepsilon_1$ was estimated.

Where;

Y = Dependent Variable (Performance of Health Projects)

β_0 = Constant

X_1 = Independent Variable (Organizational Structure)

β_1 = Coefficient indicating influence of organizational structure on the performance of health projects funded by county government of Meru, Kenya (change in Y given one unit change in X_1)

ε_1 = Error Term

The results are presented in Table 5. The correlation coefficient (r) of 0.672 indicates a very positive influence of organizational structure on performance of health projects. The coefficient of determination (adjusted R-Square) statistics of 0.452 implies organizational structure explains 45.2% of performance of health projects, while 54.8% of performance is explained by other factors other than organizational structure. The adjusted R-square is used instead of the R-squared as it takes care of the adjustments in the degrees of freedom.

Table 5: Regression Results for Organizational Structure on Performance of Health Projects

	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	1.237	.194	6.390	.000
Organizational structure	.627	.050	12.487	.000

a. Dependent Variable: Performance of Health Projects

b. Predictors: (Constant), organizational structure

$F_{(1,190)} = 155.917^{**}$ [p=0.000<0.05]

r= 0.672

R^2= 0.452

Adjusted R^2= 0.449

Durbin Watson Statistics = 2.126

** 5% level of significance

The F value was 155.917 with a significance p value= 0.000 which is less than 0.05, meaning that the null hypothesis was rejected and concluded that there is a significant relationship between the organizational structure and the performance of health projects funded by county government of Meru, Kenya.

The results on the beta coefficient of the resulting model shows that the constant = 1.237 is different from 0, since the p value= 0.000 is less than 0.05. The t value for the constant is 6.390, while the t value for the organizational structure is 12.487, which indicates they are significant. This implies that the null hypothesis that (β) =0 is rejected and the alternative hypothesis accepted indicating that the model Y= 1.237+ 0.627 (organizational structure), is significantly fit. Also, the beta value of 0.627 implies that a unit change in organizational structure will lead to 0.627 units change in the project performance. This confirms that there is a significant positive relationship between organizational structure and performance of health projects funded by the Meru County government, Kenya.

H_{02}: There is no significant relationship between organizational culture and the performance of health projects funded by county government of Meru, Kenya.

The hypothesis aimed at establishing whether organizational culture has a significant influence on performance of health projects in Meru County. A composite index of performance of health projects was used as the dependent variable. This composite was of service delivery, staff qualification, facilities maintenance, equipping of facilities andbeneficiaries satisfaction. The

independent variable was a composite index of organizational culture (sharing organizational values, sharing organizational mission and vision, organizational goals and objectives and team spirit).

To test this hypothesis a regression model of the form: $Y = \beta_0 + \beta_2 X_2 + \varepsilon_1$ was estimated

Where;

Y = Dependent Variable (Performance of health projects)

β_0 = Constant

X_2 = Independent Variable (Organizational Culture)

B_2 = Coefficient indicating influence of organizational culture on performance of health projects funded by county government of Meru, Kenya (change in Y given one unit change in X_2)

ε_1 = Error Term

The results are presented in Table 6 indicate that the correlation coefficient (r) of 0.643 shows a very positive influence of organizational cultureon performance of health projects. The coefficient of determination (adjusted R-Square) statistics of 0.414 indicates that 41.4% of the variation in performance of health projects can be explained by a unit change in organizational culture. The remaining 48.6% is explained by organizational structure, HRM practices and M and E. The adjusted R-square is used instead of the R-squared as it takes care of the adjustments in the degrees of freedom.

Table 6: Regression Results for Organizational Culture on Performance of Health Projects

	Unstandardized Coefficients			
	B	Std. Error	t	Sig.
(Constant)	1.746	.166	10.502	.000
Organizational culture	.564	.049	11.550	.000

a. Dependent Variable: Performance of Health Projects

b. Predictors: (Constant), organizational culture

$F_{(1,190)} = 133.397$ ** [p=0.000<0.05]

r= 0.643

R^2= 0.414

Adjusted R^2= 0.411

Durbin Watson Statistics = 1.950

** 5% level of significance

The F value was 133.397 with a significance p value= 0.000 which is less than 0.05, meaning that the null hypothesis is rejected and concludes that there is a significant relationship between the organizational culture and the performance of health projects funded by county government of Meru, Kenya.

To test the significance of regression relationship between organizational culture and the performance of health projects, regression coefficients, the intercept and the significance of all the coefficients in the model were subjected the t-test to test the null hypothesis that the coefficient is zero.

The null hypothesis stated that beta (β) =0, meaning there is no significant relationship between organizational culture and the performance of health projects as the slope beta (β) =0 (no relationship between two variables). The results on the beta coefficient of the resulting model shows that the constant = 1.746 is different from 0, since the p value= 0.000 is less than 0.05. The t value for the constant is 10.502, while the t value for the organizational culture is 11.550, which indicates they are significant. This implies that the null hypothesis that (β) =0 is rejected and the alternative hypothesis accepted indicating that the model Y= 1.746 + 0.564 (organizational culture), is significantly fit. Also, the beta value of 0.564 implies that a unit change in organizational structure will lead to 0.564 units change in the project performance. This confirms that there is a significant positive relationship between organizational culture and performance of health projects funded by the Meru County government, Kenya.

DISCUSSION

Results of the study were in agreement with past studies, Bashir (2015) who argued that a decision which is made by all level of employees that is top, middle or lower level, will increase the performance of the organization because the lower level of employee know very well regarding the ground realities and critical situations of the organization regarding operational aspects of the organization. The degree to which decision-making is centralized is a key indicator of the manner in which an organization allocates resources and determines policies and objectives (Andrews et al., 2009). Additionally, the relative degree of centralization within an organization is signified by the hierarchy of authority and the degree of participation in decision-making as these aspects of structure reflect the distribution of power across the entire organization.

The findings were also in line with Wang (2011) who found that vertical communication and communication regarding work-related topics help to make employees want to stay with and contribute to the employing organization. Moreover, Asamu (2014) indicated that there is a relationship that exists between effective communication and workers' performance, productivity

and commitment. Roger (2007) also found out that more successful companies in turbulent environments would use radical, fast and disruptive strategies. Furthermore, strategy making should be a democratic, bottom-up process and should be organic, self-organizing, adaptive and emergent. Further, it could be inferred that with some level of uncertainty, managers can gather greater predictability about the external environment, so the difficulties involved in interpreting and selecting alternative responses to environmental changes are minor. Therefore, under these conditions, flexibility can be used as a proactive strategy to improve operational performance (Merschamann & Thonemann, 2009).

The findings of this study also supported those of Hattie and Timperly (2007), who indicated that when there are clear objectives, there is a high likelihood of seeking feedback to close the gap between the current understanding or skill and the desired goal by the persons in question. Further, this helps them concentrate their efforts efficiently towards the attainment of those goals (Turkay, 2014). There is therefore need for clear communication of the set goals and objectives for timely achievement. Walker (2015) also indicated that there are behaviors or norms observed in perceptions of practices shared by project participants in particular ways that help explain or resolve the problems encountered during the course of a project.

Teams and their constituents are clearly one of the critical success factors in a project. Guru (2008) denoted that a team goes through different stages of development during the tenure of a project. A constructive team climate and orientation on the activities to be carried out would motivate the team members leading to overall team performance. Organizational structure is important as it helps people to understand their position and role in the organization's processes, who they work with, who works with them, to do the company's work which eventually affects performance (Jebet, 2007). High level of project organizational culture and a high impact level of measured culture factors affect project performance making organizational culture very significant in project performance (Stare, 2011).

CONCLUSION AND RECOMMENDATIONS

The results confirmed that organizational structure can significantly affect the performance of health projects funded by county government of Meru, Kenya. The results further established that organizational culture significantly influences the performance of health projects funded by county government of Meru, Kenya. There is therefore need for discretion in all matters handled by the management and clear communication on the decisions made by the management to the employees. This acknowledgement of benefits of communicating information promotes ownership and appreciation of importance of providing timely and quality work. Further, accountability of all employees and at the same time ensuring that organization learning takes

place to make sure that the department remains competitive and delivery of public services efficient is very important. Further, county governments must ensure there is sharing organizational values, sharing organizational mission and vision, organizational goals and objectives and enhancement of team spirit which results to improved service delivery. Counties can establish policies that would see organizational structure and culture built systems to improve data exchange within organizations, departments and even with other organizations. This would improve sharing of the results to have all the stakeholders informed.

The study had several limitations, one of them being cost and time. It required a lot of time and cost to carry out census on all the employees in the given county. Due to inadequate resources, it was not practical to carry out the census for all thus sampling of the respondents was done. Another limitation was that respondents were not forthright and trustworthy and therefore their answers unreliable to the provided questions. Therefore, the researcher assured the respondents that they were safe and the information given would be treated as confidential and that the information given was only meant for studies.

REFERENCES

Adeoye, A. & Elegunde, A. (2012). Impacts of external business environment on organizational performance in the food and beverage industry in Nigeria. British Journal of Arts and Social Science, 6, (2).

Andrews, R., Boyne, G.A., Law, J., & Walker, R. M. (2009). Centralization, organizational strategy and public service performance. Journal of Public Administration Research and Theory, 19(1), 57-80

Asamu F. F. (2014). The Impact of Communication on Workers' Performance in Selected Organizations in Lagos State, Nigeria. IOSR Journal of Humanities and Social Science (IOSR-JHSS), 19(8), 75-82

Bashir, S. (2015). Impact of Decentralized Decision Making on Firm's Performance. Arabian Journal of Business Management Review, 5(4), 135

Daft, R. L. (2003). Organization Theory and Design, (6th ed.), South Western College Publishing, Cincinnati, Ohio

Duncan, R. (1971). Multiple Decision-Making Structures in Adapting to Environmental Uncertainty: the Impact on Organizational Effectiveness. Working Paper, Northwestern University, Graduate School of Management, 54-71

Guru, P. P. (2008). Teams and Projects: A Literature Review. International Journal of Business and Management, 3(10), 3-7

Hattie, J. & Timperley, H. (2007). The power of Feedback. Review of Educational Research, 77(1), 81¬-112

Hofstede, G. (2001). Culture's Consequences, Thousand Oaks, CA: Sage.

Jackson, J. H., & Morgan, C. P. (1982).Organization Theory, (2nd Ed)., Prentice-Hall.

Jebet, C. (2007). A study of Organizational Structure: Case of quoted companies in Kenya. University of Nairobi Press.

Kothari, C. (2008). Research Methodology; Methods and Techniques. New Delhi: New Age International Publishers.

Malladi, S. (2007).Enhancing project performance and productivity. Addressing it in project management and beyond Pm tips and techniques.PM tips and techniques.pm world today, 9(7)

Maylor, H., Brady, T., Cooke Davis, T., & Hodgson, D. (2006).From projectification to programmification. International Journal of Project Management, 24(8)

Merschamann, U., & Thonemann, U. W. (2009). Supply chain flexibility, uncertainty, and firm performance: an empirical analysis of German manufacturing firms. International Journal of Production Economics, 130(1), 43-53

Mugenda, O. M., & Mugenda, A. G. (2008). Research Methods: Qualitative and Quantitative Approaches, ACT Press, Nairobi

Murungi, H. K., & Onwenga, J. (2017). Effect of Risk the Effect of Risk Mitigating Strategy on Performance of Women Funded Projects in Meru County, Kenya. International Journal of Interdisciplinary Research and Innovations, 5(2), 75-79

Nabulu L. O. (2015).Factors Influencing Performance of Monitoring and Evaluation of Government Projects in Kenya: A Case of Constituency Development Fund Projects in Narok East Sub-County, Kenya. Research Project, University of Nairobi.

Nachmias, C. F., & Nachmias, D. D. (2008).Research methods in the social sciences, New York, Worth Publishers

Nakhumicha, W. S., & Macharia, D. (2017). Factors influencing completion of development projects in secondary schools: A case of CDF projects in Imenti North Sub County in Meru, Kenya. International Academic Journal of Information Sciences and Project Management, 2(1), 390-400

Pugh, D. S., Ed. (1990).Organization theory: Selected readings. Harmondsworth: Penguin.

Roger, B. M. (2007). The external environment's effect on management and strategy: A complexity theory approach. Management Decision, 45(1), 10-28

Saunders, M., Lewis, P. & Thornhill, A. (2007).Research Methods for Business Students, Edinburgh: Prentice Hall.

Stare, A. (2011). The Impact of the Organizational Structure and Project Organizational Culture on Project Performance in Slovenian Enterprises. Management, 16(2), 1-22

Turkay, S. (2014). Setting Goals: Who, Why, How? Manuscript

Walker, A. (2015). Project Management in Construction, 6th ed.; John Wiley & Sons, Ltd.: Chichester, UK

Wang, Y. (2011). The Role of Communication in Enhancing Employees' Organizational Commitment: Exploring the Relationship between Social-emotional-oriented Communication, Work-oriented Communication and Organizational Commitment in China. Research Thesis, Uppsala University