

**PROCESS ORIENTATION, CONTEXTUAL FACTORS, AND
ORGANIZATIONAL PERFORMANCE: UNITED NATIONS UMOJA
PROJECT**

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DECLARATION

This research project report is my original work and has not been presented in any other institution. I agree that this project may be available for reference at the discretion of the university.

SIGNATURE _____ DATE _____

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D61/79293/2012

I confirm that the work presented in this project has been done by the student under my supervision.

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ABSTRACT

Process Orientation is technique that is widely used by most organizations that seek to improve their overall performance by carrying out process re-engineering. A process oriented organization focuses on the underlying processes within the organization to identify and address any bottlenecks in the organization performance. United Nations is one entity that has adopted a process view of doing business by implementing the UMOJA project that seeks to harmonize all its processes across the different UN entities. This is to result to harmonized processes and improved accountability.

The main objective of the study was to seek an understanding on the contextual factors that affect organizations that adopts a process view in managing their resources. This in was addition to determine how those contextual factors affect the overall performance in any organization.

The study was carried out using self administered questionnaires where the sample selected was 21 UN agencies in Nairobi with 4 representatives from each of the agencies support departments making a total sample of 84. Data was analyzed using descriptive statistics and presented in form of charts, tables, percentages, mean, standard deviation and regression analysis.

The study found that organizational cultural, industrial and geographical context had positively and significantly influenced the success of the UN Umoja project. Further the study established that by determining and setting the right cultural environment, this would result in greater performance. The results also support the conclusion that an organization cannot achieve greater performance by only adopting a process view without taking into account the contextual factors.

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ABBREVIATIONS

TQM - Total Quality Management

UN – United Nations

SPSS – Statistical Package for the Social Science

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Most organizations have been trying to achieve competitive advantage over their rivals. The emergence of modern day technology being employed by many newly established organizations threatens the status quo of organizations that still hold the traditional view and approach to management. Most organizations have resulted in the use of operation managements as a technique to achieve cost performance. Sloan School of Management (2014), define operations management as a practice that focuses on the products and services design and management. The definition also takes into consideration the supply chain and processes that a firm considers in the management of human, financial and physical resources required to meet the customers' expectations and needs. Therefore operations management within the organization will be concerned with the acquisition of the required resources, their transformation, and processing into final products for use by the customers. In their book, Chase et al. (2006) operations management helps an organization to create competitive advantage by achieving the core service objectives of Cost performance, Quality, Flexibility, and Speed.

According to UMOJA Times Issue No.4 (July 2010), the United Nations secretariat strives to improve its service delivery in a cost effective manner while at the same time assuring high quality of the services across the locations where the organization operates. The word "Umoja" has been used as the acronym for this initiative which means "unity" in Swahili. This initiative will result to highly integrate administrative and support functions across the organization. This initiative is planned to be rolled out filed missions including peacekeeping missions. According to this Umoja publication, some of the expected outcomes will be redesigned process that will eliminate redundancy and duplication of roles and controls. This will enhance proper management of human, financial and physical resources across the organization. In order to achieve this, an ERP software SAP will provide the platform on which this initiative will be implemented. The publication further emphasizes that with this re-designed and integrated processes most of the current disconnected software applications will be replaced to form a single

integration system that will be used across the organization. According to the publication, implementation will start from the UN secretariat in New York before rolled out to other offices worldwide.

According to UMOJA Times Issue No.4 (July 2010), the aims for implementing this initiative are as below:

- Facilitate faster and quicker processing of transactions with improved reporting timelines.
- Enhance quality of reports giving more focus of value addition tasks resulting to efficient services.
- Overcome barriers that result from geographical location, organizational challenges and functional responsibilities.
- Improve transparency and accountability within the organization by encouraging stakeholder's empowerment, sharing of information and unity across the organization.

1.1.1 Process Orientation

There has been extensive literature on business process orientation which results to suggestions that an organization can improve its organizational performance by adopting a process view in management of resources instead of the traditional hierarchical approach. One the researchers with this suggestion was Rok Skrinjar et al. (2007). In their study they emphasized that organizations can directly achieve high performance in non-financial indicators while at the same time indirectly reporting high performance in financial indicators. This financial indicators will include profitability ratios, return on investments etc. McCormack & Johnson (2001) have described Process Orientation as the new way of thinking of organizations which represent various ways/philosophies that management seeks to use from a process perspective to improve organizational performance. These two researchers define process orientation as a way in which an organization emphasizes outcomes and customer satisfaction through process improvements rather than the traditional hierarchies. In one of the blogs, Gartner (2014), define process management as the way of managing business processes as the means to

improving business performance and operational efficiency. Therefore it's evident that organizations could be a mix of business processes without having adopted a process view where such processes may just be a means of functioning of the organization with having a clear understanding of how such processes can improve organizational performance. . According to Haggstrom & Oscarsson (2001), they argue that focus on workflows and processes in the organization comprises a process view where the emphasis is not the individual person but rather the processes and workflows that are required to execute a particular transaction. Tenner & Denner (1996) explains that a process view will involve replacing the traditional hierarchical structure which was represented by functional roles and titles by the process owners responsible for core business improvements and operations. Due to the extensive research carried out on business process orientation, most organizations can adopt a process view approach to improve their performance. The conclusions from studies carried out by Hamel & Prahalad (1994), and Hernaus et al. (2007) are in support of this view. However, Jahre & Costes (2008) concluded that process orientation does not result in improved performance and that there are other contextual factors which affect performance other than process orientation.

1.1.2 Contextual Factors

Various studies have been done on contextual factors which affect the relationship between organization performance and process orientation. Such a study was carried out involving Slovenian companies, Hernaus et al. (2007); Leyer et al. (2014), highlights the various studies carried out by various researchers including Ramos et al. (2010) whose study was focused on the credit processes in a German bank and the contextual factors inherent in the organization; Rosemann et al. (2006) whose study focused on a major Australian airline on the check-in and ticket reservation process and how it is affected by other factors including the season of the year.

The study was based on different contexts including geographical context, different cultural dimensions, different industrial environment, and different target group or population context. However, the study identified similarities of the previous studies already carried out and the application of these contexts with slight modification or

adjustments so as to achieve the objectives set out in carrying the study. The study also considered similar variables which also took into account the longitudinal effects that the other studies may have omitted. Generally, all the contextual variables used in these researches were considered and in some instances, generalities were applied. Therefore there is no expectation of many variations in the contexts. However, as a caution, the conclusions made from these studies cannot not be generally applied in the context of the current study as a result of varying contexts among the studies.

1.1.3 Organizational Performance

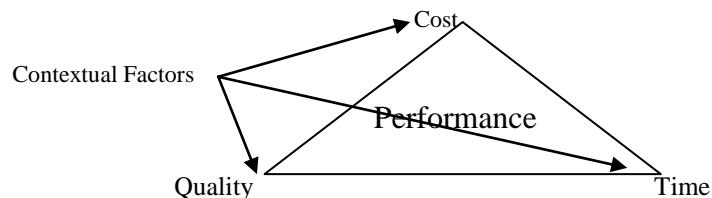
Organizations seek cost performance through process orientation to increase their bottom line profits and hence make them remain competitive in the market. Cost performance will be concerned with the management of the costs within the organization through cost control. According to Hansen (2006), he argued that cost performance measures are process oriented and that the modern approach to cost performance is process orientation where his views contradict the traditional approach. The traditional view holds that organizations can achieve a higher competitive advantage by employing specialized labor and techniques in their operations. This view was held by Adams Smith in his article Wealth of nations (Smith n.d) where he argues that to increase the productivity and performance of workers there was a need for division of labor. In his book, Taylor (1911) argued that organizations increasing the division of labor among employees will result in reduced productivity inefficiencies. According to the Time 100 edition 16, a case study of Aldi, a retailer company, organizations are able to achieve lower prices through efficient and effective operations.

1.1.4 Process Orientation, Contextual Factors and Organization Performance

Organizations operating under intense pressures due to rival competition are forced to re-design their business approach models together with the business process being employed in the organizations. These business processes represent one of the major functions of competitive business or organization. Rok Skrinjar et al. (2007) states that organizations are rather made up of processes instead of products or services. According to

McCormack and Johnson (2001), managing a business/organization means managing its processes. Business processes have emerged as the new important management paradigm in order to compete and thrive in the current global market. Levi (2002), the process option has become a mandatory requirement as Daft (2004) explains that organizations should be re-designed to information flow both vertically and horizontally in the organization to achieve the goals of the organization is maximizing shareholder's wealth. Leyer et al. (2014) explains that in regard to organization performance, businesses must be aware of the context in which they are operating. The business environment constitutes the contextual factors which emanate from the corporate environment or from within the business. Hammer and Champy (1993) tried to propose a causal relationship between the business operating context and the re-engineering process. They explain that business process re-engineering can be successful when the context awareness is addressed at each stage of evaluating and redesigning the process.

Every organization exists to achieve one or more goals that are of value addition to the stakeholders. This varies depending on the type of the organization e.g. a manufacturing company would seek to maximize its profits and shareholders wealth while a nonprofit organization would be more concerned about social issues rather than on profits. Therefore an organization must be able to define its performance indicators vis-a-vis the goals set. For the purpose of this study, the performance indicators include time, quality and to some extent, cost. Parmeter (2010) proposes the below model on the effect of contextual factors on performance.



1.2 Research Problem

Most organizations since the 1980's have been employing process orientation in order to deliver value to their customers with mixed results (Smith and Fingar 2003). There is, therefore, the need to ascertain whether there are other factors that influence organization performance other than process orientation. Most organizations are faced with scarce resources that must be used efficiently for maximum output. This desired efficiency by

organizations would be to some extent related to the internal and external environment the organization face. Understanding of the contextual factors will help the organizations continue to provide superior services meeting the expectations of all the stakeholders. UN agencies are faced with such a challenge and hence they seek for better ways to efficiently manage their scarce resources. There has been a lot of studies carried out by various researchers on how UN agencies can improve their efficiency and lots of investments have been made on process orientation. Most of these agencies do operate in different contexts and hence the results would be different. Approaches to improving the organization's business process come and go but the objective of achieving efficiency and effectiveness remains in style. Organizations will require constant continued investments in innovation technologies on their business processes in order to remain efficient and competitive in world of high competitive activities. Konning et al. (2006) explained the advantages of process orientation to include cost control and high return on investment which in turn leads to high quality of service and customer satisfaction.

Services, by nature, are time bound and as such, they should be provided within a specific time frame to be of value to the customer. Process orientation comes in handy as a technique to reduce the time used to produce/provide a given service within the various UN agencies. The agencies seek to achieve optimal output from the available scarce resources with the driving force being efficiency in the use of resources. To achieve this there is the need to examine the UMOJA technique and the contextual factors affecting its results/performance, UMOJA times Issue No.4 (July 2010).

There has been a lot of research done in developed countries on the importance of understanding process orientation and the contextual factors that influence organizational performance Ploesser et al. (2011). Roseman et al (2006) carried out a study with an Australian airline where they focused on the passenger check-in and ticket reservation process and how this is affected by factors such as season of the year. Leyer (2011), examined the effect of three environmental and organizational contextual factors on German bank loan application process. In Kenya, studies have been done on various process orientation techniques and their effect on organizational performance. Mwaniki and Okibo (2014) examined the effects of TQM on banking sector in Kenya. Ogoye (2013) examined influence of quality management systems implementation in

organizations where her findings concluded that top management is required for organizational performance. However, the researcher was not aware of any similar study conducted in any of the UN agencies that is implementing the single, integrated information system with the acronym UMOJA project. Therefore, this current study sought to fill the existing gap within the area of research by providing findings that will enhance better understanding of the contextual factors by any organization that is planning to implement such a system now or in future.

1.3 Study Objective

Objectives of the study included the following:

- i. Determine Process Orientation adopted for UN Umoja Project.
- ii. Determine the contextual factors United Nations considered for successful implementation of the UN Umoja Project.
- iii. Determine the performance levels of the UN Umoja project.
- iv. Relate how process orientation and contextual factors affected United Nations performance

1.4 Importance of study

The results of this study is relevant to UN agencies with interest on improved processes through implementation of UMOJA initiative as they will understand the contextual factors that can influence the initiative for desired operational organization performance. The study will point out the areas of difficulties in the implementation and how such challenges need to be addressed.

The study results will provide a further platform of reference by various organizations that seek to design and implement new processes by taking into account the contextual factors that may influence the organization's performance or outcome other than having an elaborate business process. The study has expounded on the contextual factors that an organization may experience that have an impact on its performance.

Researchers can use the study findings as reference point when studying process orientation and the related topics.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the theoretical and empirical review of literature related to the current study is presented. Concepts of process orientation, contextual factors, and organizational performance are mainly discussed under this section. This chapter has just indicated how in the lens of the systems theory process orientation is influenced by different contexts. Under this theory, organizational management and engagement, client focus as well as value focus, process transparency integration and efficiency have been identified as being facets of the same theory. The contextual elements of culture, industrial relations, and geographical placement have been highlighted as the major influences of process orientation that highly affect performance. A conceptual framework highlighting the contextual aspects and their influence on process orientation and the eventual effect on performance have been spotlighted as well.

2.2 Theoretical Review

The section highlights the various theories that have been propagated to contribute to the concept of process orientation in organizations for superior performance. These two theories explain the need of process thinking in any organization that wants to compete in the highly competitive and dynamically changing market. In this section, the systems theory and management theory are highlighted which brings out the blend of the earlier theories and the modern day management theories. (Bush & West-Burnman,1984); (Beck & Cock,1980) provided the explanation that theory is the basis of action and every manager requires a theoretical base for decision making.

2.2.1 Systems Theory

The general systems theory can be termed as attempting to discover as well as articulate organizational principles that underlie any system. In this theory, it is assumed that various individuals in any given organization cannot function independently of each other within the organization or outside it (Maddern, 2014). Similarly, the organization is not independent of other organizations within its reach and so influence is to be expected

from all directions. This influence, finally, will shape the way processes of the same organization proceeds in its entire life. Emanating from this basic assumption, a number of areas are identified as influenced by this theory.

In process orientation, both managers and employees are all focused on how the internal and external customers are handled rather than how tasks are done. By focusing on this engagement, the personnel within an organization are more concerned with their roles in a more explicit way. This focus helps in the improvement of work because everyone is concerned with the process and there is more commitment among the key players in that given organization through engagement Maddern et al. (2014). On the other hand, organizational management is maintained through process orientation. In this conception, the management optimizes the organization to form a whole picture. By allowing the key players to see their role in the entire picture, each is able to focus on the major goal rather than the process of intermediate ones. This does not, however, deprive the players of their instrumental values or duties, but it enables them to actualize them passively as they get drawn to the overall delivery of services (Gilchrist & Kibby, 2000).

Analyzing a process from the point of the client rather than one's own view, the internal capacity of increasing the value of the client is augmented. Competitiveness and more so efficiency are ensured and the satisfaction of clients becomes more and more evident. At the same time, the mapping of processes stands as a prerequisite for minimizing activities of lesser value while maximizing the beneficial ones. The goal of client and value focus thus remains the gateway to valuing the organization's personnel and the client because the needs of each are well visualized.

In a system, transparency creates the platform for recognizing deviations and flaws in it. From the outcomes, processes can be changed, improved and developed to outdo the causes of flaws or defects in the system. Identifying and mapping processes at the same time have the advantage of integrating both since they are highly relevant to organizational achievement. It is unwise to work with processes and not address their integration otherwise, this would cease being process orientation (Maddern et al. 2014; Gilchrist & Kibby, 2000).

2.2.2 Scientific Management Theory

This theory was developed by Fredrick Tylor in 1911 which has formed the basis of the modern day theories. Tylor developed various techniques geared to enhancing the efficiency of work processes based on his studies on people, tasks, and work behaviour. He broke down work processes to small units or sub-tasks. This was to determine the most efficient method to complete a particular task. Tylor management theory sought to define a way in which work would be done best, train workers on how to handle a task in a pre-determined manner and seek to motivate employees through an equitable reward system to improve productivity. He designed the one way of management and conceptualized that employees productivity was much dependent on the motivation in form of a reward. Hoyle cited in Cowan (1988) stated that management theory is concerned with a guiding practice which enables a manager to improve the overall organization effectiveness which results in a relationship between management and performance. (Daft and Noe, 2001) noted that this management approach sought to address the issue of employee motivation as the wages were linked to the outputs. Schermerhorn (2005) enunciated that work in the organization is done through selection and training of employees who are supervised. This theory assumed employees to be children who cannot be independent on their own and require maximum supervision, Fayol cited in Hanson (2003).

2.3 Empirical Literature

In managing the performance of any organization, managers have employed process orientation as a key technique for ensuring success. As such, a key concern of entrepreneurs is the focus on the way issues are handled or how everything is conducted. The willingness of remaining open and following novel directions is fundamental to a proper process orientation as noted by Jeston and Nelis (2014). Actually, it is more of bracketing the conventional ways of doing things and exploiting of culturally available implements that are capable of bearing fruit in the long run. In this regard, it is clearly evident that process orientation attempts to combine with the good relationship to deliver the best possible result. It is inevitably inane if the value of process orientation is omitted in any organizational structure as it plays a role that is irreplaceable. Subsequently, the

literature review, in the light of the contextual factors that determine organizational performance will be brought in to show the levels to which process orientation can or cannot prevail without them.

2.4 Contextual factors and Process Orientation

A context has been described as the environment within which an activity by either individual or organization sails in. It is defined by the presence of other factors that are indirectly relevant in determining the course of action or the movement of events (Schilit & Theimer, 1994).

Whereas previous research studies have mainly emphasized on the direct effects of process orientation on operational performance, the mixed outcomes and results can be addressed by including contextual variables that come into play when implementing process orientation (Nair, 2006). This argument is valid in that process orientation cannot on its own result in increased performance without considering the environment where such processes are being implemented. In their paper Leyer et al. (2014) concluded that firms should be aware of the context in which they are operating in which may have an effect on the overall business performance despite process orientation techniques. The continuously changing environment present these challenges. The researcher tried to propose a wide holistic conceptualization of the contextual factors creating awareness on their level of effect on organizational performance.

2.4.1 Culture and Process orientation

Process orientation has been found to be largely affected by the culture in which external, as well as internal relations, play a greater role. Family backgrounds, close associates, social institutions, and the like form much of the background for external culture. On the other hand, personal relations, preferences, positions and the like, make up the culture within the organization, Robbins et al. (2013). According to Garriga and Mele (2013), these two vital backgrounds are the key definitive of corporate social responsibility. The personnel in an organization are instruments for effectiveness, they also bear with them the power for initiating and implementing projects, they work to satisfy social demands and finally they bear a responsibility for their duties.

Closely related to the internal and external culture, Giles et al. (2011) have observed an influence of bureaucracy on organizations, especially the individual's creativity. In their research, they found bureaucratic practices of centralization as well as formalization as constraining creative expression. The influence has destructive impacts on the performance of individuals where creativity is noted to be low in more centralized organizations. This brings in the idea of a culture where an organization is influenced by the way its members or personnel are groomed as identified by Garriga & Mele (2013). Brocke & Sinnl (2011) conducted a research on how an organization's process management is impacted by culture. Through a literature analysis of previous journals, it has been established that there is little research on how culture affects process orientation. Actually, the particulates of culture are not studied such as individual perceptions, personal backgrounds among others as confirmed by Zablah et al. (2012). However, important information is recognized from this study in that the value of culture in determining the performance of a given business is established.

Culture is thus found to affect process orientation by affecting the corporate social responsibility through effectiveness, power, social demands and individual responsibilities (Garriga & Mele, 2013). At the same time, bureaucracy especially in centralized and formalized organizations affects performance, Hirst et al. (2011). Finally, as much as culture is influential to process management little has been done to understand it deeply in all its parts (Brocke & Sinnl, 2011; Zablah et al. (2012). All these studies point to the inevitable place of culture in an organization's practice.

2.4.2 Industrial environment and process orientation

The industrial environment comprises of the shared space, physical, social and psychological; and in which stakeholders in an organization interact. In this environment, the organization's personnel, as well as the clients, meet under the pretext of service provision where everything else is secondary. As such industrial transactions are given the greatest priority as they are the lifeguards of the organization Robbins et al. (2014). According to Evansschitzky et al. (2012), one of the industrial environment phenomena is innovation, in terms, of new products. A meta-analysis on the success of new products shows low levels of the same which points further to the shift in research on new product

development. Ideally, this shows that the process has become more important than the result which means that product orientation still holds more importance than many other activities. Addressing the issue of product development by means of technology, Acur et al. (2010) observe that product development has moved more to use of diverse technologies that enhance its acceptance in by the clients. Among the technological implements are social media and related tools which disseminate information to the customer at their various levels. This form of technology has brought about another industrial space where the brand forms its environment for exchanging information and services between clients and the organization. Elaborating on the levels of interaction, Bonner (2010) observes that customer interactivity with new product ought to be moderated as this gives room for product orientation to be maintained at safe levels. Under this observation, it becomes clear that process orientation cannot be avoided at the expense of focusing on goals alone.

Danese and Filippini (2010), investigating the impacts brought by the development of new products find that the industrial environment needs moderation to create room for sobriety. The sobriety, in this case, is that keeping watch over any flaws or deviations that may detrimentally crumble an organization. Closely related to this noble observation is the role of teamwork in the management of new products by Dayan (2010). He notes that for a new product to experience longer life in the market, the team has to tirelessly embrace undying support from the foundation to the top.

Therefore process orientation cannot hold any significance without considering the industrial environment in the innovation of new products. There should be a focus on how a product is developed (Acur, 2010), the moderation of customer interaction (Bonner, 2010), teamwork (Dayan, 2010), and a form of sobriety needs keeping to avoid desertion of organizational performance at the expense of delving on the results (Danese & Filippini, 2010). All these indicate that there is a need of process orientation in keeping the industrial environment secure.

2.4.3 Geographical context and process orientation

While cultural differences seem to take up the place of geographical context, there still remains significant room to explore the value of geographical regions in the handling of process orientation (Maheswaran & Shavit, 2000). Globalization seems to be an ideological phenomenon that has little to do with process orientation. However, in strict terms, geographical diversities play a role in managing business processes. Dayan and Di Benedetto (2010) attest to this fact when they point out that Western countries have a lot to adjust to when they attempt the international trade with Eastern countries. In this context, issues of climate, strategic placement, and related aspects affect the way process orientation is to progress. Durmusoglu & Barczak (2011) concur with this proposition and differentiate technological tools that bring interaction in a global platform with the physical considerations that require material presence. Evidently, there is no way process orientation can run devoid of geographical context as it forms a vital facet that would inevitably cause the collapse of an organization.

2.5 Process Orientation and Organization Performance

Processes are the core of organizations where these processes are utilized to create value of services or goods in a process-oriented organization (Kohlbacher, 2010). The researcher states that specific group of activities and tasks that result in value creation in organization makes up a business process. These tasks are made up of subordinate tasks that enhance work efficiency where improvement of the entire chains of business operations is emphasized rather than functional or hierarchical structures which is traditional way of managing businesses. A process oriented organization will in detail focus on the way to improve, develop and manage the business for greater results in performance as explained by (Rauch, Wiklund, Lumpkin, & Frese, 2009). In addition, Markus & Reijer, (2013) in their study illustrated how an organization gains competitive advantage through improving and innovating their processes by adoption of holistic process-oriented view. The findings showed that, a highly significant positive relationship exists on organizational performance and a process oriented structured organization, supported by right and positive culture. This improved organizational

performance is further enhanced by the application of continuous process improvement methods, and a positive a culture. An organization can employ a more or less process approach for better results depending on their experience in process thinking. Therefore, several organizations in order to remain competitive and ensure their continuity have adopted a process-oriented organizational design. (Rok Škrinjar & Mojca, 2008) concludes that the existence of extensive literature on business process management, suggests that organizations could enhance their overall performance by adopting a process view of business. The researchers in their study explains that organizations can experience sub-optimization due to solely focusing on functional performance rather than having an overall view and focus of the overall goals and objectives of the organization. According to Rok Škrinjar & Mojca, (2008), organizations can achieve both financial and non-financial performance either directly or indirectly through process orientation. Further they conclude that, process orientation is advantageous for organizations due to its positive influence on performance in non-financial and financial terms. Organizations, therefore, have to consider process orientation as means to improving their performance as a whole. García-Morales, et al. (2012) demonstrated that business process orientation supports reorientation of employees' by having them focus on customer value-adding activities instead of functional performance. They further conclude that process orientation significantly influences organizational innovation performance in order to create value to customers by providing high quality goods and services. Interestingly, Mithas, Ramasubbu, & Sambamurthy (2011), held a different view on process orientation. Their views was that process orientation was not sufficient on its own to enhance organizational innovation performance. Their study demonstrated that an organizations process orientation must be supported by quality improvement of market-oriented behaviors with generative learning that will result in products, services, procedures and systems innovations.

McCormack and Johnson (2001) study illustrated that there is need to constantly re-innovate and re-engineer new technology based process in an organization. They illustrated how firms have sought the use of internet as one way to re-engineer and re-design their internal processes enhancing their integration of their customers in the supply

chain. This has been through the provision of information on their products and services in the internet where access to such information is free and unrestricted. This has created the internet economy which will require organizations to adopt a process approach in order to benefit from this economy and hence improve performance. According to McCormack and Johnson (2001), this rapid growth in information technology have accelerated process-oriented re-engineering within existing organizations with new process oriented e-corporation being established. According to (Kohlbacher M. , 2010), the key areas organizational performance as a results of process orientation are speedy improvements in carrying work activities, improved customer satisfaction due to high quality products and services, reduction of cost through efficient and effective management of available resources, and improvement of financial performance.

2.6 Conceptual framework

From the literature above, it has been demonstrated that various contexts have always been found to play irreplaceable roles in process orientation. In considering these contexts, this study attempts a replication of the same. It is expected that the cultural, industrial and geographical contexts play a major role that is effectual on process orientation. The cultural context takes in the internal and external experiences of personnel within the organization; the industrial considers the industrial processes of interaction of members in organizations while the geographical considers the physical space where process orientation is practiced. The diagram below demonstrates this relationship.

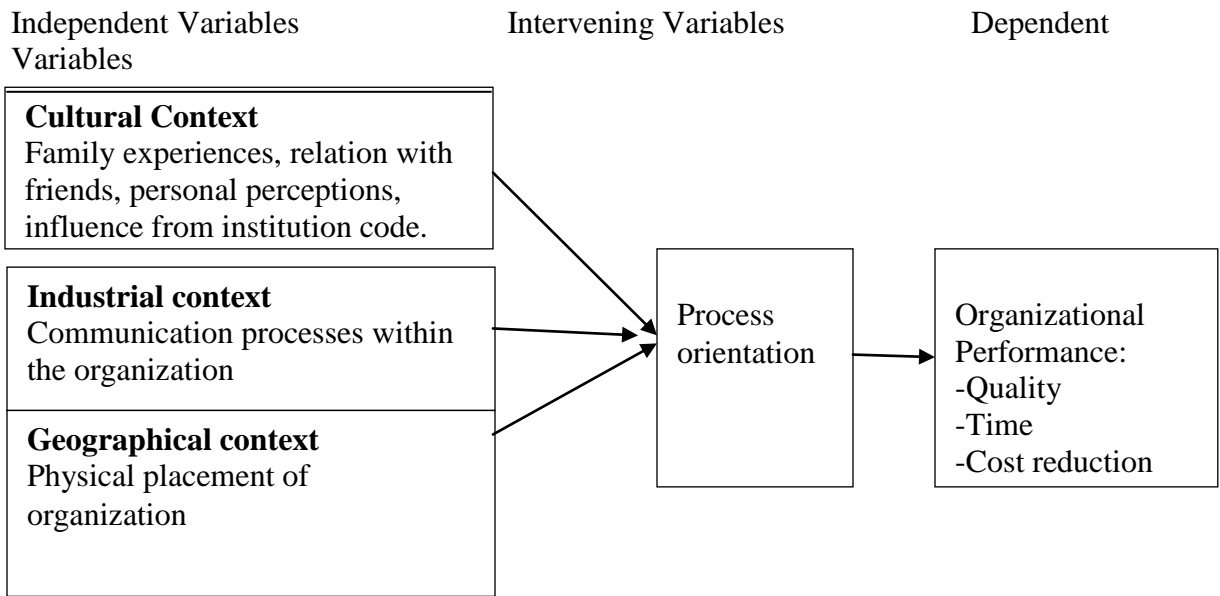


Figure 2.1 Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the methodology that was used in the carrying out the study by illustrating the research design, population and sampling technique, data collection and analysis methods and chapter summary. The validity and reliability tests are also discussed.

3.2 Research Design

The study employed a descriptive approach that looked at the relationships between process orientation, contextual factors, and organizational performance. This approach was preferred in this study in order to describe the characteristics that are inherent in and outside an organization that may affect its performance despite employing a process orientation approach. According to Gill and Johnson (2006), descriptive studies tries to highlight and find out, who, what, where, when or how much. They further argue that descriptive studies try to understand the happenings in the society by measuring the frequency of an activity by a particular individual. Descriptive studies assist in identifying and comparing the relationships between variables.

3.3 Target Population

The population comprised of various staffs working at various UN entities based in Nairobi who are the team leaders/focal points in the implementation of the UN UMOJA project. The target population was the lead focal points in the organization's four support departments with the intention to represent the diversity in operations. The target institutions for participation in the study were 21 each with at least four support departments. The targeted entities included the following UN agencies: UNON, UNDP, UNICEF, UNHCR, WFP, UNODC, UNFPA, UNCTAD, UNEP, UNRWA, UN Women, UN-Habitat, WHO, UNESCO, ILO, FAO, IMO, UNIDO, IFAD, UNAIDS, and UNOPS.

3.4 Sampling Procedure

The study employed a snowballing sampling technique with background reference information being provided by updates from UN secretariat through the UMOJA newsletters which provided updates on the progress on the implementation. From the updates, the organizations based in Nairobi that has already implemented UMOJA were identified. A simple sampling technique was used to identify the sample organizations to be involved in the research study. This enhanced the study findings as the most direct and well-informed respondents participated in the study. This improved the confidence level of the study and provided a wider representation to make a conclusive finding or recommendations. The sample identified was then stratified further into the different departments/units in the organization. Four departments/units were identified which were finance, procurement, administration, human resources departments which each has UMOJA team leaders. This allowed equal chances of the project implementation team leaders to be selected for the study. Mugenda & Mugenda (2003), stresses that, sample size of at least 10% of total population is adequate for a study. In this study, the whole population was selected as the sample due to the limited number of institutions that are based in Nairobi and which have implemented the UMOJA project. The number of staff selected as the sample was 80 who represented each of the four departments in each of the organizations selected.

3.5 Data Collection

The main data collection tool was a closed and open ended structure questionnaire. The use of interviews was explored but could not be implemented as a result of time limitation. Respondents were also skeptical with interviews. A desk review was done to collect the primary information to inform the design of the questionnaire which was concluded as most appropriate tool to use. The questionnaire was based on the objectives of the study. The questionnaires were distributed to the sampled heads of units/departments to fill in their responses. However, there were some delays in receiving the filled questionnaires within the agreed times. This was due to non-availability of some of the respondents. This thus affected the timelines for the data to be analyzed on

time. However the delay, in the view of the researcher didn't have any effect on the results of the study.

3.6 Data Analysis

Questionnaires were reviewed for completeness and consistency before the responses were processed. The data was then coded to enable the grouping of the responses in various categories. The data from the responses was qualitative and was analyzed using a descriptive analysis techniques. The SPSS version 20 was used in data analysis. The descriptive statistical tools used in this study were means, standard deviations, frequency, and percentages. Inferential statistics was also tested involving testing the cross tabulations and correlation tests for the association between the variables. The results are presented using charts and tables for ease of interpretation and discussion.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS & DISCUSSION

4.1 Introduction

The chapter presents the results from data analysis together with the findings from the study. The study results are also discussed in detail with the interpretation of the results from the analyzed data. The presentation method adopted for this study is appropriate to ease the interpretation and understanding of the results considering a descriptive approach was used. Charts and tables have been chosen as the most appropriate method of presentation as the results can be easily in a graphical or tabular form. The results are presented according to the research objectives.

4.2 Response Rate

The response statistics is presented below. This indicates the respondents who responded and those who didn't respond to the study out of the targeted respondents.

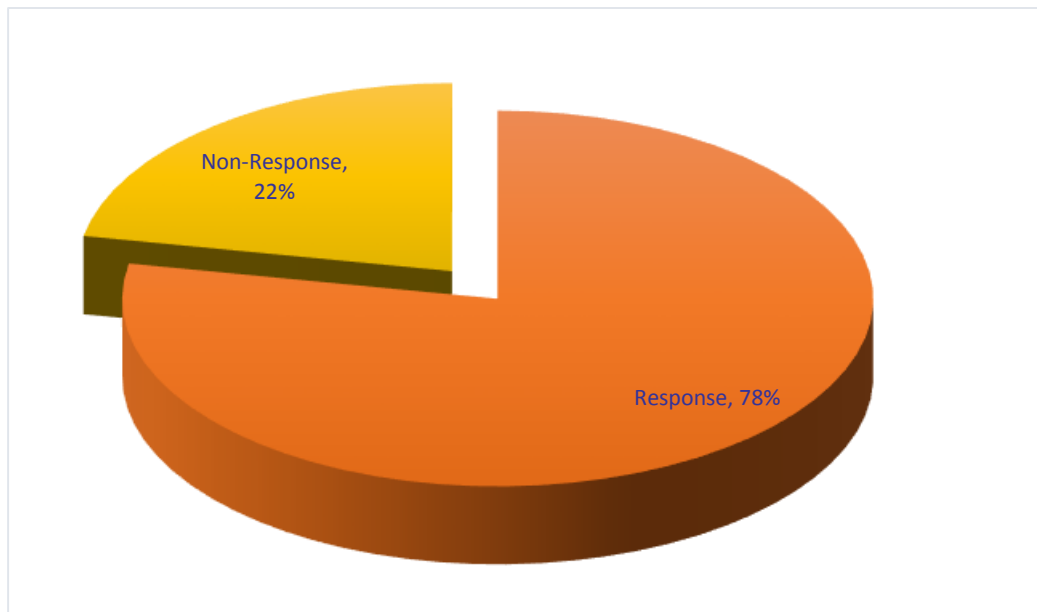


Figure 4.1 Response Rate

According to the findings as shown in Figure 4.1, the study realized a response rate of 77%. Data was collected from 62 staff from the total staff of 80 staff who were issued

with the questionnaires even though the target sample was 84 staff. Thus, 23% of the targeted respondents didn't give valid responses to the study.

Objective 1: Determine the Process Orientation adopted by the Organization

The process orientation that was adopted by the organization can be measured with the factors that were taken into consideration before the initiative was rolled out. These factors sought to determine to what extent the organization adopted a process approach in the organization. The UMOJA initiative itself was a process-oriented approach of which various factors were measured. To determine the process orientation adopted by the organization, the success of the initiative was measured by considering the factors therein for a successful process oriented organization.

4.3 Success of the Initiative

This section presents the factors that were used to measure the success of the initiative where the variables used are components of process orientation.

Table 4.1 Level of awareness among staff on the objectives of UMOJA initiative

Response	Frequency	Percent
Staff were aware on project objectives	46	74%
Staff were not aware on project objectives	16	26%
Total	62	100%

In 4.1 above, 74.2%, were aware of the objectives that were to be met with the implementation of the initiative. This means that staff awareness forms one of the components of process orientation. However, the same table showed that 25.8% of the respondents were not aware of the objectives. The researcher didn't measure the factors behind this which would have informed the reasons behind the respondents being not aware of the objectives of a project that they were required to deliver on.

Table 4.2 Putting in place strategies for UMOJA implementation

	Frequency	Percent	Valid Percent	Cumulative Percent
Existence of Implementation strategies	15	24.2	24.2	24.2
Non-Existence Implementation strategies	47	75.8	75.8	100.0
Total	62	100.0	100.0	

As table 4.2 illustrates, the results show that most of the UN agencies (75.8%) had put in place strategies that were geared towards achievement/implementation of the UN UMOJA initiative. This means that most of the organization was aware of the need to clearly defined strategies in order to succeed with the project. However, the results also show that 24.2% of the organizations had not put in place any strategies for successful implementation of the project.

Table 4.3 Effectiveness of putting in place strategies for implementation.

	Mean	Std. Deviation
Effective operations and timeliness	4.2419	.43175
Reduced duplication of processes	3.7419	.82850
Integrated single information source	4.6290	.48701
Enhanced resources accountability	4.5000	.50408
Adoption of best practices	4.8871	.79145
Improved transparency in operations	3.8710	.33797
Higher customers satisfaction	4.3548	.48237
Improved internal controls and audit features	4.5161	.86350
Harmonized procedures and policies	4.0161	.71269

In this Table 4.3, the need to put in place various strategies to ensure successful implementation of the initiative had varied results. The success of the initiative was measured by the extent to which the objectives of the initiative were met and how variation was it from expected outcome. The findings are presented in means and standard deviation indicating the level of effectiveness as ranked by the respondents on a Likert scale where 1 is ineffective and 5 is very high effective. Based on this scale, a mean value in the interval 1.0 – 1.9 is ineffective, 2.0 – 2.9 is less effective, 3.0 – 3.9 is moderately effective and a mean value in the interval 4.0 – 4.9 is high effective whereas a mean above 4.9 is very high effective.

From the table, the respondents reported that strategies that were put in place to implement the UMOJA project resulted in increased operational effectiveness and timeliness. This resulted mean, 4.2419 with standard deviation, 0.43175. This indicates that the strategies put in place had high effectiveness in the implementation of the initiative. The respondents reported moderate results towards the achievement of streamlined processes (mean = 3.7419; std. dev. = 0.82850). This means that the initiative didn't result in many streamlined processes and as such UMOJA was not very effective in achieving streamline processes. The implementation of the initiative also resulted in having a common single data source for reporting implementation in their operations. This is as indicated by mean, 4.6290 with standard deviation, 0.48701 which means mean UMOJA can be used a repository of data across the organizations with shared needs and expectations.

High improved accountability also resulted from the initiative of the organizations which is supported by mean, 4.5000 with standard deviation, 0.50408. This, in essence, means that that the organizations have become more accountable with the scarce resources allocated to them by various partners. Similarly, UMOJA initiative led to the organizations adopting international leading best practices and standards in comparison with other similar industry players with mean, 4.8871 and standard deviation, 0.79145. However, in contrast, the initiative had moderate results for enhanced transparency with mean, 3.8710 with standard deviation, 0.33797 despite having high improved

accountability. This, therefore, requires further research on this inverse relationship by holding interviews to better understand the reasons behind this. Also, there was higher client satisfaction with mean, 4.3548 with standard deviation 0.48237, better internal control and audit features with mean, 4.5161 with standard deviation 0.86350, and harmonized policies and procedures across the organizations with mean, 4.0161 with standard deviation, 0.71269.

Objective 2: Determine the contextual factors the management team considered for successful implementation of the initiative

In this section, the results reported were to determine the various factors that were both inside and outside the organization when implementing the initiative. As literature has shown, contextual factors do have an effect on the performance of any process oriented approach adopted by any organization.

4.4 Cultural Context in the Implementation of the Initiative

This section presents the study results on the cultural context in the implementation of the UMOJA project initiative. The findings shows the relationship between the cultural context and the success of the implementation and the perceived organizational performance. This shows the organizational factors that affected the success of the initiative.

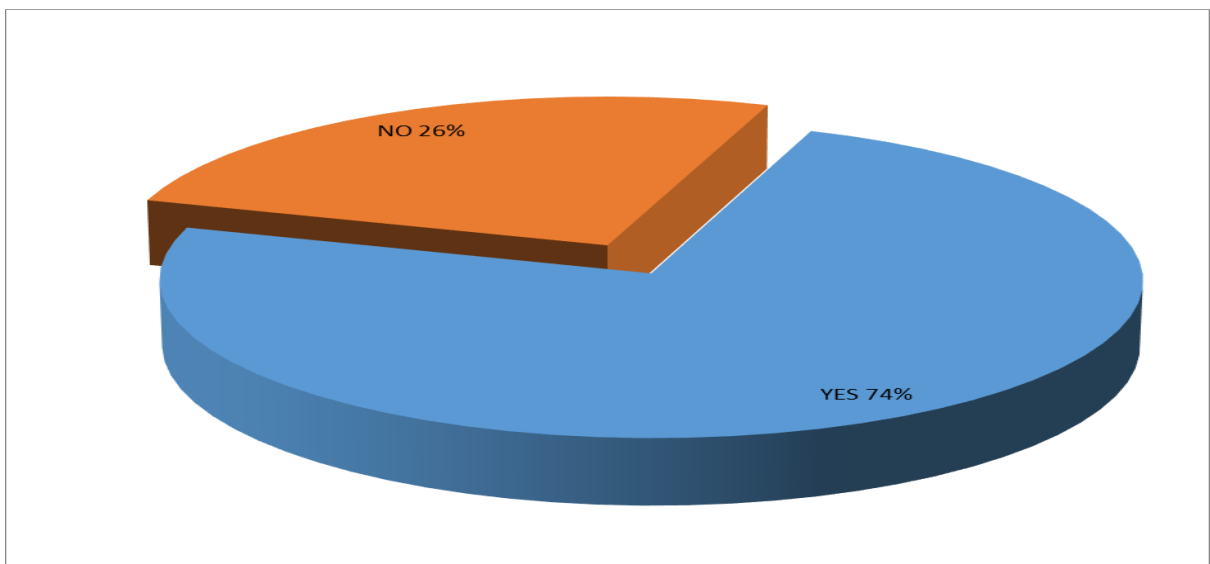


Figure 4.2 contextual factors considered in the implementation

In figure 4.2 above, most of the respondents (74%) reported that their organizations were aware of the contextual factors which would affect the implementation of the initiative. However, 26% of the respondents were not aware if these factors and hence the organizations were not adequately prepared to factor in these internal and external factors. These factors had great influence on the success of the UMOJA project with increased organizational performance in their operations.

Table 4.4 Effect of Organizational Culture on the Initiative Implementation

	Frequency	Percent
low extent	3	4.8
Moderate extent	13	21.0
High extent	19	30.6
Very high extent	27	43.5
Total	62	100.0

Findings, as presented in Table 4.4, indicate that organization culture in the studied UN agencies had to a very high extent contributed to the success of the project. This, was according to 43.5% of the respondents. 30.6% of the respondents reported that culture had a high influence, 21% reported a moderate extent of influence and 4.8% low extent.

The study also conducted a correlation analysis to test the relationship between the cultural (organization) factors and the success of the initiative. The correlation was tested at the 5% level of significance whereas the strength of the association was tested using Pearson correlation scale where (i) $0.3 < = > 0.0$ is no correlation, (ii) $0.5 > = > 0.3$ is weak, (iii) $0.7 > = < 0.5$ is moderate with 0.7 and above is an indication of a strong correlation between the variables.

Table 4.5 Relationship between Cultural Context and Success of the Initiative Implementation

	Cultural Context	Success Implementation
Pearson Correlation – Cultural Context	1	.661*
Sig. (2-tailed) – Cultural Context		.000
No. of respondents	62	62
Pearson Correlation –Success of Implementation	.661*	1
Sig. (2-tailed) –Success of Implementation	.000	
No. of respondents	62	62

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

As shown from the table, the correlation coefficient for the association between cultural factors and Success of the Initiative Implementation is 0.661 showing a moderate positive correlation between the variables. This showed a statistically significant correlation between cultural context of implementation and Success of the initiative implementation ($p= 0.000$, ($p < 0.025$)). Based on these results, organizational cultural support has a significant positive correlation with the success of the initiative implementation.

Table 4.6 Management Support to the Implementation of the UMOJA initiative

	Frequency	Percent
Yes Management Support	46	74.2
No Management Support	16	25.8
Total	62	100.0

According to the findings, 74.2% of the respondents reported that their organizational management had offered full support to the implementation of the UN UMOJA initiative. However, 25.8% reported that their management had not supported fully the implementation strategy of the initiative.

Table 4.7 Effectiveness of the Implementation Team

	Frequency	Percent
Ineffective	17	27.4
Less effective	20	32.3
High effective	10	16.1
Very high effective	15	24.2
Total	62	100.0

As illustrated in the Table, most of the respondents (32.3%) ranked the implementation team as less effective towards the initiative implementation. 27.4% reported that the implementation team was ineffective, 16.1% as highly effective and 24.2% as very high effective. This generally shows that the implementation team was not effective towards the initiative implementation.

Table 4.8 Availability of the Management for Consultation of the Implementation Team

	Frequency	Percent
Yes Management Available	37	59.7
No Management Available	25	40.3
Total	62	100.0

According to findings, a majority of the respondents (59.7%) reported that their organizational management was ever present for consultative/respond to the queries of the implementation team. However, (40.3%) reported that their management was not present when needed by the implementation team.

Table 4.9 Correlation between Management Support and Success of the Implementation

	Management Support	Success of Implementation
Pearson Correlation – Management Support	1	.701*
Sig. (2-tailed) –Management Support		.021
No. of respondent	62	62
Pearson Correlation –Success of Implementation	.701*	1
Sig. (2-tailed) –Success of Implementation	.021	
No. of respondent	62	62

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

Findings, as shown in Table 4.9, show that the correlation coefficient for the association between management support and success of the project implementation is 0.701 showing a strong positive correlation between the variables. According to the findings, a statistically significant positive correlation exists between management support and success of the project implementation ($p= 0.021$, ($p< 0.025$)).

4.5 Industrial context in the Implementation of the project

The study also studied the relationship between the industrial context of implementation and the success of the initiative implementation. The effectiveness of the organizations in communicating policies and support in the implementation of the initiative is tested under this section.

Table 4.10 Feedback Mechanism for Queries on Challenges during Implementation

	Frequency	Percent
Yes Feedback Mechanism	46	74.2
No Feedback Mechanism	16	25.8
Total	62	100.0

Findings, as presented in Table 4.10, illustrate that 74.2% of the organizations where the study was carried had feedback mechanisms for the questions/queries on challenges encountered in implementing the UN UMOJA initiative. On the other hand, 25.8% of the respondents reported that their organizations had no feedback mechanism for the questions/queries raised.

Table 4.11 Efficiency of Team in Providing Feedback

	Frequency	Percent
Slow rate	15	24.2
considerably fast	27	43.5
Very fast	20	32.3
Total	62	100.0

As illustrated in Table 4.11 above, (43.5%) reported that the team tasked with providing feedback addressed the issues raised at a considerably fast rate. 32.3% reported that the team had a very fast rate of addressing issues whereas 24.2% felt that such teams worked at a slow rate in providing feedback to the issues raised.

Table 4.12 Prepared Reports about the Implementation Process

	Frequency	Percent
Yes Reports prepared	29	46.8
No Reports Prepared	33	53.2
Total	62	100.0

According to findings, a majority of the respondents (53.2%) reported that there were no reports about the implementation process prepared to the UMOJA core team at the secretariat. However (46.8%) of the respondents had such reports about the implementation process prepared to the UMOJA core team at the secretariat in their organization.

Table 4.13 Training Provided to the End Users of the Initiative

	Frequency	Percent
Yes Training was Provided	38	61.3
No Training was Provided	24	38.7
Total	62	100.0

As shown in the table, a majority of the respondents (61.3%) reported that training had been provided to the end users of the initiative. However, 38.7% of the respondents reported that there were no training on the initiative to the users in their organizations.

Table 4.14 Frequency of Stakeholder Involvement in the Design and Development of the Initiative

	Frequency	Percent
Monthly	15	24.2
Semi-annually	31	50.0
None	16	25.8
Total	62	100.0

According to the findings, 24.2% of the organizations had the organizational stakeholders involved in the design and development of the initiative on a monthly basis. 50% were involved in the design and development on a semi-annual basis where 25.8% of the organizations had no such meetings. These meetings were held to review the progress towards full implementation with suggestions of any development/design changes.

Table 4.15 New Technologies/ Software Adopted for Results Delivery

	Frequency	Percent
Yes New technology adopted	46	74.2
No New technology adopted	16	25.8
Total	62	100.0

Findings, as presented in the Table, shows that new technologies/software had been adopted in order to deliver the results in 74.2% of the organizations. However, 25.8% of the respondents reported that no new technologies had been adopted in their organizations for the results delivery meaning that this organization was able to use their existing technology infrastructure.

Table 4.16 Communication Channels Used to Share Information among the Team Leaders

	Frequency (n)	Percent (%)
Workshops	47	75.8
Periodical meetings	62	100.0
Newsletter	62	100.0
Email Outlook	62	100.0
Social media (Facebook, twitter)	46	74.2

On the communication channels used to share information among the team leaders in each of the departments/units, the respondents reported that periodical meetings, newsletter, and Email outlook channels were used in all organizations for information sharing among the team leaders. In 75.8% of the organizations, workshops were used in information sharing. The least used channel was the social media which was reported in 74.2% of the organizations.

Table 4.17 Satisfaction of the UMOJA Information Users

	Frequency	Percent
Dissatisfied	31	50.0
Moderately Satisfied	31	50.0
Total	62	100.0

As shown in the figure, 50% of the respondents reported that the users of the information from UMOJA initiative were dissatisfied. On the other hand, 50% of the respondents felt that the users were moderately satisfied. Correlation analysis was also undertaken to test the relationship between the industrial context and the success of the initiative implementation. Below table shows this relationship.

Table 4.18 Relationship between Industrial Context and Success of the Initiative

	Industrial context	Success of Implementation
Pearson Correlation – Industrial Context	1	.791**
Sig. (2-tailed) – Industrial Context		.000
No.	62	62
Pearson Correlation – Success of implementation	.791**	1
Sig. (2-tailed) – Success of implementation	.000	
No.	62	62

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

Table 4.18 presents the results on the relationship between the success of the initiative implementation and the industrial context of the organization. According to the findings, the correlation coefficient for the association is 0.791 which is a strong and positive correlation. The p-value is 0.000 ($p < 0.025$) which is less than 0.05 at the 5% level of

significance indicating that the relationship is statistically significant at the 5% level. Thus, a significant positive correlation between industrial context and success of the initiative.

4.6 Geographical context in the Implementation of the Initiative

Table 4.19 Geographical location of the Organization

	Frequency	Percent
Africa	31	50.0
South Asia	16	25.8
America	15	24.2
Total	62	100.0

As illustrated in the Table, most of the respondents (50%) reported that their organizations had their geographical location in Africa. 25.8% of the organizations had their operations in Kenya with the headquarters in South Asia and 24.2% in America. This shows that the UN agencies in Kenya have diversified geographical operations with other field offices in other countries. This affected the diversity of the organizational staffs in their culture in service delivery.

Table 4.20 Learning Exchanges among Staff from Different Continents/Locations

	Frequency	Percent
Yes	62	100.0
Total	62	100.0

The respondents also reported that the UN agencies had some learning exchanges among the staffs from different continents/ locations. According to the respondents, these exchange programs affected the implementation strategies for the UN UMOJA initiative.

The study tested the relationship between the geographical context and diversity and the success of the initiative implementation. This shows how the geographical setting of the organizations and their operations in different countries has affected the success of the initiative implementation. This relationship is as shown below.

Table 4.21 Correlation between Geographical Context and Success of the Initiative

	Geographical context	Success of Implementation
Pearson Correlation –Geographical Context	1	.822**
Sig. (2-tailed) –Geographical Context		.000
No. respondents	62	62
Pearson Correlation –Success of Implementation	.822**	1
Sig. (2-tailed) –Success of Implementation	.000	
No. respondents	62	62

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

According to the findings, as shown in Table 4.21, the correlation coefficient for the association between Geographical context and the success of the initiative implementation is 0.822 showing a strong positive correlation. This, therefore, shows a statistically significant positive correlation between geographical context and the success of the initiative implementation ($p= 0.000$, ($p< 0.025$).

Objective 3: Determine the performance levels of the initiative

On this objective, the study was to determine the level to which the initiative was successful in terms of how the project itself was delivered and communicated to the team implementing the project. This was measured by identifying the method on how the project was designed determining what challenges were experienced.

4.7 Challenges towards Implementation

Table 4.22 Success of the Initiative Implementation

	Frequency	Percent
Unsuccessful	16	25.8
Moderate successful	31	50.0
Very successful	15	24.2
Total	62	100.0

The findings above indicates that majority of the respondents (50%) reported that the initiative implementation was moderately successful. 24.2% reported that the initiative implementation process was very successful and 25.8% unsuccessful.

Table 4.23 Goals of the Project Properly Defined

	Frequency	Percent	Valid Percent	Cumulative Percent
Project Goals Defined	46	74.2	74.2	74.2
No Project Goals Defined	16	25.8	25.8	100.0
Total	62	100.0	100.0	

As shown in the Table, a majority of the respondents reported (74.2%) that the UN UMOJA initiative goals were properly defined. However, 25.8% of the respondents felt that the goals were never defined properly.

Table 4.24 Communication of Goals to the Lead Team

	Frequency	Percent
Valid Periodical Meetings	47	75.8
Valid Newsletter	15	24.2
Total	62	100.0

According to the findings, the UN agencies employed majorly (75.8%) periodical meetings to communicate the UN UMOJA initiative goals to the lead team. 24.2% of the goals communication was through a newsletter.

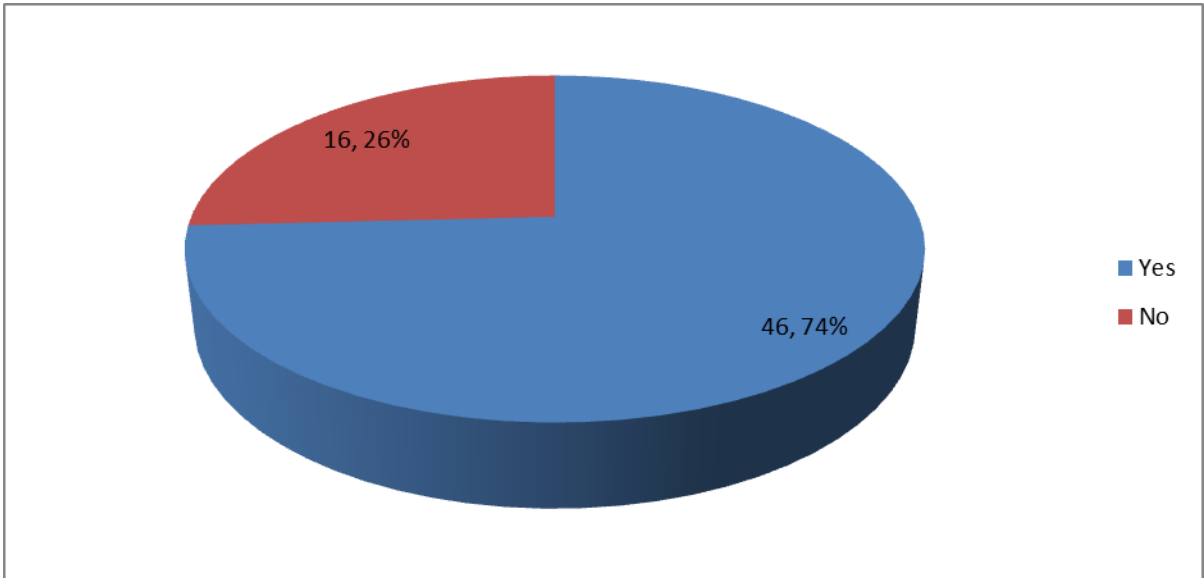


Figure 4.3 Staff Views of the Initiative Goals

As shown in figure 4.3, a majority of the respondents (74%) felt that the UN UMOJA initiative goals are SMART in the operation of the UN agencies in the country. However, 26% felt that the objectives were not SMART in the operations.

Table 4.25 Timeline Set to Implement the Initiative

	Frequency	Percent
Within the set timeline	46	74.2
Timelines not met	16	25.8
Total	62	100.0

As in table 4.25, 74.2% reported that the implementation team worked within the provided timelines and were able to meet the target. However, from the table, 25.8% of the respondents felt that the timelines were not met in the implementation of the initiative.

Table 4.26 Parameters Used In Carrying Out Assessment

	Frequency	Percent
Level of education	16	25.8
Seniority in the organization	46	74.2
Total	62	100.0

According to the findings, seniority in the organization was the major parameters used in carrying out the assessment in the implementation of the initiative. This was reported by 74.2% of the respondents whereas 25.8% reported that the level of education was the parameter used in carrying out the assessment.

Table 4.27 Effectiveness of the Assessment in Implementation of the Initiative

	Frequency	Percent
Yes	46	74.2
No	16	25.8
Total	62	100.0

As a majority of the respondents (74.2%) reported, assessment of the initiative is considered effective in the implementation of the initiative. However, 25.8% of the respondents reported that assessment was not considered effective in the implementation of the initiative.

Table 4.28 Correlation between Challenges in Implementation and Success of the Initiative

		Challenges in Implementation	Success of initiative
Challenges in Implementation	Pearson Correlation	1	-.693**
	Sig. (2-tailed)		.000
	N	62	62
Success of initiative	Pearson Correlation	-.693**	1
	Sig. (2-tailed)	.000	
	N	62	62

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

According to the results, challenges in implementation had a significant negative effect on success of the initiative. The correlation coefficient is - 0.609 showing a moderate negative correlation between the variables. This showed a statistically significant correlation between the challenges and Success of the Initiative ($p= 0.000$, ($p< 0.025$)). Thus, significant negative correlation between the initiative success and the challenges experienced.

4.8: Relate how process orientation and contextual factors affected organizational performance

In regression with a single independent variable, the coefficient shows how much the dependent variable is expected to change in response to a unit change in the independent variable. In regression with multiple independent variables, the coefficient informs how much the dependent variable is expected to increase when one of the independent variables increase by one unit, holding all other independent variables constant. The regression results are presented in Tables 4.29, 4.30, and Table 4.31 for regression model summary, ANOVA, the regression coefficients results respectively.

The regression model summary results are as presented in Table 4.29 that shows the multivariate R^2 and adjusted R^2 .

Table 4.29 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725 ^a	.526	.515	.63476

a. Predictors: (Constant), Cultural Context, Industrial context, Geographical context, The overall model was significant ($R^2 = 0.526$, $F = 48.178$, $p = 0.000$). From the table, the coefficient of determination, R -square that informs the proportion of change in the success of implementation that is caused by the variation of the explanatory variables is 0.526. This shows that the predictor variables used in the study explained 52.6% of the dependent variable ($R^2 = 0.526$, $p = 0.000$). The remaining 47.4% is explained by other factors not reflected on the study statistical model.

Table 4.30 Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	97.060	3	32.353	21.468	.000 ^b
	Residual	87.434	58	1.507		
	Total	184.494	61			

a. Dependent Variable: Implementation success

b. Predictors: (Constant), Cultural Context, Industrial context, Geographical context,

Table 4.13 shows that the F statistic is 21.468 with a corresponding p-value of 0.000. Therefore, the calculated F statistic is greater than the tabulated statistic at the five per cent level of significance. Thus the predictor variables are jointly significant in explaining variations in implementation success.

Since the p value (0.000) is less than α (0.05) then the result were significant, implying that the explanatory variables explains the major variations on the dependent variable. This led to the conclusion that independent variables which Cultural Context, Industrial context, and Geographical context significantly explained the variations in the dependent variable (implementation success).

Table 4.31 Regression Model Coefficients

Model	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
	(Constant)	.964	.321		3.000	.003
1	Cultural Context	.058	.039	.081	2.509	.033
	Industrial context	.180	.062	.178	2.923	.004
	Geographical context	.191	.065	.182	2.958	.003

a. Dependent Variable: Implementation success

Results in Table 4.14 shows the coefficients of the multiple regression model for the explanatory variables. At 5% significance level and 95% confidence level, cultural context, industrial context and geographical context were significantly influencing the success of the UN UMOJA initiative implementation.

Among the independent variables, all the variables indicated a positive relationship with the dependent variable. This shows that all the variables positively influenced the success of the UN UMOJA initiative implementation. Similarly, all the variables showed a statistically significant relationship as indicated by the p-values which are all less than

0.05 at the 5% level of significant. From the table, cultural context had a positive effect on implementation success ($\beta = 0.058$), this was also significant at the 5% level of significance ($p=0.033$); industrial context had a significant influence on implementation success at ($\beta =0.180$, $p=0.004$), whereas geographical context indicated a positive and significant influence on the success of the implementation at ($\beta =0.191$, $p=0.003$).

CHAPTER FIVE

SUMMARY, CONCLUSION, RECOMMENDATIONS

5.1 Introduction

The chapter presents summary, conclusion and recommendations that emerge in the study. These findings can be used by any organization that plans to implement a similar project. The recommendations issued are significant in dealing with the implementation of the initiative across the UN agencies towards the improvement in service delivery in these agencies.

5.2 Summary

This study was done with aim of studying UN agencies that are currently implementing the UMOJA initiative to better understand the contextual factors which should be considered for a successful initiative. The study was guided by four specific objectives; to determine the Process Orientation adopted by the Organization, to determine the contextual factors the management team considered for successful implementation of the initiative, to determine the performance levels of the initiative and to evaluate how process orientation and contextual factors affected organizational performance.

The study established that the UN agencies staffs were aware of all the objectives of the UMOJA initiative. However, not all the staffs were aware of the objectives of the initiative as 25.8% of the staffs who participated in this study were found to be unaware of what the UMOJA initiative sought to accomplish. The study also found out that 75.8% of the UN agencies had strategies in place towards achievement/implementation of the UN UMOJA initiative objectives.

With regard to the implementation of the initiative, the study found out that the implementation had contributed to increased operational effectiveness and timeliness. Also, the organizations had a moderate effectiveness in the streamlining of processes across the organizations. Findings as well showed that the organizations had a common

single data source for reporting implementation in their operations hence reducing any inconsistency. According to the findings also, the organizations reported high improved accountability across the organizations in their operations which is one of the initiative objectives. Further, the implementation of the initiative resulted in the organization's adoption of international best practices and standards. This has enhanced the image of organization among its peers and would be used as a reference point by various organizations in future studies. The implementation of the initiative had led to enhanced transparency, development of effective strategies for higher customer satisfaction, better internal control and audit features as well as the harmonized policies and procedures across the entities implementing the initiative. This means there will be no duplication of work resulting in uniformity.

With respect to influence of culture on the success of UN UMOJA initiative in the UN agencies, the study findings established that organization culture significantly affected the implementation of the initiative. In 74.2% of the organizations, the management had offered full support to the implementation of the UN UMOJA initiative establishing a suitable environment for its success. However, the study findings showed that the UN UMOJA initiative implementation team was less effective towards the initiative implementation. The findings as well showed that the management of these organizations was always available and accessible to the implementation team for consultative/respond to the queries of the implementation team. The study further established a positive and significant correlation between the cultural context and the success of the initiative implementation in the UN organizations. This showed that with the friendly organizational culture there is improved service delivery in the organizations, the initiative implementation will be positively taken and the process would be successful.

With regard to the influence of the industrial context on the success of the initiative implementation, the study findings illustrated that 74.2% of the organizations had feedback mechanisms for the questions/queries on challenges encountered in implementing the UN UMOJA initiative. Further, the study showed that the team tasked with providing feedback addressed the issues raised at a considerably fast rate. The

implementation had facilitated training that was provided to the end users of the initiative affecting their productivity levels. The initiative also had seen the organizational stakeholders involved in the design and development of the initiative on a monthly basis which facilitated evaluation of the implementation and addressing of the challenges experienced by the implementation team. Most of the organizations had in place new technologies/software adopted in order to deliver the results. This had affected the implementation success and the service delivery in these organizations.

On the communication channels used to share information among the team leaders in each of the departments/units, the study established that the periodical meetings, newsletter, and Email outlook channels were used in all organizations for information sharing among the team leaders. Other channels used sharing workshops as well as the social media in sharing information. The findings as well established that the UN agencies had organized learning exchanges among the staffs from different continents/locations which also facilitated creating of more competent personnel in the workforce for effectively offering the services.

Findings further illustrated that the industrial context of the organizations had a statistically significant influence on the success of the initiative implementation process. There is a positive and significant relationship that was tested at the 5% level of significance giving evidence of the effect of the industrial context on the success of the initiative. Thus, the success of the initiative is significantly determined by the industrial setting of the organization.

The study findings as well showed that the UN organizations had diversified geographical context. The majority of the agencies had their headquarters in other countries and their field offices in Kenya. However, the organizations had organized exchange programs for the staffs. These exchange programs affected the implementation strategies for the UN UMOJA initiative. Findings showed significant positive correlation on geographical context and success of initiative.

With regard to the challenges in the implementation of the initiative, the study findings showed that the initiative implementation was moderately successful. However, in some of the organizations, the initiative implementation process was missing and therefore their operations were in the context of the existing culture. According to the findings, the UN UMOJA initiative goals were properly defined. However, to some of the organizations, the goals were never defined properly to address the operational efficiency demands in the UN agencies. Periodical meetings were the main channels to communicate the UN UMOJA initiative goals to the lead team whereas other organizations communicated through the use of a newsletter.

According to the findings, the UN UMOJA initiative goals are SMART in the operation of the UN agencies in the country though not all organizations had found the objectives effective in addressing the challenges in their operations. Further, findings showed that the implementation team worked within the provided timelines and were able to meet the target. However, in some cases, the timelines were not met in the implementation of the initiative. According to the findings also, seniority in the organization was the major parameters used in carrying out an assessment in the implementation of the initiative. The assessment of the initiative was considered effective in the implementation of the initiative.

5.3 Conclusions

The study concludes that the UMOJA initiative had contributed significantly to the efficiency of the UN agencies operations. The study showed that most of the UN agencies had strategies in place towards achievement/implementation of the initiative which had positively contributed to the performance of the organizations; there was high client satisfaction; improved accountability enhanced transparency; and increased operational timeliness and effectiveness. The organizational cultural context significantly had influenced the success of the initiative implementation. Thus, the organization culture determines the success of the initiative and the perceived performance of the organization.

The study also concludes that the awareness levels of industrial contextual factors that have been considered by the management in their organizations hence making the implementation of the initiative highly successful. The management in each of the organization also offered full support to the implementation of the UMOJA initiative. Also, there was high level of awareness among staff on objectives and deliverables of the initiative. The industrial context of the organization is positively related to the success of the initiative implementation.

The study further concludes that the geographical context significantly influenced the success of the initiative. There were moderate results on organizational performance taking into account the geographical context. This was due to the challenges in defining properly the goals of the project, failure to meet timelines and lack of proper communication of the goals to the lead team. Though the goals were considered SMART by the respondents, the implementation of the initiative did not reflect what was expected from the goals.

5.4 Recommendations

The summary and conclusions presented in this chapter shows that the initiative was successful to a certain extent which was influenced by various contextual factors that were considered in the study. Therefore, the study recommends the following.

There should be a wider awareness of staff on the UMOJA initiatives on its objectives and benefits that accrue from the implementation. This should also build the awareness on the contextual factors that may affect the success of any initiative. The lead team should be aware that different organizations experience different influences from contextual factors. Therefore when designing any project such variations should be factored in and appropriate mitigating measures should be put in place.

There is a need to increase the stakeholder interactions and empowerment of the lead team to deliver the expected results that would ensure their full participation and address some of the challenges experienced during implementation. Also, the implementation

team should be fully involved and properly guided by the lead team stationed at the UN secretariat which forms the task force for the UMOJA implementation.

Even though strategies were put in place to support and guide the implementation, these strategies were inadequate to deliver the expected project results. Therefore more strategies should be put in place to ensure high project delivery. Such strategies would include mapping all relevant stakeholders to be included in the project. This can be done at the assembly level where the various Member States can be included to assist and provide advice on the implementation. The organizations can also explore in using local expertise with the organization geographical setting as they could also add more input to the success of the project.

5.5 Suggestion for Further Studies

This study has been able to establish how process orientation and contextual factors affect organization performance in UN entities implementing Umoja. However, this is a case study of UN agencies and hence the scope of generalization is limited to organizations that have a similar scope of operations. However, the results of the study can be used in organizations working in a similar establishment Therefore, other researchers can further explore whether these findings would be the same to other UN agencies based elsewhere other than Nairobi. Secondly, more research can be carried out in other organizations with different mandate or scope of operations including profit making entities or any public entities including government institutions.

The study adopted quantitative approaches in the process of data collection and analysis. The respondents in the field did not get the clearly the meaning of certain aspects of the study since most questions were tied to closed responses. The researcher recommends that more research can be done in this area of study using qualitative methods to enable the respondents to give their views without being closed to responses.

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APPENDICES

APPENDIX I: Research Questionnaire

SUCCESS OF THE INITIATIVE

1. Are you aware of all the objectives of the UMOJA initiative?

Yes { } No { }

2. If yes to question 1 above, has the organization put in place strategies towards achievement/implementation of these objectives?

Yes { } No { } I don't know { }

3. How effective has the following strategies been implemented in the organization/initiative?

	Ineffective	Less effective	Moderate effective	High effective	Very high effective
Increased operational effectiveness and timeliness					
Streamlined processes					
A common single data source for reporting					
Improved accountability					
Adoption of international leading practices and standards					
Enhanced transparency					
Higher client satisfaction					
Better internal control and auditability features					
Harmonized policies, procedures and systems across the global Secretariat					

4. What other factors have contributed to the success of UMOJA initiative?

CONTEXT OF IMPLEMENTATION

1. Are you aware of some contextual factors that have been considered by the management in making the implementation of the initiative successful?

Yes { } No { }

2. Kindly list them _____

3. To what extent has the organizational culture affected the implementation of the initiative?

Very low extent { } Low extent { } Moderate extent { }

High extent { } Very high extent { }

4. Does the management fully support the implementation of the UMOJA initiative?

Yes { } No { }

5. How effective is the implementation team towards the initiative implementation?

Ineffective { } less effective { } moderate effective { }

High effective { } Very high effective { }

6. Is the management ever present for consultative/respond to the queries of the implementation team?

Yes { } No { }

7. Is there feedback mechanism for any questions/queries on challenges encountered in implementing?

Yes { } No { }

8. How fast does the team tasked with providing feedback address the issues raised?

Slow rate { } considerably fast { } Very fast { }

9. What is the composition of the feedback team?

10. Are there reports about the implementation process prepared to the UMOJA core team at the secretariat?

Yes { } No { }

11. Is training provided to the end users of the initiative?

Yes { } No { }

12. If yes to question 11, how often is the training done?

13. Are there roles that have been merged and hence redundancy of some employees?

Yes { } No { }

14. If Yes, at what level of management?

15. Who are the stakeholders in the implementation of the project?

16. How often are the stakeholders involved in the design and development of the initiative?

Monthly { } Semi-annually { } Annually { }

Others (specify) _____

17. Are there any external consultants included in the project team?

Yes { } No { }

18. Which new processes have been developed towards the success of the initiative implementation?

19. Are there some new technologies/software adopted in order to deliver on the results?

Yes { } No { }

20. Kindly list them

21. Which communication channels are used to share information among the team leaders in each of the departments/units? (You can select more than one)

Sharing workshops { }

Periodical meetings { }

News letter { }

Email Outlook { }

Social media (Facebook, twitter) { }

Any other (Kindly specify)

22. Are the users of the information from UMOJA satisfied?

Dissatisfied { } Less satisfied { } moderately satisfied { } highly satisfied { }

Very satisfied { }

23. In which geographical location/continent is your organization situated?

Africa { } South Asia { } America { } Australia { } Europe { }

Others (specify

24. Are there any learning exchanges among staff from different continents/locations?

Yes { } No { }

25. What influence do the learning exchanges have on the way activities/work is done in your organization?

CHALLENGES TOWARDS IMPLEMENTATION

1. How would you rate the success of the initiative implementation?

Unsuccessful { } less successful { } moderate successful { } Very successful { }

2. Were the goals of the project properly defined?

Yes { } No { }

3. How were the goals communicated to the lead team?

Through brochure { } periodical meetings { } newsletter { }
Any other (specify)

4. In your own views, do you think the goals were SMART?

Yes { } No { }

5. Kindly give reason for your answer in 4 above

6. Was the time line set to implement the initiative met?

Yes { } No { }

7. If not, what occasioned/caused the delay?

8. If not, how long was the delay?

9. Was there a skill assessment done to select the team leaders?

Yes { } No { }

10. What were the parameters used in carrying out the assessment?

Level of education { }
Work experience in the organization { }
Seniority in the organization { }
Work structure { }

Other factors (specify)

11. Do you consider the assessment effective in the implementation of the initiative?

Yes { } No { }

12. Give reason for your answer

Thank you for your Response

APPENDIX II: Time plan

	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER
Problem Identification and concept note							
Proposal Writing							
Data Collection							
Data Analysis and Thesis Writing							
Thesis Defence							

APPENDIX III: Budget

EXPENSES	Description (Kshs.)	Cost (Kshs)
Transport	2 months @ 10,000/=per month	20,000
Printing Papers	6 ream@500each	3,000
Internet		6,500
Assistance in data analysis		10,000
Sub total		39,500
Miscellaneous		3,950
Total		43,450