

Effect of Integrated Marketing Practices and Organizational Structure on Efficiency and Effectiveness of NGOs in Nairobi City County, Kenya

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Abstract: *The aim of this study was to determine the effect of integrated marketing practices and organizational structure on efficiency and effectiveness of NGOs. The study adopted descriptive cross-sectional survey design where data was collected from one hundred and twenty two NGOs. The findings indicated a positive linear relationship between integrated marketing practices on efficiency and effectiveness of NGOs. Similarly, organizational structure affects NGOs efficiency and effectiveness positively. However, organizational structure does not moderate the relationship between integrated marketing practices and efficiency or effectiveness of NGOs. The study also found out that the joint effect of integrated marketing practices and organizational structure was greater than their individual effect. The study recommends embracing of integrated marketing practices as a strategy for improving organizational performance.*

Keywords: *Integrated Marketing, Organizational Structure, Efficiency, Effectiveness*

Date of Submission: 11-08-2017

Date of acceptance: 24-08-2017

I. Introduction

Integrated marketing is defined in different ways by different writers. For instance [1] views Integrated Marketing as a process that involves devising and developing of marketing programs to create, communicate and deliver value for customers such that the whole is greater than the sum of its parts. It is a strategy that takes into account implementation of leveraging and unifying different marketing activities that complement and reinforce each other, so that the marketing process is not only more consistent across different mediums, but also more effective in meeting marketing objectives and increasing a business's bottom line [2]. [3] Views Integrated marketing as a "holistic discipline that inspires coherent and creative organization, culture and customer experience alignment around fundamental truths of the brand to deliver value to customers, employees and the organization". [4] Holds the view that integrated marketing is the disciplined process of choosing the appropriate marketing strategy, combined with the appropriate mix of tactics, methods, channels, media and activities that best support the desired end result of the defined marketing activity. [5] Defines integrated marketing as strategy aimed at unifying different marketing methods with an overall objective of complementing and reinforcing market impact of each method while [6] holds the view that it involve combination of marketing tactics to help deliver one marketing strategy.

From these definition we conclude that integrated marketing is a broader concept that takes into account not only promotion aspect or marketing communication but also other components of marketing mix such as price, product and place (distribution). As pointed out by [1] a variety of marketing activities can create, communicate and deliver value to the customers. Therefore, the marketer should design and implement any one of the marketing activities without neglecting the effect of the others. All company communication must be integrated where every component reinforces and complements each other. Each tool communicates on its own and improves effectiveness of others to deliver a consistent brand message at every contact. The company must also develop an integrated channel strategy and assess each channel options for its direct effect on product sales and brand equity as well as its indirect effect through interactions with other channel options. In this study, integrated marketing was assessed on dimensions such as brand awareness, service processes, commonality of

the vision, use of integrated marketing communication channels, promotional strategies, competitive pricing, quality customer service, building of long-term relationship and development of clear marketing plans and strategies.

[7] Defines organization structure as the formal pattern of interaction and coordination designed by management to link the tasks of individuals and groups in achieving organizational goals. It is the sum of the ways in which an organization divides its labor into distinct tasks and then coordinates them. On his part [8] views organizational structure as the formal configuration between individuals and groups regarding the allocation of tasks, responsibilities, and authority within the organization. [9] Holds the view that organizational structure is the formal system of task and reporting relationships that controls, coordinates, and motivates employees so that they cooperate to achieve an organization's goals. [10] Stated that organizational structure consists of job positions, their relationships to each other and accountabilities for the process and sub-process deliverables. Critical examination of these definitions leads to the view that organizational structure is a system of allocating work and power in the organization for maximum output. This process requires the clear definition of work to be done and qualifications required. This study considered dimensions of organization structure to include presence of control systems, allocation of duties and responsibilities, knowledge of mission, vision and goals of the organization, presence of Communication channels and organizational culture.

Measures of the organizational performance accepted by many scholar include effectiveness and efficiency [11]. According to [12], effectiveness is a measure of the degree to which a business achieves its goals or the way outputs interact with the economic and social environment. It is measured by dimensions such as relationship between leader and staff, employee's identification with the organization, involvement in the decision making process and attachment felt by an individual to the organization [12]. On the other hand [13] states that efficiency measures relationship between inputs and outputs and how successfully the inputs are transformed into outputs. The fewer the inputs used to generate outputs, the greater the efficiency. [12] Further argues that organizational performance can be measured by quantifying and multiplying efficiency and effectiveness. [14] Was of the opinion that efficiency allows organizations to do the same amount of work with fewer resources while effectiveness allows organizations to generate higher revenues independent of resources required. On their part, [15] concluded that efficiency refers to doing things in a right manner. Scientifically, efficiency is defined as the output to input ratio and focuses on getting the maximum output with minimum resources. Effectiveness, on the other hand refers to doing the right things and constantly measures if the actual output meets the desired output. This study used dimensions of efficiency such as cost of programs, value addition, meeting performance targets, funds received, keeping of standard records, timely services, optimal use of organizational facilities and evaluation progress while effectiveness was assessed through ability to attract and sustain donor funding, improvement on intended services, ability to keep organization vision, mission and objectives, service quality, programs community acceptance and levels of awareness among others.

II. Literature Review

According to [1] Integrated marketing refers to the process of devising and developing marketing programs to create, communicate and deliver value for customers such that the whole is greater than the sum of its parts. It takes into account the 4Ps of marketing and how they are manipulated to give customer value. Studies have shown that nonprofit organizations have started embracing concepts of marketing in their operations. For instance [16] argued that to gain an advantage, many non-profit organizations have adopted philosophies and strategies once commonly associated with for-profit corporations. Concepts of integrated marketing such as market segmentation, market orientation, database marketing and branding, have been successfully applied to the non-profit sector. On their part [17] concluded that face-to-face communication, listening and ongoing communication with supporters were dimensions of integrated marketing that had stronger impact to all organizational stakeholders.

[18] Identified website, social media, word of mouth, strategic alliances, annual reports, public relations and the media, events and direct mail and e-mail as some components of integrated marketing affecting performance of NGOs. [19] Held the view that adoption of an open tool that uses a single framework for all communication, developing of team partnership and shared mission between all internal and external agencies and incorporating a process of working together that enables the best solution mix to be developed rather than initially prescribed for NGOs would result in increased efficiency. On their part [20] concluded that database marketing, face-to-face communication, and listening were elements of integrated marketing tactics considered most successful by organizations interested in building and sustaining relationships with supporters especially donors. The study further concluded that Donor/volunteer appreciation and recognition and mailings to supporters were also significant in maintain good relationships. [21] Concluded that interaction and synergy are important drivers for integrated marketing in nonprofits and that marketing instruments must be combined in such a way that the organizational offerings is consistently marketed. This implies that offerings must be

directed in the same way and should reinforce each other. This would result in organizational efficiency and effectiveness.

[22] Though his study was based on literature review, held the view that organization should make a brand promise through planned and unplanned messages to ensure consistency and maximum impact. This study however concentrated on integrated marketing communication tools only. [23] Revealed that NGOs in Gambia have ambiguous performance standards and that they should stick to their mission as the main way of assessing their performance. [24] After a thorough literature review came to a conclusion, "Although the literature shows several definitions and approaches of performance measurement and management in NGOs, there still is no mutual agreement regarding what are the main components and measures that should be utilized to assess NGOs performance". They concluded that performance could be assessed through financial sustainability, program performance and organizational functions. From the reviewed literature, a number of issues that have emerged guided this study. First there was confusion on the difference between integrated marketing and integrated marketing communication. Writers such as [16-21] treated these concept as synonymous. This study has taken the view that integrated marketing communication is a component of integrated marketing. The study further found out that there were no clear measures of NGOs effectiveness and efficiency. Literature review has demonstrated that practice of integrated marketing is rare in NGOs and where it is practiced, only one dimension of integrate marketing, that is marketing communication is dominant. It is also evident that the studies reviewed were done in more developed countries and not much work from developing countries. This study therefore sought to fill these gaps by examining the effect of integrated marketing practices on efficiency and effectiveness for NGOs in Nairobi, Kenya.

III. Research Problem

Application of marketing principles in non-profit organization may be founded on the "Three Dichotomies Model" [25]. The model categorizes marketing activities along three dimensions namely: profit sector/nonprofit sector, micro/macro and positive/normative dichotomies. This model provides a useful framework for assessing the usefulness of marketing practices for nonprofit organizations. NGOs in Kenya have been experiencing a myriad of challenges in their operations. For instance [26] indicated that, global economic recession and political transformation had resulted in intensive competition over scarce resources available to NGOs in Kenya. On his part [27] argued that NGOs in Kenya were facing identity, credibility and image crises and that most of them could not attract donor funding which is viewed as their main source of revenue. These challenges could be addressed by incorporating integrated marketing in NGOs operation strategy.

A study by [28] in UK showed that lack of integrated marketing practices posed a number of challenges to not for profit organizations. There were contradictory /fragmented customer/donor experience between advertisement and actual service delivery. Further, the study found out that there was divergence between customer promise and employee experience as well as lack of harmony between marketing professionals working in the same NGOs. They concluded that these organizations could obtain a 10–25% enhancement of communication cost-effectiveness if they adopted integrated marketing communication. The purpose of this study was to examine the extent to which NGOs in Kenya embrace integrated marketing and the extent to which this could make them more efficient and effective in their operations. The study was guided by the following objectives:

- (i) To determine the effect of integrated marketing practices on the effectiveness and efficiency of Non-Governmental Organizations (NGOs).
- (ii) To establish the effect of organizational structure on efficiency and effectiveness of NGOs.
- (iii) To determine whether the relationship between integrated marketing practices and efficiency & effectiveness of NGOs was moderated by organizational structure.
- (iv) To assess the joint effect of integrated marketing practices and organizational structure on efficiency and effectiveness of NGOs.

IV. Research Methodology

The research design for this study was descriptive cross-sectional survey. Data was collected from 122 NGOs operating in Nairobi City County in Kenya. A questionnaire was developed and administered to respondent online and through drop and pick method. The questionnaire was tested for reliability through Cronbach's Alpha test and confirmatory factor analysis test. It was further tested through a Pilot survey at two levels. First, the study considered items that had been tested for reliability by other researchers and secondly, the questionnaire was pre-tested using fourteen NGOs randomly selected from the list but similar to the sample used in the study. The results of these test showed that the instrument was reliable.

The instrument was further subjected to validity tests. Validity refers to the extent to which difference in observed scale scores reflect the difference among objects on the characteristic being measured [29]. Face validity test and convergent validity test showed that instrument gathered the intended information. Correlations

analysis was used to test relationship between independent variable (integrated marketing) and the dependent variable (efficiency and effectiveness). Further, regression analysis test was used to assess strength of relationship between the independent and dependent variables.

V. Findings

Reliability Test

The results of Cronbach alpha test are presented in Table 1 and indicate that the three variables were statistically significant. Integrated Marketing scored 0.876, organizational structure 0.893 and efficiency and effectiveness 0.937.

Table 1: Cronbach Alpha Reliability Test Statistics

Variable	Cronbach's Alpha	N of Items
Integrated Marketing	.876	9
Organizational structure	.893	5
Efficiency and Effectiveness	.937	16

An instrument is said to be reliable if it scores more than 0.7. This is an indication that the scale used was appropriate for the study.

Factor Analysis

To determine critical factors underlying the study variables, data was subjected to factor analysis using the principal component analysis method and the results are presented in Table 2.

Table 2: Factor Analysis

Variable	Extracted Factors	Cumulative Variance Accounted for
Integrated Marketing	Branding Promotion Pricing	60.831%
Organizational Structure	Structure	69.938%
Efficiency and Effectiveness	Efficiency Standards Effectiveness	63.055

These findings indicate that integrated marketing practices had three components namely branding, promotion and pricing accounting for 60.831% of cumulative variance. Organizational structure had one critical factor (structure) accounting for 69.938% variance while efficiency and effectiveness had three critical factors; efficiency, effectiveness and performance standards accounting for 63.055% variance. In all the three cases KMO values were greater than 0.5 (>0.5) which is the recommended value indicating that the sample was adequate and that the variance in the study variables was caused by the underlying factors [30]. Bartlett test of Sphericity was $p=0.00$ which is less than the level of significance of 0.05 indicating that the correlation matrix was not identity which implies that the research instrument was appropriate for the study.

Correlation Analysis

The data obtained was subjected to Pearson correlation analysis to establish the degree of association between independent and the dependent variables and the results are presented in Table 3. The findings show that there was a strong positive correlation between integrated marketing and efficiency and effectiveness with $R=.612$. Similarly there was a strong positive correlation between organizational structure and efficiency and effectiveness of NGOs with $R=.710$. These findings allowed the data to be subjected to regression analysis since it was established that there was a strong association between the variables.

Table 3: Correlations analysis

		1	2	3
Integrated Marketing	Pearson Correlation Sig. (2-tailed)	1		
Organizational Structure	Pearson Correlation Sig. (2-tailed)	.669** .000	1	
Efficiency & Effectiveness	Pearson Correlation Sig. (2-tailed)	.612** .000	.710** .000	1
** . Correlation is significant at the 0.01 level (2-tailed). N= 122				

Regression Analysis

To test hypothesize of the study using regression analysis, data was subjected to parametric tests. These are tests carried out to confirm assumption made while using regression and included the normality test, homogeneity, linearity test and independence of error test.

Normality test was carried out using One-Sample Kolmogorov-Smirnov Test and the results are presented in Table 4. This tests the assumption that data is not normally distributed. If the p-value is greater than the significant level, we fail to reject null hypothesis and conclude that data is normally distributed. The results in Table 4 show that data was normally distributed and therefore appropriate for regression analysis.

Table 4: One-Sample Kolmogorov-Smirnov Test

		Integrated Marketing	Organizational Structure	Efficiency & Effectiveness
N		122	122	122
Normal Parameters ^{a,b}	Mean	3.833415	4.189481	4.117377
	Std. Deviation	.6470162	.7300333	.6079294
Most Extreme Differences	Absolute	.100	.152	.113
	Positive	.048	.133	.073
	Negative	-.100	-.152	-.113
Kolmogorov-Smirnov Z		1.102	1.676	1.253
Asymp. Sig. (2-tailed)		.176	.077	.087

a. Test distribution is Normal.
b. Calculated from data.

Homoscedasticity (homogeneity of variance) refers to the assumption that the dependent variable exhibits similar amounts of variance across the range of values for an independent variable [31]. To test for homoscedasticity, Levene test (1960) for equality of variance was computed using one-way ANOVA procedure and the results are presented in Table 5. Levene’s probability statistics were more than the significance level of 0.05 which implies that the variances are equal hence homogeneity of variance.

Table 5: Test of Homogeneity of Variances

	Efficiency & Effectiveness			
	Levene Statistic	df1	df2	Sig.
Integrated Marketing	2.561	20	90	.071
Organizational structure	1.546	11	105	.126

Test of linearity was carried out using one way ANOVA and the results are presented in table 6. These results indicate there is significant positive linear relationship between both independent variables (integrated marketing and organizational characteristics) and the dependent variable (efficiency and effectiveness). Confirmation of this linear relationship supports use of regression analysis in testing the hypothesis.

Table 6: Test of Linearity

			Sum of Squares	df	Mean Square	F	Sig.
Integrated marketing							
Between Groups	(Combined)		23.532	31	.759	3.225	.000
	Linear Term	Weighted	16.773	1	16.773	71.251	.000
		Deviation	6.759	30	.225	.957	.538
Within Groups			21.187	90	.235		
Total			44.719	121			
Organizational structure							
Between Groups	(Combined)		24.605	16	1.538	8.028	.000
	Linear Term	Weighted	22.570	1	22.570	117.825	.000
		Deviation	2.035	15	.136	.708	.771
Within Groups			20.114	105	.192		
Total			44.719	121			

Test of Hypothesis One

The first objective of this study was to determine the effect of integrated marketing on the effectiveness and efficiency of Non-Governmental Organizations. To realize this objective hypothesis H₁ was tested using simple regression analysis and the result are presented in Table 7.

H₁: There is a statistically significant relationship between integrated marketing practices and effectiveness and efficiency of Non-Governmental Organizations.

Table 7: Regression analysis for integrated marketing practices on efficiency & effectiveness of NGOs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.612 ^a	.375	.370	.4825796	.375	72.023	1	120	.000	1.819
a. Predictors: (Constant), Integrated Marketing b. Dependent Variable: Efficiency & Effectiveness										
Model	Unstandardized Coefficients			Standardized Coefficients		t	Sig.			
	B	Std. Error	Beta							
1	(Constant)	1.911	.264		7.252	.000				
	Integrated Marketing	.575	.068	.612	8.487	.000				
a. Dependent Variable: Efficiency & Effectiveness										

From Table 7, simple regression model summary for integrated marketing practices predicting efficiency & effectiveness of NGOs was statistically significant $F(1, 120) = 72.023$ and accounted for 37% variance. The standardized beta coefficient for integrated marketing of 0.612 was also statistically significant. Drawing from these results the study fails to reject H_1 and conclude that there is a statistically significant relationship between integrated marketing practices and effectiveness & efficiency of NGOs. The regression equation for this relationship is

$$Y = 1.911 + 0.612X \tag{i}$$

Where

Y= Efficiency & effectiveness

X= Integrated marketing practices

These results indicate that for every unit change in integrated marketing practices there would be 0.612 change in efficiency and effectiveness of NGOs. Managers of NGOs endeavoring to improve on these aspects would gain a lot if they incorporated dimension of integrated marketing practices in their marketing strategy.

Test of Hypothesis Two

The second objective of this study was to establish the effect of organizational structure on efficiency and effectiveness of NGOs. This led to developing of hypothesis H_2 .

H_2 : *There is a statistically significant relationship between organizational structure and efficiency & effectiveness of NGOs.*

H_2 was tested through simple regression analysis and the results are presented in Tables 8.

Table 8: Regression analysis for organizational structure on efficiency & effectiveness of NGOs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.710 ^a	.505	.501	.4296171	.505	122.286	1	120	.000	1.857
a. Predictors: (Constant), Organizational Structure b. Dependent Variable: Efficiency & Effectiveness										
Model	Unstandardized Coefficients			Standardized Coefficients		t	Sig.			
	B	Std. Error	Beta							
1	(Constant)	1.639	.227		7.204	.000				
	Organizational Structure	.592	.053	.710	11.058	.000				
a. Dependent Variable: Efficiency & Effectiveness										

From Table 8, the simple regression model summary for organizational structure predicting efficiency & effectiveness of NGOs was statistically significant $F(1, 120) = 122.286$ and accounted for 50.1 % variance (Adjusted R). The standardized beta coefficient for organizational structure of 0.710 was also statistically significant. From these results, the study fails to reject H_2 and concludes that there is a statistically significant relationship between organizational structure and effectiveness & efficiency of NGOs. This relationship is presented in equation (ii).

$$Y = 1.639 + 0.701X \tag{ii}$$

Where,

Y= efficiency and effectiveness

X= organizational structure

These findings indicate that for every unit change in organizational structure, there would be 0.701 change in effectiveness and efficiency of NGOs. This implies that changes in organizational structure will go a long way in improving efficiency and effectiveness of NGOs.

Test of Hypothesis Three

The third objective of this study was to determine whether the relationship between integrated marketing and efficiency and effectiveness of NGOs was moderated by organizational structure. To achieve this objective hypothesis H₃ was formulated.

H₃: Relationship between integrated marketing practices and efficiency & effectiveness of NGOs is moderated by organizational structure.

To test H₃ an interaction term which was a product of integrated marketing practices centered means and organizational structure was developed. Multiple regression analyses that involved integrated marketing, interaction term, and organizational structure as predictor variable with efficiency and effectiveness as dependent variable was carried out and the results are presented in Table 9.

Table 9: Regression analysis for moderating effect of organizational structure on relationship between integrated marketing and efficiency & effectiveness of NGOS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F	df1	df2		
1	.735 ^a	.540	.528	.4175455	.540	46.166	3	118	.000	1.927

a. Predictors: (Constant), Integrated Marketing, Interaction Term, Organizational Structure
b. Dependent Variable: Efficiency & Effectiveness

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	1.427	.306		4.665	.000
	Organizational Structure	.438	.075	.526	5.817	.000
	Interaction Term	-.036	.064	-.043	-.562	.575
	Integrated Marketing	.226	.080	.241	2.834	.005

a. Dependent Variable: Efficiency & Effectiveness

From Table 9 the model summary for moderating effect of organizational structure on relationship between integrated marketing and efficiency & effectiveness of NGOs was statistically significant F (3, 118) = 46.166 and accounted for 52.8% variance. The standardized beta coefficient for organizational structure of .526 at p value = 0.000 and integrated marketing of 0.241 p value = 0.005 were statistically significant while that of interaction term of -0.043 and p value = 0.575 was insignificant. This led to rejection of H₃ and conclusion that relationship between integrated marketing practices and efficiency & effectiveness of NGOs is not moderated by organizational structure. This implies that any NGO incorporating integrated marketing could improve their efficiency and effectiveness irrespective of the nature of the organizational structure.

Test of Hypothesis Four

The study sought to assess the joint effect of integrated marketing and organizational structure on efficiency and effectiveness of NGOs by developing H₄.

H₄: The combined effect of integrated marketing practices and organizational structure is stronger in predicting efficiency and effectiveness than their individual effect.

H₄ was tested through stepwise regression and the results are presented in Tables 10.

Table 10: Regression analysis for combined effect of integrated marketing and organizational structure on efficiency and effectiveness of NGOS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F	df1	df2		
1	.710 ^a	.505	.501	.4296171	.505	122.286	1	120	.000	
2	.734 ^b	.539	.531	.4163431	.034	8.774	1	119	.004	1.927

a. Predictors: (Constant), Organizational Structure
b. Predictors: (Constant), Organizational Structure, Integrated Marketing
c. Dependent Variable: Efficiency & Effectiveness

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			

1	(Constant)	1.639	.227		7.204	.000
	Organizational Structure	.592	.053	.710	11.058	.000
2	(Constant)	1.324	.245		5.412	.000
	Organizational Structure	.453	.070	.544	6.498	.000
	Integrated Marketing	.233	.079	.248	2.962	.004

a. Dependent Variable: Efficiency Effectiveness

The stepwise regression model was developed in two steps. In step one, the model was statistically significant $F(1, 120) = 122.286$ incorporating organizational structure and accounted for 50.1% variance (adjusted R). The second model was also statistically significant and added 0.034 gain in variance so that the final model accounted for approximately 53% variance. The standardized beta coefficients for the final model were also statistically significant. From these analysis the study fails to reject hypothesis H_4 and conclude that the combined effect of integrated marketing and organizational structure is stronger in predicting efficiency and effectiveness than the individual variables.

The regression equation for this relationship:

$$Y = 1.324 + 0.544X_1 + 0.248X_2$$

Where,

Y= Efficiency and effectiveness

X_1 = Organizational structure

X_2 = Integrated marketing practices

The model implies that for every unit change in organizational structure and integrated marketing there is a change of 0.544 and 0.248 respectively on efficiency & effective respectively. NGOs incorporating both organizational structure as well as integrated marketing practices would achieve greater improvement on efficiency and effectiveness than from any of the variables.

VI. Discussion And Conclusions

The findings of this study indicate that integrated marketing is a core dimension of marketing that can improve efficiency and effectiveness of NGOs. Marketers and leaders of NGOs should appreciate the significant role that marketing can play in addressing their image, identity and credibility crisis. The findings of this study support the work of [25] and leads to a conclusion that integrated marketing practices would enhance NGOs performance on efficiency and effectiveness not only in developed countries like UK, US and Sweden but also in developing countries like Kenya. By adopting integrated marketing practices, this study has shown that NGOs would be able to build their reputation, improves their service processes and bring about commonality of vision among the different players in the sector. Integrated marketing practices would help NGOs develop appropriate marketing communication, pricing as well as distribution strategies. When these dimensions of marketing are integrated, there is synergy that results in better and quality client services, building of long-term relationships with key stakeholders and development of appropriate marketing plan and strategy for sustainability. The findings further suggest that organizational structure does not moderate the relationship between integrated marketing practices and efficiency & effectiveness of NGOs. However, organizational structure is a strong predictor variable on efficiency and effectiveness of NGOs as it accounted for 50% on total variance. This implies that managers of NGOs who want to keep their organizations afloat need to re-examine organizational structure in areas of job description and job specification as well as communication channel to ensure they are fully functional. Knowledge of the purpose of the organization and the goals must also be built among the staff to improve efficiency and effectiveness. Similarly, control systems should be improved and the role of culture taken into account as they are both major factors in influencing performance of NGOs.

The study finding finally indicate that combined effect of integrated marketing and organizational characteristics would have a stronger positive impact on efficiency and effectiveness of NGOs as this accounted for 53% of total variance. This implies that by embracing these dimensions, NGOs would be in a position to meet performance targets, account for funds received and also offer timely services to their clients. They would manage the cost of their programs well, increase value addition, make optimal use of their facilities as well as evaluate their progress. The findings also indicate that NGOs that value integrated marketing practices while working on their organizational structure would also attract and sustain donor funding, improve services quality, keep their vision and mission as well as enhance programs community acceptance. These findings demonstration that combined effect of integrated marketing and organizational structure accounted for only 53% variance point to the need for researchers to identify other factors that may impact on efficiency and effectiveness of NGOs.

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* John Njau Kamau " Effect of Integrated Marketing Practices and Organizational Structure on Efficiency and Effectiveness of NGOs in Nairobi City County, Kenya" International Journal of Humanities and Social Science Invention (IJHSSI) 6.8 (2017): 41-49.