

## **ASSESSING THE CONTRIBUTION OF NETWORKING TO THE PERFORMANCE OF COMMUNITY BASED ORGANIZATIONS IN KISUMU CITY, KENYA**

**Olala, Gilbert Owuor\***

**Tedson Richard Nyongesa\*\***

---

### **Abstract**

The global debates confirm that networking is important in community development. In the face of economic, social, political and environmental problems, networking organizations remain relevant in initiating projects that sustain growth and development. The study was set to assess the contribution of networking to the performance of Community Based Organizations in Kisumu City, Kenya. The study adopted correlation design and targeted 1202 respondents from 16 active Community Based Organizations in Kisumu City. The sample size obtained through Fisher's model was 291. Stratified sampling technique was used to select the respondents. To collect data, structured questionnaire tested for validity and reliability was used. The results revealed networking had a statistically significant positive moderate relationship ( $R = .526$ ;  $P < .05$ ) with performance. Networking explained approximately 27.6% of variation in performance. The linear regression model between networking and performance was statistically significant ( $F_{(1,289)} = 110.403$ ;  $P < .05$ ). Standardized beta coefficient, revealed that for one standard deviation increase in networking practices, performance of Community Based Organizations increased by approximately .526 units. In conclusion, networking had a statistically significant contribution to the performance of Community Based Organizations. The study recommends: intensified practice of networking in organizations with a view to enhancing performance; and identifying other network operational strategies that may be used in organizations with a view to improving performance.

**Key words:** Networking; community based organizations; and performance

---

\* **Department of Mathematics and Computer Science, The Kisumu National Polytechnic,  
P.O. Box 143, Kisumu, Kenya**

\*\* **Agricultural Market Development Trust, P. O. Box 14184, Nairobi, Kenya**

## **1. Introduction**

The section discusses the topic of the study. Specifically, the concepts of networking and performance are discussed.

### **1.1 Networking**

Network theory focuses on the role of relationships in transmitting information, channeling personal or media influence, and enabling attitudinal or behavioral change (Liu, Sidhu, Amanda &Valente, 2017). The authors opined that the flow of communication hypothesis, the theory of weak ties, and the theory of diffusion of innovations are three major theoretical approaches that integrate network concepts in understanding the flow of mediated information.

According to Nanthagopan (2010), networking means an organization working with other organizations without any formal contracts with a view to accessing some gains. Organizations can be interconnected with other organizations through a wide array of social and economic relationships, each of which can constitute a social network. These may include supplier relationships, resource flows, trade association memberships, interlocking directorates, relationships among individual employees, and prior strategic alliances. The author posit that every organization has hidden networks of relationships that employees use in order to get work done, make decisions, and solve problems.

### **1.2 Performance**

Performance is described as the degree to which a development intervention or a development partner operates according to specific criteria/standards/ guidelines or achieves results in accordance with stated goals or plans (Jody & Ray, 2004). Organization's performance takes the form of effectiveness, efficiency, relevance, impact and sustainability (Chikati, 2009; Horton, 2002). The current study measures performance in terms of effectiveness, efficiency and relevance of Community Based Organizations. This was deemed appropriate because community based organizations are modeled majorly in the dimension of non profits.

Effectiveness describes the extent development intervention objectives are achieved, or are expected to be achieved, taking into account their relative importance. It may also be viewed as

an aggregate measure of the merit or worth of an activity, which explains the extent to which an intervention has attained, or is expected to attain, its major relevant objectives with a positive institutional development impact (Jody & Ray, 2004). Usually effectiveness determines the policy objectives of the organization or the degree to which an organization realizes its own goals (Zheng, Yang, & McLean, 2010). Heilman and Kennedy-Philips (2011) posit that organizational effectiveness helps to assess the progress towards mission fulfillment and goal achievement.

Scott (2003) posits that organizational effectiveness is a measure of performance against a set of standards. The author opined that measuring organizational effectiveness requires a set of standards, indicators, work sample size, and evaluation of the samples against a defined standard.

While Horton (2002) described effectiveness as a measure of the degree to which an organization achieves its goals, Richard (2009) described organizational effectiveness as a measure of how well an organization meets its goals and objectives. In Richard (2009) perspective, it encompasses maximizing production and output, minimizing cost and input and attaining technological excellence among others. It is manifested in an organization's ability to excel at one or more output goals such as coordination, motivation, and employee satisfaction of multiple strategic constituencies both within and outside an organization.

According to Chikati (2009), effectiveness measures the degree to which formally stated project objectives have been achieved or can be achieved. The author asserts that to make such measures and verification possible, project objectives should be defined clearly and realistically. Often it is mandatory for evaluators to simplify unclear and highly general objectives that are hard to measure and assess. In this paper, effectiveness was measured through improved: communication; interaction; leadership; direction; adaptability; and environment in Community Based Organizations.

Organizational efficiency involves optimal transformation of inputs through activities into outputs. It focuses on rational use of resources at tactical level, meeting timelines and emphasizes least costs and maximum results (UNDP, 2009). Organizational efficiency measures

the relationship between inputs and outputs or how successfully the inputs have been transformed into outputs (Low, 2000). It is a ratio that reflects a comparison of outputs accomplished to the costs incurred for accomplishing these goals and reflects the improvement of internal processes of the organization, such as organizational structure, culture and community (Pinprayong & Siengthai, 2012). The units of production or services that relate to the organizational purpose and how much it costs to produce them encompass efficiency (Barker, 1995). According to Tavenas (1992) efficiency in an organization must ensure that maximum outputs are obtained from the minimum level of resources devoted to a program, operation or department.

Organizational efficiency measures how economic resources/inputs (funds, expertise, time among others) are converted to results (Jody & Ray, 2004). In Horton's (2002) perspective, efficiency measures the degree to which organizations manage their resources and minimize costs. According to Chikati (2009), efficiency measures the economic relationship between allocated inputs and project outputs. It includes efficient use of financial, human and material resources. The current study measures efficiency of Community Based organization as being able to: use resources rationally; meet timelines; operate at least costs; be oriented towards maximum results; and improve internal processes.

According to Chikati (2009), relevance measures the degree to which the objectives of a program or project remain valid as was planned. It is the overall assessment to determine whether project interventions and objectives are still in harmony with the needs and priorities of the beneficiaries. The author observed that society's priorities might change over time as a result of social, political, demographic or environmental changes. As a result a given project might not be as important as it was when first initiated. In many cases continuation of project depends on the seriousness, quality of needs assessment and the rationale upon which the project was developed.

Lusthaus, Adrien, Anderson, Carden and Montalvan (2002) described organizational relevance as its ability to meet needs and gain the support of priority stakeholders in the past, present and future. It is an organization's ability to innovate and create new and more effective situations as a result of insight and new knowledge. The current study measures relevance as the ability of

Community Based Organizations to: meet needs of stakeholders; gain support of stakeholders; be innovative and creative; and generate own funds.

Most Community Based Organizations in Kisumu City face performance problems. They cannot: plan; design data collection tools; collect data; analyze data; and make decisions regarding such data. They also cannot make decisions regarding asset inventory, community mapping, daily activity schedules and seasonal calendar of events. They cannot discuss issues of eligibility for election and selection of members in organization management structure. Moreover, they lack skills in resource mobilization and financial management (Omolo, 2013). Community Based Organizations in Kisumu City are weak in developing participatory management plans. This is because of inadequate: skilled manpower; equipments; and funds for operations (Raburu, Okeyo-Owuor & Kwena, 2012). In order to enhance capacity, Community Based Organization's in Kisumu City have resorted to networking of their members with a view to boosting their performance.

## **2. Objective**

To assess the contribution of networking to the performance of Community Based Organizations in Kisumu City, Kenya

## **3. Hypothesis**

$H_0$ : There is no statistically significant contribution of networking to the performance of Community Based Organizations in Kisumu City, Kenya

$H_1$ : There is statistically significant contribution networking to the performance of Community Based Organizations in Kisumu City, Kenya

## **4. Literature**

Nanthagopan (2010) studied the impact of networking and linkages on organizational performance, a comparative study of local and international non-governmental organizations in Vavuniya District of Sri Lanka. Networking focused on very good communications and partnerships with others to serve people with mutual interest. A sample of 42 employees from fourteen local NGOs and 30 employees from ten international NGOs in Vavuniya District were considered. Data was collected through questionnaires. Exploratory factor analysis technique

was used to reduce the variables and regression analysis used to compare the variables. The results showed that, networking accounted for approximately 38% of organizational performance of local NGOs and approximately 21.9% of the International NGOs.

Black and Boal (1994) conducted a study on strategic resources: traits, configurations and paths to sustainable competitive advantage with evidence that resource acquisition as a function of social networks and performance of firms are statistically positively correlated. Social networks were observed to benefit a firm's ability to find new resources with net effect in high growth and superior performance of organizations.

On modeling the relationship between networking and firm performance, Watson (2007) observed that firms, which develop social network change had impact on the amount of resources acquired with a net improvement in organizational performance. The author further observed that on an overall scale, it is preferable for a firm to develop a strong network to acquire the resources needed for growth and organizational performance.

Lynn (2010) conducted a study on the causal link between social networks and productivity. This was done by introducing a social networking tool that could alter a person's social network inside a large information technology firm. Performance was examined before and after the adoption of the expertise search engine to show evidence of a potential causal relationship between brokerage and organizational performance. The results were much smaller than what is normally observed in traditional ordinary least square models. However, it was observed that in order to reduce the risks of layoffs, having a socially diverse network was important in achieving superior work performance.

Murad (2012) studied the effect of networking through social sites at workplace on job performance in Yemen and United States. The research model predicted that social networking site use intensity influenced employee work related outcomes. In order to empirically test the model, a survey was conducted on 426 full time and part time employees focusing on: social networking site use intensity, perceived job satisfaction, perceived organizational commitment, absenteeism, turnover intention, innovative behavior, and job performance. The results showed a

significant support that social networking sites use intensity in the workplace influences organizational performance through mediating variables.

## 5. Methodology

The section addresses: research design; target population; sample procedures and techniques; research instrument; validity and reliability of research instrument; data collection procedure; data analysis techniques and procedures; and ethical considerations.

### 5.1 Research design

Research design is an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to research purpose with economy in procedure (Kothari, 2011). According to Yogesh (2006), research design is a mapping strategy and essentially a statement of the object of inquiry and encompasses strategies for collecting evidences, analyzing evidences and reporting the findings. In the study, correlation research design was used. According to Denscombe (2007), correlation research design was deemed fit for the study because of its ability to measure the level of the association between networking practices and organizational performance. It also brought out the contribution of networking as a capacity development strategy to the performance of Community Based Organizations.

### 5.2 Target population

Cooper and Shindler (2001), define target population as the total collection of elements about which an inference is made. The target population in the study was 1202 members of 16 selected Community Based Organizations in Kisumu City, Kenya. According to the Kisumu Central Sub-County, Department of Social Services, the choice of 16 Community Based Organizations was deemed fit because they were the most active and were directly involved in development matters at the grass root levels. The distribution of the target population was revealed in table 1.

**Table 1: Distribution of the target population**

CBOs	Membership	Membership (%)
Kisumu Youth Olympic Centre	62	5.16
Positive Mindset for Youth CBO	54	4.49
Nyamasaria Upper Friends Youth Group	66	5.49

Ecofinder CBO	103	8.57
Shiners Centre	58	4.83
Umoja Disables Group	70	5.82
Agulu Environmental Network	99	8.24
Jubilee Market CBO	223	18.55
Nyaori Boda Boda Self Help Group	99	8.24
Jubilee Widows Women Group	41	3.41
Kisumu Central Community Care	95	7.90
Tonney Red Women Group	45	3.74
Ecofit Resource Mobilization CBO	34	2.83
Make Me Smile CBO	50	4.16
Kazi Ngumu Integrated CBO	62	5.16
Kaddnet	41	3.41
<b>Total</b>	<b>1202</b>	<b>100.0</b>

**Source:** Survey data (2017)

### 5.3 Sampling procedures and techniques

Sampling is a combined course of action used to identify the inhabitants of attention, estimate the sample size, deciding suitable sampling strategy and choosing a representative group from the inhabitants. The procedure should be made such that error of estimation is minimized as much as possible and the fractional part selected provides only an estimate of the population characteristics (Yogesh, 2006). Fisher's sample estimation model was used (Mugenda & Mugenda, 2003). According to Fisher, for target population exceeding 10,000 the sample size is estimated by

$$n = \frac{z^2 pq}{d^2} \quad (1)$$

$p$  = Fraction of target population with characteristics being sought;

$q$  = Fraction of target population without the characteristics being sought;

$d$  = Statistical level of significance set; and

$z$  = Standard statistical divergence

According to Fisher, if the fraction of the target population with the characteristic being sought is not available then 50% is adequate. When estimated at 95% level of confidence

$$n = \frac{1.96^2 \times 0.5 \times 0.5}{0.05^2}$$

$$\approx 384$$

In this paper, the target population of 1202 was less than 10,000 and so modified Fisher's model

$$n_f = \frac{n}{1 + \frac{n}{N}}$$

was used to estimate the sample size. In this case:  $n_f$  was the requisite sample size;

$n$  was the sample size for the target population that exceeds 10,000; and  $N$  was the actual target population.

$$\therefore n_f = \frac{384}{1 + \frac{384}{1202}}$$

$$\approx 291$$

The distribution of the sample size was shown in table 2.

**Table 2: Distribution of sample size**

<b>CBOs</b>	<b>Membership</b>	<b>Membership (%)</b>
Kisumu Youth Olympic Centre	15	5.16
Positive Mindset for Youth CBO	13	4.49
Nyamasaria Upper Friends Youth Group	16	5.49
Ecofinder CBO	25	8.57
Shiners Centre	14	4.83
Umoja Disables Group	17	5.82
Agulu Environmental Network	24	8.24
Jubilee Market CBO	54	18.55
Nyaori Boda Boda Self Help Group	24	8.24
Jubilee Widows Women Group	10	3.41
Kisumu Central Community Care	23	7.90
Tonney Red Women Group	11	3.74
Ecofit Resource Mobilization CBO	8	2.83
Make Me Smile CBO	12	4.16
Kazi Ngumu Integrated CBO	15	5.16
Kaddnet	10	3.41
<b>Total</b>	<b>291</b>	<b>100.0</b>

**Source:** Survey data (2017)

Data was collected from the likely sample through stratified sampling technique. The units of investigation were members of Community Based Organizations. The sample size in every Community Based Organization was allocated in proportion to the target members. Stratified sampling was straightforward in management. Members in every Community Based Organization were homogeneous because they were bound by same core values and pursued same mission (Mugenda & Mugenda 2003). Denscombe (2007) observed that the method was correct for the reason that the investigator asserted some power in the choice of the sample to ensure essential members or factors were investigated in fractions as they appeared in the larger member populace. This enhanced the generalization of the results.

#### **5.4 Research instrument**

Questionnaire was used as the tool of investigation. It is an investigation tool developed to bring together primary statistics, which is subsequently intended for scrutiny. It is made up of printed set of questions. Every individual responding to a specific questionnaire read the same laid down questions to allow for regularity and exactness (Denscombe, 2007). The author opined that questionnaire was fit for the investigation for the reason that it: supplied a considerable amount of research data at a fairly small expenditure; was simple to organize; had identical answers to the level that every respondents were posed with precisely identical laid down questions; and provided pre-numbered multiple choices which were more manageable during analysis.

The questionnaire was divided into four sections. General information included: name of the organization; estate of location; and activity of the organization. Demographic characteristics included: gender; age; education; position in the organization; and experience as a member of the Community Based Organization. Networking strategies included: attending business meetings; focusing on communication with other organizations; encouraging partnership with other organizations; accessing resources from other organizations; maintaining contact with other organizations; interactions among members and investing in networking. Organizational performance included: effectiveness; efficiency; and relevance.

### 5.5 Validity and reliability of research instrument

The questionnaire was tested for validity to authenticate its usefulness in quality control. Quality control was necessary to ensure acceptability level of research findings (Amin, 2005; Cohen, 1988; Oso & Onen 2009). Validity is the degree in the direction of which outcome of the investigation can be precisely interpreted and globalized (Cohen, 1988). The questionnaire was experimented for content and face validity. Content validity measured the degree in the direction of which data collected depicted all facets of given social constructs, for example; clear definitions of constructs and their components (Mugenda & Mugenda, 2003). Face validity measured the probability that a question in the data collection tool could not be misinterpreted or misunderstood by the respondents and showed whether at face value, the questions appeared to be measuring the constructs (Creswell, 2009). Validity was authenticated through investigative experts at Mount Kenya University. The questionnaire was issued to the investigative experts to appraise and grade every construct relative to the investigation objective on a scale from 1-4 as either irrelevant or relevant. Validity index of .84 was then computed from the appraisers' concurrence through the model  $C_{3/4}/C$ . The numerator  $C_{3/4}$  was the numeral aggregate value of constructs mutually ticked 3 or 4 by the appraisers. The denominator  $C$  was the entire numeral aggregate value of the constructs appraised. The computed index of .84 was considered adequate as it was greater than .70 the recommended numerical minimum value required for a questionnaire to be valid (Oso & Onen, 2009).

Reliability is the degree in the direction of which investigation outcome are steady and can be reproduced in other situations (Amin, 2005; Kothari, 2011). Reliability is the stability of measures when the investigation tool is administered from a single collection of constructs to a different one, and as well as from a position in a moment to a new point (Frankel & Wallen, 2006). Cronbach Alpha ( $\alpha$ ) model was used to test reliability. Ten members were randomly chosen from the target group. The number 10 was preferred for the reason that it was the minimum numerical value that could yield significant outcome in data scrutiny of an investigative survey (Kathuri & Pals, 1993). Cronbach's Alpha ( $\alpha$ ) model

$$\alpha = \left( \frac{k}{k-1} \right) \left( 1 - \frac{\sum_{i=1}^k \sigma_{y_i}^2}{\sigma_x^2} \right) \quad (2)$$

where  $k$  = number of scale items

$\sigma_{y_i}^2$  = variance associated with  $i$

$\sigma_x^2$  = variance associated with the observed total scores

programmed in SPSS version 20.0 software was used to obtain the value .918. The value was adequate because it was greater than the minimum Cronbach Alpha ( $\alpha$ ) value of 0.7 considered appropriate for Likert scale questions ( Mohsen & Reg, 2011).

### **5.6 Data collection procedures**

Before questionnaire distribution, approval was requested from persons in authority. The research was conducted within the Community Based Organizations in Kisumu City, Kenya, thus approval was requested from National Commission for Science, Technology & Innovation (NACOSTI) through the School of Graduate Studies, Mount Kenya University. Notification letters were thereafter sent to the selected Community Based Organizations. The investigator conducted the exercise with awareness that not following correct procedure could be dangerous and obtaining permission from appropriate authorities could take some time (Denscombe, 2007). Before administration of the research questionnaires support staffs were: meticulously taught on investigative morals; prepared on the way to comprehend directives and substance of the questionnaire; directed on the way to capture every dimension for the parts in a reliable way from every member; and write and assemble facts correctly. Data was collected using structured questionnaires administered by research assistants. Sending out and arrival of questionnaires was supervised through a confirmation roll. The questionnaires was administered through drop and pick approach. This was deemed useful because it gave the respondents ample time to respond to the questions.

### **5.7 Data analysis techniques and procedures**

Fully filled questionnaires were condensed for reliability and coded in a way that facilitated categorization of data into suitable groups. Data was then entered into Statistical Package for Social Sciences version 20.0. Both descriptive statistics and inferential statistics were used to analyze quantitative data. While descriptive statistics was used to describe the practice of networking and the performance of Community Based Organizations in Kisumu City, inferential statistics was used to analyze data on how networking contributed to performance of Community

Based Organizations. In particular, while descriptive statistics involved the mean, standard deviation, skewness and kurtosis, inferential statistics involved simple linear regression model

$$Y = \beta_0 + \beta_1 X + \varepsilon \quad (3)$$

In model 3, the outcome variable  $Y$  represented performance of Community Based Organizations; the input variable  $X$  represented networking, and  $\varepsilon$  was the residual. The residual  $\varepsilon$  stood for the divergence of practical measurement of performance away from the model estimate. The values  $\beta_0$  and  $\beta_1$  were constants to be determined. Model 3 was used to assess the strength of the relationship between performance of Community Based Organizational and networking. It was also used in obtaining the contribution of networking to the performance of the Community Based Organizations. Results of the analysis were presented through tables with written interpretations and discussions.

### **5.8 Ethical considerations**

Ethical considerations are concerned with issues related to: data collection; rights of respondents; processing of data and dissemination of research results (Mugenda & Mugenda, 2003). Various ethical standards were observed during the study.

First, prior approval for data collection was sought from National Commission for Science, Technology & Innovation (NACOSTI) through the School of Post Graduate Studies Mount Kenya University. This was necessary because the proposed research involved collecting data directly from people with varied interests. National Commission for Science, Technology & Innovation (NACOSTI) scrutinized the research process to ensure the design included appropriate measures that protected the interests of the respondents and groups covered by the research.

Second, respondents were guaranteed anonymity, confidentiality and the right to comment about the progress of the research. In order to guarantee anonymity, names and addresses of the respondents were not included in the final report. Information was not stored or categorized using names and addresses of respondents. This was done to ensure that what was discussed during the investigation could not be traced back to the respondents by any third party. To

guarantee confidentiality any information provided by the respondents was not disclosed to third parties without permission of the respondents. This was necessary because some comments made by the respondents were regarded as private. Comments on the emerging results or final report by the respondents were also assured if they wished to do so at any stage.

Last, the respondents were assured that a copy of the final report was to be sent to their organizations on request. Also, a copy was to be available at university library or to anyone who took part in the research upon request.

## 6. Results and discussions

Analysis of the contribution of networking to the performance of Community Based Organizations in Kisumu City was presented and interpreted. Descriptive information for networking and performance variables was revealed in table 3.

**Table3: Descriptive information for networking and performance**

	N	Mean	Std. Deviation	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Performance	291	4.19	.35	.63	.14	-.32	.29
Networking	291	4.28	.39	.39	.14	-.98	.29

**Key:** 1.0 - 1.4- strongly disagree; 1.5 - 2.4- disagree; 2.5 - 3.4- not sure; 3.5 - 4.4-agree; 4.5 - 5.0-strongly agree

**Source:** Survey data (2017)

Table 3 showed the mean and standard deviation for networking (M=4.28; SD= .39). There was general concurrence that networking programs were practiced in the organizations. Networking was achieved through: attending business meetings; focusing on communication with other organizations; encouraging partnership with other organizations; accessing resources from other organizations; maintaining contact with other organizations; interactions among members and investing in networking.

Table 3 also showed that the mean and standard deviation of performance (M=4.19; SD=.35). There was general concurrence that the organizations had superior performance. First, the organizations: frequently achieved their goals; accurately assessed their progress; had effective communication strategies; had supportive leadership; adapted easily to new situations; and created conducive work environment. The organizations were therefore by and large effective in their operations. Second, the organizations: utilized resources rationally; met set timelines; emphasized least cost operations; engaged effectively with stakeholders; reflected improvement in culture and structure; and had improved internal processes. The organizations were therefore generally efficient in operations. Third, the organizations: met stakeholders' needs; received support of stakeholders; had the ability to generate funds; and had the ability to meet operational expenses. The organizations therefore remained relevant in operations.

Though there was widespread concurrence that networking was exercised in the organizations and that there was superior performance, descriptive information did not provide evidence of how it contributed to performance. Moreover, the mean for networking was greater than that of performance by a few units causing uncertainty as to whether there existed a relationship between them. Linear regression model (3) was consequently used. Preliminary tests conducted on model 3 were satisfied. At 5% significance level, the null hypothesis, there is no statistically significant contribution of networking to the performance of Community Based Organizations in Kisumu City was tested. The findings were revealed in table 4.

**Table 4: Linear regression analysis for the contribution of networking to performance**

Model		Unstandardized		Standardized	t	Sig.
		Coefficients				
		B	Std. Error	Beta		
1	(Constant)	2.181	.192		11.358	.000
	Networking	.470	.045	.526	10.507	.000

Goodness of fit:

$$R = .526$$

$$R^2 = .276$$

$$\text{Adjusted } R^2 = .274$$

---

$$F(1,289) = 110.403$$

$$P < .05$$

$$\text{Durbin-Watson: } 1.263$$

---

a. Outcome Variable: Performance

b. Input Variable: Networking

**Source:** Survey data (2017)

Table 4 showed a statistically significant moderate degree of positive correlation ( $R=.526$ ;  $P<.05$ ) between networking and performance. The value of R-square .276 was used to measure fraction of performance, which was attributed to networking. It revealed that roughly 27.6% of the variation in performance was explained by networking. The value of the adjusted R square provided suggestions of globalizing the model. It should have been as near to the value of R-square as may be appropriate if not identical. In the current study, the divergence from the final model was small, that is; .002 or else .2%. This meant that if the model was derived from the study population as a substitute to a sample, then it could have explained roughly .2% less variation in results. The value  $F_{(1,289)} = 110.403$ ;  $P < .05$  revealed that the regression model was statistically significant. The null hypothesis was therefore rejected. Standardized beta coefficients revealed that for one standard deviation increase in networking practices, performance was increased by roughly .526 units.

Table 4 and model 3 also revealed networking and performance had an optimal linear regression equation

$$Y = 2.181 + .470X \quad (4)$$

The linear regression model 4 revealed that networking had a statistically significant moderate correlation ( $R = .526$ ;  $P<.05$ ) with performance. The variations in the model were 27.6% attributed to the variations in networking. The linear regression model also showed that when networking was not practiced, performance was 2.181units and when networking was increased by an extra unit, performance was improved by .470 units.

While the current study assessed the contribution of networking to the performance of Community Based Organizations in Kisumu City, Kenya, Nanthagopan (2010) studied the impact of networking and linkages on organizational performance, a comparative study of local and international non-governmental organizations in Vavuniya District of Sri Lanka. The current study achieved networking through: attending business meetings; focusing on communication with other organizations; encouraging partnership with other organizations; accessing resources from other organizations; maintaining contact with other organizations; interaction among members and investing in networking. Nanthagopan (2010) study on the other hand focused networking to very good communications and partnerships with others, and serving people with mutual interest. While Nanthagopan (2010) results showed that, networking accounted for approximately 38% of the variation in organizational performance of local NGOs and approximately 21.9% of the variance in International NGOs, the current study revealed that networking accounted for approximately 27.6% of performance in Community Based Organizations.

In contrast, while the current study achieved networking through: attending business meetings; focusing on communication with other organizations; encouraging partnership with other organizations; accessing resources from other organizations; maintaining contact with other organizations; interaction among members for organizational effectiveness, efficiency and relevance, Black and Boal (1994) observed that resource acquisition being a function of social networks resulted in high growth and superior performance of the organizations. Moreover, according Black and Boal (1994), resource acquisition and performance of firms were observed to be statistically positively correlated. This concurred with results of the current study, which revealed that networking and performance of Community Based Organizations had statistically significant positive moderate correlation.

On modeling the relationship between networking and firm performance, Watson (2007) reported that firms which developed social networks change, impact on the amount of resources acquired with a net improvement in organizational performance. This conformed to the findings of the present investigation which revealed that intensifying networking enhanced performance of Community Based Organization.

Lynn (2010) study on the causal link between social networks and productivity revealed that in order to reduce the risks of layoffs, having a socially diverse network was important in achieving superior work performance. The results conformed with the current study in which diverse network strategies: attending business meetings; focusing on communication with other organizations; encouraging partnership with other organizations; accessing resources from other organizations; maintaining contact with other organizations; interaction among members and investing in networking also contributed to organizational effectiveness, efficiency and relevance.

Study by Murad (2012) about networking through social sites at workplace on job performance in Yemen and United States revealed that social networking site use intensity in the workplace influences organizational performance through mediating variables. Though the current study did not use mediating variables, the results revealed intensifying the use of networking strategies contributed to organizational effectiveness, efficiency and relevance.

## **7. Conclusion**

Networking practices had a statistically significant moderate positive correlation with performance of Community Based Organizations. Networking also attributed to the variations in performance of Community Based Organizations. The contribution of networking to the variation in performance of Community Based Organizations was statistically significant.

## **8. Recommendations**

Networking contributed to the performance of Community Based Organizations. The organizations should therefore intensify its practice with a view to enhancing their performance. Also, networking is a wide field with numerous operational strategies. Community Based Organizations should therefore invest in research to identify other network operational strategies which should be used for rapid improvement in performance of organizations.

## References

- Amin, M. E. (2005). *Social science research: Conception, methodology and analysis*, Makerere University Printery, Kampala
- Black, J. A., & Boal, K. B. (1994). Strategic resources: Traits, configurations and paths to sustainable competitive advantage. *Strategic Management Journal*, 15 (8), 131–148
- Chikati, J. (2009). *Monitoring and evaluation handbook*. Repared, Nairobi, Kenya
- Cohen J, (1988). *Statistical power analysis for the behavioral Sciences* (2<sup>nd</sup> Ed.), Routledge, New York
- Cooper, D. & Schilder, P. (2001). *Business research methods* (7<sup>th</sup> ed.), McGraw Hill, New York
- Creswell J. W. (2009). *Research Design: Qualitative, quantitative, and mixed methods approach*. London: Sage Publications Inc.
- Denscombe, M. (2007). *The good research guide for small-scale social research projects* (3rd edition). McGraw-Hill: New York, Open University Press.
- Frankel, J. R, & Wallen, N.E (2006). *How to design and evaluate research in education*, New York, McGraw- Hill
- Heilman, S., & Kennedy-Phillips, L. (2011). Making assessment easier with the organizational effectiveness model describe a comprehensive, step-by-step, mixed-methods assessment model. *American College Personnel Association and Wiley Periodicals*, 15 (6), 29–32, DOI:10.1002/abc.20046
- Horton, D. (2002). *Planning, implementing, and evaluating capacity development*. Retrieved from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.518.8285&rep=rep1&type=pdf>
- Jody Z. K. & Ray C. R. (2004). *Ten steps to a results-based monitoring and evaluation system: A handbook for development practitioners*. The World Bank, 1818 H Street, NW Washington, DC 20433. Retrieved from [www.worldbank.org](http://www.worldbank.org)
- Kathuri, J. R, & Pals, (1993). *Introduction to educational research*. Egerton University, Njoro, Educational Media Centre.
- Kothari, C.R. (2011). *Research methodology, methods and techniques*, New Age International Publishers, New Delhi
- Liu, W.; Sidhu, A.; Amanda, B.; & Valente, T. (2017). *Social network theory*. Retrieved from 10.1002/9781118783764.wbieme0092.
- Lynn, W. (2010). Social network effects on performance and layoffs: Evidence from the adoption of a social networking tool. Retrieved from <http://misrc.umn.edu/wise/papers/p1-13.pdf>
- Mohsen, T. & Reg, D. (2011). Making sense of Cronbach's Alpha. *International Journal of Medical Education*, 2, 53-55, editorial
- Mugenda, O.M & Mugenda, A. G. (2003). *Research methods quantitative and qualitative approaches*, Nairobi University Press
- Murad, M. (2012). *The effect of the use of social networking sites in the workplace on job performance*. Texas A&M International University, PhD dissertation

- Nanthagopan, Y. (2010). *Impact of networking and linkages on organizational performance: A comparative study between the local and international non-governmental organizations in Vavuniya District*. Retrieved from [https://www.researchgate.net/publication/222712324\\_IMPACT\\_OF\\_NETWORKING\\_AND\\_LINKAGES\\_ON\\_ORGANIZATIONAL\\_PERFORMANCE\\_A\\_COMPARATIVE\\_STUDY\\_BETWEEN\\_THE\\_LOCAL\\_AND\\_INTERNATIONAL\\_NONGOVERNMENTAL\\_ORGANIZATIONS\\_IN\\_VAVUNIYA\\_DISTRICT](https://www.researchgate.net/publication/222712324_IMPACT_OF_NETWORKING_AND_LINKAGES_ON_ORGANIZATIONAL_PERFORMANCE_A_COMPARATIVE_STUDY_BETWEEN_THE_LOCAL_AND_INTERNATIONAL_NONGOVERNMENTAL_ORGANIZATIONS_IN_VAVUNIYA_DISTRICT)
- Omolo, B.O (2013). *Training of community health workers*. Retrieved from [http://mci.ei.columbia.edu/files/2013/04/CHW-Training-Report\\_Manyatta-B-February-2013-.pdf](http://mci.ei.columbia.edu/files/2013/04/CHW-Training-Report_Manyatta-B-February-2013-.pdf)
- Oso, W.Y, & Onen, D. (2009). *A general guide to writing research proposal and report*. Jomo Kenyatta Foundation
- Raburu P.O., Okeyo-Owuor J.B. and Kwena F. (2012). *Community based approach to the management of Nyando Wetland, Lake Victoria Basin, Kenya*. Retrieved from [http://www.undp.org/content/dam/kenya/docs/energy\\_and\\_environment/Nyando%20Book%20-%20FINAL%20MOST-internet.pdf](http://www.undp.org/content/dam/kenya/docs/energy_and_environment/Nyando%20Book%20-%20FINAL%20MOST-internet.pdf)
- UNDP (2009). *Capacity development: A UNDP primer*. Retrieved from [www.undp.org/capacity](http://www.undp.org/capacity)
- Watson, J. (2007). Modeling the relationship between networking and firm performance. *Journal of Business Venturing*, 22 (6), 852–874
- Yogesh, K. S. (2006). *Fundamental of research methodology and scientists*, New Age International (P) Limited, New Delhi
- Zheng, W., Yang, B. & McLean, G. (2010). Linking organizational culture, structure, strategy, and organizational effectiveness: Mediating role of knowledge management. *Journal of Business Research*, 63(7), 763–771