

# **Influence of Organization's Purpose on Performance of HIV and AIDS Interventions Managed by Non-Governmental Organizations in Nyanza Region**

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## **Abstract**

New human immunodeficiency virus (HIV) infection and HIV prevalence is still a problem in Nyanza Region, Kenya. Part of the reason for this is failure of Non-governmental organizations (NGOs) to craft robust organizational purpose that can drive positive outcomes. The purpose of the study was to examine the influence of organization's purpose on performance of HIV and Acquired Immune-Deficiency Syndrome (AIDS) interventions managed by NGOs in Nyanza Region and the moderating influence of stakeholder participation on such relationship. The study adopted ex-post facto survey design. The study population encompassed 60 departmental heads at NGO level as well as six directors from three NGO national coordinating bodies in Kenya. The study applied purposive sampling techniques to pick the respondents for the study. The data collection instruments for the study comprised: self-administered questionnaires and Key informant interview guides. It was found out that there was a significant weak positive relationship between organization's purpose and the performance of HIV and AIDS interventions,  $r(50) = 0.094$ ,  $p = 0.008$ ,  $CL = 95\%$ . Stakeholder participation significantly moderated the relationship between organization's purpose and

performance of HIV and AIDS interventions managed by NGOs in Nyanza Region, critical value was = 3.84 and the  $\chi^2(1)$  value = 5.030,  $3.84 < 5.030$ . The study concluded crafting organization's purpose in most organisation's was not effective. Stakeholder participation was also not optimal. It is recommended that NGOs implementing HIV and AIDS interventions need to relook into the process of coming up with the vision, mission and core values and stakeholder participation in crafting organisation's purpose.

**Keywords:** Strategic planning, Organization's purpose, Stakeholder Participation, Performance of HIV and AIDS interventions.

## 1.0 Introduction

Several donor governments such as the United Kingdom, the United States, and Japan provide funding to address the issue of HIV and AIDS in Kenya (Odindo, 2009). HIV and AIDS interventions are often managed by non-governmental organisations (NGOs). Their interventions in Kenya seek to integrate child and maternal health, reproductive health, family planning, and HIV and AIDS intervention services. The purpose of such NGOs is to provide postpartum and pregnant women who attend antenatal with family planning, and prevention of mother to child transmission get counseling on HIV transmission and family planning (KNASP, 2014). Lack of clear mission, vision, and core values among the NGOs' intervention has derailed the effectiveness of the programmes to reach a large section of the Kenyan population. Lack of clear purpose has rendered HIV and AIDS intervention programmes in Nyanza region of Kenya ineffective because available resources are often not used effectively as strategically planned to achieve a greater impact as well as unprecedented responsibility on the performance of programmes. There is still need to produce more effective outcomes in HIV and AIDS interventions through a clear organisational purpose (Kameri-Mbote, 2009). Organisational purpose must be enhanced during strategic planning to ensure that transparency, efficiency, and effectiveness are attained in the HIV and AIDS interventions.

Organizational purpose is an important statement that keeps on track strategic planning and enhances performance of HIV and AIDS interventions. The statement forms a basis for effective planning as it also focuses on setting organizational objectives. Several terms such as mission and vision statements, value statements, and statements of strategic intent are also enshrined in the statement of purpose. According to Polgar and Thomas (2009), the intended beneficiaries of the interventions form the focus of the organizational purpose. It is often a legal requirement for NGOs to register their statement of purpose with the relevant authorities; however, it is not clear what the purpose should entail or how it should be crafted.

Wang Tang, and Li (2013) ascertained that a statement of purpose is the beginning of the strategic planning process since it constitutes the core pillar of the entire organization, and thereby forming the ultimate goal that trumps all others. It is set for or by the beneficiaries who may benefit from the existent organization (Aarseth, 2012). A clear logical path has to be followed when setting organisational purpose to avoid distracting staff from attaining excellence. HIV and AIDS interventions would only perform well when NGOs craft strategic plans with clear vision and mission statements as well as core values.

Zheng, Yang, and McLean (2010) reported that mission or vision statements are useful tools to inform different interest groups within an organisation. They provide an idea of what the organisation is intending to achieve. However, the aim is only achievable when organisations craft purpose statements at the conclusion of every planning exercise.

Nyanza region of Kenya is one of the hardest hit areas with HIV and AIDS infections (Business Daily, 2010). The region has a high HIV prevalence rate of 15.3% (KAIS, 2012) against the National prevalence of 6.3 percent. The first case to be reported in Kenya was diagnosed in 1984, and since then the menace has spread to many parts of the country. UNAIDS' (2010) survey reports that 1.5 million people live with HIV and 1.2 million children have been rendered orphans because of this pandemic. Nationally, HIV infection was at its peak in 2000 but it has currently (UNAIDS, 2013). The success may be credited to NGO and government efforts to increase education and awareness programs. Nonetheless, more needs to be done to reduce the new HIV infections and prevalence in the high-risk areas like Nyanza.

### **1.1 Statement of the Problem**

The Kenya Aids Indicator Survey of 2007 estimated that the Rift Valley and Nyanza Regions account for close to 50 percent of the new infections. The Kenya Aids Indicator Survey 2012 showed that HIV and AIDS prevalence in Nyanza Province stands at 15.3 percent making it the region with the highest prevalence rate in the country and double the national average. The HIV prevalence in Nyanza rose by 0.2 percent since 2007. This is despite an increase in the number of circumcised males in the region. According to Kenya National AIDS control (2009) Nyanza counties are most affected by HIV and AIDS, with an estimated 30 percent of the national burden, this has been attributed to poorly crafted organizational purpose among NGO intervening on HIV and AIDS. While vision and mission are not sufficient to determine the role and activities of an NGO, the action itself without a link to a clear, shared vision often leads to failure of NGO in realizing its potential. Most local NGOs do not invest in a professional and disciplined approach to obtaining their visions and missions and values and the strategic plan in detail (Mwaura, 2005). The lack of coherence between what an NGO envisions and what it does bring ineffectiveness since it creates confusion in the minds of the NGO staff, its supporters, and the outside world and weakens focus and energies.

### **1.2 Objective of the Study**

To examine the influence of organization's purpose on performance of HIV and AIDS interventions managed by non-governmental organizations in Nyanza Region.

To examine the moderating influence of stakeholder participation on the relationship between organization's purpose and performance of HIV and AIDS interventions managed by NGOs in Nyanza Region.

**1.3 Research Hypothesis**

H<sub>0</sub>: There is no significant relationship between organization’s purpose and performance of HIV and AIDS interventions managed by non-governmental organisations in Nyanza Region.

H<sub>0</sub>: There is no significant moderating influence of stakeholder participation on the relationship between organization’s purpose and performance of HIV and AIDS interventions managed by non-governmental organisations in Nyanza Region.

**1.4 Conceptual Framework of the Study**

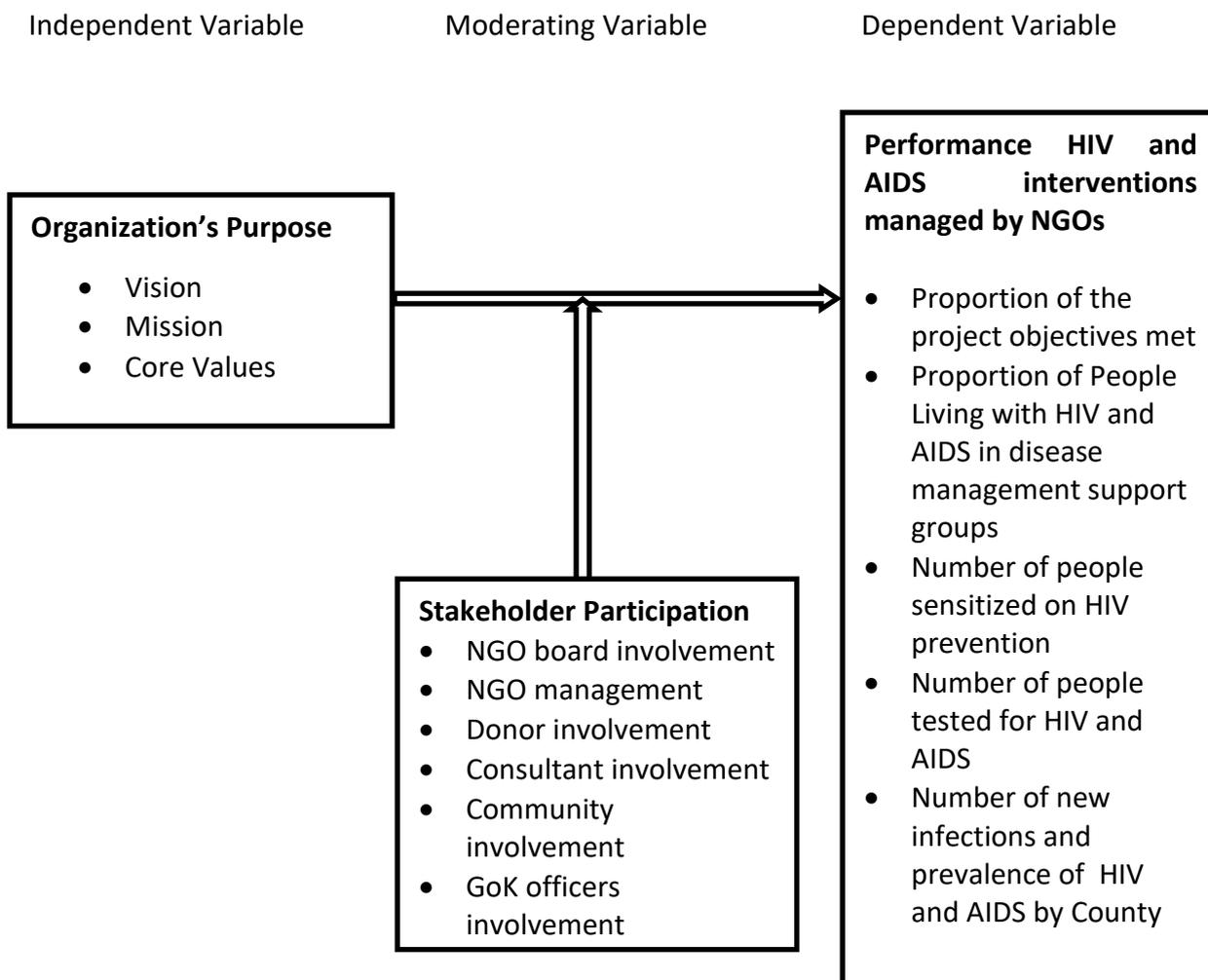


Figure 1: Conceptual Framework of the Study

The conceptual framework depicts the relationship between organization’s purpose and the performance of HIV and AIDS interventions managed by NGOs in Nyanza Region as moderated by stakeholder participation.

**2.0 Literature Review**

**Theoretical Framework**

This study is anchored on the social identity theory; the social identity theory states that individuals often recognize that they are part a society. Bhattacharya et al. (1995) observed that a critical aspect of self-concept is social identity. In addition Ashforth & Mael (1989) postulate that social identification is has to do with perceiving oneself as belonging to a group. The sense of belonging is of critical consideration in organizational formation provides this sense of belonging in that it spells out the something pertinent to each employee irrespective

of his or her sector, profession or rank. Moreover, it is important to look at the social identity theory in light of organizational identity. Organizational identification is whereby a person defines them self as belonging to a particular organization (Bhattacharya et al., 1995). This is an important prodigy. First, it is widely acknowledged that identification is a firm indication that that an individual is willing to make a contribution to a team (Shamir, 1990). Second, Bhattacharya et al., (1995) note that identification has a connection to the goals that an organization espouses. Consequently, whenever an organization pursues specific purpose or cause, the employees and other partners would be loyal to its services since they identify with the purpose, vision and mission of the organization. Vision, mission and core values therefore eases formation of organizational identity hence facilitates the achievement of goals.

### **Empirical Literature Review**

The first step in strategic planning is organization's purpose (David, 2013; Arasa & K'Oboonyo, 2012). The purpose of an organization is the most central component of its culture. It defines why the organization is in existence. The purpose tells us why the company important, it defines the contribution an organization makes to society through its work. An organization's purpose that makes meaning to an employee gives them a connection to work that is not only rational—it's also emotional (Margolis, 2010).

Mission statement is a critical part of an organization's purpose. A well-considered mission statement facilitates the communication of the organization's direction and purpose, provides a control mechanism over the behavior of employees, and assists the organization to create a balance between competing interests of various stakeholders as well as focused resource allocation for improved performance of organizational interventions (Bart, 1998; Bart & Baetz, 1998). Therefore, mission statements that articulate a firm's mission are critical elements of an organization's overall strategic management process. They are defended as an important mechanism that provides essential information to internal and external stakeholders about the purpose and direction of the organization, this is important for performance of organizational interventions.

Mission can have a goal-setting effect when it specifies the goals of the firm and makes it easier for employees to make daily decisions (Mullane, 2002 & Sorensen, 2002). Mission has a coordination effect when it reduces communication costs and facilitates coordination among employees (Biloslavo & Lynn, 2007). Research by David (1989) into the content of mission statements revealed nine components: products or services, customers, philosophy, self-concept, public image, location, technology, employees and concern for survival. There is therefore a broad agreement that to be meaningful, mission statements need to include the beliefs, values and aspirations of the organization and its competitive strengths. It should be market driven and thus it should involve the understanding of the needs and wants of customers in the market.

The other critical component of organization's purpose is vision. Stewart (1993) defines vision as "the concept of creating a description of what we could be in the future." Parikh and Neubauer (1993) define vision as an appearance of a desired future state, an answer to the question "What do we want to create?" Parikh and Neubauer further posit that, "unlike a traditional strategic planning approach, vision is a future to be created, and not a forecast." Synder and Graves (1994) have defined vision and its delivery in a more comprehensive and

objective way. According to Synder and Graves, vision is a discussable image of the future (target) towards which organization/leader aims its whole resources and energies (i.e. strategies, structures, processes, technologies etc.) Contrary to the above definitions, Ziegler (1991) however states that vision is only a metaphor for human visualization, not a desired future “out there”.

Vision has been viewed as an important element strategy formulation and implementation, and change in organization. Vision is believed to be a commencing point in strategy formulation and organizational transformational process (Kantabutra & Avery, 2010). Vision building is intended to develop an ambitious sense of purpose among organizational members. Most research into vision has generally focused on four aspects: development, articulation, communication, and implementation of the vision (Nanus, 1992; Quigley, 1993; Robbins & Duncan, 1988).

Values are critical in any organization’s purpose, NGO strategic plan documents have value statement but they do not state what mechanism to be used to ensure that the values are practically lived in supporting the implementation of the strategic plan. Welch (2005) suggests that one way to cultivate a culture supportive to the implementation of the strategic plan is to consciously include the organization’s values in the performance appraisal system and reward people for living the values and punish those who do not.

Research investigating relationship between mission statement and organizational project performance is rare and its findings in most cases not very conclusive (Bart & Baetz, 1998; Bart *et al.*, 2001; Peyrefitte & David, 2006). For example, three studies (Bart & Baetz, 1998; David, 1989; Klemmet *et al.*, 1991) find no difference in financial performance between companies with and without mission statements. Two studies (Rarick & Vitton, 1995; Stone, 1996) show that companies with mission statements perform better, but these studies offer only anecdotal evidence. Smith *et al.* (2003) highlight some studies reporting that after the creation and introduction of mission statement, company performance increases for about 50%. Musek (2008) summarizes that (1) better performing companies have better, clearer and stronger mission and vision statements, and (2) process of identification of organizational values is positively related with performance of a company.

Amran (2012) did a study on the mission statement and company performance in Malaysia. The study examined on the company mission statement components of mission statement and company performance. The sample for this study comprised 429 companies in Bursa Malaysia. The study found that very few Malaysian companies concern on disclosing their mission statement. The disclosed mission statements contained almost all the key components that have been addressed in the literatures. Further, it was found that some of the mission statement components are related to one or two companies’ performance indicators, and companies that disclose their mission statements are significantly difference than those who do not, in terms of company performance.

Some studies focus on investigating the links between mission components and company performance. For example, Pearce and David (1987) compare the mission statement contents of high performing Fortune 500 companies to the content of those of low performing ones. They find that the high-performing companies’ mission statements significantly more often include components such as corporate philosophy (i.e. basic beliefs, values, aspirations, philosophical priorities), self-concept (i.e. firm’s major strengths and competitive advantages), and concern for public image (i.e. company’s public responsibilities, desired

image). On the other hand, there are no significant differences between high and low performing companies regarding components such as customers or markets, product or service, geographic domain, company's basic technology, and concern for survival (i.e. company's commitment to economic objectives).

Bart (1998) compares performance of 44 industrial corporations on the base of each mission statement component. He concludes that 13 of the 25 components are positively related to company performance – i.e. purpose, values, self-concept, and desired public image, which have already been recognized by Pearce and David (1987), and also general corporate goals, concern for customers, concern for employees, concern for suppliers, concern for society, concern for shareholders, statement of vision, concern for survival, and competitive strategy. Bart and Baetz (1998) analyze mission statements of 136 large Canadian companies. They find significant differences in performance associated with mission statements which contain no financial goals and which identify company's values or beliefs, company's purpose and which are relatively short. Another research (Bart *et al.*, 2001) taking into account 83 large Canadian and U.S. companies, finds out that mission statements with sound content and clearly specified ends and means about goals, competitive strategy, company philosophy and concern for survival and profitability can positively affect financial performance.

### **Research Gaps**

Amran (2012) studied mission statement and company performance in Malaysia. He established that some of the mission statement components are related to company performance indicators. The study was done within the context of commercial firms; nonetheless, performance was measured in financial terms and to the scope of the organization and not projects. The link between visions statement and values and project performance is still unknown. Pearce and David (1987) studied the company mission as a strategic tool. They found that the high-performing companies' mission statements significantly more often include components such as corporate philosophy, self-concept, and concern for public image. This study was done in a commercial context with the key performance indicators being customers or markets, product or service, geographic domain, company's basic technology, and concern for survival (i.e. company's commitment to economic objectives). There is need to look at the influence of mission as a strategic tool in NGOs and with specific reference to performance of projects.

Bart and Baetz (1998) did a study on the relationship between mission statements and firm performance, it was established that there is a significant difference in performance associated with mission statements and, values or beliefs. The study gave the relationship between mission statement and firms' performance in general without particular focus to project components. Bart, Bontis, and Taggar, (2001) modelled the impact of mission statements on firm performance. The study found out that mission statements with sound content and clearly specified ends and means about goals, competitive strategy, company philosophy and concern for survival and profitability can positively affect financial performance. The study examined the relationship between mission statement and organisational performance measured in terms of annual turnover and return on equity. The context of the study was commercial firms as opposed to NGOs. The dependent variable was also on firm performance as opposed to project performance.

### 3.0 Research Methodology

The study espoused the positivism and interpretive research paradigms in regulating the inquiry by providing lenses, frames and processes in accomplishing the investigation. Ex post facto survey design was used; this is a well-established quantitative design method to establish the direction and strength of relationships among variables under study. Both qualitative and quantitative approaches were used in data collection and analysis. The target population for the study was 60 and comprised all the departmental heads of program management, monitoring and evaluation and program implementation in NGO registered by the NGO council as implementing HIV and AIDS interventions as a major focus and operating within Nyanza Region. The NGOs meeting this criterion are 18 (NGO Coordination Board, 2014). The study also targeted the directors of the three governing bodies for HIV and AIDS programming: Kenya AIDS NGO Consortium, National AIDS and AIDS and STDs Control program and Network of People National AIDS Control Council. Purposive sampling techniques were used to select the respondents. The tools for data collection used in the study were: Self-administered questionnaires for the departmental heads and Key informant interview guides for the directors of the three governing bodies for HIV and AIDS programming. The study used split-half reliability test for the data collection tools, a Cronbach's Alpha of 0.748 was established. George and Mallery (2003) specified that Cronbach's alpha ( $\alpha$ ) ranging  $0.8 > \alpha \geq 0.7$  is acceptable. The validity of the research instruments was enhanced through pre-test of the tools and by peers and supervisors reviews. The quantitative analysis was computer assisted using SPSS v.21 software, both descriptive and inferential analysis were conducted. Content analysis framework was used to analyse qualitative data. The findings were presented using frequency and percentage distribution, contingency, chi-square tables and narrative form. The study observed ethical considerations such as: informed consent, no harm to respondents, beneficence and confidentiality.

### 4.0 Findings and Discussions

This section analyses, presents, interprets and discusses the findings of the study. The respondents were given statements on organization's purpose to react to in 5 point Likert Scale where 1-Strongly Disagree (SD), 2-Disagree (D), 3-Neutral (N), 4-Agree (A) and 5-Strongly Agree (SA). The results were as shown in Table 1.

Table 1:  
Views of respondents on organization's purpose

Statement	N	SD (%)	D (%)	N (%)	A (%)	SA (%)	$\bar{x}$	SD
The vision and mission statements are known to all staffs in the organization	50	00%	00%	12%	22%	66%	3.88	0.33
The organization has a clear vision of what it has to achieve and there is consensus around this vision	50	00%	00%	00%	36%	64%	4.00	0.00
The mission statement of the org. reflects clearly what the	50	00%	00%	00%	20%	80%	4.00	0.00

organization does, for whom, and why it important											
The organization mission statement has facilitated the communication of the org. direction and purpose	50	00%	00%	12%	32%	56%	3.88	0.33			
The organization vision reflects the shared values to which our org. aspires	50	00%	00%	00%	32%	68%	4.00	0.00			
Our vision statement is in line with organization's activities and mandate	50	00%	00%	02%	30%	68%	4.06	0.42			
Mean of Mean	-	-	-	-	-	-	3.97	-			

The majority of the respondents at 44(88.0%) stated that the vision and mission statements were known to all staffs in the organization with only 6(12.0%) respondents being undecided. This meant that the staff were well versed with the purpose of the organization and were better guided in making organizational decisions. Stewart, May, and Kalia (2009) noted that stockholders, managers and employees are generally the target of the mission, they add that it assists people involved within the project know what decisions and tasks best align with the mission. The findings of the study diverge with those of Amran (2012) did a study on the mission statement and company performance in Malaysia and established that very few companies concern on disclosing their mission statement. The item mean (3.88)< mean of mean (3.97), SD=0.328, this implied awareness of staff on vision and mission statements contributed to the crafting of the organization's purpose to a small extent.

It was popular among 50(100%), of the respondents that the organization had a clear vision of what it had to achieve and there was consensus around this vision with no respondent either undecided or stated that the organization lacked a clear vision of what it had to achieve. It was clear that. This meant that the organizations had unison in their aspirations and direction in which they were moving. This was supported by the views of Haase and Franco (2011) that a mission statement provides insight into what organizational leaders view as the primary purpose for involvement in a project. The item mean (4.00)>mean of mean (3.97), SD=0.000 this meant that the clarity and consensus of organizations vision on what it has to be achieved contributed to the crafting of organization's purpose to a large extent.

Majority at 50(100%), stated that the mission statement of the organization reflected clearly what the organization engaged in, for whom, and why it was important with none either undecided or stating that the mission statement of the organization did not reflect clearly what the organization did, for whom, and why it was important. It was clear that the staff got the justification for which activities were done. The staff also understood how their actions fitted into the organizational objectives that according to Franklin (2011) offer the basis for judging the success of an organization and its projects. It helps to verify if the project is on the right track and making the right decisions. The item mean (4.00)>mean of mean (3.97), SD=0.000 this meant that whenever the mission statement of the organization reflected clearly what the organization did, for whom and why, then the crafting on organization's purpose was influenced to large extent.

A majority of the respondents at 44(88.0%), stated that the organization mission statement had facilitated the communication of organizations direction and purpose with the minority at 6(12.0%) being undecided/uncertain whether it had facilitated communication of the organization purpose or not. None of the respondents had a divergent opinion. This meant that the mission statements were clear and effective in communication the direction and purpose to organizations. This is in line with the assertions of Stewart, May, and Kalia (2009) who posited that organizational mission statement is essentially its statement of purpose that guides organizational decision-making. The item mean (3.88) < mean of mean (3.97), SD=0.328, this implied that facilitated communication of organization's direction and purpose through the mission statement influenced the crafting of organization's purpose to a small extent.

An overwhelming majority of the respondents at 50(100%) stated that the organization vision reflected the shared values to which their organization aspired. None of the respondents was uncertain or had a divergent view on whether the vision reflected the shared values to which the organization aspired. This meant that the vision statements were properly crafted to support the organizational values to inspire, motivate and shape the behavior and mannerism of staff. Rugman and Verbeke (2008) noted that shared values form the basis for organizational beliefs about life, and those around individuals, and the human potential. This therefore meant that the NGOs managing HIV and AIDS interventions had individuals staff characters, attitudes and behavior were well guided for possible optimal outcomes in project success. The item mean (4.00) > mean of mean (3.97), SD=0.000 this meant that a vision that reflects shared values to which the organization aspires contributed to the crafting of organization's purpose to a large extent.

The majority of the respondents at 49(98.0%) stated that their vision statement shaped the organization's activities and mandate with the minority at 1(2.0%) undecided/uncertain whether it was in line with the activities or mandate. This meant that through the implementation of project activities, the organization stood a good chance of achieving their objectives. It was clear that the NGOs managing the HIV and AIDS interventions were true to the Haase and Franco (2011) sentiments that vision statements provides the organization's purpose and meaning and speaks to why they carry out the activities that they engage in. The item mean (4.06) > mean of mean (3.97), SD=0.424 this implied that vision statement being in line with organization's activities and mandate contributed to crafting of organization's purpose to a large extent.

There was remarkable consensus that organizations had clear vision and there is consensus around them (SD=0.000), that the mission statement of the organization reflects clearly what the organization does, for whom, and why (SD=0.000) and that the organization vision reflects the shared values to which our organization aspires (SD=0.000). The most varied opinion was on whether the vision statement is in line with organization's activities and mandate (SD=0.424). Overall, crafting of organization's purpose was done to a large extent among NGOs managing HIV and AIDS interventions, Mean of mean =3.97. It was established that majority of the non-governmental organizations managing HIV and AIDS interventions had crafted organization's purpose to a large extent (mean of mean=3.97).

**Socialization of vision and mission and performance of HIV and AIDS interventions**

The researcher did a logistic regression analysis to establish the relationship between the mechanisms that organizations used to socialize staff on the vision and mission and the performance of HIV and AIDS interventions managed by non-governmental organizations in Nyanza Region, the findings were as shown in Table 2.

Table 2:

Socialization of vision and mission and performance of HIV and AIDS interventions

	%(n=50)	B	S.E.	df	Sig.	Exp(B)	95% EXP(B) Lower	C.I. for Upper
Trainings	34	.504	.646	1	.035	1.655	.467	5.867
Sensitization meetings	56	-1.75	1.264	1	.016	.173	.015	2.066
Wall displays	86	-.032	.658	1	.961	.968	.267	3.516
Organizational documents	50	1.445	1.454	1	.032	4.241	.245	73.322
Constant	-	1.652	3.255	1	.612	5.215		

It was popular among 43(86.0%) of the respondents that the staff were socialized on vision and mission through visibility display on the wall, 28(56.0%) through sensitization meetings, 25(50.0%) through pamphlet and organizational documents, 17(34.0%) through trainings with the least at 5(10%) socialized on vision and mission through other methods apart from those mentioned above. Trainings (OR=1.655,  $p < 0.05$ ), and organizational documents (OR=4.241,  $p < 0.05$ ) were effective in socializing staff on the on the organisational purpose for enhanced performance of HIV and AIDS interventions in Nyanza Region.

The findings from the key informants showed that the organizations managing HIV and AIDS interventions in Nyanza Region have crafted organization purpose; they have vision and mission statements as well as core values.

*“Most of the organizations managing HIV and AIDS interventions have vision and mission statements and core values, this has helped them to get a consensus on the organizational mandate and way of doing things, this has had a bearing on the performance of HIV and AIDS interventions.”* Said the director at Kenya AIDS NGO Consortium.

The informants however noted that the process of formulating the organization’s purpose are less reflective and are often done in boardrooms with minimal participation of the beneficiaries. The Nonetheless, there was consensus that the crafting of organization’s purpose had added value to the organizations. The interview results concurred with the questionnaire results that organizations had crafted mission, vision and core values and that this has added value in enhancing the performance of HIV and AIDS interventions managed by NGOs in Nyanza Region.

### Odds Ratio Analysis

The researcher computed the chi-square odds ratio for organization's purpose on performance of HIV and AIDS interventions managed by non-governmental organizations in Nyanza Region, the results were as shown in Table 3.

Table 3:  
Odds Ration Analysis

Statistic descriptor	Value	95% CI	
		Lower	Upper
Odds Ratio for Organization's Purpose	1.731	0.338	8.854
Odds Ratio for Stakeholder Participation	1.111	0.334	3.692

Crafting organization purpose to a small extent presented high likelihood for non-performing HIV and AIDS interventions OR= 1.731, the relationship was significant  $\chi^2(1) = 4.441$ ,  $p=0.008$ ,  $CL=0.05$ . This meant that crafting of organization's purpose positively influenced the performance of HIV and AIDS interventions managed by NGOs in Nyanza Region. The findings of this study is supported by those of Musek (2008) that (1) better performing companies have better, clearer and stronger mission and vision statements, and (2) process of identification of organizational values is positively related with performance of a company. Engaging stakeholder to a less extent would result to poor outcomes for HIV and AIDS interventions, OR=1.111,  $p= 0.033$ ,  $CL=95\%$ , it was therefore critical to involve stakeholders in the process of crafting organization's purpose for better performing HIV and AIDS interventions.

### Correlation Analysis

The researcher did a correlation test between organization's purpose, stakeholder participation and the performance of HIV and AIDS interventions managed by non-governmental organizations in Nyanza Region using Spearman's Rho coefficient, the results were as shown in Table 4.

Table 4:  
Correlation Analysis

	Organization's Purpose	Stakeholder Participation	Performance of HIV and AIDS interventions
Organization's Purpose	1		
Stakeholder Participation	0.474**	1	
Sig. (2-tailed)	0.000	-	
Performance of HIV and AIDS interventions	0.094*	0.024*	1
Sig.(2-tailed)	0.008	0.033	-

It was established that there was significant weak positive relationship between organization's purpose and the performance of HIV and AIDS interventions,  $r(50) = 0.094$ ,  $p = 0.008$ ,  $CL = 0.95$ . This meant that the organization's purpose impacted the performance of HIV and AIDS interventions managed by NGOs in Nyanza positively, though to a small extent. The findings of this study is supported by another research Bart *et al.* (2001) taking into account 83 large Canadian and U.S. companies, finding out that mission statements with sound content and clearly specified ends and means about goals, competitive strategy, company philosophy and concern for survival and profitability can positively affect performance.

The relationship between organization's purpose and stakeholder participation was found to be significant moderate positive,  $r(50) = 0.474^{**}$ ,  $p = 0.000$ ,  $CL = 0.95$ , this meant that stakeholders were engaged more as organizations crafted organization's purpose to greater extents. Stakeholder participation in crafting organization's purpose was seen to significantly impact on the performance of HIV and AIDS interventions  $r(50) = 0.024^*$ ,  $p = 0.033$ ,  $CL = 0.95$ .

#### Hypothesis testing

The study tested the null hypotheses ( $H_0$ ) using chi-square statistic to ascertain the statistical insignificance of the relationship between organization's purpose, stakeholder participation and performance of HIV and AIDS interventions. The findings are as shown in Table 5.

Table 5:  
Hypothesis Testing

Variables	$X^2$ Value	Df	Asymp. Sig. (1-sided)
Organization's purpose	4.441	1	0.008
Stakeholder participation	5.030	1	0.033

The study tested the null hypothesis ( $H_0$ ) that there is no significant relationship between organization's purpose and performance of HIV and AIDS interventions managed by non-governmental organizations in Nyanza Region. The Chi-square distribution table gave a reading of critical value = 3.84 and the  $X^2(1)$  values = 4.441,  $3.84 < 4.441$ , therefore reject the null hypothesis. This meant that it was statistically very unlikely that the null hypothesis ( $H_0$ ) is true. This reverts to alternative hypothesis ( $H_1$ ) that there is a significant relationship between organization's purpose and performance of HIV and AIDS interventions managed by

non-governmental organizations in Nyanza Region. The outcome of the hypothesis testing corroborates the correlation analysis which showed that the relationship between organization's purpose and performance of HIV and AIDS interventions managed by non-governmental organizations is significant.

The study tested the null hypothesis ( $H_0$ ) that there is no significant moderating influence of stakeholder participation on the relationship between organization's purpose and performance of HIV and AIDS interventions managed by non-governmental organisations in Nyanza Region. The critical value was = 3.84 and the  $\chi^2(1)$  value = 5.030,  $3.84 < 5.030$ , therefore we reject the null hypothesis, this means that its is statistically very unlikely that the null hypothesis is true.

### Logit Regression Modeling

#### Logit regression analysis between the independent and the dependent variables

The study did a logit regression analysis to measure the relationship between the independent variable and the dependent variables by estimating the probabilities using the logit function. The independent variable in the function is organization's purpose while the dependent variable is performance of HIV and AIDS interventions. The results are shown in Table 6 and fitted in the model.

Table 6:

Logit regression analysis between the independent and the dependent variables

	B	S.E.	df	Sig.	Exp(B)	95% C.I. for EXP(B)	
						Lower	Upper
Organization's Purpose	.549	.833	1	.015	1.731	.338	8.854
Constant	-.261	1.563	1	.867	.770		

Odds of performance of HIV interventions managed by NGOs =  $-0.261 + 0.549x_1 + 2.396$

**Where:**  $\beta_0$  is the constant,  $x_1$  is organization's purpose.

The findings showed that organizations that crafting organization's purpose to a large extent were 1.731 times more likely to have performing HIV and AIDS interventions compared to those that crafted organization's purpose to a small extent.

#### Logit regression analysis of the moderating influence of stakeholder participation

The study conducted logit regression analysis on the moderating influence of stakeholder participation on the relationship between organization's purpose and performance of HIV and AIDS interventions managed by NGOs in Nyanza Region. The results are shown in Table 7 and fitted in the model.

Table 7:

Logit regression analysis of the moderating influence of stakeholder participation

		B	S.E.	df	Sig.	Exp(B)	95% C.I. for EXP(B)	
							Lower	Upper
Organization Purpose	by Stakeholder Participation	.085	.253	1	.037	1.088	.663	1.786
Constant		.500	.811	1	.538	1.648		

Odds of performance of HIV intervention's managed by NGOs =  $-0.261 + 0.549 * 0.085x_1 + 2.396$

This gives:

Odds of performance of HIV interventions managed by NGOs =  $-0.261 + 0.0467x_1 + 2.396$ .

The findings showed that organizations that engaged stakeholders to a large extent in the crafting of organization's purpose were more likely (OR=1.088) to have performing HIV and AIDS interventions as compared to those that engaged stakeholders to a small extent.

### 5.0 Summary of Findings

Overall, majority of the respondents at 96% agreed that their organization had mission and vision statements built through consensus, known to all staff and in line with the organization's activities and mandate, 4% were undecided, SD=3.97. Organizational documents were the most effective in socializing staff on the mission and vision of the organization OR=4.24, followed by trainings OR= 1.66. Sensitization meetings and wall displays were found to be ineffective OR=0.17 and 0.968 respectively.

It was established that organisations where the vision and mission were known to staff to a large extent had 2.81 times the odds of having performing HIV and AIDS interventions compared to having the vision and mission known to a small extent. Whenever there was consensus on vision to a large extent the HIV and AIDS interventions were 40192.96 times likely to have performing projects compared to where consensus on vision was to a small extent. Having the vision in line with the mandate did not increase the chances of having performing HIV and AIDS interventions.

It was revealed that organisations that crafted organization's purpose to a small extent were 1.731 times more likely to have non-performing HIV and AIDS interventions than those that crafted organization's purpose to a large extent, this was significant  $X^2(1) = 4.441$ ,  $p=0.008$ , CL=95%. It was established that there was a significant weak positive relationship between organization's purpose and the performance of HIV and AIDS interventions,  $r(50) = 0.094$ ,  $p=0.008$ , CL=95%. Engaging stakeholder to a less extent in crafting organization's purpose would result to poor outcomes for HIV and AIDS interventions, OR=1.111,  $p=0.033$ , CL=95%, stakeholder participation significantly moderated the relationship between organizational purpose and performance of HIV and AIDS interventions.

### 6.0 Conclusions

It was concluded that organization's purpose was crafted to a large extent by NGOs managing HIV and AIDS interventions as a major focus. Nonetheless, the process was not effective in most organizations. It was concluded that having activities and mandate in line with the vision statement did not influence the performance of the HIV and AIDS interventions in Nyanza Region. It was inferred that having vision and mission in the organizational documents is the most effective means of socializing staff on the same, sensitizing staff during the meetings and hanging the organization's purpose on office walls was ineffective. The engagement of stakeholder participation in the crafting of organization's purpose is still weak and have not given optimal outcomes in enhancing performance of HIV and AIDS interventions.

### **7.0 Recommendations**

The NGOs implementing HIV and AIDS interventions need to relook into the process of coming up with the vision, mission and core values to make organization's purpose more effective in influencing the performance of HIV and AIDS interventions. The NGOs implementing HIV and AIDS interventions need to strengthen the crafting of organization's purpose to enhance the performance of their interventions. There is need for greater meaningful engagement of stakeholders in crafting of organization's purpose.

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