ADMINISTRATIVE - MANAGEMENT FUNCTIONS AND THE PERFORMANCE OF MEDICAL TEAMS INTERNATIONAL IN NAKIVALE REFUGEE SETTLEMENT- UGANDA

BY

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A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT SCIENCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTERS DEGREE IN MANAGEMENT STUDIES (PROJECT PLANNING AND MANAGEMENT) UGANDA MANAGEMENT INSTITUTE

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DECLARATION

I, Racheal Kyalikoba, hereby declare that this report is my original work and has never been submitted to any Institution of learning for any award, except in instances where scholarly materials have been used or quoted.

Signature: _____**Date:**_____

APPROVAL

This Dissertation entitled "**Management Functions and the Performance of Medical Teams International, Nakivale Refugee Settlement**" has been submitted for examination with our approval as the Institute supervisors.

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DEDICATION

This report is dedicated to God and my mother Mrs. Rose Tibenda Bungu who have been my turning point in my life.

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LIST OF ABBREVIATIONS

MTI   -   Medical Teams International

NGOs   -   Non Governmental Organisations

HIV/AIDS   -   Human Immune Virus / Acquired Immune Deficiency Syndrome

USA   -   United States of America

HCII   -   Health Centre Two

HCIII   -   Health Centre Three

UMI   -   Uganda Management Institute

DV   -   Dependent Variable

IV   -   Independent Variable

CVI   -   Content Validity Index

SPSS   -   Statistical Package for Social Sciences

ABSTRACT

The study sought to examine the relationship between Management Functions and the Performance of Medical Teams International in Nakivale Refugee settlement. The study objectives included; determining the relationship between planning and the performance of MTI, establishing the relationship between organizing and the performance of MTI and determining the relationship between controlling and the performance of MTI. A cross-section and correlation research designs were used supported by the qualitative and quantitative approaches. An accessible population of 147 respondents was identified of which 109 respondents formed the sample size. A response rate of 91.7% was obtained. Key findings obtained reveal that planning was positively (.651**) related to performance of MTI, organizing and performance of MTI were positively related (.313**) and results obtained revealed a positive relationship (.581**) between controlling and performance of MTI in Nakivale Refugee settlement. It's concluded that: Fewer staff did not understand the MTI vision, strategic goal was partially achieved, recommendations based on the strength, weakness, opportunity and threat analysis were not considered, delays in preparing reports were common and the progress of MTI was monitored however challenges were numerous. MTI has a well-developed clear structure with existence of a lot of bureaucracy, functional working units were in place, however other units failed to meet the set targets, fewer staff were trained, information flow was insufficient, and performance assessments were not frequently done. The study therefore recommends that, management should fully engage staff in formulation of goals, missions, come up with a better finance plan and review existing performance tools, to organize more internal workshops to help orient staff, and revision of employee manual.

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1.0 Introduction

Management functions and the performance of Non-Governmental Organizations (NGOs) is an area that is not recently researched and yet the performance of NGOs is very vital if they are to continue growing and in operation. Therefore, under this section, the background to the study was looked at in four areas that is the historical, theoretical, conceptual and contextual background. This chapter presents the background to the study, statement of the problem, purpose of the study, research objectives, questions, scope of the study, significance of the study, conceptual framework and operational definition of terms and concepts.

1.1 Background to the study

1.1.1 Historical background

NGOs have existed for centuries but the growth and expansion of NGO work in many countries of Latin America, Asia and Africa at large grew side by side with the internationalization of the spirit of voluntarism (Helmut & Lester, 2001) to advance the cause of the disadvantaged. The 21st century therefore witnessed the formation of NGOs going beyond national boundaries to becoming an international phenomenon (Helmut, et.al; 2001), with late 1980s and early 1990s as the golden years and smooth period for NGOs because at that time, their performance in helping the disadvantaged was of positive results as their effects on their intended beneficiaries were significantly seen in the countries where they operated from.

Globally, the mid 1990s saw a significant change in the perception and unease about the NGOs ability to perform (Howell, Ishkanian, Obadare, Seckinlgin, & Glasius, 2006). As donors started channeling funds in form of aid through the Northern NGOs, they began to

suffer from industrialization and secularization which greatly affected their ability to perform as expected. Therefore, as a result there was increased demand for greater efficiency, accountability and flexibility which made NGOs to focus more on such rather than on performance thus leading to their performance being affected.

By the late 1990s, multiparty democracy had become the main norm in the majority of the African countries with NGOs becoming part and parcel of the vocabulary of the politics to the extent that in order for government to improve on their performance in the public policy, NGOs input was always sought though this did not last for long (Dicklitch, 1998). In Uganda, the performance and growth of NGOs were greatly connected to the traditional spirit of voluntarism. During the colonial period, the performance of NGOs in Uganda was restricted mainly to humanitarian and missionary causes but churches however formalized the voluntary services with emphasis in education and health care (Dicklitch, 1998).

According to Dicklitch (1998), at the time during the early post-colonial era, indigenous NGOs were not very active and so their performance did not impact greatly on the beneficiaries that they served. This was as a result of the repressive political situation as well as the socio-cultural climate in the country at the time. However, Churches remained significant during Idi Amin's regime when most managers of NGOs either fled the country or cancelled services. In the virtual disintegration of the state under the governments of Milton Obote and Idi Amin, it became necessary to incorporate autonomous self-help organizations and NGOs to fill in the vacuum. Since 1986, there has been a rapid proliferation of both indigenous and international NGOs in Uganda (Kwesiga & Ratter, 1993). By 1995, more than 1,200 NGOs had been registered with the Ministry of Internal Affairs (Barton & Bizimana, 1995). In the period of relative peace since 1986, there has been a shift in focus of

the NGO activity from relief to development (Kwesiga et. al; 1993).Therefore, from such a historical background, assessing and determining how effective NGOs are and assessing their performance is a difficult question, one that is generally left unasked and unanswered (Bloom & Van Reenen, 2007).

Evaluating the performance of NGOs has posed a historical challenge, given the sector's purpose of producing social well-being for public stakeholders. Studies to assess the performance of NGOs have been conducted worldwide. For example, in 2001, Espirito used the Delphi methodology to identify organizational variables that NGO executives considered important in relation to levels of performance, an implication of the Espirito study was that no typical organizational pattern exists by which NGOs can be described because of their diverse and collaborative operational arrangements (Espirito, 2001). No attempt was made to relate the above study with management functions, hence leaving a gap.

Latham & Vinyard (2005) in their study, indicated that the path to performance excellence consisted of the competencies of strategic leadership, execution excellence, and organizational learning and recommended that future research should address the assessment of NGOs' performance through moving from a systematic approach to an alignment and finally to integration. Besides making the above recommendation, the aspect of management related to NGO performance is eclipsed. Studies on NGO performance have been conducted in Uganda too. For example, Abia (2011) carried out a study on the relationship between social entrepreneurial competencies, social capital and perceived performance of selected NGOs and suggested that if technical competencies, key personal competencies and social capital were to be combined with other factors like it was established by the study findings, they would consequently boost perceived performance.

It's on the basis of these gaps in the previous studies mentioned above that the researcher became motivated to carry out this study relating management and performance of Medical Teams International (MTI).

1.1.2. Theoretical background

This study was guided by the contingency theory. According to Burns & Stalker (2009), contingency theory is a behavioral school of thought theory that claims that the best way of organizing an organisation to achieve maximum performance is for that organization to be contingent upon the internal and external factors that affect it. To them, internal factors include goals and objectives set, mission statement and vision of an organisation which need to be considered during planning because they make up the environment in which organizations must fit and so they affect the organization's adaptability and performance if not regulated and monitored.

To Burns et.al; (2009), the external factors also include customers or clients to the services offered by the organisation, and the government. In addition, Lex (2011), asserts that the contingency theory states that the most effective organizational characteristics are those that fit the contingency variables thus leading to highest performance when these characteristics fit the size of the organization and should be determined at the planning level so that they are easily controlled.

The contingency theory therefore postulates that to achieve performance in any organisation, there is need for planning, organizing, and controlling functions of the organization that will guide the implementation of the planned activities that contribute to the achievement of organizational goal. Thus the argument underpins our conceptualized relationships which hypotheses that there is a relationship between management functions and the performance of

Medical Teams International.

1.1.3. Conceptual Background

The study concentrated on management functions as the independent variable and performance of NGOs as the dependent variable. According to Koontz et.al; (2005), management carries five basic functions that are interdependent, interactive and interrelated. To him, these include, planning, leading, staffing, controlling and organizing. Stoner *et.al*; (2002), looked at four major functions of management which include planning, organizing leading and controlling. Management therefore entails the achievement of key expectations by working through people. Fayol originally set forth five management functions, but management book authors like Stoner et.al; (2002), condensed them to four: planning, organizing, leading and controlling. The fifth function was staffing. To this effect, management functions of planning, organizing, controlling and leading must be executed for organizational performance to happen.

The relationship between management functions and organizational performance are therefore implied to be direct and a prerequisite (Falshaw, Glaister & Tatoglu, 2006). Koontz et.al; (2005), agree that the planning function is the foundation area of management and is the base upon which all the areas of management should be built. It involves top and middle administration to assess; where the company is presently set, and where it would be in the upcoming. From there an appropriate course of action is determined and implemented to attain the company's goals and objectives (Falshaw, Glaister & Tatoglu, 2006; Eugenia & Paraskevi, 2004). Tapinos et.al; (2005), report a positive relationship between strategic planning practice and effectiveness in their study of performance measurement systems in Europe. Organizing involves management in establishing functional structures and responsibilities, and the establishment of procedures and policies to regular work operations

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(De Waal & Gerritsen- Medema, 2006).

Research works by Tapinos et.al; (2005), demonstrates that significant rethinking and restructuring of how an organization at present does business can impact massively on improvements to the competitive performance of an organization. Controlling involves management collecting performance information, analyzing it and taking corrective action to achieve the organizational performance (Lowrie & Cobbald, 2004).

According to De Waal & Gerritsen- Medema, (2006), the key purpose of organisational performance management and control is to guide and regulate the activities of an organisation or any of its parts, by means of management judgement, decision, and action for the purposes of attaining agreed objectives. Also, according to Stoner, et.al; (2002), although these functions of planning, organizing, leading and controlling concern the internal environment of an organization for carrying out its tasks and responsibilities, managers must know that they operate within the external environment of an organization too. Therefore managers cannot perform their duties well unless they have an understanding of and are responsive to the many elements of the external environment and the neglect of such factors or elements renders the performance of an organization worthless.

NGOs have been seen making significant efforts to show how they are performing and according to Fowler (1996), there are factors that impel NGO performance which include, strict requirements attached to official aid, NGOs' claims to be more effective than governments. Fowler (1996), goes on to assert that NGOs despite those factors find it very difficult to come up with sound cost effective methods to clearly show the results of their developments activities in terms of performance. According to Pratibha (2012), NGOs performance can be measured only when that particular NGO is able to achieve the set goals

and objectives and how its services affect the intended beneficiaries most especially if they are positive effects. Nelson (2007) asserts that NGO performance can be seen through the activities that particular NGO undertakes at the community level, national, regional and global level with the main aim of their existence being put at the fore front to achieve satisfaction from the beneficiaries at all levels

All measures indicated above are relevant to this study and were used in this study. Therefore, basing on such literature, the dimensions for Management functions included planning, organizing and controlling while those for performance of NGOs included goal achievement, client satisfaction and service provision.

1.1.4 Contextual background

During the last decade, most NGOs have mainly been involved in the provision of a wide range of services where the state and the market have been overwhelmed, failed or simply ignored the problem. Some of the services NGOs offer include relief and rehabilitation in humanitarian emergencies, anti-corruption work, and conflict resolution and employment creation. According to Kiwanuka (2011), Ugandan NGOs have traditionally been heavily involved in education, health and agriculture, for example in Uganda, it is estimated that NGOs and Faith Based Organizations have been contributing around 40% of services to a sector like health and more recently their contribution is significant in environment, microfinance and HIV/AIDS. The Civil Society Index puts their impact at as high as 2.3 out of 3 (Kiwanuka, 2011).

NGOs have therefore played a large role in the social and economic lives of developing countries, including Uganda. In recent years, growing amounts of development resources

have been channeled to and through NGOs in all sectors. And, in turn, NGOs working to alleviate poverty, improve social welfare, and develop civil society have become numerous in many countries (Miller-Grandvaux, 2002). But where as many NGOs provide valuable services, the sector has grown much more than what concerned officials can monitor and this has therefore created opportunities for scam artists who are eager to enrich themselves than to serve the public. Also, some political officials' voice frustrations that NGOs at times operate on a different set of rules and pursue different priorities than local leaders think appropriate. And lately, some NGOs have attracted complaints that they promote dependence instead of self-sufficiency in communities where they operate, with the result that some areas have then failed to develop even after NGOs have been performing in those areas for decades (Baguma, 2009).

Therefore, to contribute to the noble cause of improved welfare amongst the most marginalized communities, Medical Teams International - Uganda (MTI) was launched in Uganda in 2004 (MTI Profile, 2012). MTI, a faith-based non-profit health relief and development organization with its headquarters in Portland, Oregon USA and country head office located at Kisaasi trading centre, Kampala district. MTI started its operations in Northern Uganda in 2004 during the time of emergency providing basic health needs of camp residents and returned communities. It then transformed its programming from emergency to development working with the district local governments as well as the community in the areas of capacity building, service provision and infrastructural development.

In December 2008, MTI-Uganda extended its services to southwestern Uganda providing health care services through Kibengo health centre II since March 2009, and later on it extended its services to Nakivale H/C III, Nshungyezi H/C II, Rubondo H/C II, and Juru H/C

II. However, an annual report produced by MTI in December 2012 indicated flaws in the activities implemented in her projects that included among others, mismatch between what was planned and implemented. This indicates gaps in performance and the management of MTI hence, the need to identify the cause of the low performance.

1.2. Statement of the problem

Performance of local NGOs and external NGOs has been majorly felt in social and economic development including efforts against poverty and of recent have also gone ahead to concentrate their performance in health related issues thus improving access to health care through construction of NGO health units and stocking these with drugs (Mwesigwa, 2008). But despite all this, NGO performance in general is still under criticisms and all this is happening because there is very little professionalism when it comes to NGO administration, management and performance appraisal (Mutabazi, 2009). Medical Teams International Uganda therefore as a health related NGO has a goal of provision of quality health services to its clients in all areas of its operation (MTI, 2012). But despite management's efforts to deliver drugs as required and constant field monitoring from top management, there has been continued existence of poor performance in its operations (MTI, 2012). This is showed through continuous shortage of drugs at the health facilities (MTI, 2012), deliveries of drugs with a short life span, non-essential drugs are delivered in too big quantities (MTI, 2012), continuous ambulance breakdown, staff turnover and absconding from duty are on the increase. This drains the quality of services delivered to clients thus leaving them unsatisfied. Therefore, if such are not steadily addressed, then MTI is likely to fail to achieve its goal of provision of quality services to clients. This proposed study therefore seeks to investigate how management functions if strengthened can help to improve on the performance of MTI as an organization.

1.3. Purpose of the study

The study examined the relationship between management functions and the performance of MTI in Nakivale Refugee settlement.

1.4. Objectives of the study

The study was guided by the following objectives:

1) To determine the relationship between planning and the performance of Medical Teams International.

2) To establish the relationship between organizing and the performance of Medical Teams International

3) To determine the relationship between controlling and the performance of Medical Teams International

1.5. Research questions

The study sought to provide answers to the following questions:-

1) What is the relationship between planning and the performance of Medical Teams International?

2) What is the relationship between organizing and the performance of Medical Teams International?

3) What is the relationship between controlling and the performance of Medical Teams International?

1.6. Hypotheses

The following hypotheses were tested during the study:-

1) There is a relationship between planning and performance of Medical Teams

International.

2) There is relationship between organizing and the performance of Medical Teams International.

3) There is a relationship between controlling and the performance of Medical Teams International.

1.7 Conceptual framework

INDEPENDENT VARIABLE   **DEPENDENT VARIABLE**

(IV)   **(DV)**
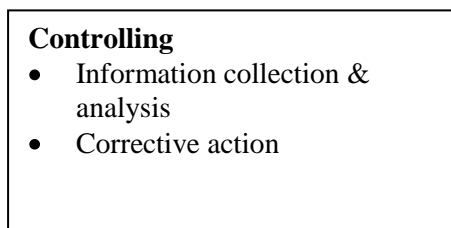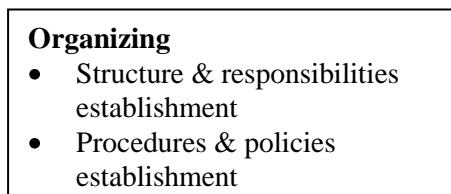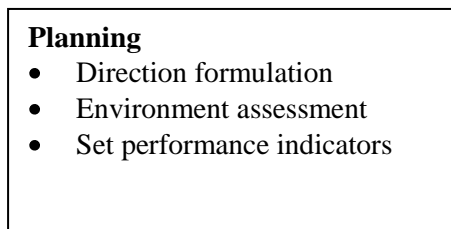
Administrative- Management Functions   **Performance of NGOs**
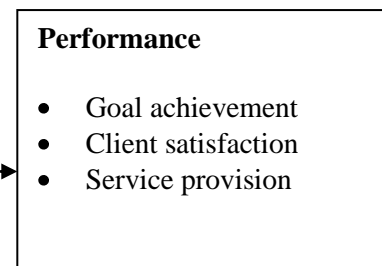
Figure 1.1: Conceptual framework showing the relationship between management and performance.

Source: Adapted from Henry Fayol's general Administrative management theory (Wolfgang, S & Pan, A., 1995) and modified by the researcher.

The conceptual framework above shows the two major variables of the study that is the independent variable which is management functions and the dependent variable which is

performance of NGOs and it also shows the extent to which the two variables influence each other. The framework also suggests that performance of NGOs is significant in goal achievement, client satisfaction, and service provision which can be achieved through management functions of planning, organizing and controlling. Under management functions, the dimension of planning include formulating the organization's directions, assessing the internal and external environment, and setting performance measures (Falshaw, Glaister & Tatoglu, 2006).

Organizing involves management in establishing functional structures and responsibilities, and the establishment of procedures and policies to regular work operations and controlling involves collecting performance information, analyzing this information and then taking corrective action. (De Waal & Gerritsen- Medema, 2006). Therefore, if proper planning, organising and controlling mechanisms that have been stipulated above are put in place and procedures followed, then the performance of MTI is likely to improve thus leading to the achievement of its goal of provision of quality services and client satisfaction.

1.8. Significance of the study

The findings of this study identified planning weaknesses affecting performance in NGOs hence the planning problems and thereby came up with corrective actions to enable the effective planning geared towards improved performance in NGOs of Uganda. Similarly, the researcher also identified organizing weaknesses and designed appropriate intervention means to organize the activities in NGOs of Uganda hence aimed at improving on their performance. Also, examination of the management control weaknesses yields intervention for improving on management controls through identification of deviations and taking corrective actions. With all planning, organizing and controlling weaknesses identified, the

researcher expects that MTI and other NGOs that offer the same or similar services will adapt new strategies so as to help them achieve their goal of quality service delivery to their clients. Lastly, this study is crucial for academicians and researchers with interest in the same area or field as the results obtained are useful for closing the existing knowledge gap.

1.9. Justification of the study

Mugenda & Mugenda (1999), assert that, justification of the study highlights the reasons for conducting the study as well as the importance of carrying it out. Therefore, whereas studies have been carried out acknowledging development NGOs to have become an integral, and necessary, part of a system that sacrifices respect for justice and rights, delivering services, running projects that are motivated by charity and pity; and doing things for people (who, implicitly, cannot do them for themselves) (Manji & O'Coill, 2002.), very little study has been carried out on management and performance of NGOs. It had only been mentioned in broad terms that good management enhances organizational performance without stating specifically which elements of management are critical for performance of NGOs. This study therefore will be carried to make an academic contribution to this area of knowledge.

1.10. Scope of the study

The study was carried out in Nakivale Refugee settlement found in Isingiro district in western Uganda at Medical Teams International. The study variables (independent and dependent variables) were limited to management of NGOs and their performance.

1.10.1 Content Scope

The study concentrated on the management function with its attributes of planning, organizing and controlling. Planning in this study focused on variables of direction

formulation, environmental assessment (external and internal), and setting performance measures. Organizing focused on structure and responsibilities establishment, and procedures and policies establishment and controlling mainly focused on collecting performance information, analyzing that information and taking corrective action on deviations and how all these influence performance of NGOs which is the dependent variable in the dimensions of achieving goals, client satisfaction, and service provision.

1.10.2 Geographical scope

The research was carried out in Nakivale Refugee Settlement in Medical Teams International in Isingiro district in western Uganda. Nakivale lies in a remote area and is approximately 310kms west of Kampala, the capital city of Uganda. It is also 72kms away from Mbarara district and is divided into three major parts, that is Nakivale, Rubondo and Juru areas and has got over 74 villages. The whole region of Nakivale is found in three sub counties of Isingiro district that is Rugaga, Mbaare, and Ngarama Sub counties.

1.10.3 Time Scope

The study covered the period of 2009 to 2013 because that is about the time Medical Teams International started its operations in Nakivale refugee settlement (MTI Profile, 2013).

1.11 Operational Definitions

Management: This is operationally defined to mean the administering, running and supervision of the activities that Medical Teams International does in its areas of jurisdiction.

Controlling: In the context of this study, controlling is conceived to mean the implementation of activities aimed at assessing and evaluating the utilization of resources to achieve desired results.

Planning: This refers to a set of arrangements and procedures used by management to ensure that the inputs into Medical Teams International activities yield desired results.

Organizing: This is operationally defined to mean the systematic and orderly scheduling of the health activities which include community outreaches, HIV AIDS activities, out patients' services, laboratory services, maternity and nutrition activities to reduce duplication, delay and deviations.

Performance: This refers to the achievement of the set goals by Medical Teams International.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter presents a review of related literature about management and performance in organizations. The first section presents related literature on planning and organizational performance. This is followed by a review of related literature on organizing and organizational performance while the last section presents related literature on controlling and organizational performance.

2.2 Theoretical Review

This study was guided by the contingency theory. According to Hisson (2009), the contingency theory is based on the idea that to be effective, planning, organizing, leading and controlling must be tailored to particular circumstances faced by the organization. Hisson (2009), asserts that according to the contingency perspective, stable environments suggest mechanism, and structures that emphasize centralism, formulation, standardization and specialization to achieve performance, efficiency and consistency. He also asserts that certainty and predictability in an organization permits use of policies, rules, and procedures to guide decision making for routine tasks and problems thus increasing the performance of an organization.

Contingency theory is guided by the general orienting hypothesis that organizations whose internal features best match the demands of their environments will acheive the best adaptation (Scott 1981). The termed was coined by Lawrence & Lorsch in 1967 who argued that the amount of uncertainty and rate of change in an environment impacts the development of internal features in organizations. Different subunits within an organization may confront different external demands. Scott (1981) asserts that to cope with these various environments,

organization create specialized subunits with differing structural features for example, differing levels of formalization, centralized versus decentralized, planning time horizon. According to Armagan (2002), contingency theory is based on the idea that a fit between certain components of an organisation and certain contingencies improve that organization's performance.

2.3 Review of related literature:

According to Hisson (2009), management has four tasks which include planning, controlling, leading and organizing. Hisson (2009), looked at planning as choosing appropriate organizational goals and courses of action to best achieve goals, controlling as establishing accurate measuring and monitoring systems to evaluate how well the organisation has achieved its goals. With organizing, he looked at it as establishing tasks and authority relationships that allow people to work together to achieve organizational goals and leading as motivating, coordinating, energizing individual and groups to work together to achieve organizational goals.

2.3.1 Planning and the performance of NGOs

According to Chatora & Tumusiime (2004), planning is the major function if any system is to work and be able to achieve their goal. To them, any system that is put in place must have a planning cycle which should include a sequence of steps to be followed. Therefore, the steps included identifying needs and problems, realizing the vision (setting priorities and targets), developing interventions and identifying resources, and lastly monitoring and evaluation (including choice and setting of appropriate indicators.) Chatora & Tumusiime assert that managers and those in charge of district health facilities (dispensaries, health care and hospitals) should adopt the planning cycle for their systems to work and should also be the key players in the planning process and also be responsible for the implementation of their

health plans. This literature is important as it clearly specifies the importance of planning in any system for it to succeed but however the gap in this literature is that these scholars based their arguments on mainly the district health service delivery and not NGO performance.

According to Falshaw, Glaister & Tatoglu (2006), the planning process consists of three major components, formulation of direction (which includes developing a mission, goal and setting major objectives), assessing the external and internal environments, and evaluating and selecting strategy alternatives), implementation and control. Many management scholars like Stoner, et.al; (2002) agree that planning is the foundation area of management and is the base upon which all the areas of management should be built. It involves top and middle administration to assess; where the company is presently set, and where it would be in future.

Most questions posed to respondents yielded positive answers which supported the inferential results obtained that a positive relationship existed between planning as a management function and performance. These for example included; results obtained where many respondents indicated that MTI had a well-defined vision while others said that they knew their mission statement and more answered that the strategic objectives and goals in place.

2.3.1.1 Direction formulation and the performance of NGOs

Direction formulation in NGOs is concerned with majorly goal and objective setting of an NGO. Planning is the most important management function under which goal and object setting are important because they are the most critical step in the organisation. According to Curtis (2004), goals are forward facing and provide the organisation with direction in which it will move and objectives are mile makers along the road indicating progress and maintaining direction. Curtis (2004) also asserts that goal setting in management of NGOs

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includes assessing the environment, creating a vision in which the NGO's purpose and missions are set, formulating a strategy by setting measurable objectives including the plans to attain the objectives and executing the strategy and putting control and evaluation of the whole process.

According to Locke (1993), goals set the primary standard for self-satisfaction with performance and that the more specific the goal and objectives are, the greater the chances the goal setter has of accomplishing the goal and objectives set. He also states that a review of field studies on the effects of setting goals when performing a task found that in 90% of the studies, specific and challenging goals lead to higher performance than easy goals and that goals and objectives affect performance by directing attention, mobilizing effort and increasing persistence. A goal is a regulatory mechanism for monitoring, evaluating and adjusting one's behavior. A goal can provide purpose to an otherwise meaningless task; it provides a sense of accomplishment.

Performance goals can make people so anxious to succeed that they scramble to discover strategies in an unsystematic way and fail to learn what is effective. This can create evaluative pressure and performance anxiety. The antidote is to set specific challenging learning goals such as, to discover a certain number of different strategies to master the task so as to achieve desired performance (Seijts and Latham, 2001). Latham further suggests that an alternative to assigning goals is to allow subordinates to participate in setting them. The theory contends that this would make goals more important to the person because one would at least in part own the goals. Locke and Latham (1990) claim that, setting specific and difficult goals leads to great performance because employees are motivated to accomplish that task.

This literature is therefore important to the study because it clearly points out the importance of setting clear goals and objectives on ground if performance is to be achieved by MTI but however, there is a gap in this literature because the authors did not use the Ugandan context and Locke & Latham (1993), did not specify the area where the field studies had been carried out so that the researcher can compare with the current study.

The researcher found out that for any organization to perform to its expected standards, the managers both top and field level managers had to be able to come or set a clear goal known to everybody, an achievable mission statement coupled with very clear objectives that are based on the SMART concept.

Also, the researcher found out that most respondents indicated positives about the goal, mission and objectives of the organisation, that there were fewer staff that disagreed or were neutral. This was an indication of discrepancies in the way the goal-mission and objectives were being formulated. This could be attributed to the fact that most organizations outsource strategic related matters to external consultations to come up with the best goal-mission statement and objectives with less consultation done from internal staff.

 The failure to fully engage internal staff in such consultations widens the gap between how best staff; execute their tasks geared towards the proper implementation of the set objectives. The presence of such discrepancies' cannot be left unattended to as it can expose the firms' or organizations' internal operations to the competitors and hence core to survival of such an entity

2.3.1.2 Environmental assessment and the performance of NGOs
Jacob (2011) asserts that environmental assessment aims at helping an organisation to obtain

opportunities and threats that will affect the organization's competitive situation and thus determine its performance. To him, the environment contains both the external and internal environment and that the external opportunities are characteristics of the external environment that have the potential to help the organization achieve its goal.

External environments have external threats that may prevent the organization from achieving its goal and that therefore, organizations must formulate appropriate strategies to take advantage of the opportunities while overcoming the threats in order to achieve their set goals (Vicent & Aosa, 2002).

According to Jacobs (2011), the external environment consists of variables that are outside the organization and not typically within the short-run control of top management and so must be critically assessed before any activities of an organisation are stipulated out. They may be general forces within the macro or remote environment, which consists of political-legal, economic, socio-cultural, technological forces which influences strategy formulation through government and law intervention, (Jacobs, 2011).

Jacobs (2011) however focused more on the external environment of the organisation than the internal environment and yet the study will focus on both the external environment and internal environment thus leaving a gap. Fowler, Goold & Rick (2007), assert that the environment consists of both the external and internal environment which need to be assessed at planning for performance to be achieved. To

Fowler, et al (2007), external environment consists of relations with the donors, the

government, communities and other NGOs performing in that some locality and the internal environment issues consist of identity, attitudes, values, vision, mission, strategy, systems and structures set, skills and abilities of employees, material and financial resources.

The study found out that SWOT analysis was an important factor or tool that any organisation that intended to achieve its performance had to put in place. Therefore, the researcher to this found out that MTI as an organisation carried out the SWOT analysis by establishing the likely internal and external strengthens, weaknesses, opportunities and threats that could hinder its progress to better planning to support the achievement of its set goal and objectives. However, there were few incidents of weaknesses that were evident in the way the analysis was done as indicated by respondents who disagreed. These pockets of weaknesses could be linked to limitation in time, financial and human resources that were allocated to support the entire SWOT exercise. More so, the obtained SWOT findings seemed to have been generalized and yet this created more gaps in the best way strategic matters could be handled.

2.3.1.3 Setting performance measures and performance of NGOs

According to Fholisani (2001), performance targets and measures are the planned level of performance or the milestones an organisation sets for its self for each indicator identified. To him, performance measures and indicators inform an organisation on its progress, that is whether they are achieving their goals and objectives set by an organisation and that they also essentially describe the performance dimension for any organisation.

Hailey & Sorgenfrei (2004) assert that setting performance measures in an organisation is a key issue that should be considered at the planning level of any organisation because it helps

in the identification of the strengths and weaknesses of that organisation. He also asserts that there are two principle functions of setting performance measures and indicators that is ensuring that the measures and indicators set are able to hold managers accountable for their performance and actions and also facilitating learning and improving performance.

The above literature reviewed on the components of planning uses more case studies from other countries and organizations other than Uganda and particularly MTI, hence leaving contextual and methodological gaps that raise a need for investigation to establish whether the management of MTI effectively carries out the planning function for the purposes of achieving the planned goals and objectives of the organization.

However, the findings from the researcher revealed that many respondents agreed that performance measures for each department were frequently monitored and many respondents indicated that performance measures were in place for staff to ensure service quality as supported by Fholisani (2001).

2.3.2 Organising and the performance of NGOs

According to Mwanzia (2008), organizing deals with assigning duties, responsibilities and authority to people and departments and it includes the determination of relationships that help to achieve objectives of the organisation. To him, organizing also involves determination of the most important activities that must be carried out to make achievement of the goals and objectives of the organisation, the division and grouping of organisational activities into departments, job design within each department, delegation of tasks, authority and responsibility to individuals in departments and design and visual representation of the organization's structure.

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De Waal & Gerritsen- Medema (2006) assert that all organizations need to identify a series of operating procedures carefully aligned to clear boundaries of individual responsibilities and authority. Through the function of organizing, organizations identify a series of operating procedures, carefully aligned to clear boundaries of individual responsibilities and authority. Once this structure has been drawn up, it needs to be implemented consistently across all levels and all departments and they urge that the second function of the management is getting prepared, getting organized.

2.3.2.1 Structure and responsibility establishment and the performance of NGOs

McClain & Romaine (2012), point out that the backbone of a structure being put in place is to ensure clear communication. To these authors, not all people, no matter how creative, function well in an environment with minimal structure and responsibility outlined. Some employees do not know how to channel their energy into productive tasks with measurable outcomes thus affecting performance of that employee. Others excel under close and specific direction clearly stipulated in terms of structures and responsibilities defined.

According to McClain & Romaine (2012), organizations regardless of their services, require a certain and clear structure. Some functions and departments, such as accounting, are bound to established procedures for conducting their work. Other functions and departments require structure that supports project timelines and productivity targets. Such a structure might require precisely established priorities, goals, and tasks set, (McClain & Romaine 2012).

According to Mostashari (2005), a study carried out in China on NGO management and performance showed that there was a positive relationship between organizing and the performance of NGOs and so the major problem of NGOs is employees not knowing their

responsibilities and their immediate supervisors in terms of structuring of the organizations which at times result in employees being torn by infighting and turf wars. To him, NGOs need to consider reorganizing employee structures by clearly allocating responsibilities to each and training of employees on what is expected of them in their different statures. According to studies by

Lines (2005), a strong positive relationship was significant as results from his studies showed that organizing leads to achievement of magnitude improvements in organizational performance by redesigning the processes by which an organization delivered value to its customers. The newly designed processes of organizing are often enabled by information technology.

Empirical studies have also investigated and found that in many quoted cases, designed processes have led to transformational changes in the way in which organisations are structured. In particular, traditional functional structures, and the barriers between them, are being broken down in favor of multi-disciplinary teams responsible for complete processes for efficient and effective achievement of the company performance expectations. Similarly, training and development can serve as additional levers for enhancing engagement and commitment. For new hires, training usually begins with orientation and it presents several important opportunities including explaining pay, work schedules and organizational structures. Most important, it gives managers a chance to encourage employee engagement by explaining how the new hire's job contributes to the organization's mission (Vance, 2007).

The gap here is that the authors did not use look use the Ugandan context while carrying out

their various studies and so this study will look at the relationship between organizing and performance in a Ugandan context.

The researcher also found out that there was an existence of a well-designed organogram coupled with functional work units which showed power in hierarchy and the varying responsibilities that are required to attain a given goal. However, although MTI was found to have a well-designed structure with functional units to support work, the negative results obtained during analysis clearly indicated that there were loopholes in the structures like bureaucratic tendencies exhibited by certain staff during work that hinder the quick execution of work.

2.3.2.2 Procedures and policies establishment and performance of NGOs

According to Bartridge (2005), policies and procedures are the strategic link between the organisation vision and its day-to-day operations and if well written out, they allow employees to understand their roles and responsibilities within predefined limits thus performing to the set standards. Basically, policies and procedures allow management to guide operations without constant management intervention. Policies identify the key activities and provide a general strategy to managers on how to handle issues as they arise and the ultimate goal of every procedure is to provide a clear and easily understood plan of action required to carry out or implement a policy (Bartridge, 2005). Therefore, to him, well written procedures also help eliminate common misunderstandings by identifying job responsibilities and establishing boundaries for the job holders.

Edwards (2008) asserts that policies of an organisation should be written down clearly specifying for workers what is expected of them and procedures to describe how policies will

be applied or implemented thus leading to performance of organizations.

The above literature reviewed on organizing and performance of organizations, NGOs inclusive makes no mention of case studies from Uganda as well as MTI. This leaves academic gaps relating to the doubt whether MTI has well-established standard operating procedures, policies and rules; distinct roles/responsibilities and functions of the different work units and individuals which leads to disorganized work processes in the organization; different functional units which are well coordinated and whether management of MTI undertakes attempts to achieve improvements in the organizational performance by redesigning its processes to deliver value to its customers. The current study filled the identified gaps.

2.3.3 Controlling and performance of NGOs

According to Lowrie & Cobbald (2004) control, includes establishing performance standards which are of course based on the company's objectives. It also involves evaluating and reporting of actual job performance. When these points are studied by the management then it is necessary to compare both the things. This study on comparison of both decides further corrective and preventive actions. The controlling process is unending process or continuous process.

Siriyama (2007) in his studies asserts that in an organisation, control consists of verifying whether everything occurs in conformity with the plan adopted; instructions issued; and the principles established. Controls can be either strategic or operational. Findings from his studies showed a positive relationship between controlling and performance of organisations that strategic controls are concerned with the overall performance of the organisation or a

significant part of it. Operational controls measure activities within sub-units of an organisation and usually cover a shorter time period than strategic controls. All such controls check whether the organisation's strategic and operational plans are being realised and put into effect corrective measures where deviations from expected performance levels or shortfalls are occurring.

According to Fincham (2005), control involves establishing standards based upon objectives, measuring and reporting performance in an organisation, taking corrective action or preventive action and directing.

2.3.3.1 Information collection and analysis

According to Owens (2007), collecting performance information indicates how well an institution or organisation meets its aims, and objectives, which policies and processes are working and therefore using the best available data and knowledge. Collecting performance information is also key to effective implementation, monitoring and reporting which helps organizations to identify the scope for improvement, track progress (monitoring service delivery) and better understand the issues involved with performance of an organisation, so that corrective or preventive action can be taken (Owens, 2007).

This therefore means that the information collected about the performance of an organisation must be accurate, appropriate and timely. Bartridge (2005), in his study asserts that the most valuable reason for measuring performance is that what gets measured gets done and that if an organisation knows that its performance is being monitored, it is more likely to perform the required tasks and perform them well. He also states that the availability of performance information allows managers to pursue result oriented-based management approaches like

risk management, bench marking and market testing.

According to Meyers (2010), information is important for an organization's operation and so must be used efficiently and effectively by analyzing it which means finding out what the information is all about. To analyze information is to determine just what information is needed to make the organisation perform to its set targets and also be able to verify that kind of information that can lead to an organization's failure to perform beyond its expectations.

Stephenson (2003) in his studies on internal controls in NGOs in china asserts that for proper information to be collected and analyzed, all routine supervision for day to day activities in any organisation had to be done. To him, information about the performance of an NGO and the analysis of this information has to be done by the supervisory organisations which should oversee the activities and financial affairs of that particular NGO.

These authors however looked at the impact of collecting performance information in their countries and not in the context of this study thus leaving a gap and therefore this study used such ideas but related them to the context of the study.

2.3.3.2 Corrective action and the performance of NGOs

Sambo (2006) in his studies in South Africa asserts that control is a systematic process through which managers can compare real performance with plans, standards and objectives and take corrective action if deviations occur. To him, controlling prevents crises, leads to standardized actions to increase efficiency, prevents mal practices, theft and waste, brings about performance appraisal of all workers, quality is standardized and it results into

delegation because subordinates who are delegated to can be controlled effectively. He also argues that organisations which had proper control systems stipulated out clearly achieved their goals with very few limitations.

According to Edwards (2008), taking corrective action is one of the three essential activities of the control process. If the process is measured and the results don't meet organization's standards, then the process needs to be altered so that it can meet organizational goals. To her, one key aspect of taking corrective action is problem solving. A manager needs to be able to understand the contributing factors of a problem, how they impact key processes, and how to find a workable solution. Once that solution is formulated, it is important to determine how to effectively implement it.

Once a method of corrective action is determined, it needs to be implemented as soon as possible and then and analysis of the effectiveness of the solution should be scheduled. This way if the corrective action doesn't create the expected results, further action can be taken before the organization falls even further behind in meeting its goals, (Naceur, 2004).

Corcoran (1999) states that a corrective action program in an organisation should ensure that conditions adverse to quality are promptly identified and corrected and he stated thirteen steps to be followed. These he said include, calibrate the people, identify the issues, characterise them, evaluate the issues, generate and select actions, implement the corrective action, monitor and adjust the corrective action, trend reliable data, learn from events, improve the process, integrate the gains, publicise experience and results and celebrate the journey.

According to Nacuer (2004), three forms of control exist namely, pre-control which is essentially pre-emptive, as in planning, as it sets out the future direction, goals, targets, outputs and outcomes and identifies potential difficulties and risks in advance; concurrent control which is exercised while an event is taking place or as soon as possible after the event. This monitoring could be daily or weekly reports on aspects of public service activity. Secondly, concurrent controls are primarily quantitative focusing on inputs, process and outputs. Lastly post-control which is the poorest from of control in terms of corrective action as it is exercised after the event. However it focuses on quantitative and qualitative evaluations and therefore is an essential component of a holistic approach to organisational performance management (Naceur, 2004).

Stephenson (2003) in his studies of internal controls in china asserts that NGOs had failed to perform to the expected standards of their donors because of lack of clear set internal systems in these organizations. Therefore, according to him, corrective action in NGOs should include putting emphasis on departments like finance to provide annual performance reports to relevant stake holders like the funding sources, laying down written policies, procedures and guidelines and specify the authorities for important decisions or transactions, regularly reviewing these policies and procedures, ensuring that the policies, procedures and codes of conducts are clearly understood by all the staff through briefing and training so that performance is achieved at all levels.

However, the gap in some of these writings like for Stephenson, they focused more on one area to be controlled, that is finance thus ignoring other areas like staffing that need control mechanisms too.

Also, while the above scholars carried out studies on controlling and performance of organizations, none was carried out in the context of Uganda and the studies looked at performance of organisations and specifically narrowing it down to Non-Governmental Organisations. This study filled the gap by establishing whether or not, Medical Teams International has standards based upon objectives; whether there is measuring and reporting performance; and the steps that management of the organization takes for corrective/preventive action. Also, this study filled up the gap of using a Ugandan context and also using NGOs instead of organisations broadly.

Findings from the study revealed that controlling and performance were positively related as and the following were summarized; deviations in work processes were common, MTI uses standardized documents and assessments are done on the extent of progress, while conformity to instruction was emphasized and MTI field level managers prepared reports. In addition, MTI management monitored its performance, internal controls were evident and performance appraisal exercises were performed between subordinates and supervisors.

2.4 Summary of Literature Review

From the preceding literature reviewed, the management functions of planning, organizing and controlling play an immense in the performance of NGOs. The authors cited in the literature acknowledge the superiority of the above management functions and how each of them influences the performance of NGOs. However, most of the scholars used case studies of developed countries and developing alike, excluding Uganda. Their findings, however polished they appear, have methodological, contextual and subject gaps that were addressed by the current study.

CHAPTER THREE

METHODOLOGY

3.1. Introduction

This chapter outlines the research methodology that was used to conduct the research. It constitutes the research design, population of study, sample size and selection, data methods and instruments, reliability and validity of instrument, data management and analysis.

3.2. Research design

The study used both cross sectional and correlation study design with both the quantitative and qualitative approaches of data collection. The cross sectional study was used because this research is a one-time investigation where data on opinions on management was collected at the same period of time. Also, cross sectional study design was used given the time frame of the study that is, it had to be completed in a short time period (Amin, 2005). The correlation study design was used because it describes an existing condition and it also describes in quantitative terms the degree to which variables are related. The degree of relationship is expressed as a correlation coefficient and so, the more related two variables are, the more accurate the predictions based on their relationships (Amin, 2005)

3.3 Study areas and population

The accessible population constituted of 147 MTI employees, in Nakivale Settlement, Uganda (MTI, 2012). These comprised of (11) top managers, (6) field level managers and (130) administrative staff.

3.4 Determination of Sample Size

A sample refers to a subset of the population, (Sekaran, 2003). The findings below reveal that from an accessible population of 147 respondents, 109 respondents were drawn to form a

sample. These were selected based on the Krejcie & Morgan (1970) mathematical table of Sample size determination as cited by Amin (2005:454) as shown in Table 3.1 below;

Table 3.1: Category, Accessible population, sample and sampling technique

Category	Accessible population	Sample size	Percentage	Sampling Technique
Top managers	11	8	72.7%	purposive sampling
Field level managers	6	4	66.6%	Purposive sampling
Administrative Staffs	130	97	74.6%	Simple random sampling
Total	**147**	**109**	**74.1%**	

Source: Primary Data

3.5. Sampling Method and Sampling technique

The research was conducted using simple random sampling to cover the sub group of population in Nakivale Settlement Camp. For this study, MTI top managers and field level managers were identified using the purposive sampling technique since these respondents hold vital information that was required for the study (Mugenda & Mugenda, 2003), not every employee had information regarding certain management functions on planning, organizing and controlling in relation to performance.

On the other hand, administrative staffs were selected using the simple random technique. A simple random sampling technique refers to a technique where every respondents has an equal chance of being involved in a sample. The reason for adopting this technique can be attributed to the fact that the method avoids bias and easily access convenient respondents with information regarding the research topic and employees also get equal chance of being selected, (Amin, 2005). In addition, the technique involved writing all the respondents names on a piece of paper and putting them in a basket and picking one at a time until the required number was obtained.

3.6. Data collection Methods

The researcher collected both primary and secondary data. Primary data was gathered from respondents by use of the questionnaire method and the interview method while secondary data was derived through documentary reviews as recommended by Katebire (2007). The selection of these methods was guided by the nature of data to be collected, the time available as well as the objectives of the study.

3.6.1 Questionnaire Survey Method

The Questionnaire survey method involves the use of questions at the same time. This method was used in this study to support in the collection of categorical or numerical data which involved a pre-formulated designed set of likert questions to which the respondents recorded their answers as supported by Sekaran, (2003). In addition, the method was based on the assumption that every respondent could read and write easily. Further, Amin (2005) argues that the method is economical in terms of costs and saves time. Each item in the questionnaire was developed to address specific objectives, research variables, and questions among others.

3.6.2 Interview Guide Method

This method involves a face to face interaction between the respondent and key informants. Amin (2005), argues that an interview guide is an oral guide where the investigator strives hard to obtain data through direct verbal sessions with key respondents. The researcher used this method to collect data from management staff with an aim of getting complete and detailed understanding of the issues from respondents through probing as supported by Neuman (2006). Interviews enabled the researcher to establish rapport with top managers

and field level managers thus gaining their cooperation in the collection of data which is purely for academic purposes.

3.6.3 Documentary Review Method

The study reviewed previous related studies which enriched the study. This involved the carefully reviewing of MTI and some UNHCR reports, articles, internal minutes for disaster meetings and internet sources. This method helped in getting information for answering research questions.

3.7. Data collection Instruments

The researcher collected data using both the questionnaire and the interview guide as the data collection instruments.

3.7.1 Structured Administered Questionnaire

According to Mugenda & Mugenda (1999), questionnaires are commonly used to obtain important information about the population and therefore, the study used a standard questionnaire with close ended items scored on a 5 point likert scale ranging from 5 for strongly agree to 1 for strongly disagree. A questionnaire was used because respondents are all able to read and write.

3.7.2 Interview Checklist

An interview guide was used in the study to collect detailed data from the top management of MTI. This corroborated the findings got through the questionnaires. The guide helped in standardizing the interview situation in that the interviewees' replies were easily aggregated Kajornboon (2012) and also it helped in obtaining in-depth data required to meet objectives

of the study.

3.7.3 Documentary review Checklist

This was used to get information by carefully studying written documents like books, journal articles, and internal minutes of meetings held by the organisation and speeches (Amin, 2005) that were available at Medical Teams International.

3. 8 Data Quality and Control

In order to ensure quality of the research instruments, both validity and reliability techniques were used as indicated below.

3.8.1 Validity of the instrument

Validity refers to the appropriateness of an instrument in measuring whatever it is intended to measure (Amin, 2005). In this study, the researcher used triangulation to ensure validity of the research findings, prior to commencement of the data collection exercise, the data collection instruments were subjected to a pre-test with three members of staff at different levels within MTI to check for validity of the instruments. The purpose of the pre-test was to ensure that the final questionnaire and check list would generate the adequate and relevant information required. Further, Amin (2005) argues that validity can be assured by use of the content validity index (C.V.I). The following formula used to test validity index

CVI   =   Items declared valid/ Total number of items

CVI   =   44/55

CVI   =   **0.8**

3.8.2 Reliability of the study

Reliability refers to the degree to which the instrument consistently measures whatever it is measuring. Reliability for this particular instrument was assessed using the internal consistency techniques especially the Cronbach's Alpha level of significance. According to Odiya (2009), Cronbach's alpha coefficient can be used to test for internal consistency of the research variables and the reliability of the questionnaire. Reliability generally increases when the correlation between variables increases. The more the value is closer to 1, the more reliable the instrument is in measuring variables.

In addition, Sekaran (2003), recommended the criterion for acceptability of the reliability for analysis, he suggests that the closer the reliability coefficients to 1.0, the higher the reliability. The reliability therefore should be tested to reach a confident value of at least 0.70 which is acceptable (Amin, 2005). The reliability test value was analysed by using Cronbach's Alpha reliability coefficient given by the following formula;

$$\alpha = \frac{n}{n-1}\left(1 - \frac{\Sigma Vi}{Vtest}\right)$$

α = Alpha coefficient

Where;

n   = Number of items in the instrument

Σ = Summation

Vi   = Variance of scores on each item

      Vtest = Total variance of overall scores (not %'s) on the entire test

Table 3.2: Reliability Statistics Results

Variable	Cronbach's Alpha	Number of Items
Planning	.768	13
Controlling	.689	13
Organising	.744	8
Performance	.713	10

 Source: Primary Data

As observed from the table above, the reliability results obtained of 0.7 reveal that the tool was reliable as supported by (Amin, 2005).

3.9 Procedure of Data Collection

After the proposal defense, the researcher got a cover letter from UMI allowing the researcher to proceed to collect data and prepare the report thereafter. This necessitated the researcher presenting this letter to the management of MTI where the study was conducted for permission. Reliable and validated questionnaires were hand delivered by the research assistants to the respondents and the completed questionnaires were collected three weeks after by the researcher from the research assistants. With regards to face-to-face interviews, the researcher contacted the key informants and provided them with a snap-shot of the study and requested for their consent to participate in the study. Documents were reviewed as other activities went on and also whenever the researcher had some free time to access the documents

3.10 Data Analysis

This is where data is subjected to being cleaned, sorted and edited to remove errors and therefore both qualitative and quantitative data was analyzed.

3.10.1 Quantitative Data

Data obtained from closed ended questions was analyzed using SPSS a computer package. This data analysis was done descriptively and categorized in frequency counts, percentages, mean and standard deviation presented in tabular and graphical formats. On the other hand, data was presented inferentially using both the bivariate pearson correlation technique for establishing the relationship as well as the linear regression techniques specifically the model summary to establish the percentage variation of the independent and dependent variable. The quantitative approach to data collection was used to predict causal relationships between variables and also because this research is seeking to confirm hypotheses about the phenomena under study (Amin, 2005). It was also used because it allows for meaningful comparison of responses across participants and study sites.

3.10.2 Qualitative Data

Qualitative data analysis was used to present findings from the interviews that were administered to the key management of MTI. Given the fact that the data could not be quantified, the researcher used content analysis and presented the qualitative data them in a narrative form. In addition, verbatim quotations from the respondents were used and this helped supplement on the quantitative data obtained that were obtained through use of questionnaires. The qualitative findings were presented in line with the study objectives. Qualitative approach to data collection was used to get in-depth information on variables under study and to allow greater spontaneity and adaptation of the interaction between the researcher and the study participant (Amin, 2005).

3.11 Measurements of variables

This section describes how the variables of the study were measured. All the background variables in the research were measured based on the nominal scale since they were not

ranked while the main study variables in organizational performance, planning, organizing and controlling were measured based on the ordinal scale as responses were ranked on a five-likert scale ranging from strongly agree (5) to strongly disagree (1). The five-likert scale was used because it is the most common and above all it assesses the strength of respondents' feelings or attitude towards a subject.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents, analyzes and interprets the findings on management functions and the performance of Medical Teams International in Nakivale Refugee settlement based on the specific objectives of the study. Further the chapter is laid as follows; the demographic factors of the respondents, response rate and the empirical findings presented in tabular form, inferential statistics and finally the hypotheses.

4.2 Response Rate

A number of 97 questionnaires were administered and out of these 92 were returned fully completed. This constituted a response of 94.8% (92/97*100%). On the other side, out of 12 planned interview session, 08 were actually conducted, constituting 66.6% (08/12*100). See Table 4.1 below

Table 4.1: Response rate

Instrument	Distributed	Returned	Percentage
Interviews	12	08	66.6%
Questionnaires	97	92	94.8%
Total	**109**	**100**	**91.7%**

Source: primary data

The researcher obtained an overall response rate of **91.7%** (100/109*100%) as supported by Amin (2005), who urges that a response equal to 50% is acceptable while that above 70% is good.

4.3 Background Information of the Respondents

This section presents information about the demographic characteristics of the sample that was used in the study. Demographic characteristics of the respondents that were studied include; age, gender of respondents, educational level of respondents, marital status of respondents and years of service in Medical Teams International, Nakivale Refugee settlement.

4.3.1 Gender of respondents

In this particular study, there were both male and female respondents that fully participated in the study and the results that emerged are presented in the illustration below.
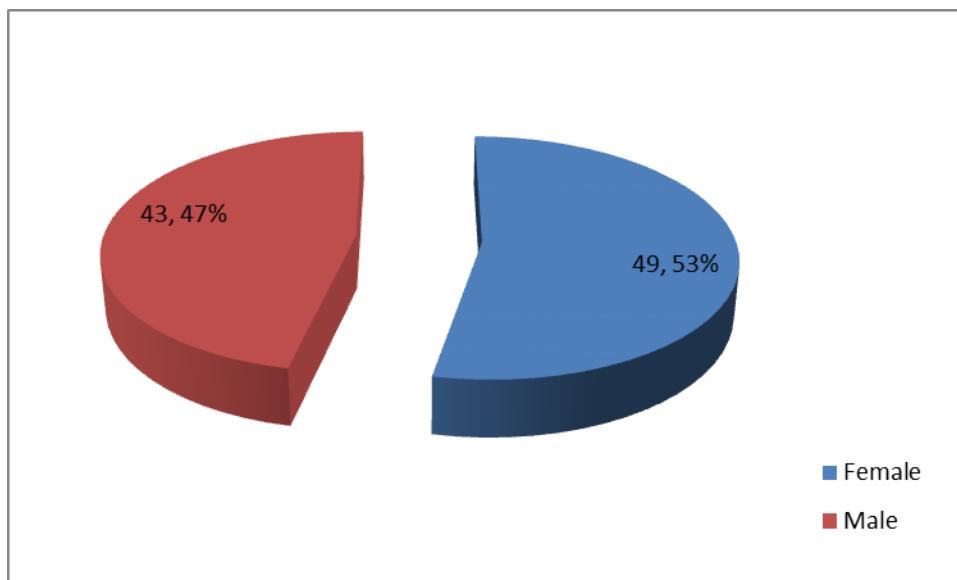
Figure 4.1: Gender of the respondents

Source: Primary Data

As observed from the figure 4.1 above, respondents were of both the male and female gender. The reason for using gender as a variable was to establish whether gender balance was taken into consideration while dealing with performance. Findings obtained reveal that the female (53.3%, n=49) constituted the majority with their male counter parts were (46.7%, n=43). These revelations could be attributed to the fact that balanced views were collected from both genders as the percentage margins were not so spread. From the results, it can be noted that

female recruitment took precedence in MTI Nakivale resettlement settlement as most nurses in the nursing field are more of females as compared to their male counterparts. Also, given the fact that most clients who seek medical services are female in all health facilities and given their different cultures and nationalities, many prefer being attended to by female nurses. Also gender was put into consideration to see whether the fact that women can easily go for long leaves like maternity leave could affect work in any way or whether the two genders were fairly balanced.

4.3.2 Age of the respondents

The researcher requested respondents to clearly indicate their age ranges as its ethical in any research to deal with adults. Findings are presented in Table 4.2 below.

Table 4.2: Age Distribution of the respondents

Age of the respondents	Frequency	Percent
20-24 years	11	12.0
25-29 years	45	48.9
30-34 years	21	22.8
35-39 years	8	8.7
40-44 years	3	3.3
Over 45 years	4	4.3
Total	**92**	**100.0**

Source: Primary Data

Table 4.2 above comprises of the age distribution, their frequencies and respective percentages. Results obtained reveal that respondents in the age category of 29 years and below formed the majority with 61.0%, n=56, this was followed by those between 30 to 39 years constituting 31.0%, n=29 with those over 40 year and above forming the least thus 8.0%, n=7 meaning that the workforce at the settlement camp was combined of the youth, middle aged and advancing age staff. In addition, it can be supported that the middle and

advanced age staff provide required expertise in strategic planning, control and organizing required to provide a core platform for better internal operations. More, the advanced and fewer middle aged staff provide the supervision task which drives the other youthful and other middle aged staff to executing their assigned duties and responsibilities time and again hence better work linked to performance.

4.3.3 Working Experience of Respondents

Respondents were of varying work experience as indicated in the illustration below
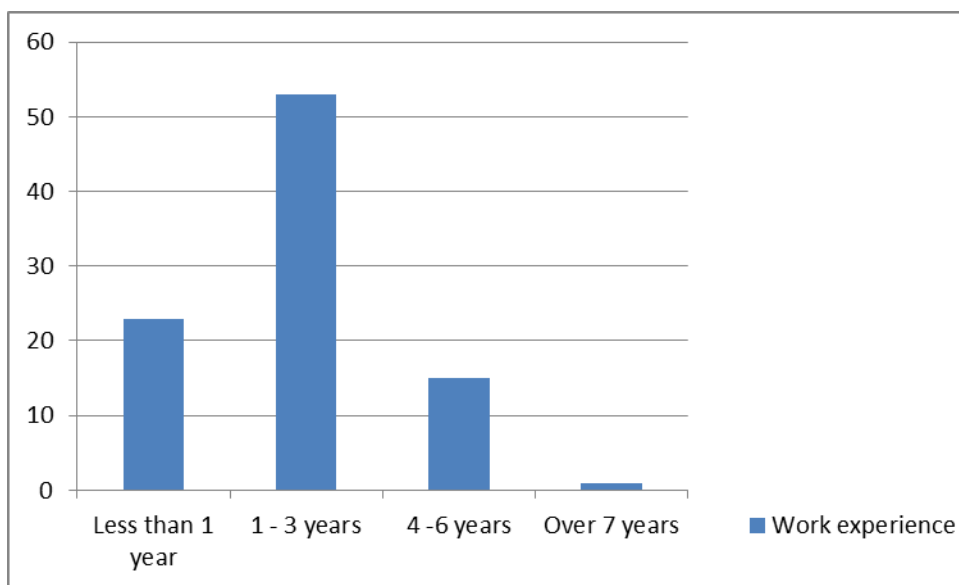
Figure 4.2: Distribution of respondents by Work Experience in MTI

Source: primary data

The figure 4.2 above shows that the majority of respondents had obtained working experience a requirement for familiarity with work operations. Statistics obtained reveal that out of the 92 respondents from Medical Teams International, a portion of (25%, n=23) had spent less than 1 year in the organisation, (57.6%, n=53) fell between 1-3 years while (16.3%, n=15) had spent 4-6 years and the least (1.1%, n=1) having worked for over 7 years. These facts can be attributed to the fact that all staff suited the fully acceptable probation period of 6 months an indicator that most staff in Medical Teams International had gained enough experiences within the respective positions that they held. In addition, it can he argued that these staff are

able to understand the day to day operations of this organization and oblige to the set management operation procedures set towards attaining specific goals at their work places done through executing their duties satisfactorily hence better performance. Lastly, these respondents were able to answers the posed questions on performance and management functions will ease.

4.3.4 Marital status of the respondents

Respondents in this particular research were of varying marital status as indicated in Table 4.3 below.

Table 4.3: Distribution of respondents by Marital Status

Marital Status	Frequency	Percent
Single	39	42.4%
Married	52	56.5%
Widow	1	1.1%
Total	**92**	**100.0**

Source: Primary data

The researcher found out as shown in Table 4.3 above that majority of the respondents were married reflected by (56.5%, n=52), Singles constituted (42.4%, n=39) and only (1.1%, n=1) represented the widows. The presence of more married respondent as compared to others highlights the fact that most married respondents tend to be stable on their Jobs as they have family attachments for instance they have children to cater for and work place responsibilities as they have got to ensure that they retain their jobs and fully execute their work, get remunerated and their after be in position to fairly sustain their family in providing to them the basic necessities required hence better performance.

4.3.5 Academic qualification of the respondent

All respondents to the study had attained or at least reached some level of education as shown

in the illustration below;
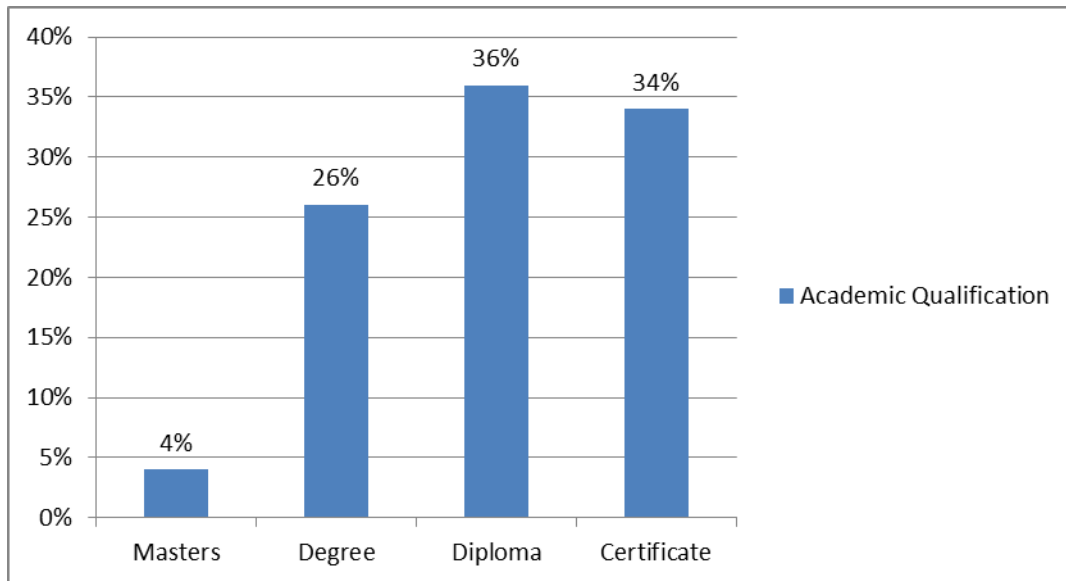
Figure 4.3: Showing the academic qualification of the respondents

Source: Primary Source

The illustration shows the level of education of the respondents. Facts obtained reveal that diploma holders took the lead with (36%, n=33), certificates were (34%,n=30), and those with degrees were (26.0%, n=25) while the least respondents were master's degree holders with (4.3%, n=4). This means that the human resource recruitment policy at MTI in Nakivale settlement camp necessitates that one holds a certificate to be offered a job and placed accordingly, the reason for possessing these qualifications is to ensure that at most one should be able to read and write as well as communicate orally. Secondly, the researcher was to an advantage as respondents found it easier to read and answer the questions that were asked in the questionnaire and therefore the responses provided were valid and were used for making logical conclusions and recommendations about the investigated. Lastly, it can be noted that the presence of literate staff in an organization is a good gesture to expected attainment of the set objectives as they are able to internalize the stipulated rules and execute their work with a lot of ease hence better performance.

4.4 Performance of MTI

This section explores findings on performance of MTI which was investigated using questions that focused on the quality of services offered to clients, increased outreach services to areas never reached before, external funding for projected activities being on the increase, the organization being in position to sustain itself, employees satisfaction with their jobs, competent human resources, good financial resources, gone a long way in achieving its goal, ensuring flexibility and adaptability and all activities being implemented as planned. Findings on performance of MTI are presented in Table 4.4 followed by an analysis and interpretation.

Table 4.4: Descriptive statements on performance

Statements on Performance	Percentage Responses (%)			Mean	Std Dev
	D	NS	A		
Offer superior quality services to our clients to make them satisfied	20%	4.0%	76.0%	**3.78**	**1.067**
increased outreach services to areas that had never been reached before to ensure service provision	12.0%	15.0%	73.0%	**3.87**	**1.008**
External funding for the projected activities is on the increase which improves performance	23.0%	35.0%	42.0%	**3.15**	**1.079**
The organization is in position to sustainably meet our operational costs without the help of the funders in all our areas of operation	67.0%	22.0%	11.0%	**2.05**	**1.052**
Employees are satisfied with their jobs and the organization thus delivering services as expected.	61.0%	5.0%	34.0%	**2.47**	**1.208**
The organization has competent human resources as a competitive advantage in the NGO industry to ensure client satisfaction.	5.0%	5.0%	90.0%	**4.01**	**.719**
The organization has developed good financial resources as a competitive advantage in the NGO industry.	39.0%	28.0%	33.0%	**2.87**	**.986**
The organization has gone a long way in the achieving our goal of offering quality services	33.0%	17.0%	50.0%	**3.20**	**.997**
The organization ensures flexibility and adaptability in order to stay in business over time	30.0%	0.0%	70.0%	**3.64**	**.720**
All planned activities are performed to the expectations of the organization	44.0%	17.0%	39.0%	**2.77**	**1.319**

Source: primary data

Key Note: all standard deviation, mean scores and percentage responses are interpreted as follows. The researcher grouped both agreed (A) with strongly agreed (SA) to reflect the respondents who agreed. More still, the researcher grouped disagreed (D) and strongly disagreed (SD) to show the respondents who disagreed while the not sure (NS) were not grouped. The standard deviation scores below one (<1.00) reveal communalities in responses while the scores above one (>1.00) reveal mixed responses in answers that were obtained. Further, the mean value above three (>3.00) reveal agreement as the values below three (<3.00) reveal disagreement in response.

As observed from the Table 4.4 above, findings obtained reveal that (76%, n= 70) agreed that the organization offers superior quality services like maternity services, outpatients services, in patients services, ART clinic services, expanded program for immunization, nutritional services and laboratory services to its clients to make them satisfied, (4.0%,n= 4) neither agreed nor disagreed and (20.0%, n=18) disagreed. Similarly, on whether the organization had increased its outreach services which include HIV/AIDs services and public health services to areas that had never been reached before to ensure service provision, (73.0%, n=67) agreed, followed by (15%, n= 14) that were neutral and (12.0%, n=11) who disagreed.

These revelations can be attributed to the fact that MTI ensures that clients are extended counseling services, consultation services in maternity, out patients, in patients and laboratory departments using a more realistic ratio of one to one, ensure that time is considered as a resource while serving the clients, feed-back was taken as a key ingredient in improving services among others. In addition, newer centers for instance like Rulongo Health centre II were established and opened to these clients to seek for the services, reducing on the distant

journeys they would have taken and extra costs that they would have incurred in seeking for these services. Finally, the availability and access to these services by clients clearly identifies the fact that MTI was taking a right path towards achieving its set objectives in extending services to clients' hence better performance and its implication is that the organization is serving in areas that needed their services. This shows that the organization offers superior quality services to its clients. One of top manager said, "Strict supervision is done to the subordinates to ensure that provision of quality services is mandatory, this has reduced on the number of complaints that would have come up". Strict supervision when properly applied results into employee availability at the work station meaning that the quality of services will be maintained since all staff supposed to be on duty would be available thus not creating any gap at the different health centres.

Furthermore, a portion of respondents representing (42.0%, n=39) agreed that external funding for the projected activities was on the increase which improved performance, (35.0%, n=32) were neutral and (23.0%, n=21) disagreed. Contrary, to the above findings were the results obtained where (67.0%, n=62) disagreed that the organization was in position to sustainably meet its operational costs without the help of the funders in all our areas of operation while (11.0%, n=10) agreed and (22.0%, n=20) were not sure meaning that MTI has continuously written proposals seeking for partnership with donors over a period of time. The proposals have highlighted the problems they are facing among which funds have been an issue. In addition, the proper allocation of funds for the budgeted and annually designed activities coupled with timely accountability of such funds for instance cash advances and other related expenditure has increasingly bettered performance.

However, pockets of failure to account on time, delay in producing reports were evident.

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More, majority disagreed that MTI was in position to sustain its operational costs without the help of funders and linked this to the big numbers of refugees and the magnitude of the settlement camp which covers a bigger area. The result means that the organization needed more financial support from funders in order to achieve its set targets and thereby perform better. One responding official said, "Its obvious external funding is required to be able to run such projects, this is a massive humanitarian project that side with lots of resources" and another said, "…Maintaining Settlement areas especially health is not an easy task, it involves a lot of resources inform of funds in order to have sufficient drugs at all the health centres. The government finds this very difficult to manage as its resources are insufficient" This clearly shows that MTI as an organisation does not receive funds from the government in order to offer free health services to the refugees but receives its funds from funders or donors, and since these health services are offered to the refugees at no cost, it means a lot of support in form of funding from donors is still required if MTI is to meet its goal of offering quality services to its clients.

On whether employees were satisfied with their jobs and the organization; (61.0%, n=56) disagreed while 5.0% reserved their answers and 34.0%, n=31 agreed respectively. Contrary, to these findings were the results obtained where (90.0%, n=82) respondents agreed, both (5.0%, n=5) were not sure and disagreed respectively that the organization had competent human resources as a competitive advantage in the NGO industry to ensure client satisfaction meaning that some employees still lack a sense of belonging to the organization, this could be attributed to the fact that given this is a refugee linked organisation with high numbers of refugees from different nationalities, the conducive working environment for instance pending piles or volumes of work tend to overwhelm the employees and conflicts of interest among others, this negatively affects the performance of MTI.

However, some staffs were able to exhibit a sense of belonging in timely servicing of clients, counseling, and provision of consultation services in out-patients, maternity, nutritional and outreach/public health departments and others hence improving on performance. More, the presence of the Human Resource personnel can be linked to the fact that this is an NGO where every staff expects it to meet their job demands for instance better remunerations in salaries, allowances, promotions and others as they equally perform their assigned duties. Secondly, it's an increasing role by the Human Resource to attract and retain the best staff for the organization that is, staff that are competent, with the required skills and qualifications hence better performance is expected as they meet the required targets.

In a related interview one official said, "Employees need to be motivated more by management so that they are satisfied because motivation and satisfaction go hand in hand with high levels of performance". While another interviewee said, "Staff performance is also determined by motivation and standard of living with which if low can lead to low levels of performance" This means that for performance to be fully achieved, staff need to be comfortable at their work places and also given the fact that staff work in a different work environment with refugees from different nationalities with different demands and cultures, there is a tendency of overworking even beyond working hours and so staff may be motivated by being paid the overtime allowances and giving them the necessary time off work when it is requested.

Findings indicated that (39.0, n=36) of the respondents disagreed that the organization has developed good financial resources as a competitive advantage in the NGO industry while (33.0%, n=30) agreed and (28.0, n=26) were not sure whether MTI had developed good financial resources with its financial resources hence a loophole to its operation hence

affecting performance negatively. This shows that MTI management that plans strategically might have had poor financial forecasts and therefore their plans were not specific, measurable, attainable, reliable and time bound creating unclear financial procedures and resources so the existing insufficient funds were allocated to other unforeseen urgent activities hence negatively affecting service delivery resulting into failure to achieve expected or better performance. This can be supported by a field official, who observed that, "Our financial strength can only support short and medium term plans and not the long term plans; this is affecting our financial position. Some of these catastrophes are unpredictable and therefore required adequate resources to be available" This means that since the funding period is usually annually done, it's hard to plan beyond that given specific one year of funding thus limiting many important long term plans.

More, many of the respondents (50%, n=46) agreed that the organization had gone a long way in the achieving their goal of offering quality services, (33.0%, n=30) of the respondents disagreed and (17.0%, n=16) were not sure. In addition, it was also found that (70.0%, n=64) of the respondents agreed that the organization ensures flexibility and adaptability in order to stay in business over time compared to (30.0%, n=28) disagreed meaning that the staff relate to its mission, vision and core values in line with hierarchy (superior-subordinates) while performing their duties and responsibilities thus accounting department handles finances, administration department handles administrative related matters and so forth.

The presence of such systems has enabled MTI to fully follow the right path geared towards attaining its set goal of offering quality services to remain competitive in this business. Its implication can be attributed to the fact that management has put in place other mechanisms like employing doctors at all facilities so that minor surgeries can be carried out at all

facilities despite their levels, also, these medical officers have been made in charges of these health facilities, and heads of departments have been put in place at all levels who often meet to discuss the achievements, challenges and way forward with the program people so that the goal of delivering quality services to the clients is completely achieved.

In addition, flexibility and adaptability of MTI has enabled it organization to fit with in any given environment over time. One responding field official said, "MTI core values should be followed to attain the set targets" While another said, "MTI has been in operation for quite a while, their ability to stay signifies their ability to continuous survival in this ever changing environment" This means that the fact that MTI is adopting to changes or demands within the environment and putting in place new systems, they can be able to survive for long in operation.

Findings show that (44.0%, n=40) of the respondents disagreed that all planned activities are performed to the expectations of the organization while (39.0, n=36) agreed that planned activities were performed to the organization's expectations and (17.0%, n=17) were not sure meaning that all departments came up with numerous work plans for instance action plan, out puts, clear objectives and how these were going to be achieved over time. This shows that clear activity plans with assigned responsibilities to staff need to be put in place and also more supervision from management is needed so that activities are implemented as expected. One interviewee said, "Work plans have been drawn over time and targets thereby met"

4.5. Planning and Performance of Medical Teams International

Objective one of the study was to find out the relationship between planning and the performance of MTI. The researcher used questionnaires to get responses from the various

respondents. Thirteen questions were used to explore the contribution of planning function of management.

Table 4.5: Descriptive statements on planning

Statements on Planning	Percentage Responses (%)			Mean	Std Dev
	D	NS	A		
There is a well-defined vision known by all staff which helps in our goal achievement.	29.0%	9.0%	64.0%	3.40	1.177
Mission statement is known by all staffs which helps in goal achievement	39.0%	11.0%	50.0%	3.21	1.191
Strategic and clear goal for the organization which ensures quality service provision.	14.0%	0.0%	86.0%	3.95	.732
There is a well activity plan and responsibility centre to guide goal achievement	30.0%	0.0%	70.0%	3.70	.767
There is a well-developed action plan to ensure proper service delivery	29.0%	21.0%	61.0%	3.45	.894
Well-developed expected outputs to ensure client satisfaction	16.0%	9.0%	75.0%	3.67	.891
There are clear objectives that help to ensure quality service provision	12.0%	14.0%	74.0%	3.73	.853
Management regularly conducts opportunities analysis to determine external factors that affect goal achievement	36.0%	28%	36.0%	2.97	1.074
Management regularly conducts a strength analysis of the organization.	43.0%	23.0%	34.0%	2.98	1.391
Management regularly conducts a threat analysis of the organization to ensure goal achievement	47.0%	23.0%	31.0%	2.68	1.157
There are performance measures for each department for monitoring performance.	16.0%	9.0%	75.0%	3.68	.937
Performance improvements in relation to other best performing NGOs are frequently done.	35.0%	29.0%	36.0%	2.88	1.078
The performance measures put in place are known by staff to ensure service quality.	15.0%	13.0%	72.0%	3.59	.928

Source: primary data

Key Note: All standard deviation, mean scores and percentage responses are interpreted as follows. The researcher grouped both agreed (A) with strongly agreed (SA) to reflect the respondents who agreed. More still, the researcher grouped disagreed (D) and strongly disagreed (SD) to show the respondents who disagreed while the not sure (NS) were not grouped. The standard deviation scores below one (<1.00) reveal communalities in responses while the scores above one (>1.00) reveal mixed responses in answers that were obtained. Further, the mean value above three (>3.00) reveal agreement as the values below three

(<3.00) reveal disagreement in response.

From the table above, findings reveal that (64.0%, n=57) of the respondents agreed the organization has a well-defined vision known by all staff which helps in their goal achievement while (29.0%, n=27) disagreed and 9.0%, n=8) were not sure. In addition, it was established that (50%, n=46) of the respondents agreed that mission statement of the organization is known by all staffs which helps in goal achievement while (39%, n=36) disagreed and (11.0%, n=10) were not sure meaning that staff recruited are well oriented within the MTI parameters, they interact with work mates, get to know the core values of the organization in politics, culture and the environment generally, a combination of which drives them in performing their work geared towards attaining better performance. Its implication is that most of the staff knew MTI's mission statement and it's upon this statement that they are directed to work tirelessly towards better performance. This is supported by the statement by one of the interviewee who said, "MTI's mission statement is carefully designed and is the only way forward" This means that the mission is clearly stated and can be understood by any one at any time which in turn drives every ones efforts to working hard so as to keep in operation.

Facts obtained and reflected in the table above reveal that (86.0%, n= 65) of the respondents agreed that the organization has a strategic and clear goal which ensures quality service provision compared to (14.0%, n=13) who disagreed. In addition, majority of the respondents (70.0%, n=65) agreed that there is a well activity plan and responsibility centre to guide goal achievement in the organization while (30.0%, n=27) disagreed. The responses can be attributed to the fact that MTI management takes initiatives to develop a strategic and clear goal of offering quality services to its clients in Nakivale Refugee Settlement which is specific, measurable, attainable, reliable and long term in nature to drive the project over a

length period of time. Activity plans at all the health centres under MTI in Nakivale refugee settlement were designed and based on these strategic action and these were debated with the in charges, heads of departments and program people and were eventually considered. More, MTI employees executed their duties better through formulating achievable work plans and ensured that these plans were released; this paved a way for a more defined direction and forward taking of this project. The work plans linked well to the provision of quality services, meeting clients' expectations among others. This is in line with a statement made by an interviewee that, "Employees here understand and narrate the goal clearly and the activity plans are well interpreted to ensure that key roles are performed and thereby quality service provision attained". This means that with well-defined activity plans and a defined goal put in place, employees are aware of who is responsible for which role or activity and the time period or time frame for that activity to be performed in thus improving on the service provision and meeting the goal of offering quality services to clients.

Item 5 yielded results in (61.0%, n=56) of the respondents agreeing that well-developed action plan ensured proper service delivery while (29.0%, n=17) disagreed and (21.0%, n=19) were not sure. Similarly, item 6 reflects that (75%, n=69) of the respondents agreed that there were well-developed expected outputs to ensure client satisfaction in the organization while (16.0%, n=15) disagreed and (9.0%, n=8) were not sure. This means that staff practiced good team work, ensured that proper action plans for instance like training of village health teams so as to equip them with basic knowledge on health related issues in their different villages, health education to every patient at the health facility, working hand in hand with the local leaders and home based care for HIV clients were put in place, working around a clock, using minimal resources possible as well as using qualified personnel to execute and implement the plans. More, action plans are characteristic of the planning function of management and if well practiced continuously and at all levels, it automatically

yields better performance by the organization. One field officer said, "The presence of action plans and well-developed expected outputs clearly stipulate out what management, department Heads, other staff have to do so as to make better performance happen at all organization levels". Action plans have been planned uniformly at all facilities by creating the same departments at all health facilities and the expected outputs have also been made known to health facilities through discussion of the balanced score cards which stipulate out what is expected at every health centre.

Many of the respondents (74.0%, n=68) agreed that the organization had clear objectives that help to ensure quality service while (12.0%, n=11) disagreed and (14.0%, n=13) were not sure meaning that MTI operates from objectives that are specific, measurable, attainable, reliable and time bound and these link to striving to achieve the goal, satisfy the client through meeting their expectation for instance provision of mama kits to all pregnant mothers that attend antenatal at all the health centers under MTI in Nakivale refugee settlement among others which in return result in better performance at these health centers.

Its implication is that SMART objectives when followed well and implemented according to plan can result into achieving and realization of the goal. An official lamented that, "Strategic plans and objectives identified at the strategic level of MTI are scrutinized over and over again to ensure that these lead the Project to better results" this means that with clear objectives put in place, the direction of the organisation is easily seen. MTI as an NGO often revise their objectives to make sure they are in the right direction.

Questions about threats either internal or external were grouped accordingly. Findings, reveal that (36.0%, n=33) of the respondents disagreed that management regularly conducted

opportunities analysis to determine external factors that affected goal achievement while (36.0%, n=33) agreed and (28.0%, n=26) were not sure. Similarly, (43.0%, n=39) of the respondents disagreed that management regularly conducted a strength analysis of the organization while (34.0%, n=32) agreed and (23.0%, n=21) were not sure and a portion of (47.0%, n=43) disagreed that management regularly conducted a threat analysis of the organization to ensure goal achievement while (31.0%, n=28) agreed and (23.0%, n=21) were not sure meaning that it was the task of the management level and middle managers to perform a strength analysis in regards to the current performance of the organisation, weakness analysis, .opportunity analysis like on availability of more funding and not forgetting the threats analysis on the external factor that affect the goal achievement.

This clearly implies that without carrying out the SWOT analysis, numerous weaknesses or deficiency would be left unattended to and could contribute negatively to the better performance of NGOs and MTI in particular. One responding officer said, "Managers need to do more environmental assessment so as to establish the strength of the organisation to keep performing so as to reach the goal of offering quality services to all the clients". While another said, "With the changing environment, one needs to be up front on the surroundings of the organisation in order to keep in operation" And another said, "MTI as an NGO needs to keep up with a strategy that clearly spells out and keeps the organisation informed about its position in regards to the SWOT analysis because it's from this that one can tell whether an organisation is moving forward or not." This shows that for an NGO like MTI, for it to keep operating well by serving their intended beneficiaries to the set standards, there was need for a proper system to be maintained that keeps the NGO informed of what is likely to transpire in the environment by making the NGO aware of it's strength, weaknesses, threats and opportunities

In addition, (75%, n=69) respondents agreed that there were performance measures for each department for monitoring performance while (16.3%, n= 15) disagreed and (8.7%, n= 8) were not sure meaning The varying departments at MTI which include maternity, laboratory, in patients, out patients, EPI and Nutrition, HIV/AIDs, public health human resource, transport, finance and administration departments each is entrusted with the task of ensuring that the set performance targets are fully met since most set action plans and other activities originate from respective departments and have indicators which they are set against like for HIV/AIDs departments having a target of 300 males for safe male circumcision in the settlement every month. Its implication is that as managers conduct more threat analysis, potential and actual threats are highlighted and remedies thereafter got to ensure that good performance at numerous levels are met and entirely support the numerous levels of operation within organization.

Furthermore, with proper performance measures in place for each department, performance can be easily achieved at all levels. This links well with an observation by one top manager who stressed that, "Clear performance measures lead to better performance levels in all departments" this means that for an organisation to perform to its expected standards, clear performance measures have to be put in place and known by all responsible individuals and should be often discussed to check whether the standards were met or not.

Lastly, findings obtained reveal that (36.0%, n=33) respondents agreed that performance improvements in relation to other best performing NGOs are frequently done by the organization while (29.0, n=27) were not sure and (35.0%, n=32) disagreed. In addition, (72.0%, n=66) agreed that the performance measures put in place are known by staff to ensure service quality while (15.0%, n=14) disagreed and (13.0%, n=12) were not sure. This means that MTI continuously uses the performance appraisal exercise to determine whether

staff have actually met their planned outputs and within a specified period of time. More, performance indicator tools like surprise supervision from top management and donor representatives to help monitor staff and the organization's performance in relation to what the organization expects. This helps in judging whether the NGOs is achieving or not meeting its intended goal thus better performance. In one interview, a field officer observed that, "The presence of performance improvement guides in ensuring that varying work tagged measures are fully known to more staffs and be able to be guided in their execution". All performance tools should be known to staff so that it guides the staff in their day to execution of their duties while knowing that that at the end of the day, they will be appraised or supervised.

4.5.1 Correlation results for planning and the performance

To test if there was a relationship between planning and the performance of Medical Teams International, a Pearson's correlation coefficient was done by the study and the results are shown in Table 4.6

Table 4.6: Correlation results for planning and performance

		Planning	Performance
Planning	Pearson Correlation	1	.651**
	Sig. (2-tailed)		.000
	N	92	92
Performance	Pearson Correlation	.651**	1
	Sig. (2-tailed)	.000	
	N	92	92

**. Correlation is significant at the 0.05 level (2-tailed).
Source: primary data

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The Table 4.6 above comprises of variables; planning and performance, significance (2-tailed) and N representing the number of respondents. Pearson correlation (R=.651** p <0.05, 0.000) reveals a positive relationship between planning function of management and performance of Medical Teams International. This means that with a clear vision, mission, strategic goal, well activity plan, well developed action plan, well developed outputs, clear objectives, performing a SWOT analysis and performance measures for different departments are well defined would result into better or improved performance levels in terms of meeting customer expectations, better quality service and finally achievement of the set goal. Its implication is that proper planning in exchanging and sharing constructive ideas, involving key stakeholders at all levels and delivering as expected in line with clear goals, objectives, activity plans and realizing actual outputs drive efforts to performing better by the staffs

4.6 Organizing and Performance of Medical Teams International

Objective two was to establish the relationship between organizing and the performance of Medical Teams International in Nakivale Refugee Settlement. Findings on organizing function of management are presented in Table 4.8 followed by an analysis and interpretation. A likert scale was also used.

Table 4.7: Descriptive Statements on organizing function of management

Statements on organizing	Percentage responses (%)			Mean	Std Dev
	D	NS	A		
There is a well-developed and clear organization structure which is understood by all staff to ensure service quality.	17.0%	11.0%	72.0%	**3.70**	**1.066**
There are well developed functions of the different work units to ensure service quality	11.0%	12.0%	77.0%	**3.84**	**.881**
There are distinct roles/responsibilities for all our staffs to ensure goal achievement	4.0%	6.0%	90.0%	**4.23**	**.786**
The staffs are regularly trained to gain competencies to perform their duties	40.0%	4.0%	56.0%	**3.11**	**1.114**
The different functional units are well coordinated to facilitate the achievement of our overall goal	15.0%	11.0%	74.0%	**3.59**	**.866**
There is a well-established standard operating procedures put in place to ensure goal achievement.	12.0%	14.0%	74.0%	**3.71**	**.846**
Policies are well established to ensure service quality	17.0%	11.0%	72%	**3.93**	**3.200**
There are attempts to achieve improvements in the organizational performance by redesigning their processes to deliver value to the beneficiaries	22.0%	21.0%	57%	**3.37**	**.922**

Source: primary data

Key Note: all standard deviation, mean scores and percentage responses are interpreted as follows. The researcher grouped both agreed (A) with strongly agreed (SA) to reflect the respondents who agreed. More still, the researcher grouped disagreed (D) and strongly disagreed (SD) to show the respondents who disagreed while the not sure (NS) were not grouped. The standard deviation scores below one (<1.00) reveal communalities in responses while the scores above one (>1.00) reveal mixed responses in answers that were obtained. Further, the mean value above three (>3.00) reveal agreement as the values below three

(<3.00) reveal disagreement in response.

As observed from Table 4.9 above, findings reveal that (72.0%, n=66) agreed that there is a well-developed and clear organization structure which is understood by all staff to ensure service quality while (17.0%, n=16) disagreed and (11.0%, n=10) were not sure. In addition, (77.0%, n=71) of the respondents agreed to the statement that there are well developed functions of the different work units to ensure service quality with (12%, n=11) were not sure and (11%, n=10) disagreed meaning that MTI as an organisation uses a flattened structure whereby not many levels are place on this structure. The structure levels include: strategic level, management and lower level commonly the operation level. At these levels numerous posts are available and filled with the right people for instance there are managers at regional level and field officials in charge of the health centres while at the operational level there are nurses of all cadres ranging from midwives, comprehensive nurses, counselors laboratory personnel, drivers and data clerks entrusted with the task of day to day operation of the health centres.

This shows that with proper established functions of the different work units executing the assigned responsibilities performance can be achieved. This clearly indicates that staffs in MTI are aware of the different levels of supervision and where to report to directly. Such structures have emphasized on supervisory levels and brought order in this organization hence reflecting how MTI is organized. Its implication is that the presence of good structures set a trend of good operations needed to balance operations hence better performance is achieved at all levels. On the above, one responding official said, "Like any other organization, MTI has got a well-designed structure with varying levels capable of forward driving of this Institution" while another said, "MTI is built on a well-coordinated flattened

organo gram, supported by a number of staff. These staff perform their assigned responsibilities like a team and work towards the attainment of the set targets" This means that not only were the organo grams in MTI clear but also staff had clear job descriptions which clearly spell out to whom they are supposed to report to and their different roles/responsibilities and duties.

Statistical facts obtained reveal that (90.0%, n=83) agreed that there are distinct roles/responsibilities for all the staffs to ensure goal achievement while (4.0%, n=4) disagreed and (6.0%, n=5) were not sure. These findings can be like to the fact that every full time staff working at MTI including volunteers have varying roles and tasks in administrative, operations among others to play as stipulated in their appointment letters. These are attached to different departments and are expected to work in line with set work plans originating from the main objectives. In addition, the roles and responsibilities reveal that staff are always aware of their expected contribution and therefore they exhibit responsibility and commitment among the staff which in turn drives their morale positively and in return betters performance. In a related interview, one interviewee noted that, "The presence of different staff within MTI, creates a platform to which the mission, vision and core values of this organization can be met" while another said, "The different number of staff with different qualifications, work experience and attachment to varying departments clearly highlights how varying job roles and responsibilities are performed to achieve specific set objectives" From such statements, it can be cleared shown that the Human Resource department at MTI was very specific in assigning staff their roles which helps them to work towards the goal of better performance.

More, study findings obtained indicate that (56%, n=51) of the respondents agreed that the staffs are regularly trained to gain competencies to perform their duties while (40.0%, n=36) disagreed that they acted without consulting their supervisor and (4.0% n=5) were not sure. This means that regular trainings for staffs can help keep them refreshed and thus help them to deliver quality services to the clients that they serve and so management has to maintain with these trainings for all staffs at all levels. In an interview, one respondent emphasized that "In the medical world, regular trainings and continuous medical education keep staff informed of the changing patterns of the necessary medical protocols and activities thus helping in offering quality services to the clients. Therefore, from this, it is clearly indicated that continuous medical education and trainings are important in keeping the staff up to date with the ever changing medical protocols so that clients are offered quality services that are up to date.

Findings indicated that (74%, n=68) of the respondents agreed that the different functional units are well coordinated to facilitate the achievement of the overall goal while (15.0%, n= 14) disagreed and (11.0%, n=10) were not sure. This means that staff attached to these particular department for instance in finance, maternity, outpatients, public health, HIV/AIDs and administration among others had the responsibility to perform the assigned duties as per their appointment letter and through the successful achieving their set targets for example the work plans, these staff were fulfilling their job roles as employees of MTI and therefore contributing to the core values of the organization hence better performance. In addition, the functional units were well coordinated as all departments were interlinked with one another, each needing the support of one another to support their operations. This was teamwork exhibited between internal staff hence a good gesture for how coordinated the units were. As supported by an official who said, "MTI has departments and other functional units married together, this interrelationship allows one sister department to relate to another meaning one

functional unit is linked to another and therefore work hand in hand in ensuring that its targets are well met" This means, departments like Procurement and logistics, operations like maternity and in patients and finance are interlinked and coordinate so as to help in goal achievement.

On whether there were well established standard operating procedures put in place to ensure goal achievement; (74.0%, n=64) agreed while (14.0%, n=17) were not sure and (12.0%, n=11) disagreed. This means MTI's operations are built on well set policies for example HR policies, financial policies, administrative policies among others originated, discussed and well documented with support from top management for staff to implement. The presence of these standard operating procedures has helped all staff to carry responsibility for the actions and decisions they take on behalf of the organization as the superior base these actions on these existing procedures. These actions are believed to bring about better performance to both staff and MTI as an organization. One interviewee said, "The standard procedures here are well defined and these are a point of reference by all staff." Proper definition of standard procedures helps staff to work with in the required standards.

Many of the respondents (72.0%, n=64) agreed that policies are well established to ensure service quality while (17.0%, n=16) disagreed and (11.0%, n=10) were not sure meaning that MTI like another other institution is built on well set policies by management and these have created continuity and more survival for this organization. In addition, MTI as an entity ensures that strict service quality controls in place in form of the type of services offered, who the beneficiaries are and the duration of the services that are extended to the clients. In addition, this clearly reveals that how well established policies have led to better performance and ensuring that service delivery in timely provision of services coupled with meeting

customer requirements or needs. One responding field official said, "MTI ensures that quality control measures are into play to ensure that the services availed to our clients meet the standards and fully meet the expectations of the client." This means that since client satisfaction is one of the key values for MTI, control measures had to be put in place to maintain good service quality.

Finally, results obtained indicate that (57.0%, n=52) agreed that there were attempts to achieve improvements in the organizational performance by redesigning their processes to deliver value to their beneficiaries while (22.0%, n=20) disagreed and (21.0%, n=20) were not sure. The facts presented above reveal that MTI as an Institution assessed and reviewed their existing policies on code of conduct while at work specifically while working in a refugee setting and conflict of interest using Questionnaire survey and interview checklist as key data collection instruments, data obtained and analyzed appropriately, reports well-made and submitted to management for consideration. More, its implication is so positive that redesigning processes drives both the organization and staff performance better, as they work hard to ensure that they implement the newly set processes hence important as MTI can compete favorably in this ever changing environment. As buoyed by one field official that, "MTI as an organisation always reviews its policies and procedures every after two years in consideration of the ever changing environment" this means that change of policies and procedures keeps them up to date with necessary information to keep in order.

4.6.1 Correlation results for organizing function of management and performance.

To test if there was a relationship between organizing function of management and the performance of MTI, a Pearson's correlation coefficient was done by the study and the results are shown in Table 4.9.

Table 4.8: Correlation results for organizing and performance

		Organizing	Performance
Organizing	Pearson Correlation	1	.313**
	Sig. (2-tailed)		.002
	N	92	92
Performance	Pearson Correlation	.313**	1
	Sig. (2-tailed)	.002	
	N	92	92

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

Source: primary data

As observed, Table 4.9 above comprises of variables; planning and performance, significance (2-tailed, p<0.005, 0.002) and (n=92) number of respondent. Results obtained reveal that organizing was positively (R=.313**) to the performance of Medical Teams International in Nakivale Refugee Settlement. This means that with a well-developed organization flattened structure with fewer designations linked to key working units supported by distinct staff roles and responsibilities, timely staff training, active standard operating procedures and policies, all used by Medical Teams International were likely to bring about better or improved performance levels in provision of better packaged services for instance maternity services, in patients and out patients services to ensure client satisfaction as the basic needs would have been met and hence realization of the set goal.

4.7 Controlling and the performance of Medical Teams International

Objective three was to determine the relationship between controlling and the performance. The researcher used questionnaires to get responses from the various respondents. Thirteen questions were used to explore the contribution of controlling function of management to performance. These focused on collecting performance information, information analysis and

corrective action. Findings on controlling function of management are presented in Table
4.11 followed by an analysis and interpretation. A likert scale was used.

Table 4.10: Controlling of management and the performance of MTI

Statements on the Controlling Function	Percentage Response (%)			Mean	Std Dev
	D	NS	A		
Deviations in the work processes are regularly identified to achieve service quality.	23.0%	15.0%	62.0%	**3.40**	**.995**
There are standardized documents or modern management information systems to ensure complete and consistent information is gathered.	15.0%	12.0%	73.0%	**3.76**	**.976**
Emphasize conformity to plan adopted to achieve our goals	23.0%	12.0%	65.0%	**3.41**	**1.007**
Management regularly accesses its performance against the set performance standard	11.0%	22.0%	67.0%	**3.62**	**.796**
We strongly emphasize conformity to instructions issued to achieve set objectives.	26.0%	9.0%	65.0%	**3.42**	**1.019**
We strongly emphasize conformity to established principles while offering services to the community	9.0%	8.0%	83.0%	**3.86**	**.720**
Management monitors field performance on a monthly basis to ensure service quality.	16.0%	4.0%	80.0%	**3.87**	**1.029**
Management sticks to the preventive measures (controls) put in place.	36.0%	11.0%	53.0%	**3.14**	**1.144**
Relevant performance reports are regularly generated and discussed at the different management levels.	32.0%	16.0%	52.0%	**3.20**	**1.170**
Management gives regular feedback to staff based on the staff performance.	51.0%	11.0%	38.0%	**2.77**	**1.100**
Management regularly checks and compares the actual performance compared to planned performance of the organization.	20.0%	25.0%	65.0%	**3.58**	**.745**
Management regularly measures individual performance to ensure client satisfaction	36.0%	15.0%	49.0%	**3.14**	**1.065**
All supervisors at their different levels have controlling responsibilities to ensure performance evaluations.	15.0%	10.0%	75.0%	**3.76**	**1.042**

Source: primary data

Key Note: all standard deviation, mean scores and percentage responses are interpreted as

follows. The researcher grouped both agreed (A) with strongly agreed (SA) to reflect the

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respondents who agreed. More still, the researcher grouped disagreed (D) and strongly disagreed (SD) to show the respondents who disagreed while the not sure (NS) were not grouped. The standard deviation scores below one (<1.00) reveal communalities in responses while the scores above one (>1.00) reveal mixed responses in answers that were obtained. Further, the mean value above three (>3.00) reveal agreement as the values below three (<3.00) reveal disagreement in response.

As reflected in the Table above, the findings obtained from the field reveal that a portion of respondents (62.0%, n=57) agreed that deviations in the work processes were regularly identified to achieve service quality as compared to (23.0%, n=21) disagreed and (15.0%, n=14) were not sure meaning that timely assessment of work processes for instance ensuring proper triage, patient counselling and education on medication given are performed through identifying the existing weaknesses, loopholes and other related gaps that may hinder proper progress of ensuring service quality is done. In addition, this implies that MTI management is aware that in any normal working process, there has to be deviations for instance poor time management and poor system of triage at health centres and so that is why deviations are regularly identified. The findings are backed up by a complement that, "Most work processes are frequently assessed to ensure that smooth operations are made" This is done through frequent supervision from both top management and representatives of the donor agency.

Further, on whether there are standardized documents or modern management information systems to ensure complete and consistent information is gathered: (73.9%, n=67) respondents agreed, followed by 15.0% that disagreed and 12.0%,n=12) neither agreed nor disagreed respectively. From the findings, it can be noted that the presence of meaning and useful information used a basis to support proper decision making is always mandatory for an

organization as the presence of information makes any entity plan appropriately. In addition, management has put in place information systems for instance Health Information System to have information safely secured, kept for retrieval or future reference. One Interviewee said, "All organizations including MTI use the information base to support their strategic plans without this information, operations may not be easy to sustain in this competitive environment" Also, analyzed from this is the fact that trends or disease courses at health centres can easily be surveyed from these health information system data bases. MTI can easily tell whether there is a likely outbreak of any particular disease.

The mean score of 3.41 supported by a percentage and frequency score of (65.0%, n=60) reveal that many of the respondents indeed agreed that MTI emphasizes conformity to plan adopted to achieve goals, while (23.0%, n=21) disagreed and (12%, n=11) were not sure. Similarly, (83.0%, n=77) respondents agreed that management strongly emphasized conformity to establish principles, (9.0%, n=8) disagreed and (8.0%, n=7) were not sure. In addition, on whether MTI strongly emphasizes conformity to instructions issued to achieve set objectives; (65.0%, n=60) of the respondents agreed while 26.0%, n= 24) disagreed and only 9.0%, n=8) were not sure. These revelations mean that MTI has a culture or tradition upon which their staffs follow while executing their duties and responsibilities, the presence of norms, myth and other symbols makes it easier for staff to fully enjoy their work while constantly referring to them. In addition, during the interview process, most staff narrated that conformity to established principles was emphasized by management where the staff had certain protocols that are followed while offering services to the clients so that they achieve client satisfaction and goal achievement.

This has helped in staff exhibiting a sense of belonging to this organization. More still, this

reveals that MTI management has followed the government policy of using clinical guidelines during consultations so that protocols are clearly followed and continuously referred to by staff and this is forward driving. One responding field official said, "MTI management has designed operational control measures like having more than one clinical consultant at a health centre and has also emphasized use of the ministry of health clinical guidelines which are frequently referred to, emphasized and conformed to by staff". Clinical guidelines clearly spell out steps in management of all diseases, and their different options of treatment, that is from line A treatment to line B treatment which if followed can help in ensuring quality services are offered to clients.

As observed from the Table 4.12 above, findings indicate that (67.0%, n=62) agreed that management regularly accesses its performance against the set performance standard while (11.0%, n=10) disagreed that management regularly accesses its performance against set standards and (22.0%, n=20) were not sure. Similarly, respondents constituting 80.0%, n=74) indicated that they agreed to the statement that management monitors field performance on a monthly basis to ensure service quality (16.0%, n=14) disagreed and (4.0%, n=3) were not sure.

The combination of the facts above reveals that MTI has a performance appraisal exercise into place from which each respective department specifically the supervisors are entrusted with the task of ensuring that their subordinates are fully assessed and rated based on whether their planned targets are in line with the actual targets realized and through varying reports submitted to management, it can easily determine whether performance has improved or not. More still, most respondents believed that performance assessment was conducted in relation to set standards as a way of controlling any deviations that could happen along the way of

implementation through this performance is achieved to a good extent. This can be supported by a field official who commented that "MTI management has worked hard to ensure that a proper direction is given through monitoring the field very often". Monitoring the field very often reduces chances of deviations from the set standards and also ensures staff presence at the duty stations.

On whether management sticks to the preventive measures (controls) put in place: a portion of (53.0%, n=49) of the respondents agreed, (36.0%,n=33) disagreed and 11.0%,n=10) were not sure meaning that for any operations to smoothly be managed, controls for instance proper accountability of funds for field activities should be in place and this was evident with MTI. The presence of these controls contributed to timely implementation of activities in the field and proper medication given to clients hence key ingredients that were needed for increasing the morale of staff and hence drive them to perform better through executing their duties and therefore geared towards meeting the set organizational targets and realize better performance.

Management needed to stick to these controls to ensure that performance was achieved in MTI. In a related interview, one official said, "Internal controls need to be referred to ensure continuity" This means that monthly and quarterly submission of performance reports to donor agencies should be done and also staff should be trained regularly so that they keep up to date with the required information.

Findings reveal that (52.0%, n=48) respondents agreed to the statement that relevant performance reports are regularly generated and discussed at the different management levels while (32.0%, n=29) disagreed and (16.0%, n=15) were not sure meaning that MTI

management has drawn good information policies that are always referred to while executing their duties. In this particular case, to show the extent of performance progress, all concerned stakeholders are entrusted with the task of providing monthly, quarterly, mid-term and annual reports in status reports, field reports and others reflecting the varying work progress by staff from varying departments. It's upon these reports that management bases to undertake strategic decisions within the organization core for the better performance of this Institution.

From the different views from the interviews conducted, one of the staff emphasized that, "Discussion of performance reports give knowledge on what works and what does not so that measures can be devised for performance to be achieved" This means that with management aware of their performance levels, deviations from the planned activities are easily cubed to maintain the expected standards of performance.

The mean score of 2.77 supported by (51.0%, n=47) respondents disagreed that management gives regular feedback to staff based on the staff performance while 38.1% (35) agreed and 10.9 were not sure. Similarly, (65.3%, n=60) respondents agreed that management regularly checks and compares the actual performance compared to planned performance of MTI while 25% (23) were not sure and 9.8% (9) disagreed meaning that to some extent MTI management has insufficient flow channels where many of her staff did not receive information from formal sources and therefore lack feedback. More, pockets of delays were evident as staff were only wakened up during the performance exercise where they rate themselves and later agree a given rate with the supervisor.

In an interview, one respondent emphasized that "For loop holes to be fixed in any operating system, regular feedback should be given to staff at all levels so that appropriate measures are

devised for and in this way performance can be achieved at all levels of operation." This means that regular staff feedback helps the staff to realize areas of strength and weakness and thus working together to achieve better performance levels.

Lastly, respondents constituting (49.0%, n=45) agreed that management regularly measures individual performance to ensure client satisfaction while (36.0, n=33) disagreed and (15.0%,n=14) were not sure. More, (75.0%, n=69) respondents agreed that all supervisors at their different levels have controlling responsibilities to ensure performance evaluations while (15.0%,n= 14) disagreed and (10.0%, n=9) were not sure meaning This implies that there is fair distribution of power by management.

In one interview, one respondent emphasized that "Management has put in place health centre in charges and has given them administrative powers to oversee the activities at the different facilities and be able to control the systems to avoid unnecessary deviations." This means that the in charges have a big role of monitoring performance by all staffs under them in all departments in their different health centres and keep top management informed of the trend of activities so that loop holes are cubed very fast.

4.7.1 Correlation results for controlling and performance

To test if there was a relationship between controlling function of management and the performance of Medical Teams International, a Pearson's correlation coefficient was done by the study and the results are shown in Table 4.12.

Table 4.11: Correlation results for controlling function of management and performance of NGOs.

		Controlling	Performance
Controlling	Pearson Correlation	1	.581**
	Sig. (2-tailed)		.000
	N	92	92
Performance	Pearson Correlation	.581**	1
	Sig. (2-tailed)	.000	
	N	92	92

Source: Primary data

The table 4.12 above comprises of variables, significance (2-tailed) and N=number of respondent who returned the questionnaires. Pearson correlation (R=.581** p < 0.000) reveals a positive but moderate relationship controlling function of management and the performance Medical Teams International. This means that regular identification of deviations, set standardized documents, emphasis of conformity to plan adopted, established principles and instructions issued, comparison of actual to planned performance, regular field monitoring by management, staff and management sticking to controls put in place, regular discussion of performance reports with staff at all levels, regular discussion of performance reports at all levels, regular feedback to staff, measuring of individual performance and more control responsibilities to all supervisors in all departments in Medical Teams International is likely to result in to better or improved performance levels in terms of service provision, client satisfaction, and goal achievement.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The previous chapter was concerned with analyzing presenting and interpreting data got from Medical Teams International, Nakivale Refugee Settlement. This chapter therefore is concerned with the consequent summary, discussion, conclusions and recommendations of the three hypotheses of the study which arose from the study research questions. This chapter was presented in sections that include summary, discussions, conclusions and recommendations as noticed below.

5.2 Summary of findings

5.2.1 Planning and Performance of Medical Teams International

Results obtained from the previous chapter four reveal that planning and performance of Medical Teams International were positively (.651**) related to one another, with the following summarized; MTI defined and created activity plans as well as actions, the existing vision was known to staff, MTI strategic goal was achieved based on the specific, measurable, attainable, reliable and time bound concept while top managers and field level managers conducted a strength, weakness, opportunity and threat analysis while performance measures were prioritized and most planned activities matched actual output.

5.2.2 Organizing and Performance of Medical Teams International

Organizing function as a management function was positively (.313**) related to the performance of MTI with the following found out; MTI has a well-developed flattened structure with varying levels, most working units were functional, all MTI staff had appointment letters stipulating key roles and responsibilities, staff were regularly trained and the existing standard procedures and policies were functional.

5.2.3 Controlling and Performance of Medical Teams International

The findings obtained reveal that controlling and performance were positively related as reflected by (.581**). The following can be summarized; deviations in work processes were common, MTI uses standardized documents and assessments are done on the extent of progress, while conformity to instruction was emphasized and MTI field level managers prepared reports. In addition, MTI management monitored its performance, internal controls were evident and performance appraisal exercises were performed between subordinates and supervisors.

5.3 Discussion

In this section, the researcher discusses results that were obtained in line with the specific objectives of the study.

5.3.1 Planning and Performance of Medical Teams International

Planning as a management function is an ongoing process of developing the firm's mission, objectives and determining how they will be accomplished. In addition, planning includes both the broadest view of the firm in line to its mission, and the narrowest for instance tactic for accomplishing a specific goal (Stoner et.al, 2002).

Most questions posed to respondents yielded positive answers which supported the inferential results obtained that a positive relationship existed between planning as a management function and performance. These for instance included; results obtained where many respondents indicated that MTI had a well-defined vision while others said that they knew their mission statement and more answered that the strategic objectives and goals in place ensured provision of quality service provision.

These revelations can be harmonized with Falshaw, Glaister & Tatoglu (2006) who observed that the planning process consists of three major components, of which formulation of direction links to planning in developing a mission, goal and setting major objectives. More, Stoner, et.al; (2002) agreed that planning is the foundation area of management and is the base upon which all the areas of management should be built. It involves top and middle administration to assess; where the company is presently set, and where it would be in future.

While Curtis (2004) asserted that goal setting in management of NGOs includes assessing the environment, creating a vision in which the NGO's purpose and missions are set, formulating a strategy by setting measurable objectives including the plans to attain the objectives, execute the strategy, putting controls and evaluation of the whole process. The researcher agrees with the findings as for any organization to prosper, the commanding role of managers in planning strategically, has to be based on being able to; originate a goal, an achievable mission statement couple with objectives that are based on the SMART concept have to be fully designed and in case of failure to meet the goal, such objective should be subjected to quick review.

On the other hand, much as most respondents indicated positives about the goal, mission and objectives, there were fewer that disagreed or were neutral respectively an indicator of discrepancies in the way the goal-mission and strategic objectives were formulated. This can be attributed to the fact that most organizations outsource strategic related matters to external consultations to come up with the best goal-mission statement and objectives with less consultation done from internal staff. The failure to fully engage internal staff in such consultations widens the gap between how best staff; execute their tasks geared towards the proper implementation of the set objectives. The presence of such discrepancies' cannot be

left unattended to as it can expose the firms' or organizations' internal operations to the competitors and hence core to survival of such an entity

More, positive results obtained indicated that MTI Management conducted opportunity, strength and threat analysis to ensure better performance. This is in line with Jacob (2011) who asserts that environmental assessment specifically the external and internal environment and that the external opportunities are characteristics of the external environment that have the potential to help the organization achieve its goal.

Similarly, Vicent & Aosa, (2002) argue that organizations must formulate appropriate strategies to take advantage of the opportunities while overcoming the threats in order to achieve their set goals. Further still, Fowler et al (2001) assert that the environment consists of both the external and internal environment which need to be assessed at planning for performance to be achieved. In addition, Fowler, et al (2007) argues that external environment consists of relations with the donors, the Government, communities and other NGOs performing in that some locality and the internal environment issues consist of identity, attitudes, values, vision, mission, strategy, systems and structures set, skills and abilities of employees, material and financial resources.

As a researcher, the presence of the SWOT analysis says it all that the organization has responsibility of establishing the likely internal and external strengthens, weaknesses, opportunities and threats that may hinder its progress to better planning before committing herself in allocating resources geared towards supporting the attainment of such defined goal. However, pockets of weaknesses were evident in the way the analysis was done as indicated by respondents who disagreed. These pockets of weaknesses can be linked to limitation in time, financial and human resources that were allocated to support the entire SWOT exercise.

More, the obtained SWOT findings seemed to have been generalized and yet this creates more gaps in the best way strategic matters should be handled.

Lastly, questions posed reveal the value respondents attached to planning in as far as performance was concerned yielded positive answers for instance many respondents agreed that performance measures for each department were frequently monitoring and many respondents indicated that performance measures were into place referred to for staff to ensure service quality as supported by Fholisani (2001), who stressed that performance targets and measures are the planned level of performance or the milestones an organization sets for its self for each indicator identified. He further stressed that, performance measures and indicators inform an organization on its progress, that is whether they are achieving their goals and objectives set by an organization and that they also essentially describe the performance dimension for any organization. This is further supported by Hailey & Sorgenfrei (2004) who asserted that setting performance measures in an organization is a key issue that should be considered at the planning level of any organization because it helps in the identification of the strengths and weaknesses of that organization.

The researcher concurs with these findings as the presence of performance measures holds weight to an organization because all staff are required to contribute positively towards performance and their contribution is measured by critically looking at their output, not forgetting that managers are fully held accountable for their performance and actions. On the other hand, the respondents who disagreed or were neutral reveal indifferences in the way performance measures were conducted. This might have been attributed to the fact that the measures did not yielding expected or better results and therefore might have been ineffective and outdated measures and therefore not contributing positively to goal achievement of MTI.

5.3.2 Organising and Performance of Medical Teams International

Organizing as a management function is the process of establishing the internal organizational structure of the organization. The focus is on division, coordination, and control of tasks and the flow of information within the organization. It is in this function that managers distribute authority to job holders that can deliver services as required by the beneficiaries. Organizing is establishing the internal organizational structure of the business (Holt, 2003). To ensure better performance in the organizing function, specialization is a key organizing concept for several reasons (Koontz & Weihrich, 2000).

Following analysis of the results on research data reveal that organizing function of management influenced performance of MTI positively and staff really understood the practice of organizing and management. This is evidenced by many of the respondents that provided positive answers to the questions that were posed for instance; many respondents indicated that MTI had a well-developed and clear organization structure which was understood by all staff and others indicated that MTI had well-developed functions of work units that ensure service quality as buoyed by McClain & Romaine (2012), point out that the backbone of a structure being put in place is to ensure clear communication. To these authors, not all people, no matter how creative, function well in an environment with minimal structure and responsibility outlined.

Further, McClain et.al, (2012), stressed that organizations regardless of their services, require a certain and clear structure. They further argued that such structures require precisely established priorities, goals, and tasks set. The existence of well-designed organogram couple with functional work units highlights how firms or organization are primed to be. These show powers in hierarchy and the varying responsibilities that are required to attain a given goal.

Although MTI was found to have a well-designed structure with functional units to support work, the negative results obtained during analysis clearly indicate that loophole in the way authority is used, not forgetting the bureaucratic tendencies exhibited by certain staff during work that hinder the quick execution of work. More so, it can be noted that much as most units are functional, there are always pockets of non-performers lying alongside performers. This has created a stumbling block for meeting targets hence affecting performance negatively.

In addition, respondents agreed that there are distinct roles or responsibilities for all staffs to ensure goal achievement. This is related with Mostashari (2005), in a study carried out in China on NGO management and performance which showed that there was a positive relationship between organizing and the performance of NGOs and so the major problem of NGOs is employees not knowing their responsibilities and their immediate supervisors in terms of structuring of the organizations which at times result in employees being torn by infighting and turf wars. To him, NGOs need to consider reorganizing employee structures by clearly allocating responsibilities to each and training of employees on what is expected of them in their different statures.

In one way or another, all employee in any organization have varying roles to play of which are stipulated in the appointment letter, the numerous posts in any organization are well coordinated and aimed at achieving result that an organization requires. However, the portion of respondents that disagreed linked this to the fact that the actual roles and responsibilities that some staff perform don't conform to the job description appointment letters they hold making specialization of work difficult indeed for instance an IT personnel working as an M&E staff. This has very much hindered the normal progression of day to day work hence

creating a negative bearing on performance of MTI.

Lastly, many respondents indicated that policies were well established to ensure service quality as supported by Bartridge (2005), who argued that policies and procedures are the strategic link between the organization vision and its day-to-day operations and if well written out, they allow employees to understand their roles and responsibilities within predefined limits thus performing to the set standards. Basically, policies and procedures allow management to guide operations without constant management intervention.

Similarly, Edwards (2008) asserts that policies of an organization should be written down clearly specifying for workers what is expected of them and procedures to describe how policies are applied or implemented thus likely to cause positive performance to any organizations. The presence of achievable policies in any organization is core to its survival. Most organizations refer and use these strategically designed policies to ensure quality delivery of services and without these, this cannot be met. However, during the process of data collection and analysis, a number of respondents disagreed to the above statement citing the fact that most of these existing policies were outdated and effectively working for one group and affecting the other negatively. The presence of such policies clearly paves the way for conflict of interest which later affects individuals emotionally and affecting the Quality of work. If not attended to such policies cannot forward drive and organization to realizing its set goal.

5.3.3 Controlling and performance of Medical Teams International

The hypothesis statement one that, "There is a positive relationship between controlling function of management and the performance of Medical Teams International Nakivale

Refugee Settlement" was accepted and thus verifying the alternative hypothesis on the basis of the results obtained indicating a positive relationship between controlling function of management and the performance of Medical Teams International. These findings are supported by Siriyama (2007) who found out in his studies that in an organisation, control consists of verifying whether everything occurs in conformity with the plan adopted; instructions issued; and the principles established and that controls can be either strategic or operational which are concerned with the overall performance of the organisation or a significant part of it.

Operational controls measure activities within sub-units of an organisation and usually cover a shorter time period than strategic controls. All such controls check whether the organisation's strategic and operational plans are being realised and put into effect corrective measures where deviations from expected performance levels or shortfalls are occurring.

5.4 Conclusions

In this section, the researcher discusses the conclusions that were obtained in line with the specific objectives of the study.

5.4.1 Planning and performance of Medical Teams International

There is a positive relationship between planning function of management and the performance of Medical Teams International in Nakivale Refugee Settlement with the following concluded; complex activity plans and actions were formulated, some staff did not fully understand the vision, strategic goal was partially achieved, top managers and field level managers conducted and successfully performed the SWOT, however the recommendations were never considered, performance measures were prioritized while delays in availing reports were evident and the progress of the MTI was monitored however challenges were

numerous.

With this, it can clearly be concluded that both planning and performance are positively related in such a way that if action plans, activity plans are not in place, if staff failed to understand the vision, Objectives and goals not clear to staff and SWOT analysis not conducted, then it would be hard for any NGO like MTI to perform to the expected standards. Therefore, for any NGO to be able to perform to their expectation or set goals, the study concluded that NGOs and MTI in particular should be able to have clear objectives, clear work and activity plans and SWOT analysis also done regularly to monitor performance regularly.

5.4.2 Organising and performance of Medical Teams International

Organising was positively related to performance and the following concluded; MTI has a well-developed flatted structure with varying levels, although in terms of work, a lot of bureaucracy exists, functional working units were in place, however other units failed to meet the set targets, every staff had an appointment letter with defined roles and responsibilities, although these were not fully executed, fewer staff were regularly trained, standard procedures and policies were inadequate functional.

This study clearly showed that for any NGO to achieve maximum performance, it had to be organized in such a way that that NGO had to have a clear organisation structure put in place and with reduced bureaucracy tendencies so that work functions or departments easily perform with limited delays. Also, staff had to have appointment letters with very clear job descriptions because these direct performances of staff and also staff performance is easily monitored and staff appraisals easily have targets. Also, MTI being a medical organisation,

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staff trainings are very critical so as to keep updated with the latest medical information and medication as these are always revised often and also guide the kind of services offered to the clients. The study therefore concluded that with the above in place, then performance of MTI would greatly be achieved as these were found to be positively related.

5.4.3 Controlling and Performance of Medical Teams International

Control was found to be a key ingredient for better performance, that is, the study found out that there was a positive relationship between controlling and the performance of MTI and based on this, the following can be concluded; Most work processes had weaknesses, MTI used standardized documents to ensure complete and consistent information; however, its flow was insufficient, performance assessments were not frequently done, MTI field level managers delayed in preparing reports meant for management, management did not fully monitor MTI performance, fewer internal controls were functional and performance appraisal exercises were conducted with many staff failing to meet the targets.

Therefore, the study concluded that for MTI to be able to achieve performance at all levels, top and field managers had to endeavor that reports are timely submitted, performance had to be regularly monitored by top management so as to take hold of any irregularities that could easily occur at any level of operation. It was also noted that internal controls played a big role in improving NGO performance and so as MTI, there was need to have strong internal controls and top management has to ensure that staff were abiding by them. With strong control measures as shown above put in place, the performance of any NGO like MTI would greatly improve thus agreeing to the hypothesis that controlling is positively related to performance of MTI.

5.5 Recommendations

After the study and the findings from this study, the researcher came up with the following recommendations that are thought if adopted would help management of Medical Teams International improve its performance in all areas that it operates from. These are as discussed below;

5.5.1 Planning and Performance of Medical Teams International

The researcher came up with the following recommendations for planning as a management function.

The failure to fully engage staff in the formulation of the goal setting, mission and objective setting creates an obstacle in the way the implementation should be handled, this hinders the entire meeting or set targets. Based on these, the researcher therefore recommends that MTI management through its numerous functional units should ensure that staff are fully involved in this exercise as their input is very crucial. This creates a sense of belonging to them, morale and executing of their tasks hence better performance.

Secondly, the researcher recommends that MTI management through its Quality Assurance/planning unit ensures that pockets of weaknesses in time, financial and human resources that support the entire SWOT exercise be addressed through availing more time to fully study the situation, through its Human resource ensures that recruitment of competent, skilled human resource to aid the SWOT analysis exercise as well as engage staffs in the planning process of the organization at all levels and time.

MTI management through its financial unit should come up with a better finance plan where

key tasks incorporated in the final budget allocate resources with the aim of smoothly supporting the execution of such operation geared towards goal attainment.

Lastly, the researcher recommends that MTI management through its Quality Assurance/Planning unit reviews the existing performance tools used to measure actual output this is likely to contribute positively to performance

5.5.2 Organising and Performance of Medical Teams International

The researcher recommends that MTI management through the Human Resource department organizes more internal workshops to help orient staff on how best to overcome bureaucratic tendencies by some staff at work as this will help improve on the quality of work to be performed and specifically the importance of valuing time as a resource

MTI management through the Human Resource office should ensure that the existing Employee manual as well as staff job descriptions are reviewed and revised to ensure that the existing job roles concur with the assignments performed by staff on daily basis.

MTI management through its quality assurance department should ensure that the existing and frequently referred to policies are revised and reviewed to suite the current requirements for better performance.

5.5.3 Controlling and Performance of Medical Teams International

The researcher recommends that Medical Teams International through the Human Resource office empower the all the supervisors at all levels to have some control powers so that they can easily correct any deviation by the staff from the expected or set standards by the

organisation.

Also, through the Human resource office, MTI should ensure that constant feedback reports are given to staff on how they are performing in their different capacities. In this way, the staffs would ignite their potentials, feel part of the organization and perform maximally for the organization thus satisfying the clients and achieving the goals set.

MTI through its Quality Assurance department should ensure that relevant reports are regularly generated and discussed at different management levels and should also ensure that relevant performance measures are put in place so as to easily compare the actual performance level with the planned performance levels.

5.6 Areas for further research

The researcher recommends a need for a similar study to be carried out in other Non-Government Organizations' in Uganda to see how the situation is portrayed.

The researcher further recommends a need to carry out a study on other variables like leading and performance, staffing and performance of Non-Governmental Organisations.

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APPENDIX I: QUESTIONNAIRE

INTRODUCTION

Dear respondent,

My name is Kyalikoba Racheal, a Masters student of Uganda Management Institute pursuing a Master's degree in Management Studies (Project Planning and Management). I am carrying out a study on Management Functions and the Performance of Medical Teams International. You have been selected to volunteer in this study as a respondent. Your views will be kept and treated confidentially in line with the study. I appreciate every contribution that you make in furthering this research endeavor. Thank you for your time and cooperation.

SECTION I: BACKGROUND INFORMATION

Personal characteristics (Tick the correct box)

1. Gender

   Male ☐   Female ☐

2. Age

   20-24 ☐ 25-29 ☐ 30-34 ☐ 35-39 ☐ 40-44 ☐ 45 and above ☐

3. Working experience with Medical Teams International?

   Less than 1year ☐   1-3years ☐ 4-6years ☐ 7 and above ☐

4. Marital status

   Single ☐ Married ☐ Divorced ☐ Widow ☐

5. Academic Qualification.

   Certificate ☐   Diploma ☐ Degree ☐ Masters ☐

   Others please specify…………………………………………….

6. Position Held

   Operational level ☐ Management level ☐ Others, specify…………………………

SECTION II: MANAGEMENT FUNCTIONS

Instructions

Indicate the extent to which you agree with the following observations on the management functions in MTI

Please use the key below to answer the following questions by indicating: (1) strongly disagree, (2) Disagree, (3) Not sure (4) Agree (5) strongly agree

Scale	1	2	3	4	5
Planning					
Direction Formulation					
In Medical Teams International…….					
7. We have a well-defined vision known by all staff which helps in our goal achievement.					
8. Our mission statement is known by all staffs which helps in goal achievement					
9. We have a strategic and clear goal for the organisation which ensures quality service provision.					
10. There is a well activity plan and responsibility centre to guide goal achievement					
11. There is a well-developed action plan to ensure proper service delivery					
12. We have well-developed expected outputs to ensure client satisfaction					
13. We have clear objectives that help to ensure quality service provision					
Environmental Assessment					
14. Management regularly conducts opportunities analysis to determine external factors that affect goal achievement					
15. Management regularly conducts a strength analysis of the organization.					
16. Management regularly conducts a threat analysis of the organisation to ensure goal achievement					
Set performance measures					
17. There are performance measures for each department for monitoring performance.					
18. Performance improvements in relation to other best performing NGOs are frequently done.					
19. The performance measures put in place are known by staff to ensure service quality.					
Organizing					
Structure and responsibilities establishment					
In Medical Teams International…………….					
20. We have a well-developed and clear organization structure which is understood by all staff to ensure service quality.					
21.There are well developed functions of the different work units to ensure service quality					

22. There are distinct roles/responsibilities for all our staffs to ensure goal achievement					
23. The staffs are regularly trained to gain competencies to perform their duties					
24. The different functional units are well coordinated to facilitate the achievement of our overall goal					
Policies and policies establishment					
25. We have well established standard operating procedures put in place to ensure goal achievement.					
26. Our policies are well established to ensure service quality					
27. We have attempts to achieve improvements in the organizational performance by redesigning our processes to deliver value to our beneficiaries					
Controlling					
Information Collection and analysis					
28. Deviations in the work processes are regularly identified to achieve service quality.					
29. There are standardized documents or modern management information systems to ensure complete and consistent information is gathered.					
30. We emphasize conformity to plan adopted to achieve our goals					
31. Management regularly accesses its performance against the set performance standard					
32. We strongly emphasize conformity to instructions issued to achieve set objectives.					
33. We strongly emphasize conformity to established principles while offering services to the community					
34. Management monitors field performance on a monthly basis to ensure service quality.					
Corrective Action					
35. Management sticks to the preventive measures (controls) put in place.					
36. Relevant performance reports are regularly generated and discussed at the different management levels.					
37. Management gives regular feedback to staff based on the staff performance.					
38 Management regularly checks and compares the actual performance compared to planned performance of the organisation.					
39. Management regularly measures individual performance to ensure client satisfaction					
40. All supervisors at their different levels have controlling responsibilities to ensure performance evaluations.					

SECTION III: PERRFORMANCE

Instructions

Indicate the extent to which you agree with the following observations on the performance of

Medical Teams International

Please use the key below to answer the following questions by indicating: (1) strongly

disagree,   (2) disagree, (3) Not Sure (4) agree (5) strongly agree.

Scale	1	2	3	4	5
41. We offer superior quality services to our clients to make them satisfied					
42. We have increased our outreach services to areas that had never been reached before to ensure service provision					
43. External funding for the projected activities is on the increase which improves performance					
44. We are in position to sustainably meet our operational costs without the help of the funders in all our areas of operation					
45. Employees are satisfied with their jobs and the organization thus delivering services as expected.					
46. We have competent human resources as a competitive advantage in the NGO industry to ensure client satisfaction.					
47. We have developed good financial resources as a competitive advantage in the NGO industry.					
48. We have gone a long way in the achieving our goal of offering quality services					
49. We ensure flexibility and adaptability in order to stay in business over time					
50. All planned activities are performed to the expectations of the organization					

Thank you for your valuable Time

APPENDIX II: INTERVIEW GUIDE

Main question	Probing questions
1. Briefly explain how planning is generally carried in Medical Teams International?	1) What are the current priorities and goals of Medical Teams International? 2) How have these priorities and goals been achieved to ensure client or beneficiary satisfaction in Medical Teams International? 3) How does Medical Teams International manage its performance in relation to the regulatory environment, standards and best practice? 4) How has Medical Teams International dealt with resource constraints to keep up to the standard of delivering quality services to its clients?
2. Briefly explain how work, processes and functions are generally organized in Medical Teams International?	1) What procedures and policies have you as Medical Teams International put in place to ensure that work is organized and carried out as planned? 2) How has Management of Medical Teams International ensured that employees are aware of their duties and responsibilities and perform to the expected standards? 3) Which structures has management put in place to ensure that the organisation obtains feedback from its clients? 4) How does Medical Teams International gauge client attitudes in relation to its performance?

3. Briefly explain how controls in Medical Teams International are carried out?	1) How does Medical Teams International ensure that its clients are receiving quality services? 2) What are some of the corrective measures that have been put in place by Medical Teams International to cub some of the deviations in the implemented activities? 3) What are some of the major achievements and challenges you have encountered as Medical Teams in the provision of services to your clients? 4) What control measures have you put in place to ensure that these challenges are dealt with?

Thank you for your cooperation

UGANDA MANAGEMENT INSTITUTE

Your Ref:

Our Ref: **G/35**

04 October 2013

TO WHOM IT MAY CONCERN

MASTERS IN MANAGEMENT STUDIES DEGREE RESEARCH

Ms. Racheal Kyalikoba is a student of the Masters Degree in Management Studies of Uganda Management Institute 28th Intake 2012/2013 specializing in Project Planning and Management, **Reg. Number 12/MMSPP/28/005.**

The purpose of this letter is to formally request you to allow this participant to access any information in your custody/organisation, which is relevant to her research.

Her Research Topic is: *"Management Functions and the Performance of Medical Teams International, Nakivale Refugee Settlement"*

Gerald Karyeija (PhD)
AG. DEAN, SCHOOL OF MANAGEMENT SCIENCE