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Organizational Culture and the Performance of World-Wide Fund for Nature Kenya in Nairobi City County

Millicent Anyango Bwire^{1*}, Priscilla Ndegwa¹

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ABSTRACT

With an emphasis on the World-Wide Fund for Nature Kenya's activities in Nairobi City County, this study investigated how organizational culture affected the organization's performance. This study aimed to assess the ways in which organizational culture—more especially, the integration of mission, vision, and values—influences organizational behavior and results. Using semi-structured questionnaires and a descriptive research design, the study reached 96.3% of the 82 World-Wide Fund for Nature Kenya in Nairobi City County's employees. Multiple regression, Pearson correlation, and descriptive statistics were used to analyze quantitative data, and thematic interpretation was used to interpret qualitative findings. The results showed that World-Wide Fund for Nature Kenya in Nairobi City County has a highly mission-driven organizational culture that fosters creativity, strategic alignment, and employee motivation. Strong agreement on the importance of unambiguous mission and vision statements, as well as fundamental organizational values in directing employee behavior, was indicated by high mean scores. Performance and organizational culture have a statistically significant positive relationship, according to the Pearson correlation coefficient ($r = 0.802, p < 0.05$). Performance metrics like accountability, transparency, and stakeholder engagement, on the other hand, received moderate scores, indicating that respondents had a neutral opinion of effectiveness. The qualitative results supported the idea that a culture with a clear purpose encourages dedication and raises employee satisfaction. The study comes to the conclusion that World-Wide Fund for Nature Kenya in Nairobi City County's operational performance is greatly influenced by a unified organizational culture that is based on distinct values and strategic clarity. For better performance results, it suggests leadership initiatives, value reinforcement, and improved internal communication to further integrate cultural components at all organizational levels.

INTRODUCTION

Background

World Wide Fund for Nature Kenya (WWF-Kenya) is a conservation entity registered in Kenya, affiliated with World Wide Fund for Nature International (WWF). The core of an organization's operations and performance is its organizational culture, especially as it is reflected in its mission, vision, and values. These components influence internal behavior, bring stakeholders together, and offer direction. A well-defined and integrated mission and vision are crucial for coordinating employee efforts and preserving stakeholder trust in the non-profit sector, where success is frequently determined by social or environmental impact rather than profit. The World-Wide Fund for Nature Kenya in Nairobi City County, places a strong emphasis on a mission-driven culture that prioritizes community involvement, environmental sustainability, and conservation. Its mission and vision statements serve as both strategic instruments and cultural pillars that influence employee motivation and identity, which in turn affects organizational performance (Ekpe *et al.*, 2015).

Integrity, accountability, teamwork, and respect for the environment are some of the organizational values that guide World-Wide Fund for Nature Kenya in Nairobi

City County's daily operations and long-term planning. These principles are essential for establishing trust with communities, donors, and governmental partners in Nairobi City County, where the organization operates amid ecological pressure and urban development. Strong cultural and strategic alignment guarantees program coherence and improves WWF Kenya's capacity to accomplish intended conservation outcomes. Analyzing the internalization and practice of these cultural components within the company provides important information about how they contribute to performance and mission-driven impact (Schein, 2010).

LITERATURE REVIEW

This study supports the ideas of social solidarity and collective consciousness put forth by Émile Durkheim in his Organizational Culture Theory. According to Durkheim, organic solidarity develops in complex societies when people who are performing specialized roles are interdependent and united by common norms and values. Through the integration of the World-Wide Fund for Nature Kenya in Nairobi City County's vision, mission, and values into its culture, the organization creates a shared awareness among staff members, directing their actions and strengthening organizational unity. The

¹ School of Business, Economics and Tourism, Kenyatta University, Kenya

* Corresponding author's e-mail: oringo.james@ku.ac.ke

study essentially demonstrates how incorporating vision, mission, and values into organizational culture can foster a sense of purpose among staff members, which is consistent with Durkheim's ideas about organic solidarity and collective consciousness.

A research investigation conducted by Nikpour (2017) examined the impact of organizational culture on the efficacy of the Education Office in Kerman Province, particularly highlighting the function of employee organizational commitment as a mediator. This study utilized a descriptive and correlational research methodology, employing a survey to gather data. The target population comprised all employees, with a sample size of 190 individuals determined through Cochran's formula to establish an appropriate volume. The findings of the study indicated that organizational culture had an indirect impact on organizational performance, mediated by employee organizational commitment. Importantly, the extent of this indirect impact was found to be significantly larger than that of the direct impact. Nevertheless, it is essential to recognize that the study employed a correlational research design, which limits the ability to draw conclusive statements. The current investigation aims to utilize a descriptive research design to further examine these findings.

Joseph and Kibera (2019) executed a study to investigate the relationship between organizational culture and performance, specifically targeting microfinance institutions in Kenya. The study leveraged secondary data from annual reports provided by the Association of MFIs in Kenya and Microfinance Rating Africa. Additionally, primary data were collected through structured questionnaires. The study's results demonstrate that organizational culture significantly influences organizational performance. However, it is pertinent to note that this research utilized a cross-sectional research design. The upcoming study will adopt a descriptive research design.

Poku *et al.* (2021) investigated the impact of organizational culture on organizational performance, focusing on the banking sector in Ghana. Data were collected from nine banks, which captured approximately 60% of the Banking Industry's Market Share, representing various sectors. The analysis was based on responses from 296 participants across multiple departments and roles within these banks. The study revealed that, despite significant disparities in organizational culture among the banks, there were no discernible differences in performance. However, it is vital to acknowledge that the context of this study was the banking industry in Ghana. The subsequent investigation will focus on the World-Wide Fund for Nature Kenya, situated in Nairobi City County. Misigo (2020) conducted a study examining the influence of organizational culture on the performance of public water companies in Kenya. A sample comprising of 84 public water companies. A statistical sample of 17 water companies was chosen for analysis. The primary data was gathered through the distribution of questionnaires. The

collected data underwent sorting and analysis processes, which included descriptive, diagnostic, and inferential analyses. Inferential statistical methods were employed to identify associations between the independent and dependent variables. The study's findings revealed that organizational culture significantly impacts the performance of public water companies in Kenya. However, the scope of the research was confined to public water companies operating within Kenya. Consequently, this paper will specifically concentrate on the case of the World-Wide Fund for Nature Kenya in Nairobi City County.

Tesfaye (2020) investigated the impact of organizational culture on organizational effectiveness, with a specific emphasis on Addis Ababa Fistula Hospital. For this study, an explanatory research design was utilized, augmented by stratified sampling across the five functional sectors of Addis Ababa Fistula Hospital. The proportion to population size method was employed to allocate the sample across each stratum. Data was collected through structured questionnaires administered to 154 current employees of Addis Ababa Fistula Hospital, in addition to in-depth interviews with managers. The gathered data were analyzed using the Statistical Package for the Social Sciences version 25, which enabled both descriptive and inferential statistical analyses. The regression analysis results indicated that approximately 55.0% of the variation in organizational effectiveness could be attributed to organizational culture. It is noteworthy that this study utilized a cross-sectional research design. The current study aims to adopt a descriptive research design to further investigate the relationship between organizational culture and organizational effectiveness.

MATERIALS AND METHODS

The study employed a descriptive research design to gather detailed and objective information about the organizational culture and performance of the World-Wide Fund for Nature Kenya in Nairobi City County. The target population comprised 82 employees, including 15 senior managers and 67 lower-level managers, all involved in strategy development and execution. Given the manageable size, the researchers conducted a census rather than sampling. Data were collected using semi-structured questionnaires divided into thematic sections covering demographics, organizational vision, mission, values and performance. A Likert scale was used to capture participants' levels of agreement, facilitating nuanced analysis of perceptions and trends within the organization. Descriptive statistical evaluation, comprising frequencies, averages, and standard deviations, was employed for the quantitative information. The results were showcased through tables and figures, created using the SPSS. Furthermore, the study conducted inferential analysis, which encompassed correlation assessment employing Pearson correlation coefficients and multiple linear regression analysis.

RESEULTS AND DISCUSSIONS

Response Rate

A sample of 82 participants who filled out the questionnaires provided the response.

Table 1: Response Rate

Questionnaire	Frequency	Percentage
Returned	79	96.3
Not returned	3	3.7
Total	82	100

A response rate of 96.3% was attained, according to the results shown in Table 1. Therefore, based on Baruch's (2018) guidelines that a response rate of 70% or more is sufficient for data analysis in descriptive research, it was determined that the response rate was representative of the sample.

Demographic Data

Analysis of the respondents' demographic information included their gender, age, level of education, and work history. The following subsections present the findings;

Gender

Figure 1 displays the findings about the gender representation of the study's respondents.

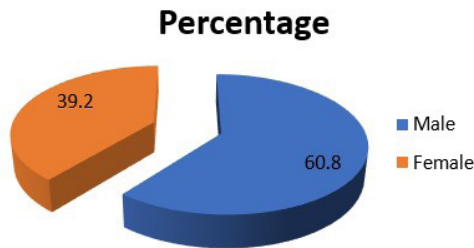


Figure 1: Gender

Male and female representation in the study were 60.8% and 39.2%, respectively, according to the results, which are shown in Figure 1. The results pertaining to the study participants' gender distribution emphasize how crucial it is to take gender dynamics into account when managing strategic change.

Age Group

Table 2 displays the findings on the age distribution of the study's respondents.

Table 2: Age Group

Years	Frequency	Percentage
Below 29	12	15.2
30 and 39	28	35.4
40 and 49	20	25.3
50 plus	19	24.1
Total	79	100

A sizable percentage of the respondents, or 35.4%, were between the ages of 30 and 39, according to the statistics shown in Table 2. People between the ages of 40 and 49 were represented by an identical percentage of 35.4%. Furthermore, 15.2% of the respondents were younger than 29, while 24.1% of the respondents were 50 years of age or older. This distribution shows that the respondents are representative of a wide range of age groups. This emphasizes how crucial it is to use the distinct abilities and perspectives of every age group to improve organizational performance in Nairobi City County.

Education

Figure 2 displays the findings about the respondents' educational representation in the survey.

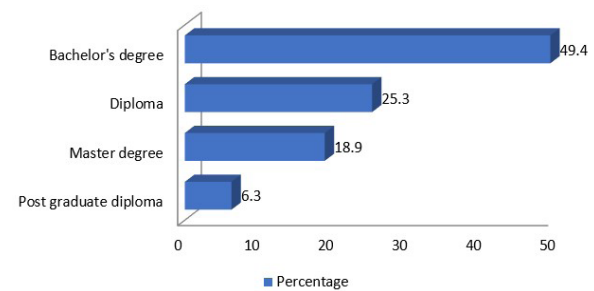


Figure 2: Education

According to the findings, which are shown in Figure 2, 49.4% of the respondents had a bachelor's degree, followed by a diploma (25.3%), a master's degree (18.9%), and a postgraduate diploma (6.3%). According to the results, the respondents' educational backgrounds were varied, thus each one could offer special insights and life experiences that could enhance the change management procedure.

Job Experience

Table 3 displays the findings about the respondents' representation of work experience in the study.

Table 3: Job Experience

Years	Frequency	Percentage
Less 5	6	7.6
5 to 9	23	29.1
10 to 15	32	40.5
Above 15	18	22.8
Total	79	100

40.5% of respondents had between 10 and 15 years of work experience, while 29.1% had between 5 and 9 years, according to the statistics in Table 4.3. Furthermore, 7.6% of respondents had less than five years of experience, while 22.8% had more than fifteen years. This result suggests that the study participants had a wide variety of work experience. Consequently, the participants'

varied backgrounds in the workplace point to a wealth of viewpoints and insights that can help shape the study's conclusions.

Descriptive Statistics Results

Descriptive statistics, specifically Mean (M) and Standard Deviation (SD), were used to assess the quantitative data. The following subsections present the findings;

Organizational Culture

The research aimed to evaluate the degree of concurrence among the participants regarding the impact of organizational culture on the performance of Non-Governmental Organizations, specifically a case study of the World-Wide Fund for Nature Kenya (WWF-Kenya).

Table 4: Organizational Culture

Statements	M	SD
Having a well-defined mission statement that concentrates on enhancing efficiency gives the whole organization a sense of purpose and direction.	4.01	0.908
The mission pushes employees to think creatively and discover innovative methods to improve procedures, frameworks, and approaches.	4.58	0.419
A well-defined vision helps in setting priorities and making strategic decisions.	4.51	0.486
A clear vision helps in attracting and retaining top talent	4.53	0.467
Organizational values serve as a instructive manual for making choices across every tier of the company.	4.12	0.876
Organizational values help align the actions and goals of individuals and teams within the organization.	4.50	0.494
Aggregate Score	4.38	0.608

According to the results in Table 4, the high mean scores indicate a strong agreement on the statement about the mission's role in encouraging creative thinking received the highest mean score of 4.58 (SD=0.419), suggesting consensus on its importance in motivating employees to innovate and improve processes. This is vital for competitiveness in fast-changing markets. The second statement, emphasizing a clearly articulated vision for prioritizing and guiding strategic decisions, scored 4.51 (SD=0.486), indicating that a well-defined vision aids informed decision-making aligned with long-term goals. The third statement, linking a strong vision to attracting and retaining top talent, received a mean score of 4.53 (SD=0.467). This suggests that organizations with a clear vision are more appealing to skilled professionals seeking alignment with their values. Lastly, the significance of organizational values in aligning individual and team actions scored 4.50 (SD=0.494), reinforcing their importance in achieving organizational coherence. These findings are consistent with Heracleous and Langham (2018) research observe that the critical role of mission, vision, and values in shaping organizational culture and performance.

Participants agreed that a clear mission statement focused on improving efficiency provides purpose and direction (M=4.01, SD=0.908). This indicates that most respondents view the mission as crucial for clarifying goals and motivating employees, with a consensus on its importance for a unified culture. Additionally,

organizational values were seen as a guiding framework for decision-making (M=4.12, SD=0.876). This suggests that well-defined values are vital for informing employee behavior and ensuring consistency in operations. The higher mean score indicates that participants may consider values even more critical than the mission in shaping the company's ethical landscape. These findings align with Smith and Vecchio (2020) research which highlighted the role of mission statements and values in driving employee engagement and organizational performance.

The overall mean score of 4.38, coupled with a standard deviation of 0.608, suggests a strong level of agreement among the respondents regarding the statements that pertain to the influence of organizational culture on the performance of the World-Wide Fund for Nature (WWF) Kenya in Nairobi City County. This suggests that the participants perceive the organizational culture as having a significant and favorable impact on the performance of the organization. This finding aligns with Nikpour (2017) research which has shown that a strong and positive organizational culture can lead to improved employee engagement, higher productivity, and better overall organizational performance.

Organizational Performance

The research aimed to evaluate the degree of agreement among the participants regarding the performance of Non-governmental Organizations, specifically the World-Wide Fund for Nature Kenya (WWF-Kenya).

Table 5: Organizational Performance

Statements	M	SD
WWF-Kenya has enhanced the organization's efficiency regarding transparency.	2.67	2.33
WWF-Kenya has enhanced the organization's efficiency concerning accountability.	3.06	1.44

WWF-Kenya has enhanced the organization's efficiency in engaging with stakeholders.	3.24	1.76
WWF-Kenya has increased the organization's effectiveness in resource mobilization.	2.96	2.04
WWF-Kenya has increased the organization's effectiveness in fostering trust.	2.84	1.26
WWF-Kenya has increased the organization's effectiveness in establishing credibility.	3.22	1.78
Aggregate Score	2.99	1.768

The results in Table 5 indicate that the overall mean score of 2.99, which is close to the midpoint of a typical Likert scale, indicates that respondents generally hold a neutral position on the statements evaluating the performance of the World-Wide Fund for Nature (WWF) Kenya in Nairobi City County. This neutrality suggests that there is a lack of strong opinion or consensus among the respondents regarding the effectiveness or impact of WWF-Kenya's initiatives in the area. The standard deviation of 1.768 further supports this interpretation, as it reflects a moderate level of variability in the responses. A higher standard deviation indicates that while some respondents may have rated the performance positively or negatively, the majority of responses cluster around the mean, reinforcing the idea of a divided or ambivalent perspective among the participants. The finding contradicts with the finding of a study by March and Sutton (2017) who assert that the selection of appropriate and representative performance indicators can elucidate the value and necessity of strategies and activities within an organization, serving as the paramount guidance for all organizational behaviors.

Correlation Analysis

Table 6: Correlation Analysis

	Organizational culture
Pearson Correlation	1
Sig. (2-tailed)	
N	79
Pearson Correlation	.285
Sig. (2-tailed)	.118
N	79
Pearson Correlation	.107
Sig. (2-tailed)	.101
N	79
Pearson Correlation	.228
Sig. (2-tailed)	.165
N	79
Pearson Correlation	.802*
Sig. (2-tailed)	.001
N	79

The organizational culture's Pearson r value is 0.802, indicating a high positive link with WWF-Kenya's performance. This suggests that the organization's performance indicators tend to rise in tandem with improvements in organizational culture. This conclusion

is further supported by the significance value of 0.001, which indicates that the link is statistically significant and unlikely to have happened by accident because it is significantly below the traditional cutoff of 0.05.

Qualitative Data Analysis Results

The study collected qualitative data form the open-ended questions. The data was analysed thematically and the results are presented as follows;

Organizational Culture

The respondents were asked to describe the ways in which the World-Wide Fund for Nature Kenya, situated in Nairobi City County, was impacted by organizational culture. The answers provided below are as follows; 'The organization's goal to protect the environment and lessen the most serious dangers to the diversity of life on Earth is ingrained in its culture. Employee motivation, job satisfaction, and general performance are all greatly impacted when they are in line with these basic principles. Strong corporate cultures that value cooperation, creativity, and a dedication to environmental sustainability provide workers a feeling of purpose and belonging, which boosts engagement and productivity. People who are enthusiastic about conservation and dedicated to the organization's objectives are drawn to cultures that are upbeat and encouraging.'

CONCLUSION

The study aimed to assess how organizational culture impacts the performance of the World-Wide Fund for Nature (WWF) in Nairobi City County, Kenya. Data were collected using a semi-structured questionnaire and analyzed with both descriptive and inferential statistics. The findings showed that a well-defined organizational culture, which includes a clear vision, mission, and values, significantly improves performance. A distinct vision helps set priorities and attract top talent, while shared values bring individual and team goals together. Additionally, a clear mission encourages innovation among staff and leads to the development of new processes and approaches. Based on these insights, the study recommends that WWF Kenya should create and share a clear vision and core principles that resonate with all employees and stakeholders. To strengthen this culture, regular communication, team-building activities, and workshops are suggested. Open-door policies and feedback tools, like suggestion boxes and questionnaires, can help improve communication between employees and management. The study also advises actively recruiting candidates from diverse backgrounds to build a varied

team and ensuring inclusive decision-making processes. Offering mentorship, workshops, and training programs can further improve staff skills in conservation and organizational management.

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