
Strategic Congruence on The Performance of Non-Profit Organizations in Kenya: A Case of Compassion International Child Development Centres in Nyanza Region

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Abstract

Article history

Purpose: The main objective of the study was to investigate the effect of strategic congruence on the performance of non-profit organizations in Kenya: a case of Compassion International Child Development Centres in Nyanza Region.

Methodology: The study used a descriptive research design and focused on three clusters in Nyanza region with 47 Child Development Centres (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 121. 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. The study analyzed data using descriptive and inferential statistics. Key statistical measures included beta values, p-values, R², and t-values, with a significance level of p<0.05. The overall results were presented using database tables, visualizations, patterns, and charts.

Keywords:

*Structural Congruence
Cultural Congruence
Strategic Leadership
Environment Congruence
Performance of Non-profit Organization*

Results: The findings show that environment congruence has the strongest positive impact on organizational performance, with an unstandardized coefficient of 0.634 and a standardized Beta of 0.426 (p < 0.001). Strategic leadership follows with an unstandardized coefficient of 0.352 and a Beta of 0.347 (p < 0.001). Cultural congruence, while still significant (p < 0.001), has a weaker effect with a coefficient of 0.168 and a Beta of 0.253. Structural congruence also positively affects performance, with a coefficient of 0.211 and a Beta of 0.209 (p = 0.005). The regression model confirms that environment congruence and strategic leadership are key predictors of performance.

Unique contribution to theory, policy and practice: The study contributes significantly to both theoretical frameworks and practical knowledge within the field of strategic management, particularly concerning non-profit organizations (NPOs) in Kenya. By examining the effect of strategic congruence on the performance of Compassion International Child Development Centres (CICDC) in the Nyanza region, this research provides insights that enhance understanding of how alignment between organizational strategies and external environments can influence effectiveness and impact. The study's theoretical contribution lies in its extension and validation of established frameworks within strategic management, particularly in the context of non-profit organizations (NPOs). By anchoring the research on Dynamic Capability Theory, Resource-Based View Theory, and Organizational Theory, the study elucidates how strategic congruence—defined as the alignment of an organization's goals, activities, and resources with its mission and external environment—affects performance outcomes.

1.0 INTRODUCTION

In recent decades, Non-Profit Organizations (NPOs) have become essential players in addressing various social, economic, and development challenges across the globe (Hsiao & Wu, 2020). Their work spans a wide array of issues, including education, healthcare, poverty alleviation, and environmental conservation (Anamanjia & Maina, 2022). In Kenya, NPOs complement government efforts and drive positive change at the grassroots level (McAdam, Miller & McSorley, 2019). Compassion International, a prominent NPO, supports church-based Child Development Centres (CDCs) focused on sponsoring Orphans and Vulnerable Children (OVC) to alleviate poverty holistically. This study specifically examines the Compassion International Child Development Centres (CICDC) in the Nyanza region of Kenya, which includes Migori, Homabay, and Kisumu-Siaya clusters. The region is one of Kenya's most deprived areas, with over 66% of its population living below the poverty line (Global Data Lab, 2021). The study, therefore, explores how strategic congruence affects the performance of Compassion's Child Development Centres in this region.

Globally, the performance of NPOs has become an area of significant interest due to their diverse missions, operations, and impacts. Major international NPOs, such as Care International, have demonstrated that aligning their strategic efforts with the Sustainable Development Goals (SDGs) has enhanced their organizational performance, enabling effective mission-driven programming and resource mobilization (Fowler et al., 2018). Similarly, Save the Children measures its impact on child protection, health, and education through a series of Key Performance Indicators (KPIs), showcasing its commitment to improving children's lives (Save the Children Annual Report, 2020). In another example, the World Wildlife Fund (WWF) has designed and implemented Standard Operating Procedures (SOPs) that facilitate collaboration and improve project delivery and overall performance (Zimmermann et al., 2019). Moreover, the Akshaya Patra Foundation in India has strategically focused on financial sustainability, employing innovative fundraising strategies that have allowed it to scale operations and increase its impact on beneficiaries (Khanna et al., 2019).

In Africa, NPOs are crucial in addressing fiscal and societal challenges. Kilonzo et al. (2019) highlight the importance of strategic alignment for resource mobilization and maximizing impact in countries like Kenya, Uganda, and Tanzania. Effective strategic congruence helps NPOs navigate complex challenges, enhance effectiveness, and align strategies with the needs and expectations of their beneficiaries (Mutasa, 2015). For instance, BRAC's approach to strategic congruence in its community-based development programs aligns local needs with its mission to achieve sustainable impact, particularly in health and education sectors (Brüning et al., 2019). Strategic congruence enables NPOs to address challenges and optimize opportunities, particularly by tailoring strategies to the local context while remaining aligned with their overarching missions.

In Kenya, NPOs play an integral role in addressing health, education, and social issues. Mwangi and Were (2017) discuss the necessity for Kenyan NPOs to align their strategies with the local context to effectively serve their beneficiaries. Key factors such as leadership, strategic planning, and stakeholder engagement are crucial for NPO performance (Omondi et al., 2018), emphasizing the need for strategic congruence. According to Odhiambo (2019), NPOs in Kenya can achieve improved performance by fostering process innovation and enhancing client and employee satisfaction. Similarly, a study by Mwangi et al. (2019) found

that NPOs that strategically align with beneficiaries' needs and funding sources are more likely to achieve sustainability and a positive impact.

Evaluation of performance is critical for assessing the success of NPO programs. Anunda (2016) identifies key criteria for evaluating project performance, including relevance, effectiveness, efficiency, timeliness, impact, and sustainability. Muchelule (2018) further refines these criteria by focusing on time frame, cost, scope, and quality of service. Performance measurement involves a range of indicators, such as time, cost, quality, and beneficiary satisfaction, with adjustments made as necessary to align with the strategic goals (Browning, 2019; Pesämaa et al., 2018). Non-financial indicators like KPIs are essential in evaluating both monetary and non-monetary aspects of NPO performance, ensuring accountability and strategic decision-making. Sustainable development is another critical indicator for assessing an NPO's ability to maintain operations and fulfill its mission (Brown et al., 2019; Walters, 2021). Strategic congruence, particularly aligning strategies with funding sources and beneficiary needs, is essential for sustaining NPO operations (Kithae, 2016). The involvement of beneficiaries in project management is also emerging as a powerful strategy to address challenges in funding, human resource management, service delivery, and compliance (Wellens & Jegers, 2011). Including stakeholders' perceptions in performance evaluations enhances the effectiveness of NPOs (Zollo et al., 2019).

A significant challenge for many NPOs is "mission drift," which occurs when an organization deviates from its original mission and activities. Strategic congruence helps safeguard NPOs against mission drift, ensuring alignment between actions and mission, which helps maintain public trust (Nyaga et al., 2017). Mission alignment has been emphasized as a crucial factor in NPO performance (Berlan, 2018; Skaggs, 2020), with deviation from focus potentially leading to a loss of stakeholder confidence. Results monitoring is essential for NPOs to assess their progress toward goals. The relationship between results monitoring and performance enables organizations to demonstrate impact and effectiveness (Aboramadan, 2021). A systematic approach to tracking activities and aligning them with organizational goals is vital for NPO success (Aboramadan, 2021). The use of SOPs enhances NPO efficiency by promoting consistency, reducing risks, and improving accountability (Chua et al., 2015; Adisasmita et al., 2018). These practices are crucial in shaping the success and societal contribution of NPOs in Kenya, where strategic congruence ensures that initiatives are impactful and aligned with overarching missions.

Strategic congruence refers to the alignment of an organization's goals, activities, resources, and external environment with its mission. For NPOs, this alignment is crucial to ensure interventions are effective, efficient, and relevant to both beneficiaries and the society at large (Aguinis & Burgi-Tian, 2023). Performance within NPOs is an ongoing process aimed at recognizing and improving individual and group contributions toward achieving the organization's strategic goals (Aguinis, 2023). NPOs face dynamic challenges in achieving both immediate and long-term goals, making strategic congruence a continuous process of adaptation and change (Hsiao & Wu, 2020). The study identifies four key elements of strategic congruence: structural congruence, cultural congruence, resource congruence (strategic leadership), and environmental congruence. Structural congruence refers to the arrangement of an organization's components, such as departments and divisions, to support strategic objectives (Ghonim et al., 2022). In NPOs, structural congruence enables efficient service

delivery, resource allocation, and improved coordination, leading to enhanced performance (Biondi & Russo, 2022). Cultural congruence involves aligning the organization's culture with its mission and values, which helps foster commitment and teamwork, as well as attract passionate staff and volunteers (Akpa, Asikhia & Nneji, 2021). A strong organizational culture that aligns with the mission enhances performance by creating a shared sense of purpose and identity among stakeholders (Mazhar & Bull, 2023). Strategic leadership is another critical aspect of strategic congruence in NPOs. Effective leadership helps set strategic direction, determine long-term goals, and ensure that all organizational activities align with the mission (Theus, 2019). Strategic leaders guide NPOs through changing external conditions, helping the organization adapt to challenges and opportunities while maintaining alignment with its overarching mission. Through strategic congruence, NPOs can achieve optimal performance, align their strategies with beneficiary needs, and navigate complex challenges in pursuit of their missions.

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 (CIKenya 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 (Anamanja & 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 General Objective

The main objective of the study was to investigate the effect of strategic congruence on the performance of non-profit organizations in Kenya: a case of Compassion International Child Development Centres in Nyanza Region.

1.2.1 Specific Objectives

- i. To determine the effect of structural congruence on the performance of non-profit organizations in Kenya.
- ii. To examine the effect of cultural congruence on the performance of non-profit organizations in Kenya.
- iii. To evaluate the effect of strategic leadership on the performance of non-profit organizations in Kenya.
- iv. To assess the effect of environment congruence on the performance of non-profit organizations in Kenya.

1.3 Hypotheses of the Study

H₀₁: Structural congruence has no statistically significant effect on the performance of non-profit organizations in Kenya.

H₀₂: Cultural congruence has no statistically significant effect on the performance of non-profit organizations in Kenya

H₀₃: Strategic leadership has no statistically significant effect on the performance of non-profit organizations in Kenya.

H₀₄: Environment congruence has no statistically significant effect on the performance of non-profit organizations in Kenya

2.0 LITERATURE REVIEW

2.1 Theoretical Review

The Dynamic Capability (DC) Theory was introduced by David Teece, Gary Pisano, and Amy Shuen, with foundational work in the 1990s. Teece's 1997 paper laid the groundwork for the theory, emphasizing an organization's ability to adapt, innovate, and reconfigure its resources in response to changing environments. Dynamic capabilities enable firms to develop, expand,

and adjust their resource base, allowing them to respond to market shifts, technological advancements, and new opportunities. According to Helfat et al. (2007), dynamic capability is crucial for adjusting and thriving in turbulent environments, offering a more holistic view of organizational success by integrating resources, processes, and learning mechanisms. DC theory remains a key framework in understanding how firms can maintain long-term success through adaptability and innovation.

The RBV theory, developed by Jay Barney in 1991, posits that internal resources are key to achieving sustained competitive advantage. According to this theory, an organization's unique assets, both tangible and intangible, form the basis for competitive success. Key proponents like Wernerfelt and Barney argue that these resources, which are heterogeneous and immobile, enable firms to differentiate themselves in the market. The VRIN (Valuable, Rare, Inimitable, Non-substitutable) characteristics of resources are central to the theory, as they determine whether a firm can sustain a competitive advantage. RBV remains influential in strategic management, encouraging firms to understand and leverage their unique resources for long-term performance.

Organizational theory examines the structures, behaviors, and dynamics within organizations. It draws on disciplines like sociology, economics, and management to understand how organizations function and interact with their environments. Key figures like Max Weber, Henri Fayol, and Herbert Simon have shaped the theory, contributing concepts like bureaucracy, management principles, and decision-making processes. Organizational theory emphasizes formal structures, hierarchies, and decision-making processes that impact organizational effectiveness. The theory also adopts a contingency perspective, suggesting that there is no one-size-fits-all approach to managing organizations; their design and effectiveness depend on internal and external factors. The theory remains valuable in explaining organizational behavior and providing insights into management practices and organizational design.

2.2 Empirical Literature Review

Al-Sharifi (2023) aimed to recognise the relationship between strategic 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 study variables. The study 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.

Mohammed and Ishak (2024) sought to recognise the factors in culture that affect the performance of UAE projects in construction. The study employed a mixed-methods style premised on organizational theory. Data was collected from participants who were engaged in UAE construction projects. A detailed analysis of literature review and experiences from construction workers. Data was analysed from 124 completed projects in the UAE construction sites using SPSS software. Cultural factors affecting performance of UAE construction projects

was identified positively and ranged from commitment by clients, consultant and contractors, alignment of goals, cooperative, empowerment and worker orientation and authority. Factors related to commitment of contractors had the greatest influence on performance while those factors related to authority had the least effect. The findings encourage implementation of practices that increase project cultures eventually enhancing performance and success of projects.

Nang'ole and Muathe (2023) assessed the impact of strategic leadership, resource allocation, and incentives on organizational performance. Grounded in resource-based theory, capability theory, and behavioral leadership theory, the study employed a descriptive survey design. Data collection involved the use of structured questionnaires distributed to a sample of 101 respondents. The collected data underwent analysis through descriptive statistics and multiple regression analysis models. The study revealed a significant positive effect of strategic leadership on performance, indicating that the allocation of resources and incentives also contributed positively to organizational performance. The findings recommended that effective strategic leadership, communication of strategic plans to staff, and the provision of incentives to participants are crucial for successful plan execution.

Sabir, Irandoost and Soltanpanah (2023) examined the influence of environmental and organizational components and their influence on organizational performance. The focus was on alignment and organizational theory. The research adopted a relational design. Random sampling methods was adopted with a sample of 290 respondents from the general directorate of Sulaimania municipalities. The data was collected using a survey method and empirical data analysis. The findings of the study found that leadership styles and climate (environmental features and organizational contexts) as having a significant influence on organization design components. The research constructed the leadership style and climate models while testing the regulating role of strategy based on the interactions on design components and performance (efficiency and effectiveness).

2.3 Conceptual Framework

Independent Variables

Strategic Congruence

Structural Congruence

- Strategic Collaboration
- Vertical Integration
- Horizontal Integration

Cultural Congruence

- Team work
- Innovation
- Employee Engagement

Strategic Leadership

- Vision and mission Clarity
- Planning
- Accountability

Environment Congruence

- Regulatory compliance
- Adaptation to technological trends
- Market research and analysis

H_{o1}

H_{o2}

H_{o3}

H_{o4}

Dependent Variable

Performance of non-profit organization

Performance of Non-profit organization

- Sustainability
- Beneficiary impact
- Mission drift
- Results monitoring
- Standard operating procedures (SOP)

Figure 1: Conceptual Framework – Source: researcher (2024)

3.0 RESEARCH METHODOLOGY

The study adopted a descriptive research design using both quantitative and qualitative methods to investigate the features, behaviors, and occurrences within a specific context. It aimed to provide a comprehensive understanding without influencing variables, facilitating hypothesis generation for future research. Data collection involved surveys, questionnaires, and interviews, ensuring generalizability of findings. The focus was on Child Development Centres (CDCs) supported by Compassion International in the Nyanza region of Kenya, with a target population of 149 CDC staff members from 47 centres in Migori, Kisumu-Siaya, and Homabay. Stratified random sampling was used to select a sample of 109 staff, adjusted for non-responses to reach 121 participants. A validated questionnaire was administered, and data analysis included descriptive and inferential statistics, with regression analysis and diagnostic tests to ensure data quality. The study received approval from NACOSTI and Kisii University, and informed consent was obtained from participants, ensuring voluntary participation and minimizing harm.

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	84.30%
Unreturned	19	15.70%
Total	121	100.00%

Table 1 shows that out of 121 distributed questionnaires, 102 were returned, resulting in a response rate of 84.30%.

4.2 Descriptive Statistics

4.2.1 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

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

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.

4.2.2 Descriptive Analysis Results 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

Note: 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 actively collaborates with external partners, there is a noticeable degree of variation in 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.

4.2.3 Descriptive Analysis Results for Cultural Congruence

This section presents the descriptive statistics for cultural congruence. Cultural congruence pertains to the alignment of an organization's culture with its strategies and goals. The analysis includes measures such as mean scores, standard deviations, and frequencies.

Table 4: Descriptive Analysis Results for Cultural Congruence

Statements	1	2	3	4	5	M	SD
1. Teamwork and collaboration are encouraged within the organization.	13%	0%	7%	54%	26%	3.80	1.22
2. Employees regularly engage in collaborative projects and activities.	13%	0%	20%	35%	33%	3.74	1.28
3. Collaboration is recognized and rewarded as part of the organizational culture.	7%	0%	19%	55%	20%	3.82	0.97
4. The organization values and promotes a culture of creativity and innovation	13%	0%	25%	39%	23%	3.59	1.22
5. New ideas and suggestions are welcomed and considered for implementation.	35%	13%	20%	13%	20%	2.70	1.54
6. The organization actively invests in fostering an innovative environment.	7%	0%	25%	26%	42%	3.98	1.13
7. I feel motivated and committed to my role within the organization.	13%	19%	7%	13%	49%	3.66	1.54
8. The organization provides opportunities for professional growth and development.	20%	13%	0%	25%	42%	3.58	1.60
9. Employee engagement initiatives positively impact overall organizational performance.	7%	0%	7%	38%	49%	4.23	1.05
Overall Mean/Std Dev						3.68	1.28

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

The statement on teamwork and collaboration being encouraged within the organization has a mean score of 3.80 and a standard deviation of 1.22. This indicates a moderate level of agreement that teamwork and collaboration are promoted within the CDC. The relatively high standard deviation suggests that while some employees perceive strong encouragement for collaborative efforts, others may feel less supported in these areas. This variability highlights an opportunity for the CDC to strengthen cultural practices around teamwork to ensure more consistent support for collaborative initiatives. Employees' engagement in collaborative projects and activities, with a mean score of 3.74, reflects a moderate level of participation in these endeavors. The standard deviation of 1.28 indicates a significant range of experiences, suggesting that while some employees are actively involved in collaborative efforts, others might not be as engaged. This variation points to a need for the CDC to enhance opportunities and incentives for employees to participate in collaborative projects. The perception that collaboration is recognized and rewarded as part of the organizational culture has a mean score of 3.82 and a standard deviation of 0.97. This indicates a general agreement that collaborative efforts are acknowledged and valued within the CDC. The relatively lower standard deviation reflects a more consistent perception among employees that their collaborative efforts are recognized, though there remains room for further enhancing these recognition practices. The statement regarding the value and promotion of a culture of creativity and innovation has a mean of 3.59 and a standard deviation of 1.22. This shows a moderate agreement that the CDC supports a culture of innovation, though the high standard deviation indicates mixed feelings

among employees about how well creativity is fostered. This suggests that while there is some support for innovation, there may be inconsistencies in how this culture is promoted and perceived.

The lowest mean score of 2.70 for the statement on welcoming and considering new ideas indicates a notable level of disagreement among employees about the CDC's openness to new suggestions. The high standard deviation of 1.54 underscores significant variability in experiences, with many employees feeling that new ideas are not adequately considered. This highlights a critical area for improvement, where the CDC could work to better integrate employees' suggestions into decision-making processes. The CDC's efforts to invest in fostering an innovative environment received a mean score of 3.98 and a standard deviation of 1.13. This indicates a relatively positive perception of the organization's commitment to creating an innovative work environment. The moderate standard deviation suggests that while many employees see this investment as effective, there are differing opinions on the extent and impact of these efforts. Employees' feelings of motivation and commitment to their roles have a mean score of 3.66, with a standard deviation of 1.54. This reflects a moderate level of agreement that employees feel motivated and committed, though the high standard deviation indicates significant variability in how employees experience their motivation and commitment. Addressing this variability could help improve overall employee engagement and satisfaction. The statement about opportunities for professional growth and development has a mean score of 3.58 and a standard deviation of 1.60. This indicates a moderate level of agreement that there are opportunities for professional advancement within the CDC, though the high standard deviation suggests that employees have diverse experiences regarding these opportunities. Enhancing consistency in professional development opportunities could address this variability.

The highest mean score of 4.23 for the statement on the positive impact of employee engagement initiatives on organizational performance reflects strong agreement that these initiatives are effective. The standard deviation of 1.05 indicates a relatively consistent perception among employees about the benefits of engagement initiatives, suggesting that these efforts are well-regarded and seen as contributing positively to the CDC's overall performance. The analysis of cultural congruence at the CDC reveals a mixed picture of how well the organization's culture aligns with its strategic goals. The overall moderate mean score of 3.68 with a high standard deviation of 1.28 reflects a general sense that the CDC's culture supports its strategies but also reveals considerable variability in employee experiences. Key strengths include a positive perception of employee engagement initiatives and the CDC's investment in fostering an innovative environment. Employees generally agree that these initiatives and investments are beneficial, which aligns well with the CDC's goals of creating a supportive and forward-thinking culture. There are notable areas for improvement, including enhancing support for teamwork and collaboration, increasing opportunities for engaging in collaborative projects, and improving the processes for welcoming and considering new ideas. The variability in responses about motivation, professional growth, and the promotion of creativity indicates that there are inconsistencies in how these cultural aspects are experienced by employees. To strengthen cultural congruence, the CDC should focus on creating a more consistent and supportive culture around teamwork, innovation, and professional development. Addressing the discrepancies in experiences related to new ideas and improving the overall

support for collaborative efforts could foster a more cohesive and effective organizational culture.

The findings suggest that while the CDC's cultural practices generally align with its strategic goals, there are significant opportunities for refining cultural practices to better support the organization's objectives. By addressing the identified areas for improvement, the CDC can enhance its cultural alignment and strengthen its overall effectiveness. The analysis of cultural congruence at Compassion International Child Development Centres (CDC) provides insights into how well the organization's culture aligns with its strategic goals. The descriptive statistics for the nine statements reveal various aspects of cultural practices within the CDC, reflecting both strengths and areas for potential growth. The overall mean score for the statements on cultural congruence is 3.68, with a standard deviation of 1.28, indicating a moderate level of agreement on cultural alignment with strategic goals, accompanied by considerable variability in responses.

4.2.4 Descriptive Analysis Results for Strategic Leadership

This section provides the descriptive statistics for strategic leadership. Strategic leadership involves the ability of leaders to influence and guide their organizations toward achieving their strategic objectives. The analysis includes mean scores, standard deviations, and other relevant statistics.

Table 5: Descriptive Analysis Results for Strategic Leadership

Statements	1	2	3	4	5	M	SD
1. The leadership of the CDC provides a clear and compelling vision and mission for the organization.	13%	0%	16%	38%	33%	3.77	1.28
2. The leadership effectively communicates the organization's strategic goals and priorities.	0%	0%	26%	48%	26%	4.00	0.73
3. The leadership team demonstrates strong decision-making skills aligned with the organization's strategy.	7%	7%	17%	44%	26%	3.76	1.11
4. The organization has a well-defined strategic planning process.	7%	0%	25%	55%	13%	3.68	0.94
5. Goals and objectives are clearly set and communicated within the organization.	7%	0%	16%	45%	33%	3.97	1.04
6. The strategic planning process includes input from diverse stakeholders.	13%	7%	23%	33%	25%	3.50	1.30
7. There are mechanisms in place to ensure accountability at all levels.	7%	13%	39%	7%	35%	3.50	1.27
8. Leaders and staff are held accountable for their responsibilities.	7%	0%	20%	69%	5%	3.66	0.86
9. Accountability is actively promoted as a key organizational value.	0%	0%	30%	50%	20%	3.89	0.70
Overall Mean/Std Dev						3.75	1.03

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

The statement assessing the clarity and compelling nature of the CDC's vision and mission has a mean score of 3.77, with a standard deviation of 1.28. This indicates a moderate level of agreement that the leadership provides a clear and inspiring vision for the organization. The relatively high standard deviation shows that while some employees perceive the vision and

mission as clear and compelling, others may not fully connect with or understand these elements. This variability suggests that enhancing how the vision and mission are communicated and demonstrated could benefit the organization. The mean score of 4.00 for the effectiveness of leadership in communicating strategic goals and priorities reflects a generally positive view that these goals are communicated effectively. The standard deviation of 0.73 indicates a relatively high level of agreement among employees about the clarity of strategic communication. This suggests that the leadership is successful in articulating the organization's strategic objectives and priorities, though continuous efforts to maintain clear communication are essential.

With a mean score of 3.76 and a standard deviation of 1.11, the statement about the leadership team's decision-making skills shows a moderate level of agreement that decisions are made in alignment with the organization's strategy. The variability in responses indicates that while some employees believe that decisions are strategically aligned, others might not perceive this alignment as strongly. This suggests a need for the leadership to reinforce and communicate how decisions support the organization's strategic goals. The statement on the presence of a well-defined strategic planning process has a mean score of 3.68 and a standard deviation of 0.94. This indicates a moderate agreement that the CDC has a clear strategic planning process. The moderate standard deviation points to varied perceptions of the strategic planning process's clarity and effectiveness. Strengthening and clearly documenting the strategic planning process could enhance employees' understanding and confidence in the CDC's strategic framework.

Employees generally agree that goals and objectives are clearly set and communicated within the organization, as reflected by a mean score of 3.97. The standard deviation of 1.04 shows that while there is a positive perception of goal-setting practices, there is still some variability in experiences. This variability suggests that while the majority of employees feel goals are clear, there may be occasional gaps in how these goals are communicated. The mean score of 3.50 for the inclusion of diverse stakeholders in the strategic planning process reflects a moderate level of agreement that the process is inclusive. The high standard deviation of 1.30 indicates significant differences in employees' perceptions of stakeholder involvement. Improving the inclusiveness of the strategic planning process could address these differences and foster a more comprehensive approach to strategy development. With a mean score of 3.50 and a standard deviation of 1.27, the statement about mechanisms for accountability indicates a moderate level of agreement that such mechanisms are in place. The high standard deviation suggests varied experiences regarding accountability mechanisms. This variability highlights an opportunity for the CDC to strengthen and clarify accountability mechanisms to ensure they are effective and transparent. The mean score of 3.66 for the statement on holding leaders and staff accountable shows a moderate agreement that accountability is maintained within the organization. The relatively low standard deviation of 0.86 indicates a more consistent perception among employees about accountability practices. However, there is still room for improvement to ensure that accountability processes are robust and widely understood.

The highest mean score of 3.89 for the promotion of accountability as a key value reflects a general agreement that accountability is emphasized within the CDC. The standard deviation of 0.70 indicates a relatively high level of consensus among employees regarding the importance of accountability. This suggests that while accountability is valued, there may be opportunities to further embed this principle into everyday practices. The analysis of strategic

leadership at the CDC reveals a generally positive but mixed picture of how leadership influences the organization's strategic direction. The overall mean score of 3.75, coupled with a standard deviation of 1.03, indicates that there is a moderate level of agreement on various aspects of strategic leadership, with notable variability in employee perceptions. The findings suggest that while there are some effective leadership practices in place, there are significant opportunities for enhancing strategic leadership to better support the CDC's goals. By addressing the identified areas for improvement, the leadership can more effectively guide the organization toward achieving its strategic objectives. The descriptive analysis includes nine statements related to various aspects of strategic leadership, reflecting both strengths and areas for improvement. The overall mean score for strategic leadership is 3.75 with a standard deviation of 1.03, indicating a moderate level of agreement with the effectiveness of leadership in guiding the organization towards its strategic goals.

4.2.5 Descriptive Analysis Results for Environment Congruence

This section presents the descriptive statistics for environment congruence. Environment congruence refers to the alignment of an organization's strategies with its external environment. The analysis includes measures such as mean scores, standard deviations, and frequencies.

Table 6: Descriptive Analysis Results for Environment Congruence

Statements	1	2	3	4	5	M	SD
1. The CDC consistently adheres to relevant regulations and legal requirements.	7%	0%	13%	54%	26%	3.93	0.99
2. There are established processes to ensure compliance with regulatory standards	0%	0%	20%	54%	26%	4.07	0.68
3. Compliance with regulations is regularly assessed and monitored.	0%	0%	45%	29%	26%	3.82	0.82
4. The CDC effectively integrates and adapts to technological advancements.	0%	0%	0%	46%	54%	4.54	0.50
5. There is ongoing effort to stay updated with relevant technological trends.	0%	0%	0%	39%	61%	4.61	0.49
6. The CDC proactively invests in adopting emerging technologies.	7%	0%	20%	48%	26%	3.87	1.02
7. The CDC conducts regular market research to understand dynamics.	0%	0%	10%	45%	46%	4.36	0.66
8. Insights from market research are actively used to inform organizational strategies	13%	0%	10%	45%	33%	3.84	1.26
9. Market research findings directly influence strategic decision-making.	0%	0%	13%	48%	39%	4.26	0.68
Overall Mean/Std Dev						4.14	0.79

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

The statement about the CDC's adherence to relevant regulations and legal requirements has a mean score of 3.93 and a standard deviation of 0.99. This reflects a positive agreement among employees that the CDC follows necessary regulations, although there is some variability in how strongly employees feel about this adherence. The relatively high mean score suggests that the CDC is generally perceived as compliant with legal standards, while the moderate standard deviation indicates that perceptions vary slightly among employees. Ensuring consistent and transparent regulatory practices could further solidify this positive perception. With a mean score of 4.07 and a standard deviation of 0.68, employees strongly agree that there

are established processes for ensuring compliance with regulatory standards. This high level of agreement and relatively low standard deviation indicate a strong, consistent perception that the CDC has effective systems in place for regulatory compliance. This suggests that the CDC's processes for maintaining adherence to standards are well-established and clearly communicated. The mean score of 3.82 and standard deviation of 0.82 for the statement on the regular assessment and monitoring of compliance indicate a moderate to strong agreement that compliance is actively monitored. While the employees agree that there are measures in place for compliance assessment, the moderate standard deviation shows there is some variation in experiences or perceptions of how regularly these assessments occur. Enhancing the visibility of compliance monitoring activities could improve perceptions of this practice.

Employees express strong agreement, with a mean score of 4.54 and a low standard deviation of 0.50, that the CDC effectively integrates and adapts to technological advancements. This high mean score reflects a robust perception that the CDC is adept at incorporating new technologies. The low standard deviation signifies that there is a strong consensus among employees about the CDC's effectiveness in this area, suggesting that technological adaptation is a clear strength for the organization. The statement about ongoing efforts to stay updated with technological trends has the highest mean score of 4.61 and a very low standard deviation of 0.49. This indicates a strong agreement that the CDC is proactive in staying current with technological developments. The low variability in responses suggests that employees uniformly view this as a well-executed aspect of the CDC's strategy, demonstrating a commitment to remaining technologically relevant. With a mean score of 3.87 and a standard deviation of 1.02, employees show a moderate agreement that the CDC invests in adopting emerging technologies. The moderate mean score suggests that while there is a general sense that the CDC invests in new technologies, there is some variability in perceptions of the extent of this investment. Strengthening and communicating investment strategies could enhance perceptions of the CDC's commitment to technological advancement. The mean score of 4.36 and standard deviation of 0.66 for the statement on conducting regular market research indicate a strong agreement that the CDC performs regular market research to understand external dynamics. This high score reflects that employees see market research as a significant component of the CDC's strategy. The low standard deviation implies a broad consensus on the importance and effectiveness of market research practices.

Employees moderately agree, with a mean score of 3.84 and a high standard deviation of 1.26, that insights from market research are actively used to inform organizational strategies. The moderate mean score suggests that while there is a recognition of the role of market research in shaping strategies, there is considerable variability in opinions on how effectively these insights are applied. Improving how market research insights are utilized could align strategies more closely with external market conditions. The statement about the direct influence of market research findings on strategic decision-making has a mean score of 4.26 and a standard deviation of 0.68. This reflects a strong agreement that market research findings are used in decision-making processes. The relatively low standard deviation indicates a strong, consistent perception among employees that market research directly impacts strategic decisions, underscoring the effectiveness of the CDC's approach to integrating market insights. The overall mean score of 4.14 for environment congruence indicates a positive perception of how well the CDC's strategies align with external factors such as regulations, technological

advancements, and market dynamics. The relatively low standard deviation of 0.79 shows a consistent, positive view of environment congruence among employees.

4.3 Linear Regression Analysis

In this section, the study evaluated the results of the linear regression analysis to determine how strategic congruence affects the performance of non-profit organizations in Kenya. The results, as shown in Tables 7, 8, and 9, provide insights into the overall model fit and the significance of individual predictors.

Table 7: Model of Summary

Model	R	R ²	Adjusted R Square	Std. Error of the Estimate
1	.910a	0.828	0.821	0.175856

a Dependent Variable: Performance

b Predictors: (Constant), environment congruence, cultural congruence, strategic leadership, Structural congruence

Table 7 indicates that the high R-squared value implies that approximately 82.8% (R² of 0.828) of the variance in performance is explained by the combined effects of structural congruence, cultural congruence, strategic leadership, and environment congruence.

Table 8: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	14.445	4	3.611	116.772	.000b
Residual	3	97	0.031		
Total	17.445	101			

a Dependent Variable: Performance

b Predictors: (Constant), environment congruence, cultural congruence, strategic leadership, Structural congruence

Table 8 shows that the ANOVA test results are statistically significant (F = 116.772, p < 0.001), indicating that the regression model is fit in predicting performance. This result supports the hypothesis that the independent variables collectively contribute to the variations in organizational performance.

Table 9: Regression Coefficients

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
(Constant)	-1.461	0.303		-4.818	0.000
Structural congruence	0.211	0.073	0.209	2.910	0.005
Cultural congruence	0.168	0.045	0.253	3.749	0.000
Strategic leadership	0.352	0.054	0.347	6.461	0.000
Environment congruence	0.634	0.072	0.426	8.791	0.000

a Dependent Variable: Performance

Table 9 states that environment congruence exhibits the most significant positive impact on organizational performance among the variables studied. The unstandardized coefficient of 0.634 indicates that for every one-unit increase in environment congruence, there is a corresponding 0.634 increase in performance, holding other variables constant. The

standardized Beta coefficient of 0.426 signifies a strong effect size, demonstrating that environment congruence is the most significant predictor of performance. This high significance ($p < 0.001$) underscores that aligning organizational strategies with external environmental factors such as regulations, market trends, and technological advancements is crucial for enhancing performance. This is in line with the findings of Ghonim et al. (2022), who highlighted that strategic alignment with external environmental factors such as market trends and regulations significantly improves decision effectiveness. Both studies emphasize the importance of adapting to external changes and aligning organizational strategies to maintain competitiveness and enhance performance. Domingues et al. (2023) further support this by showing that organizations must continuously monitor and adapt to environmental factors, especially in dynamic contexts like arts and cultural organizations. These studies collectively validate the study's emphasis on the crucial role of external alignment in improving performance.

Strategic leadership also shows a robust positive relationship with performance, with an unstandardized coefficient of 0.352. This implies that an increase in effective strategic leadership results in a 0.352 increase in performance. The standardized Beta coefficient of 0.347 reflects a strong and significant influence, with the p-value indicating that this effect is statistically significant ($p < 0.001$). This aligns with Wakhisi (2021), who identified strategic leadership as a key determinant of organizational performance in state-owned sugar firms in Kenya. Both studies underscore the role of clear vision, effective decision-making, and strategic direction in achieving organizational success. Additionally, Mailu and Kariuki (2022) found similar results in their study of NGOs in Nairobi County, where strategic leadership was closely linked to enhanced organizational performance. These findings are also supported by Biondi and Russo (2022), who highlight that leadership plays a vital role in the strategic planning process, impacting long-term performance outcomes.

Cultural congruence has a positive but comparatively weaker impact on performance, as indicated by an unstandardized coefficient of 0.168. This coefficient shows that for each unit increase in cultural congruence, performance improves by 0.168 units. The standardized Beta coefficient of 0.253, while significant ($p < 0.001$), demonstrates that cultural alignment, though important, has a more moderate effect relative to environment congruence and strategic leadership. This finding is corroborated by Xanthopoulou et al. (2022), who found that strong organizational cultures significantly influence performance in public organizations. However, as seen in both studies, the impact of culture, while positive, is less influential compared to other factors like leadership and environmental alignment. This suggests that while a cohesive and supportive culture contributes to organizational success, its effect may be more moderate compared to strategic factors.

Structural congruence shows a positive effect on performance with an unstandardized coefficient of 0.211. This indicates that improvements in structural alignment lead to a 0.211 increase in performance, holding other factors constant. The Beta coefficient of 0.209, with a significance level of 0.005, confirms that structural alignment is an important, though less influential, determinant of performance compared to environment congruence and strategic leadership. This finding is consistent with Biondi and Russo (2022), who emphasized the importance of organizational structure in supporting strategic objectives. Similarly, Cooper and Maktoufi (2019) pointed out that structural alignment is essential, especially in post-merger

scenarios where organizations must integrate different systems and structures for optimal performance. Both studies highlight that while structure is important for operational efficiency, it may not have as strong an impact as other factors such as leadership or environmental congruence.

In summary, the linear regression analysis confirms that all four independent variables—structural congruence, cultural congruence, strategic leadership, and environment congruence—are significant predictors of performance. The model explains a substantial proportion of the variance in performance, and the ANOVA results affirm the model's overall significance. The coefficients from the regression analysis indicate that environment congruence and strategic leadership are the most influential factors, with cultural and structural congruence also playing important roles. These findings highlight the critical elements that non-profit organizations should focus on to enhance their performance, including aligning strategies with external environments, fostering effective leadership, and maintaining a congruent organizational culture and structure.

4.4 Test for Hypothesis

The hypothesis was tested from the regression model output where the acceptance/rejection format was that, if the p-value is less than 0.05, the H_0 is not accepted but if it's greater than 0.05, the H_0 fails to be rejected. The results are presented in Table 10.

Table 10: Hypotheses Test Results

Research objective	Tested Hypothesis	Rule	P-value	Results of the hypothesis
To determine the effect of structural congruence on the performance of non-profit organizations in Kenya.	H_{01} : Structural congruence has no statistically significant effect on the performance of non-profit organizations in Kenya.	Reject H_0 if p value < 0.05 and if t-value > 1.96	0.005	Rejected
To examine the effect of cultural congruence on the performance of non-profit organizations in Kenya.	H_{02} : Cultural congruence has no statistically significant effect on the performance of non-profit organizations in Kenya	Reject H_0 if p value < 0.05 and if t-value > 1.96	0.000	Rejected
To evaluate the effect of strategic leadership on the performance of non-profit organizations in Kenya.	H_{03} : Strategic leadership has no statistically significant effect on the performance of non-profit organizations in Kenya.	Reject H_0 if p value < 0.05 and if t-value > 1.96	0.000	Rejected
To explore the effect of environment congruence on the performance of non-profit organizations in Kenya.	H_{04} : Environment congruence has no statistically significant effect on the performance of non-profit organizations in Kenya	Reject H_0 if p value < 0.05 and if t-value > 1.96	0.000	Rejected

From the study findings presented in Table 10, each hypothesis tested the relationship between various forms of congruence (structural, cultural, strategic leadership, and environmental) and the performance of non-profit organizations in Kenya. The hypotheses were rejected based on the p-values obtained, which were all below the conventional significance level of 0.05, indicating strong statistical evidence that these variables significantly affect performance. In

summary, the findings indicate that all four forms of congruence—structural, cultural, strategic leadership, and environmental—have significant positive effects on the performance of non-profit organizations in Kenya. These results emphasize the importance of alignment across various organizational dimensions to achieve optimal performance.

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.2 Summary of Research Findings

Structural Congruence at the Child Development Centres (CDC) was perceived as supportive of the organization's strategic objectives and mission. Respondents felt that the organizational framework effectively facilitated the achievement of the CDC's goals. While the structural alignment positively influenced performance, it was noted that further refinement of the organizational elements could improve overall effectiveness. However, structural congruence was not considered as critical as external alignment or leadership in influencing performance. Cultural Congruence within the CDC was generally seen as aligned with the organization's mission and values, although employees' experiences of the organizational culture varied. To improve cultural alignment, the study suggested reinforcing the CDC's mission and values more consistently across all levels of the organization. While cultural congruence had a positive effect on performance, its influence was moderate compared to the stronger impacts of external alignment and leadership.

Strategic Leadership was viewed by respondents as generally effective in guiding the CDC toward its strategic goals, although there was some variability in how employees perceived leadership effectiveness. There was room for improvement in the communication of the CDC's vision and strategic planning. Strong strategic leadership, particularly when it provides a clear vision and direction, played a crucial role in influencing the organization's performance and success. Environmental Congruence indicated that the CDC was effective in aligning its strategies with external environmental factors, such as regulations, technological advancements, and market dynamics. The CDC was seen as successful in adapting to technological changes and conducting market research. However, areas for improvement were identified, such as increasing investment in technology and better utilizing market research insights. Environmental congruence emerged as a significant predictor of organizational performance, highlighting the importance of adapting strategies to external conditions for improved outcomes.

5.3 Conclusion of the study

The analysis revealed that respondents generally perceived the Child Development Centres (CDC) as performing well, although there were variations in experiences. Addressing these discrepancies could help achieve more consistent organizational outcomes. Structural congruence scored 3.67, indicating that the CDC's organizational structure is effective but could be optimized for better performance. Cultural congruence, with a score of 3.76, highlighted the importance of aligning organizational culture with strategic goals, though ongoing efforts are needed. Strategic leadership received a positive rating of 3.75, suggesting that while leadership is generally effective, improvements could enhance performance. Environment congruence, with the highest score of 4.14, emphasized the importance of aligning organizational strategies with external factors like regulatory compliance and technological advancements. Strong positive correlations were found between performance

and all independent variables, with environment congruence showing the highest correlation. Regression analysis confirmed that all factors—environment congruence, strategic leadership, cultural congruence, and structural congruence—significantly influence performance, with environment congruence having the most substantial impact. The study underscores the need for a multifaceted approach to enhance non-profit performance, highlighting the critical role of external alignment and effective leadership in driving organizational success.

5.4 Recommendations of the Study

The study offers several policy and practice recommendations to improve non-profit organizations' performance. **Policy recommendations** emphasize strengthening environment congruence by creating teams to monitor external factors like regulatory changes, technology, and market trends. Policies should also focus on enhancing strategic leadership through mandatory leadership training and feedback mechanisms for executives and managers. Additionally, promoting cultural alignment within organizations is essential, with policies encouraging transparency, accountability, and periodic reviews to ensure alignment with the mission and values.

Practice recommendations highlight key areas for improvement in non-profits. Strengthening environment congruence is crucial, with dedicated teams tasked with monitoring and adapting to external changes. Non-profits are also encouraged to invest in strategic leadership development programs to improve decision-making and planning, alongside establishing feedback mechanisms to refine leadership strategies. Cultivating a positive organizational culture through transparency, accountability, and stakeholder engagement is vital, with activities like team-building to reinforce values. Optimizing organizational structures to improve efficiency and strategy implementation is also important, with staff involvement in the process. Lastly, promoting continuous improvement through regular evaluations of the external environment, leadership, and organizational culture will help non-profits stay responsive and enhance their long-term performance.

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