

MAKERERE UNIVERSITY



MAKERERE UNIVERSITY BUSINESS SCHOOL

**PLAN IMPLEMENTATION, EMPLOYEE COMMITMENT AND ORGANISATIONAL
PERFORMANCE IN UGANDA DURING COVID-19 LOCKDOWN: THE CASE OF
NGOs IN OBONGI DISTRICT**

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**A DISSERTATION SUBMITTED TO MAKERERE UNIVERSITY BUSINESS SCHOOL
(FACULTY OF GRADUATE STUDIES AND RESEARCH) IN PARTIAL
FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF
MASTER OF HUMAN RESOURCE MANAGEMENT OF MAKERERE UNIVERSITY.**

NOVEMBER 2023

PLAN A

DECLARATION

I **OGWANG EVALINE** do hereby declare that this dissertation is original work and has not been submitted to any university, college or school for any award.

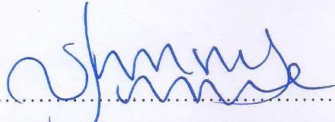
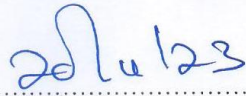
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APPROVAL

This dissertation entitled "*Plan Implementation, Employee Commitment and Organizational Performance in Uganda during COVID-19 lockdown: The case of NGO's in Obongi District*" by OGWANG EVALINE was conducted under our supervision and submitted with our approval.

Signed:  Date: 
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Signed:  Date: 
MR. OCEN EDWARD

DEDICATION

This dissertation is dedicated to my beloved daughter Eliana Annabel Lesi, my parents Emmanuel Ogwang and Christine Akello, my work supervisors, and colleagues. I' am in a special way grateful to you.

ACKNOWLEDGEMENT

I wish to send my deep heart appreciation to Almighty God for the gift of life and protection during the preparation of the research report. I would like to recognize everyone who provided material, spiritual, and moral support during the process of developing this dissertation.

Special appreciation goes to my supervisors Associate Professor Nyeko Sonny and Mr. Ocen Edward for their guidance and inspiration.

I would like to appreciate those who generously contributed and shared their knowledge, especially Patricia, Emily, Piera, and Judith for they have value in my academic and professional development.

LIST OF ABBREVIATIONS

BSC:	Balanced Scorecards
COVID-19:	Corona Virus Disease 2019.
CSOs:	Civil Society Organizations
HIV & AIDS:	Human Immunodeficiency Virus and Acquired immunodeficiency syndrome.
HRSA:	Health Resources and Services Administration
ILO:	International Labor Organization
N.D:	No Date.
NGOs:	Non-Governmental Organizations
UNAIDS:	United Nations
UNHCR:	United Nations High Commissioner for Refugees
UWSENE:	United Way of Southeastern New England.

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ABSTRACT

This study was purposed to investigate the relationship between plan implementation, employee commitment and organizational performance.

A cross-sectional quantitative design was used. The researcher issued 132 questionnaires and received 108 questionnaires giving a response rate of 81.8%. The reliability of the tools showed that all variables under study were reliable with Cronbach's alpha statistic for all of the variables was above 0.70-threshold value suggested by Nunnally, (1978).

The findings of the correlation analysis showed a significant positive relationship between plan implementation and organizational performance ($r = 0.585$, $p < 0.01$). It also indicated significant positive relationship between employee commitment and organizational performance ($r = 0.537$, $p < 0.01$) implying that a positive increase in plan implementation and employee commitment are associated directly with a positive improvement in organizational performance of NGOs in Obongi district. The regression analysis showed that plan implementation and employee commitment had a significant positive influence on organizational performance ($\beta = 0.425$ and $\beta = .334$, $P < 0.01$).

The researcher recommends that; Management of NGOs need to initiate a policy of providing opportunities for leadership development for its staff. This will help them to engage closely and creatively with activities that will improve the performance of the organization. Management of NGOs also need to provide strict accountability measures for its staff so that all resource allocation decisions are thoroughly vetted, and that there is monitoring system for all allocations. This would also ensure that all resource allocation decisions serve the best interest of the organization. The management of NGOs should establish a cohesive relationship with the employee so that employees should see themselves as an integral part of the organization as this will lead to superior performance that will lead to profitability. The Management of NGOs should try to reduce employee's turnover by creating favorable working conditions in term of good salary, good treatment, job security, and enough attention from the managers.

CHAPTER ONE

1.0 Introduction

This chapter covers background of the study, problem statement, purpose of the study, research objectives, research questions, scope of the study, significance of the study and conceptual framework.

1.1 Background to the study

Managers spend considerable time planning, preparing, setting goals and objectives, discussing and reporting, in the hope of improving organizational performance (Corvellec, 2012). Organizational performance is the actual outputs of an organization obtained measured against its intended outputs (goals and objectives) (Farlex, 2012). According to Luo *et al.* (2012), measuring organizational performance comprises efficiency, productivity, effectiveness and ranking. However, during the COVID-19 pandemic, humanitarian work was adversely affected in Uganda (UNHCR, 2021). The impact the Corona Virus Disease (covid-19) pandemic has reduced the stability of the Uganda economy and Obongi district in particular. One of the most common phenomena is the decline in employee performance during the COVID-19 pandemic. This study discusses employee performance during the COVID-19 pandemic and the phenomena of work from home with an observation period of 2020 to 2022. NGO performance snapshot in Uganda by UNHCR, (2021) showed that cash and food assistance to refugees reduced, woodlot establishments reduced, and household emergency livelihood support also reduced. Furthermore, a study by World Bank (2021:19) shows that “access of persons of interest to drinking water, medicine and medical treatment were significantly lower “in Uganda during the COVID-19 pandemic.

Globally, from March 2020 until now, people are still feeling the impact of the COVID-19 pandemic, which has reduced economic stability on a large scale. The Ministry of Manpower (Kemnaker) reported that as many as 72,983 employees had become victims of Termination of Employment (layoffs) due to the COVID-19 pandemic (Dwi Aditya Putra, 2022). From the survey results, it was stated that 9 out of 10 companies in Indonesia were directly affected by the COVID-19 pandemic. The loss was due to declining sales, so the company was forced to lay off or reduce the salaries of its employees (Kemnaker, 2022).

Previous studies have attributed the low performance of NGOs to several factors: funding limitations (Agere, 2014), corruption and embezzlement (Coetzer, 2013), the lack of cooperation between the NGOs and the governments (UNAIDS, 2014b), among others. It's not known which factor(s) have led the poor organizational performance in Uganda during the pandemic. Not underscoring the role of the above factors, the reduced implementation of plans (Tardi, 2021) and employee commitment during the COVID-19 pandemic lockdown appears to have played an important role.

Plan implementation refers to the steps a team undertakes to accomplish a shared goal or objective (Team Asana, 2021). It combines strategy, process, and action includes all parts of the project from scope to budget and beyond. (Gamnaist, n.d). During lockdown, planned activities by NGO operations were badly affected. The lockdown hampered access to essential services by limiting transportation and in-person work (ILO, 2021). Also, the fact that personnel working for most CSOs did not receive special travel permits following the closure of public transport in Uganda (Uganda Network of Young People Living with HIV & AIDS, 2020) suggests NGO operations in Uganda did not go as planned during the lockdown and ultimately NGO performance.

Employee commitment on the other hand is the want by an employee to serve an organization to help the organization achieve its objectives (Mugizi *et al.*, 2015). According to Parfyonova,

(2012), employee commitment has affective, continuance, and normative perspectives. So, during the COVID-19 lockdown, most humanitarian organizations closed offices, scaled-down operations and engaged employees to work remotely (Aguinis & Burgi-Tian, 2021). The closure and reduction in the size of the essential workforce in many NGOs in Uganda curtailed their employees' ability to continue serving (Blick, Blandin & Martens, 2020). In addition, Duran and Sanchez, 2021) indicated that employees who work from home face distractions from family members and also the absence of structure leads to loss of rhythm, motivation and focus.

From the above, it's possible that the poor NGO performance in Obongi district, Uganda during the pandemic could be attributed to the poor implementation of organization's work plans and employee commitment during the lockdown. The Chief Administrative Officer Mr. Ouma Charles noted that some NGOs were not willing to share their work plans, budgets and performance reports with the district yet this was a legal requirement (Obongi District Budget Conference, 2020). Although researchers have attempted to analyze the critical factors hindering NGO performance (Coetzer, 2013; Agere, 2014), little literature is available on what impact the limited employee commitment and plan implementation during the lockdown have on the performance of NGOs in Uganda. Thus, this study is set to fill the gap in literature. But due to limited resources and for convenience, the study will be limited to the NGOs operating in Obongi district.

1.2 Problem Statement

NGOs have done a lot to improve the lives of persons of interest in Uganda. However, the closure of offices, the scaling down of operations, etcetera (Aguinis & Burgi-Tian, 2021) greatly affected their performances during the COVID pandemic. Evidence shows organizational performance was low in many NGOs in Obongi district. There was a 30% reduction in food ratio to refugees and asylum seekers (ILO, 2020), only 46% of refugees received cash-based food assistance, 54% in-

kind, 13% received livelihood support 29% received multi-sectoral support in Obongi district (UNHCR, 2021). World Bank (2021:19) study further found out that “access to drinking water, medicine and medical treatment to persons of interest were significantly lower” in Uganda during the COVID-19 pandemic.

If the impacts of COVID-19 last longer globally, or if the virus spreads more widely in Uganda, female persons of interest could take up survival sex to support their families (UNHCR, 2020b). This will expose them to HIV/AIDS and other sexually transmitted infections and increases the rates of unwanted pregnancies among persons of interest especially in the context that access to reproductive health services is constrained due to the reduction in services provided by humanitarian actors (Bukuluki *et al.*, 2020).

As the effects of poor performance of NGOs continue to be felt among the persons of interest, it's not known what exactly is causing the poor performance of NGOs during the pandemic. Previous studies have attributed poor performances of NGOs to poor implementation of work plans (Aguinis & Burgi-Tian, 2021) and employee commitment (Blick, Blandin & Martens, 2020) during the pandemic lockdown. It could be the same factors instigating the poor performance of NGOs in Uganda, hence the need to conduct a special investigation.

1.3 Purpose of the study

The purpose of the study is to establish the relationship between plan implementation, employee commitment and organizational performance in Obongi district.

1.4 Research objectives

The study will be guided by the following objectives.

- i. To establish the relationship between plan implementation and organizational performance.

- ii. To establish the relationship between employee commitment and organizational performance.
- iii. To establish the predictive power of plan implementation and employee commitment on organizational performance.

1.5 Research questions

The following research questions will guide the study.

- i. What is the relationship between plan implementation and organizational performance?
- ii. What is the relationship between employee commitment and organizational performance?
- iii. What is the predictive power of plan implementation and employee commitment on organizational performance?

1.6 Scope of the Study

The study will have the following scope:

1.6.1 Geographical scope

The research will be limited to studying organizations with specific focus on NGOs operating in Obongi district.

1.6.2 Content Scope

The study will put emphasis on the relationship between plan implementation, employee commitment, and organizational performance.

1.6.3 Time Scope

The researcher will attempt to complete the research proposal by end of May 2022 and the literature review is expected to cover a period of at least 10 years, that is 2010 – 2021.

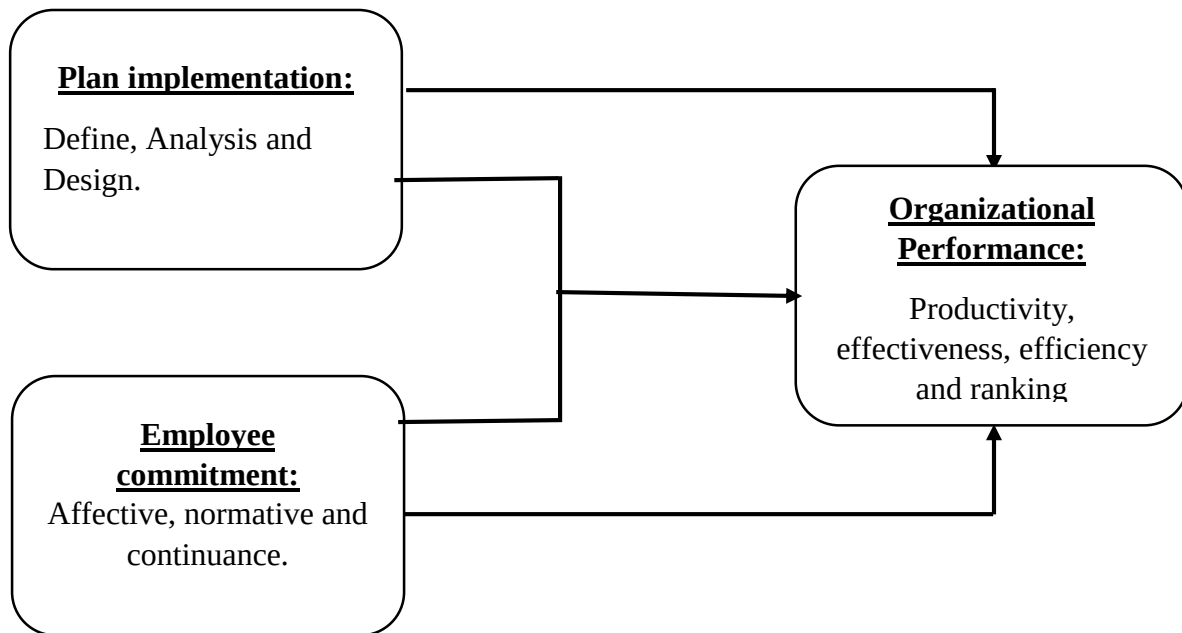
1.7 Significance of the Study

The study will emphasize significance to government policy, practice and practitioners and future areas of research.

- a) The findings will be of importance to practitioners so that they understand particularly how emotional intelligence can contribute to project success organizations in Obongi district and Uganda at large.
- b) The study will influence government policymakers and in the private sector in policy formulation in work plan implementation, employee organizations organizational performance.
- c) Furthermore, the findings of the study will help the academicians and other intellectuals undertaking similar research studies.

1.8 Conceptual framework

Figure 1: Conceptual framework



Source: Merriam-Webster, (2021), Mugizi et al. (2015), Luo et al. (2012) and modified.

Explanation of the model: The model means that plan implementation leads to thenizati the performance. Employee commitment leads to organizational performance. Or a combination of plan implementation and employee commitment lead to organizational performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter presents theories that support the study variables, definition of the study variables, relationships between independent variables and dependent variables and conclusion.

2.1 Theories to support study variables and organizational performance.

The underpinning theories provide the basis and support the proposed conceptual relationships. In the pertinent literature, several theories have discussed the relationship between different organizational variables and organizational performance. This conceptual paper considered the two underpinning theories that support the proposed conceptual framework. The theories are resource-based view (RBV) and social exchange theory (SET).

2.1.1 Resource Base View Theory

The resource-based view (RBV/RBT) theory has widely been used in the studies of organizational performance (Innocent, 2015). The RBV talks about the organizational unique resources and capabilities which differentiate the one organization with the other organizations in the similar industry. The RBV also tries to answer the question that how can organizations achieve the competitive advantage over other industry organizations and enhance their organizational performance?

The RBV suggested that organizational achievements are truly based on the internal properties of an organization. Both organizational assets (tangible and intangible) and capabilities (internal knowledge and competencies) are defined as organizational internal properties (Chuang & Lin, 2017). Similarly, the RBV considered that an organization contains the different types of organizational resources such as, assets resources, capabilities resources, process resources,

management competencies, technological resources, and knowledge resources (Barney, 1991). These resources and capabilities enhanced organizational performance and works as a basis of competitive advantage (Barney, 1991). Hsu and Pereira, (2008) stated that RBV helps the organization in identifying its unique internal resources which not only enhance the organizational performance, but also creates the competitive advantage for an organization.

The relevance of the resource-based theory

Allocation of resources. The resource-based theory or resource-based view helps in determining the resources available within the firm and relates them with the capabilities of the firm in a silent manner. This brings into consideration, the profitability and the value factor associated with the firm (Colbert 2004). As per this theory, the competitive advantage can be delivered to an organization when the organization is able to utilize its resources in a unique and valuable manner than the competitors of the firm (Colbert 2004). This theory clarifies that all the firm that has gained excellent capability is due to the extraordinary and non-substitutable slot of resources available to the firm. This brings the firm more success in the emerging economy of the world (Das & Teng 2000).

Role of resource-based view in organizations

Resources can be sub-categorized into tangible and intangible resources and both the resources are important for the proper functioning of the organization (Wu 2010). This theory is considered to be one of the substantial theories of strategic management (Oliver 1997). This theory formulates the blueprint and accordingly the utilization of the resources is planned for every capability of the firm. The diagram below supports the perception described above about this theory's role in an organization.

Achieving competitive advantage

In conclusion, it has been established that resources and a competitive environment within the organization is beneficial for the acceleration of performance and achievement of competitive advantage within the firm and at the same time also help in the management of resources effectively. This paper sketches the connections between resources and competition when it discussed how resources are used to compete in the market and may even be used as leverage to hurt competitors. In the present scenario, for strategic managers, resource management should be part of competitive advantage where they would analyze the importance of internal and external resources in order to bring opportunities and innovations within the firm.

Therefore, one can conclude that the resource-based view is a dynamic concept which enables the firm to act, enact and operate as per its internal and external resources in order to gain a competitive advantage.

2.1.2 Social exchange theory

Social exchange theory (SET) assumes that encouragement activities undertaken between an organization and its employees generates organizational commitment (Aldhuwaihi, 2013). Grounded on the assumption of SET, the employees with the expectation that organization provide the better working environment and culture, he/she join an organization and utilize their skills and knowledge to achieve their goals. Hence, favorable exchange relationship between employees and an organization are resulted in increased organizational commitment. Based on the SET, a causal model is formulated which postulates the exchange relationship between strategic orientation, organizational culture, and organizational commitment which ultimately affects organizational performance. The SET deals with three principles (i) rationality (ii) reciprocity and (iii) specificity principle to explain the relationships between employee and employer (Foa & Foa, 2012).

The first rationality principal reasons that employees will have association with that organization which can provide desirable rewards and satisfy its employees' needs and wants. The second reciprocity principle theorizes that social relationship is always reciprocal between employee and employer. The third specificity principal postulates that only reciprocity type can endure an exchange relationship between the employees and an organization (Foa & Foa, 2012).

For the employees, strategic orientation and good organizational culture would be a strategic focus organizational fair activities which increases employee's commitment towards their employer. While, in exchange of this, the employee's commitment may be a desirable feeling of employees to continue their loyalty with the organization and significantly affects organizational outcomes including performance (Pinho *et al.*, 2014; Aldhuwaihi, 2013; Kidombo *et al.*, 2012).

Therefore, the relationships between the strategic orientation, organizational culture, organizational commitment, and organizational performance are inter-linked and portrays resources exchange relationships (Foa & Foa, 2012). The reciprocity of these organizational constructs is likely to satisfy both employees and organizational needs. In gist, the three principles of SET underpinned the reciprocal relationships between strategic orientation, organizational culture, organizational commitment, and organizational performance.

Importance and limitations of social exchange theory

Social exchange theory is a sociological perspective that explains social behavior as the result of an exchange process. The theory suggests that people weigh the potential benefits and risks of social relationships and seek to maximize their outcomes. The importance of social exchange theory is that it helps to understand the dynamics of interpersonal interactions and factors that influence them.

2.2 Plan implementation

A work plan is a tool that helps a project to assign tasks, manage workflow and track the various components and milestone deadlines (Kimberlee, 2018). A work plan often has a duration of six to 12 months, but it can be adjusted, based on a specific need within the company. Implementing work plans helps articulate strategies to employees in a way to improve team members focus and drive. Review these key components when developing work plans to ensure you are not overlooking important details.

Planning is one of the fundamentals of modern life. Henry Fayol, (1925), a management theorist defines planning as examining the future, deciding what needs to be done and developing a plan of action. He adds that planning is a systematic process of envisioning a desired future and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them. Jelagat and Barasa, (2013) define planning as a systematic sequencing and scheduling. They further define Community project planning as a public participatory and usually interactive form of town or neighborhood planning in which diverse community members (also called stakeholders) contribute towards formulation of the goals, objectives, planning, resource identification and direction, planned project implementations and reevaluation of documented local planning policy. Wendell, (2010) argues that without proper planning, performance of a community project will not achieve much in terms of outputs, expectations and even the sustainability of it is not guaranteed.

For Gannaist (n.d), a work plan is a living road map that guides an organization through the process of prioritizing goals, specifying details and assigning resources to achieve success.

According to CARE, (2021), through effective planning, you –along with your project team and key stakeholders (such as partners and project participants) – agree on what will be done, who will do it, when and how. A good plan helps optimize the use of project resources and limits the time

spent on resolving problems during implementation. In this chapter you will learn the key basics of project implementation planning.

Whereas for Jonga, (2020), a plan is also a broad guideline of implementing a policy. A good plan or the best plan is one that you know or understand better. A plan thus describes a specific issue. It has goals and objectives. It explains the performance activities. Usually, a plan operates within a time. If an organization fails to implement projects from that plan within the specified time, then it is mandatory that the plan must be revised because it will be classified as outdated. When money is to a plan that plan becomes a budget.

2.3 Employee commitment

Commitment had been said to be the nature of the relationship of the member to the system (Grusky, 2016), while Kanter, (2018) defines commitment as “The willingness of social actors to give their energy and loyalty to social systems, the attachment of personality systems to social relations, which are seen as self-expressive”. Hall, Schneider & Nygren, (2020) defined it as the process by which the goals of the organization and those of the individual become increasingly integrated or congruent”. Porter, Steers, Mowday, & Boulian, (2014) described organizational commitment as “an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf. Salancik, (2017) said that commitment is a state of being in which an individual become bound by his action and through these action to beliefs that sustain the activities of his own involvement, while O’Reilly and Chatman, (1986) viewed it as the psychological attachment felt by the person for the organization; it will reflect the degree to which the individual internalizes or adopts characteristics or perspectives of the organization.

Employees are regarded as committed to an organization if they willingly continue their association with the organization and devote considerable effort to achieving organizational goals

(Raju and Srivastava, 2014). Meyer & Herscovitch, (2011) stated that employee commitment is the psychological state that binds an employee to an organization thereby reducing the problem of employee turnover and as a mind-set that takes different forms and binds an individual to a course of action that is of important to a particular target. Cohen, (2013) stated that “commitment is a force that binds an individual to a course of action of relevance to one or more targets”, Miller, (2013) also stated that organizational commitment is “a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization”. Organizational commitment is, therefore, the degree in which an employee is willing to maintain membership due to interest and association with the organization’s goals and values.

According to Sharma & Bajpai, (2010), employees are regarded as committed to an organization if they willingly continue their association with the organization and devote considerable effort to achieving organizational goals. The high levels of effort exerted by employees with high levels of organizational commitment would lead to higher levels of performance and effectiveness of both the individual and the organizational levels. Employee commitment is a feeling of dedication to one’s employing organization, willingness to work hard for that employer, and the intent to remain with that organizational attachment of the individual to the organization (Udu & Ameh, 2016).

Studies had been done on different dimensions of commitment, Freund & Carmeli, [2013] presented a model for five general forms of employee commitment: career, affirmative, work ethic, occupational, and organizational commitment. The above five commitments are further classified into two major groups. The first category centers on commitments that affect work attitudes without reference to the organization: work ethic, career, and occupational. The second category is influenced by the organization in which the employees work: continuance and affective organizational commitment. Meyer and Allen, (2017) used the tri-dimensional model to conceptualize commitment, these are: affective, continuance and normative commitments.

Affective commitment relates to emotional attachment, is normally linked to a favorable working environment and relationships with the other employees (Chung-Chen & Chih-Jen, 2013). Organizational members who are committed to an organization on an affective basis, continue working for the organization because they want to (Meyer & Allen, 2011), and also stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization (Beck & Wilson, 2000). Normative commitment, on the other hand, is related to obligation: employees may feel they owe the organization for being given a job when they need it most (Chung-Chen & Chih-Jen, 2013). Continuance commitment on the other hand relates to such terms of employment as job contracts, which may make leaving the current job very costly or troublesome, it is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organization (Meyer & Allen, 2017). Meyer & Allen, (2011) further stated that "employees whose primary link to the organization is based on continuance commitment remain because they need to do so. Finally, normative commitment implies a situation where an employee perceives that he is morally obliged to remain in the organization due to the benefits that the employee had gained from the organization, therefore such employee feels to reciprocate by remaining in the organization.

2.4 Organizational performance

Up to now, a lot of researchers have made many studies either with volunteer(s), manager(s), or supporter(s) etc. which has led to the emergence of different perspectives. Some of these studies are explained below chronologically. Plantz, Greenway & Hendricks, (2017) aspire to clarify keywords about performance measurement history and output scale of NGOs study in the fields of healthcare and civil liberties. Six dimensions of performance were described to be used in measurements, and then 32 lessons were deduced about the value of outcome measurement,

effective implementation by agencies, useful roles of funders, using outcome findings in resource allocations, limitations of outcome measurement.

Organizations or individuals raising fund for NGOs want to be sure that NGOs use the resources properly and suitably according to their mission and vision. In line with this purpose, NGOs are inspected by them or an authorized body. Tassie, Murray & Cutt, (2018) made a case study revealing how fund-raising institutions (ministry, municipality, federal fun provider.) measured two agencies in Canada. Members of three funding organizations evaluated the same two agencies in Canada using informal and formal processes and within this framework, it was seen that they focused on the content of outputs. In addition, it was also stated that although it requires a longer time to associate formal processes with the informal ones, it might be eventually more beneficial. From a different viewpoint, Cutt, (2018) emphasized the need to define many components sufficiently and performance of NGOs suitably. NGOs' initiatives' reports were examined. Thus, Cutt adapted a Balanced Score Card consisting of three main variables which are long-run strategic service objectives, long run strategic design, long run strategic revenue objectives and 6 sub variables for CCAF/FCVI, which is a non-profit organization in Canada, Fine, Thayer & Coghlan, (2010) aimed to perform a questionnaire to 302 NGOs members of American Evaluation Association's Consultant Topical Interest Group through phone calls or sending mails. 178 of them participated in the study. As a result of the questionnaire, the most commonly used data collection methods were program documents (84%), follow-up individual interviews (66%), observations (50%), written surveys (42%), focus group or group interviews (33%), testing information or skills (19%), and control or comparison group studies (15%). In addition, factors contributing to measuring more effectively were identified in the study. Responses from the most quoted to the less are as follows: constructive criticism should exist in the program evaluation, they should provide an opportunity for manager boards and the public to see that they are doing good things,

they should focus on mission and vision and accordingly all the activities should be organized, and there should be a consensus on which standards should be in the center of measurement. Another result of the study is that the things that make evaluation reliable are design (50%), external contractors (18%), shareholders participation (18%), and funders' belief in the organizations' having a good reputation (13%). For similar purposes, Kendall, and Knapp, (2000) aimed in their study to display indicators both to provide maximum benefit and define the organizations' qualifications for voluntary organizations. It was seen that performance is a cause of 8 main issues: economy, effectiveness (service provision), choice/pluralism, efficiency, equity, participation, advocacy, and innovation.

Espirito Santo, (2011) conducted research into the relationship between functions of variables affecting NGOs' performance in the light of literature and information taken from USAID. In this study, there are four stages as literature review, Delphi application, sending mail to 400 NGOs to learn whether the variables are performance indicators, and finally analyzing data. Some results of this study suggest that high-performance NGOs are not in tendency to state their objectives in their mission statement, and there is no priority regarding the issue that the best general measure of effectiveness of NGOs' programs is evaluated by service recipients from these NGOs. Whether NGOs are successful or effective is explained with how well they work. For this issue, the studies and internal interaction of the board of manager are of critical importance. Green *et al.* (2011) analyzed accounting records and registered data of a non-profit volunteer organization with national headquarters and twenty-one units located throughout the United States and then conducted a survey. Consequently, it was obvious that most of the board members believed that they themselves and the board chairs should have done more than they did, and this was what board chair also believed. Thayer & Fine (2011) performed a questionnaire and interviews to humanitarian NGOs. It is seen that evaluating non-profit operators might make the measurement

beneficial and reliable - and satisfy shareholders. Moreover, measurement with broad participation of shareholders is more preferable than lower participation of shareholders because it can be used in different areas. Finally, another result of the study indicates that if measurements are powerful, design centered, successful in document programming, offering suggestions about program content and involving stakeholders, then they will be more beneficial, reliable, and satisfactory.

Kaplan, (2011) stated that focusing on funds, expenses, and operating revenue during the performance measurement process is not enough, but it is also essential to measure how effective and confidential NGOs are. Kaplan did interviews and group discussions for days. In order to set an example for other NGOs, Balanced Scorecards (BSC) are prepared for United Way of Southeastern New England (UWSENE), Duke Children's Hospital, and New Profit Inc.

Speckbacher, (2003) analyzed the Balanced Scorecard for NGOs. Key stakeholders for NGOs clarified and interpreted their missions. For these stakeholders with BSC applications, inspection costs are minimized, and public confidence in the organization is increased. In particular, if the organization makes its strategies clear to achieve the goals of the mission, it will be easier for new benefactors and volunteers to attract them to support their mission. NGOs have different influences depending on the countries Shandra, London, Whooley, and Williamson researched the relationship between carbon dioxide emission and the number of international NGOs. For this purpose, they made regression analysis by using rural population ratio of countries, urban population, international NGO presence rate, rate of economic development, level of democratic politics, and so on. As a result, it was clear that carbon dioxide emissions were lower in nations having few international NGOs than nations having many international NGOs.

The performance consists of different components and the relationships between these components. Ates, (2015) applied a questionnaire to AEGEE (Association des Atats Généraux des Etudiants de l'Europe) which has 20000 members in 267 cities and local units. As a result of the

statistical analysis, locals with more financial resources and more members were more successful in their projects and activities. Similarly, the ones who have better relationships with their stakeholders and society became more successful in projects and actions. Also, having more new members increases the familiarity of the actions by the environment and a higher quality lead to the perception that activities are in line with the missions. Ghimire (2015) focused on performance measurement by comparing local NGOs in Kaski and Ramechhap regions. In this context, Regional Directorate of Forestry (DFO), 3 NGOs, 2 community forest user groups (CFUGs) from each region, two projects named Natural Resource Management Sector Assistance Programs (NARMSAP) from Kaski, and Nepal Swiss Community Forestry Projects (NSCFP) from Ramechhap were selected. The primary data were gathered from structured and semi-structured interviews, questionnaires, meetings and direct observations while the secondary data were obtained from published or unpublished documents. Strengths, weaknesses, threats, and opportunities of the CFUGs, which had been determined thanks to NGOs operating in community forest development, were identified (SWOT Analysis). Coskun, (2016) stated that both financial and non-financial variables were essential for performance measurement of NGOs, and Balanced Scorecard was beneficial for this. Then, he examined management structures, functions, activities and performance measurement methods used for NGOs. As a result of the study, there is no fixed balanced scorecard for every institution since every institution is different from each other. Moreover, BSC is not used as an evaluation system for institutions but also as an exchange program. In addition, another result of the study shows that together with the support of the board of regents for this system the regular use of this system and investigation of the reports by the administration increased benefits to be gathered. Governments are very important for the sustainability of NGOs. Lekorwe, (2017) primarily examined debates between the NGOs and the governments, then gave information about these debates. For this purpose, they made case studies

with five leading NGOs on human rights, women's NGOs, youth NGOs, trade unions, and national associations of civilians. It is observed that these NGOs, especially humanitarian NGOs, have effective governance. Another result is that the biggest challenge in management was their limited financial and human resources. Also, the government, the private sector, and other institutions contributed to the sustainability of NGOs with their support. Sharfeddin, (2018) used the data having been obtained in the Espirito, (2011) study. These data had two resources specifically Delphi study and questionnaire application. The data obtained from the questionnaire was ignored because of probable prejudice. New data instead of ignored data obtained through the same questionnaire that was applied to 70 NGOs' representatives instead of managers. These NGOs are centered in Geneva. The assessment of NGO performance was determined to include two organizational indicators, namely qualifications and strategies. In addition, similar results were obtained with the study of Espirito. Before the 1970s, the main factor for economic development and underdevelopment had been seen as the government. But, later, it was seen that non-state factors were also important for them. Tuyluoglu & Onsoy, (2012) made regression analysis with the data of 60 countries in the category of low and moderate humanitarian developed countries in the Human Development Index. As a result of this, by increasing the level of civil liberties and the level of economic freedoms, it is stated that NGOs and their activities will support the development and help solve the problems arising from underdevelopment. Yu and McLaughlin, (2013) gathered data for their study from annual reports, institutional documents, examining official publications, and interviews with volunteers and staff of two international NGOs in Canadian. These data were analyzed by using NVIVO8 program. Therefore, the annual reports, corporate documents and press bulletins of these two institutions were found to be descriptive and summarized and are said to be a sign of a lack of expertise. However, it is observed that measurement and evaluation

processes are carried out by the headquarters while volunteers and staff are involved in the data collection for a short period.

2.5 The relationship between plan implementation and organizational performance

Literature on the relationship between plan implementation and organizational performance has been reviewed and is as below.

Kihara, Bwisa and Kihoro, (2016), argues that the style in which plan implementation process is undertaken considerably defines whether an organization excels, survives and/or dies. To Rajasekar (2014), organizations that embrace proper internal practices are likely to have a competitive edge against rivals in a dynamic business setting. With the dynamic and emerging competing factors, it is crucial to institute an effective strategic management plan to address the challenges. To Rumelt, (2011), organizations cut costs, invent products and processes to enrich quality output to improve performance. Today, managers are faced with rising competition and environmental vigor in their mission to improve performance. Scholars have argued that by using theoretical directions to their study in effort to explain performance of organizations, systematic analysis is gotten turning into improved practical application (Nham & Hoang, 2011).

The study stated that plan implementation practices defined an organization's performance to influence on competitive positioning in the sector, hence, determine its performance. Other scholars maintain that performance is defined by business model efficiency, efficacy, outcomes (Boyatzis & Ratti 2019; Deshpande *et al.*, 2017; Ryan *et al.*, 2019), and largely hinges on the level of skills controlled by its leaders in executing plans.

Barnat, (2012) argues that the process of plan implementation defines whether an organization survives, excels or dies based on stakeholder's actions. Studies show that implementation of strategy plays a key role to effect performance. Other studies have shown that implementation of

strategy has a major influence on performance of an organization hence, (Sage, 2015), successful strategy implementation gives an organization competitive edge. NGOs are not an exception. Ways of implementing strategy are likely to affect organizational performance.

A study conducted by Njogu, (2014) on successful performance of water projects in Kerwa Sub-location in Kenya showed that where projects are well planned and implemented, the chances of success are high. In another study on Planning and Managing of Development Projects in Bangladesh: Future for Government and Private Organizations by Hamiduzzaman, (2012), established that that project planning and implementation is good for successful performance of a community project.

2.6 The relationship between employee commitment and organizational performance

Scholars have studied the relationship between employee commitment and NGO/organizational performance and are digested as below.

Organizational performance is hinged on the performance of the employees, as no organization can exist on its own. Human beings are regarded as the most valuable asset an organization can possess, as they are the ones to coordinate all other forms of productive resources in order to attain optimal output. Committed employee is very germane to any organization, as found by Owens, (2016) in his studies that committed employees lead to higher organizational performance and very low level of employee shift from the organization, this is also corroborated by Ivancevich, (2010) that performance of an organization is directly related to commitment level of employees.

Employees who are committed to their respective organization are more likely not only to remain with the organization but are also likely to exert more efforts on behalf of the organization and work towards its success and therefore are also likely to exhibit better performance than the uncommitted employees. Employee commitment can benefit an organization in a number of ways such as it can improve performance; reduced absenteeism, and turnover thereby resulting in

sustained productivity. Commitment to organization is positively related to such desirable outcomes as motivation (Mowday, Steers & Porter, 2019) and attendance (Mathieu & Zajac, 2010; Steers & Rhodes, 2018) and is negatively related to outcome as absenteeism and turnover (Clegg 2013, Cotton & Tuttle, 2016). Thus, increasing organization productivity (Schuler & Jackson, 2016). Employees with high level of organizational commitment provide a secure and stable workforce (Steers, 2017) and thus provide competitive advantage to the organization. The committed employee has been found to be more creative; they are less likely to leave an organization than those who are uncommitted (Porter *et al.*, 2014).

The relationship between employee commitment and workers' performance has been studied under various disguise. Khan, (2010) investigated the impact of employee commitment (Affective commitment, Continuance commitment and Normative commitment) on employee job performance from a sample of 153 public and private and public sector employees of oil and gas sector in Pakistan. The results revealed a positive relationship between employee commitment and employees' job performance. Therefore, job performance emerged as a determinant of employee commitment. Thus, Khan, (2010) advised managers to pay special attention to antecedents of employee commitment and all the factors which foster employee commitment so as to increased employee performance and subsequently increase organizational productivity.

Habib, (2010) investigated the interdependency of job satisfaction and job performance, effect of employee commitment and attitude towards work on performance using a survey data collected from 310 employees of 15 advertising agencies of Islamabad (Pakistan). He found that employees having greater employee commitment perform well and employees having good attitude towards work are highly satisfied as compared to employees who are less inclined towards their work.

Ali, (2010) found that there is a positive relationship between employee commitment and organizational performance. They therefore concluded that organizations could improve their

performance through employees' commitment by engaging in social activities since such activities also include the welfare of employees and their families.

2.7 The joint effect of plan implementation and employee commitment on organizational performance

Various scholars have studied the relationship between employee commitment, planning and organizational performance. According to Ivancevich, (2010), performance of an organization is directly related to commitment level of employees. Chen *et al.* (2006) in Andrew, (2017) studied the relationship between organizational commitment, planning and job performance and found that there is a positive relationship between organizational commitment, organizational plans and work performance. Their study suggested that companies needed to set realistic plans and strengthen their employees' commitment towards organization in order to enhance organizational performance. Mathotaarachchi, (2018) in support of Chen *et al.* (2006) highlighted that it is necessary for every organization to have good plans full levels of employee commitment in order to have outstanding performance on long term basis.

Andrew, (2017) carried a study in Eravurpatru Divisional Secretariat in the district of Batticaloa, Sri Lanka. The paper investigated the relationship between the three commitments (affective, continuous & normative), organizational plans and organizational performance. The research findings revealed that there exists a positive relationship between the three commitments, organizational plans and organizational performance. It was also proved from the results that there exists a strong correlation between the three independent variables and organizational performance. The three commitments were taken as independent variables and organizational performance as the dependent variable. In another study, Khan, (2010) also investigated the impact of employee commitment (affective commitment, continuance commitment and normative commitment) and organizational plans on employee job performance from a sample of 153 public

and private and public sector employees of oil and gas sector in Pakistan. The results revealed a positive relationship between employee commitment, organizational plans and employees' job performance. Therefore, job performance emerged as a determinant of employee commitment and organizational plans. In concluding the research paper, Khan, (2010) advised managers to pay special attention to antecedents of employee commitment, organizational planning and all the factors which foster employee commitment so as to have an increased organizational performance and consequently increase organizational productivity.

In order to determine the effects of employee commitment on performance of organization at ArjoDidessa Sugar Factory in Ethiopia, Tolera, (2017) carried a study on 261 employees and 4 management members were selected as sample of the study. Employee commitment was found to have effects on the organizational performance in the study area but only when the organization has good plans. Based on the regression results, it was found that employee commitment models have effects on performances for the organization at ArjoDidessa Sugar Factory. As a result, recommendations were provided to increase commitment by designing motivational package and establishing sustainable regular training program in the company and have good plans. Furthermore, Gul, (2015) carried a study in telecommunication companies of Khyber Pakhtunkhwa province of Pakistan. The study revealed a high degree of correlation between employee commitment, organizational planning and organizational development.

Dost & Ahmed, (2011) obtained information from Pakistan's three major cities namely Lahore, Rawalpindi and Islamabad. In the research it was acknowledged that organizational efficiency can be improved by engaging workers in decision making which will eventually improve their active involvement within the organization. But this can only come when the organization has good plans. There is a fairly high relationship which exists between employee commitment, planning and skills development sector of government institutions in Srilanka. The research findings showed that there

is a positive relationship between the three commitments which are affective, continuance and sustained productivity of the organization.

Consequently, a study published by Habib, (2010) investigated the interrelationship between employee commitment, plans and performance using survey data collected from 310 employees of Islamabad (Pakistan) advertising agencies. They found that employees who have clear plans have greater commitment perform well and employees having a positive attitude towards work are highly satisfied compared with those employees who are less inclined towards their work. Patrick Owens (2016) also found in his studies that committed employees contribute to higher organizational efficiency and a very low level of employees shift from the organization.

2.8 Conclusion

Planning is a core stage of any development project. It is evident in the literature discussed that many aspects have to be looked at including employee commitment required to achieve project success in the long term. These are the main factors that determine the success or failure of a project. It is thus important to study the planning and implementation process, the activities involved, and the groups involved in the process and link it to the final performance of a project. The study recommends that governments and other development partners to do a proper plan implementation if the projects are to reduce conflicts, and misappropriation of the resources budgeted for, uplift the living standards of the community as well as the general development of the area.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter covers research design, study population, sample size and sampling procedure, data source and data collection method, study variables and their measurement, validity and reliability, ethical consideration and data analysis and research procedure.

3.1 Research design

The study adopted a cross-sectional research design. This research design provides a clear understanding of the relationship between work-plan implementation, employee commitment and organizational performance during COVID-19 pandemic in Obongi district.

3.2 Study population

The study considered a population of 22 NGOs in Obongi district (UNHCR, 2020).

3.3 Sample size and sampling procedure

The researcher used census study to determine the sample size of the study. A census is a study of every unit, everyone or everything, in a population. It is known as a complete enumeration, which means a complete count (Baffour & Valente, 2012). The 22 NGOs were the unit of analysis in this study. Six (6) staff, including area manager and five project/program staff totaling to 132 staff selected purposively base on the knowledge they have about project activities. The rationale for use of purposive or convenience sampling was based on the fact that the selected staff (132) were in better positioned to provide best the information. The unit of analysis was the 22 NGOs while the selected staff (132) acted as units of inquiry.

3.4 Data source and collection method

The study used primary data which was collected from the NGOs. The data was collected using questionnaires which were distributed to the NGOs and then collected after. Questionnaires are used in research due to their efficiency in gathering large amounts of information quickly and inexpensively. Effectiveness in measuring behavior, preferences, intentions, attitudes, and opinions. Practicality and scalability for sizeable sample volumes. Ease of analysis and visualization of collected data. Provision of actionable data and respondent anonymity.

3.5 Study variables and their measurement

The study variables included plan implementation, employee commitment and organizational performance.

Plan implementation was measured using goal, objectives, work schedules based on (Merriam-Webster, 2021).

Employee commitment was measured using affective commitment, normative commitment and continuance commitment based on Mugizi *et al.* (2015)'s research.

Organization performance was measured using service delivery, reports, and community feedback based on Luo *et al.* (2012)'s research.

The above variables were measured using a well-designed questionnaire built on a 5-point Likert scale ranging from 1 to 5 as follows; “strongly disagree” (1) to “strongly agree” (5). The 5-point Likert scale was used because it's simple to understand and use for survey administrators and respondents.

3.6 Validity and Reliability

Validity basically explains how well the collected data covers the actual investigation it was intended to measure (McNabb, 2010). Expert opinion (supervisor) was requested to comment on the representativeness and suitability of questions and give suggestions of corrections to be made to the structure of the research tools. Accordingly, content validity test was computed using the formula $CVI = \frac{K}{N}$ where N = Total number of items in the questionnaire and K = number of items in the questionnaire declared valid. Content validity index was computed for all the constructs.

Table 3.1: Validity of the instrument

Variable	Content Validity index	Total number of item valid (K)	Total number of Items (N)
Plan implementation	0.800	12	15
Employee commitment	0.846	11	13
Organisational performance	0.824	14	17

Source: Primary data

From Table 3.1, the computed content validity index for all the constructs ranges between 0.800 and 0.846 which are above the threshold of 0.6. Thus, the variables under each construct are relevant and accurate to measure the constructs.

The questionnaire was developed, and Cronbach's (1951) Alpha reliability test was conducted to determine the internal consistency of the measures used. Only variables that have Cronbach's Alpha values of more than 0.7 was accepted. This helped to yield consistent measurements and draw satisfactory conclusions.

The questionnaires were given to 30 staff of NGOs to give their opinion regarding the relevancy of the questions using a 5-point Likert scale.

Table 3.2: Reliability coefficient for each variable

Variables	Cronbach's Alpha	Number of items
Plan implementation	.766	15
Employee Commitment	.703	13
Oragnisational performance	.803	17

Source: Output from data analysis

According to Nunnally (1978) and Field, (2009), the recommended cut-off alpha coefficient of 0.7 is sufficient to prove that the instrument is reliable. Therefore, the reliability coefficients of the research instruments were higher than 0.7, implying that the instrument was reliable.

3.7 Ethical considerations

In the first place, the purpose of the research study was explained to the respondents, who comprehended fully before the questionnaires were issued to them. This was strengthened by the authorisation letter obtained from Makerere University Business School. If some of them appeared not to be appreciative of the study for one reason or another, they were free to rescind their participation in the study. However, questions for the purpose of enhancing understanding of the study were allowed and the researcher offered more information about the study. Throughout the exercise of interfacing with the participants of the study, confidentiality in regard to all parties' information was utmost priority.

3.8 Data analysis

The data collected was captured and analyzed using Statistical Package for Social Science (SPSS) software. Both descriptive statistics such as frequency, mean, and standard deviation, and

inferential statistics such as Cronbach's Alpha, and Pearson correlation were used to analyze the data. Regression analysis was also used to determine the prediction of a potential model.

3.9 Research procedure

The following was the orderly and systematic procedure presented sequentially from the first step of background to the study, review of the related literature, research methodology, analysis of the findings, through to the final step of the writing-up of the final report.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF THE FINDINGS

4.1 Introduction

This chapter is structured into the demographic feature of the respondents used in the study, the analysis and discussion of the findings of the study in reference to the objectives outlined in chapter one. The findings were based on the primary data collected, summarized and presented in tables and figures showing frequencies and percentages. It was also based on the results of analysis of Pearson's product moment correlation coefficient and regression models as per the study objectives. To establish the relationship between plan implementation and organizational performance. To establish the relationship between employee commitment and organizational performance. To establish the predictive power of plan implementation and employee commitment on organizational performance.

4.2 Characteristics of the unit of inquiry

The demographic features of the unit of inquiry consisted of the respondents' characteristics that included response rate, gender, age bracket, marital status, highest education level and how long have you been in the organization.

4.3 Response rate

The researcher collected data from 108 out of 132 staff of NGOs who completed and returned their questionnaires giving a response rate of 81.8% NGOs in Obongi district, Uganda. Some respondents did not respond as a result of information concealment.

Table 4.1: Gender of respondents

Gender		Frequency	Percent	Cumulative Percent
Valid	Male	66	61.1	61.1
	Female	42	38.9	100.0
	Total	108	100.0	

Source: Output from data analysis

The above Table marked 4.1 illustrated that gender of respondents who participated in the study, the majority (61.1%) were male compared to (39.9%) female. This means that more male response to work in NGOs than female.

Table 4.2: Age bracket of respondents

Age bracket		Frequency	Percent	Cumulative Percent
Valid	18 - 25 years	9	8.3	8.3
	26 - 34 years	49	45.4	53.7
	35 - 43 years	39	36.1	89.8
	44+	11	10.2	100.0
	Total	108	100.0	

Source: Output from data analysis

Table 4.2 depicts that 45.4% of the respondents lie in the age group between 26 – 34 years, and least with 44+ years and above 10.2%. This shows that majority of the respondents were mature enough to answer the questionnaires.

Table 4.3: Marital Status

Marital Status	Frequency	Percent	Cumulative Percent
Single	35	32.4	32.4
Married	67	60.0	94.4
Widowed	3	2.8	97.2
Divorced	3	2.8	100.0
Total	108	100	

Source: Output from data analysis

The results in Table 4.3 revealed that 60.0% of the respondents were married and 2.8% were widowed and divorced respectively. This implies that the majority of the respondents reached were married and settled who have enough information about the organizational performance.

Table 4.4: Educational Level

Education Level		Frequency	Percent	Cumulative Percent
Valid	O'level	1	0.9	0.9
	A'level	1	0.9	1.9
	Tertiary education	10	9.3	11.1
	University education	96	88.9	100.0
	Total	108	100	

Source: Output from data analysis

The results in Table 4.4 revealed that 88.9% of the respondents have attained university education and 0.9% attained O'level and A'level respectively. Therefore, on the basis of the above results, the respondents were literate and were able to read and write as well as comprehend the questions.

Table 4.5: Time taken in this Organisation

How long have you been in this organization		Frequency	Valid Percent	Cumulative Percent
Valid	0 - 4 years	52	48.1	48.1
	5 - 9 years	46	42.6	90.7
	10 -14 years	7	6.5	97.2
	15 years and over	3	2.8	100.0
	Total	108	100.0	

Source: Output from data analysis

The results in Table 4.5 revealed that 48.1% of the respondents have been in the organization for between 0 – 4 years and 2.8% have been in the organization for 15 years and over. This implies that majority of the respondents have been in the organization for some good years to gain enough information about the organisational performance.

4.4 Correlation Analysis

According to Kaberuka, (2003), correlation analysis is a statistical tool used in establishing direction and degree of association between independent and dependent variables. The researcher employed Pearson's product moment correlation coefficient technique because the data used was discrete. The results of Pearson correlation coefficient (r) were used to explore the relationships between the variables in the study. Organizational performance was measured by the extent to which the plan implementation and employee commitment is influenced.

Table 4.6: Pearson Correlation Coefficient (r)

	1	2	3	4	5	6	7	8	9	10
Goal (1)	1.000									
Objectives (2)	.589**	1.000								
Timeline (3)	.522**	.670**	1.000							
Resources (4)	.363**	.570**	.501**	1.000						
Plan Implementation (5)	.752**	.873**	.851**	.752**	1.000					
Affective commitment (6)	.148	.351**	.308**	.278**	.339**	1.000				
Continuance Commitment (7)	.313**	.367**	.370**	.314**	.423**	.470**	1.000			
Normative commitment (8)	.180	.351**	.239*	.296**	.330**	.186	.441**	1.000		
Employee Commitment (9)	.279**	.468**	.405**	.387**	.478**	.767**	.840**	.666**	1.000	
Organisational performance (10)	.406**	.458**	.494**	.527**	.585**	.453**	.449**	.308**	.537**	1.000

***. Correlation is significant at the 0.01 level (2-tailed).*

**. Correlation is significant at the 0.05 level (2-tailed).*

Source: Output from data analysis

4.4.1 The relationship between plan implementation and organisational performance

The results of Pearson correlation coefficient as indicated in Table 4.6 above, established that there was a significant positive correlation between plan implementation and organisational performance ($r = 0.585^{**}$, $p < .01$). This therefore means that an increase in the plan implementation is associated with a significant increase of NGO performance in Obongi district.

4.4.2 The relationship between employee commitment and organizational performance

The results of Pearson correlation coefficient in Table 4.6 above, indicated that there was also a significant positive relationship between employee commitment and organizational performance ($r = 0.537^{**}$, $p < .01$). This implies therefore that, if elements of employee commitment such as affective, normative and continuance are effectively enhance is associated with a significant increase in organizational performance.

4.4.3 The effect of plan implementation and employee commitment on to organizational performance

The multi-collinearity test was carried by running regression model Table 4.7 in which the variance inflation factor (VIF) and tolerance values were generated. The results indicate the multicollinearity problem between the independent variables did not exist since all the VIF values were above the cut value as per the rule of 1 which advocates for investigation if the values are less 1. Since the actual VIF value 1.297 is above 1. It is a sign that independent variables are not highly related and each account for the variance in organizational performance (Mathis & Jackson 2009). Therefore, based on these results above, the validity of the regression test in this study is not problematic.

The regression model was used to determine the degree to which plan implementation and employee commitment predicts organisational performance in Obongi district. Regression analysis helps us to determine the extent of the relationship between the variables and thus helps in making predictions. The results are presented in Table 4.7, 4.8 and 4.9 below.

The researcher also employed a regression model in establishing the prediction of the plan implementation and employee commitment on organisational performance. The results in table 4.7 below depict the degree to which plan implementation and employee commitment would predict changes in organisational performance.

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig.	F
1	.654 ^a	.428	.417	.43169	.428	39.241	2	105	.000	
<i>a. Predictors: (Constant), Employee Commitment, Plan Implementation</i>										

Source: Output from data analysis

From Table 4.7 above, the correlation coefficient denoted as R of 0.654 indicates that plan implementation and employee commitment have positive correlation with organisational performance. Moreover, relationships are moderate since the correlation coefficient of 0.654 is greater than 0.5. The coefficient of determination denoted as R Square of 0.428 implies that the explanatory variables (plan implementation and employee commitment) account for 41.7% of the changes in the organisational performance of NGOs in Obongi district at a constant when adjusted for the degrees of freedom it explains about 41.7% of the changes in organisational performance. The value for the disturbance term is .43169.

Table 4.8: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.625	2	7.313	39.241	.000 ^b
	Residual	19.567	105	.186		
	Total	34.193	107			

a. Dependent Variable: Organisational performance

b. Predictors: (Constant), Employee Commitment, Plan Implementation

Source: Output from data analysis

At 95% confidence level, the significance value of 0.000 is less than the alpha value of 0.05 therefore the study concludes that the regression model is significant. This implies that the model can be used for prediction and forecasting the organisational performance of NGOs in Obongi district with respect to the independent variables.

Table 4.9: The Regression of plan implementation and employee commitment on organisational performance

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	.392	.383		1.025	.308		
	Plan Implementation	.511	.101	.425	5.057	.000	.771	1.297
	Employee Commitment	.477	.120	.334	3.968	.000	.771	1.297

a. Dependent Variable: Organisational performance

Source: Output from data analysis

The model reveals that plan implementation and employee commitment explains about 0.511 and 0.477 variance respectively in the organisational performance (B = 0.511 and B= .477, P<0.01). This implies that a unit positive increase in plan implementation and employee commitment brings about 0.511 and 0.477 positive increase in organisational performance respectively.

It should be noted that based on the results of standardized beta coefficients, plan implementation ($\beta = 0.511$, sig, = 0.00) was a better predictor of organizational performance. The predictive model of the study variable would appear as below:

$$OP = \beta_1 PI + \beta_2 EC + C \pm e$$

Where OP is organizational performance, C is the constant, β_1 and β_2 are regression coefficients, e is the standard error of the estimate. PL is plan implementation; EC is the employee commitment.

$$OP = 0.511PI + 0.477EC + 0.392 + 0.383.$$

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter provides the discussion; conclusions and recommendations derived from the findings of the study in chapter four presented in order of objectives, limitations of the study and areas for further research.

5.1 Discussion of the Findings

This study aimed at finding out the relationship between plan implementation and organizational performance and the relationship between employee commitment and organizational performance of NGOs in Obongi district. The study also focused on the predictive potential and strength of the relationships of plan implementation and employee commitment on organizational performance.

5.1.1 The relationship between plan implementation and organizational performance

The Pearson correlation coefficients reveal that plan implementation has a positive significant relationship with organizational performance. This implies that an increase in the plan implementation is associated with an improvement in organizational performance. In addition, the correlation model established that resources were the most influential factors of plan implementation followed by timeliness and objectives and least with goal of the organizational performance. The findings from regression analysis results further established that plan implementation was the better contributor to organizational performance. It was established that all NGO staff should know the specified time periods for projects, projects are to be completed within specified time periods, all objectives are followed during implementation of projects, the staff is to manage resources well during implementation of projects, all staff to know the specified

resources for projects and the goals of projects were achieved during implementation of projects. The study findings concurred with the earlier observations made by Kihara, Bwisa and Kihoro (2016), argues that the style in which plan implementation process is undertaken considerably defines whether an organization excels, survives and/or dies. To Rajasekar, (2014), organizations that embrace proper internal practices are likely to have a competitive edge against rivals in a dynamic business setting. With the dynamic and emerging competing factors, it is crucial to institute an effective strategic management plan to address the challenges. To Rumelt, (2011), organizations cut costs, invent products and processes to enrich quality output to improve performance. Today, managers are faced with rising competition and environmental vigor in their mission to improve performance. Scholars have argued that by using theoretical directions to their study in effort to explain performance of organizations, systematic analysis is gotten turning into improved practical application (Nham & Hoang, 2011).

Barnat, (2012) argues that the process of plan implementation defines whether an organization survives, excels or dies based on stakeholder's actions. Studies show that implementation of strategy plays a key role to effect performance. Other studies have shown that implementation of strategy has a major influence on performance of an organization hence, (Sage, 2015), successful strategy implementation gives an organization competitive edge. NGOs are not an exception. Ways of implementing strategy are likely to affect organizational performance.

5.1.2 The relationship between employee commitment and organisational performance

The Pearson correlation coefficients show that there is a positive significant relationship between employee commitment and organisational performance. This implies that whenever there change in employee commitment is associated with a change in organisational performance. The results of the regression analysis indicated that employee commitment accounts for lower percentage in

explaining organisational performance in NGOs in Obongi district as compared to plan implementation. For me, this is the best of all organizations for which to work, I work for the organization because it provides me with the many of the on-job training exposures, I consider it my obligation to work for the same organization all the while, I would like life time employment in this organization if possible and I work for the organization because of the challenging job.

The study findings were consistent with Owens, (2016) in his studies that committed employees lead to higher organizational performance and very low level of employee shift from the organization, this is also corroborated by Ivancevich, (2010) that performance of an organization is directly related to commitment level of employees.

Employees who are committed to their respective organization are more likely not only to remain with the organization but are also likely to exert more efforts on behalf of the organization and work towards its success and therefore are also likely to exhibit better performance than the uncommitted employees. Employee commitment can benefit an organization in a number of ways such as improving performance; reduced absenteeism, and turnover thereby resulting in sustained productivity. Commitment to organization is positively related to such desirable outcomes as motivation (Mowday, Steers & Porter 2019) and attendance (Mathieu & Zajac, 2010; Steers & Rhodes, 2018) and is negatively related to outcome as absenteeism and turnover (Clegg, 2013, Cotton & Tuttle, 2016). Thus, increasing organization productivity (Schuler & Jackson, 2016). Employees with high level of organizational commitment provide a secure and stable workforce (Steers, 2017) and thus provide competitive advantage to the organization. The committed employee has been found to be more creative; they are less likely to leave an organization than those who are uncommitted (Porter *et al.*, 2014).

The relationship between employee commitment and workers' performance has been studied under various disguise. Khan, (2010) investigated the impact of employee commitment (Affective

commitment, Continuance commitment and Normative commitment) on employee job performance from a sample of 153 public and private and public sector employees of oil and gas sector in Pakistan. The results revealed a positive relationship between employee commitment and employees' job performance. Therefore, job performance emerged as a determinant of employee commitment. Thus, Khan, (2010) advised managers to pay special attention to antecedents of employee commitment and all the factors which foster employee commitment so as to increased employee performance and subsequently increase organizational productivity.

Habib, (2010) investigated the interdependency of job satisfaction and job performance, effect of employee commitment and attitude towards work on performance using a survey data collected from 310 employees of 15 advertising agencies of Islamabad (Pakistan). He found that employees having greater employee commitment perform well and employees having a good attitude towards work are highly satisfied as compared to employees who are less inclined towards their work.

Ali, (2010) found that there is a positive relationship between employee commitment and organizational performance. They therefore concluded that organizations could improve their performance through employees' commitment by engaging in social activities since such activities also include the welfare of employees and their families.

5.1.3 Effect of plan implementation, employee commitment and organisational performance

The strength of association between the dimensions of plan implementation, employee commitment and organisational performance were tested using Pearson's product moment correlation coefficient model. This degree of the association between plan implementation and organisational performance, and employee commitment were found to be significant and positive. As derived from the regression analysis in table 4.7, the results show that the combined effect of plan implementation and employee commitment predict 41.7% of the variance in organisational

performance of the NGOs Obongi district, Uganda. This means that there are other factors that influence the project performance by 58.3%.

5.2 Conclusion

The study sought to understand how plan implementation affects organizational performance of NGOs in Obongi district. Four factors were considered in relation to plan implementation. These were goals, objectives, timeliness and resources. Various objectives of the plan implementation process were studied and all of them were found to have positive effects on the performance of NGOs. It can therefore be concluded that goals, objectives, timeliness and resources have a positive effect on the performance of NGOs.

The huge challenge during the plan implementation is insufficiency of any form of resources, such as scarce finance, equipment and facilities, and human resources abilities and familiarity. No NGOs project venture can operationalize any superior competitive project idea at a resource disadvantage, for ideas may just remain so, if there are no resources to set them in a motion. Organisational performance is not only determined by other factors of production, but with a sound resource base, an organization is good to go. Therefore, the level at which operations are executed ought to possess the required resources in order to implement each of the plans put in place.

In addition, the researchers concluded that employee commitment is a crucial factor in achieving organizational performance. Individuals with low levels of commitment will do only enough to work. They do not put their hearts into the work and mission of the organization. They seem to be more concerned with personal success than with the success of the organization as a whole. People who are less committed are also more likely to look at themselves as outsiders and not as long-

term members of the organization. An attractive job offer elsewhere is very likely to result in their departure. By contrast, employees with high commitment to an organization see themselves as an integral part of the organization. Anything that threatens the organization is an imminent danger to them as well. Non-governmental Organizations are expected to merge all of the employee commitment components of affective, continuous and normative commitment in a manner that will contribute to high efficiency and profitability. Such determinants certainly increase the extent of employee commitment, which ultimately contributes to the effectiveness of the organization.

5.3 Recommendations

The recommendations are based on the findings of the study and discussions.

The management of NGOs need to initiate a policy of providing opportunities for leadership development for its staff. This will help them to engage closely and creatively with activities that will improve the performance of the organization.

The management of NGOs needs to provide strict accountability measures for its staff so that all resource allocation decisions are thoroughly vetted, and that there is a monitoring system for all allocations. This would also ensure that all resource allocation decisions serve the best interest of the organization.

The management of NGOs should establish a cohesive relationship with the employees so that employees should see themselves as an integral part of the organization as this will lead to superior performance that will lead to profitability.

The Management of NGOs should try to reduce employee's turnover by creating favorable working conditions in terms of good salary, good treatment, job security, and enough attention from the managers.

These results can be used by the management of NGOs to formulate policy by putting more emphasis on plan implementation during any project implementation.

5.4 Limitations of the Study

The following are the limitations in this study.

- 1) Social distance that was still in force due to COVID-19. Some respondents were not willing to meet the researcher for discussions. This hindered the data collection process.
- 2) Funding limitations. Raising the budgeted money for the research, especially from personal sources, was a problem hence distorting the planned research schedule.
- 3) Because of the busy nature of NGO work, it was difficult to find their managers at their workstations. It made data collection from such respondents difficult.
- 4) The bad roads especially during this rainy season. It made data collection difficult and burdensome.

5.5 Areas for further study

Basing on the finding of the study, the researcher suggests the following areas for further research:

- There is need to find out the other predictors of organisational performance since plan implementation and employee commitment predict 41.7% of the variance in organisational performance of NGOs in Obongi district, Uganda.
- There is need to find out other predictors of organisational performance in government projects if it will yield same result with the study done in NGO projects in Obongi district, Uganda.
- A comparative study needed to be carried out on plan implementation and employee commitment and organizational performance using a longitudinal research design.

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APPENDIX 1: QUESTIONNAIRE

MAKERERE UNIVERSITY

MASTER OF HUMAN RESOURCE MANAGEMENT

Dear respondent,

The questions that follow are indented to facilitate a study on Plan implementation, Employee commitment and Organizational performance in NGOs in Obongi district.

Please, take a few minutes of your precious time to answer them. Your responses will be used for academic purposes only & will be treated with utmost confidentiality.

SECTION A: DESCRIPTIVE DATA (Please tick where appropriate).

1. Gender:

Male	Female
☐	☐

2. Age: 18-25 ☐ 26-34 ☐ 35-43 ☐ 44- + ☐

4. Marital status: Single ☐ Married ☐ Widowed ☐ Divorced ☐

5. Highest education level: Primary ☐ O-level ☐ A-level ☐
Tertiary education ☐ University education ☐

7. How long have you been in this organisation?

0-4 years ☐ 5-9 years ☐ 10-14 years ☐ 15 and over ☐

SECTION B: NON-DESCRIPTIVE DATA

Please estimate to what extent the following statements related to Plan implementation, Employee commitment and Organizational performance apply to you as a staff in this Organisation. Please, circle one choice for each of the following statements that most applies to you; (1= strongly disagree, 2= disagree, 3= neither disagree nor agree, 4= agree, 5= strongly agree).

PLAN IMPLEMENTATION

S/n	Statement	Options available				
A.I: Define						
1	The organization had a well-defined goal for projects	1	2	3	4	5
2	All staff know the goals during implementation of projects	1	2	3	4	5
3	The goals of projects were achieved during implementation of projects	1	2	3	4	5
A.II: Analysis						
1	The organization has well-defined objectives for projects	1	2	3	4	5
2	All staff know the objectives before implementation of projects	1	2	3	4	5
3	All objectives are followed during implementation of projects	1	2	3	4	5
4	All objectives of project are achieved during implementation of projects	1	2	3	4	5
A. III: Design						
1	All projects have well-specified time periods	1	2	3	4	5
2	All staff know the specified time periods for projects	1	2	3	4	5
3	The staff manage time well during implementation of projects	1	2	3	4	5
4	Projects are completed within specified time periods	1	2	3	4	5
A. IV: Maintenance						
1	All projects have well-specified resources	1	2	3	4	5
2	All staff know the specified resources for projects	1	2	3	4	5
3	The staff manage resources well during implementation of projects	1	2	3	4	5
4	Projects are completed within the specified resources envelopes	1	2	3	4	5

EMPLOYEE COMMITMENT

Sn	Statement	Options available				
B.I: Affective Commitment						
1	Am happy I joined this organization to work for over others I was considering at the time I joined	1	2	3	4	5
2	Am proud to tell others that am part of this organization	1	2	3	4	5
3	For me, this is the best of all organizations for which to work	1	2	3	4	5
4	Am willing to put in a great deal of effort beyond that normally expected to help this organization be successful	1	2	3	4	5
5	This organization inspires the best in me in the way of job performance	1	2	3	4	5
B.II: Continuance Commitment						

1	I work for the organization because it provides me with the many of the on-job training exposures	1	2	3	4	5
2	I work for the organization because it is a good chance to realize my goals	1	2	3	4	5
3	I work for the organization because I can make full use of what I have learnt here	1	2	3	4	5
4	I work for the organization because of the challenging job	1	2	3	4	5
5	I work for the organization because there are many opportunities for promotion	1	2	3	4	5
B.III: Normative Commitment						
1	I consider it my obligation to work for the same organization all the while	1	2	3	4	5
2	I would like life time employment in this organization if possible	1	2	3	4	5
3	I would do any job as long as I work here	1	2	3	4	5

ORGANIZATIONAL PERFORMANCE

Sn	Statement	Options available				
C.I: Productivity						
1	All the services offered were well organized	1	2	3	4	5
2	We were aware of the expected impacts	1	2	3	4	5
3	We were kept aware of the progress of all our services	1	2	3	4	5
4	All the services offered were to my satisfaction	1	2	3	4	5
5	All my questions about the work answered to my satisfaction	1	2	3	4	5
C.II: Effectiveness						
1	Our staff listen carefully to community concerns	1	2	3	4	5
2	Our staff are too easy on clients during sessions	1	2	3	4	5
3	Our staff provide community with enough support outside our one-to-one sessions	1	2	3	4	5
4	Our beneficiary community find it easy to talk to our staff	1	2	3	4	5
5	Our beneficiary community give us feedback easily	1	2	3	4	5
6	Our beneficiary community are happy with the level of our project/ program support	1	2	3	4	5
C.III: Efficiency						
1	We have on time delivery of services	1	2	3	4	5

2	There is conformance and compliance with rules, regulations and procedures	1	2	3	4	5
3	There is a sense of safety awareness and awareness	1	2	3	4	5
4	There is minimum loss of resources	1	2	3	4	5
5	<i>Our organization has minimum loss claims</i>	1	2	3	4	5
6	<i>We have minimum complaints</i>	1	2	3	4	5

Thank you for your time and response.