

**UMOJA SYSTEMS IMPLEMENTATION AND ORGANIZATIONAL  
PERFORMANCE. A CASE OF UNITED NATIONS REGIONAL SERVICE  
CENTER, ENTEBBE, UGANDA**

**BY**

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**2016/AUG/MBA/M220437/WKD**

**A RESEARCH DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS  
ADMINISTRATION IN PARTIAL FULFILLMENT FOR THE REQUIREMENTS  
FOR THE AWARD OF A DEGREE OF MASTERS OF BUSINESS  
ADMINISTRATION-INFORMATION TECHNOLOGY OF  
NKUMBA UNIVERSITY**

**OCTOBER, 2018**

**DECLARATION**

I, Addisalem Tsegaye declare that this study is my original work and has never been presented to any institution or university for both professional and academic purposes. Where the work of others have been used, due acknowledgement has been done.

Signed: .....

Date: .....

.....

**APPROVAL**

This is to certify that this research dissertation entitled “Umoja systems implementation and organizational performance. A case of United Nations Regional Service Center, Entebbe, Uganda has been conducted by Addisalem Tsegaye under my supervision.

Signed;

Date: .....

.....

.....

## **DEDICATION**

I dedicate this dissertation to my family members.

## **ACKNOWLEDGEMENTS**

First and foremost, I thank God the Almighty for the great love and protection for seeing me through and enabling me to acquire the gift of Education and reaching at this level.

I express my sincere gratitude to my supervisor Mr. Lusiba B. for accepting to spend his valuable time to supervise my work especially his patience, support and guidance that made this study successful.

May the Almighty God bless you.

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## LIST OF ACRONYMS

<b>SPSS</b>	– Statistical Package for the Social Science
<b>TQM</b>	- Total Quality Management
<b>UN</b>	– United Nations
<b>UNON</b>	- United nations office at Nairobi
<b>UNDP</b>	- United Nations Development Programm
<b>UNICEF</b>	- United nations Children’s Fund
<b>UNHCR</b>	- United Nations
<b>WFP</b>	- World Food Programm
<b>UNFPA</b>	-United Nations population Fund
<b>WHO</b>	-World Health Organization
<b>UNESCO</b>	-United Nations Educational, Scientific and Cultural Organization
<b>ILO</b>	-International Labour Organization
<b>FAO</b>	-Food and Agricultural Organization
<b>IMO</b>	-International Maritime Organization
<b>UNIDO</b>	-United Nations industrial Development Organization
<b>IFAD</b>	-International Fund for Agricultural Development
<b>UNRSCE</b>	- United Nations Regional Service Center, Entebbe

## ABSTRACT

The study was about evaluating Umoja systems implementation and organizational performance using United Nations Regional Service Center, Entebbe, Uganda as a case study. The study was guided by the following objectives; To establish the factors that influences the success of UMOJA at United Nations Regional Service Center Entebbe, to establish the strategies that can be adopted by UN in order to improve the success of UMOJA technology and to determine the contribution of UMOJA technology to the performance of United Nations Regional Service Center Entebbe

The study focused on the case study strategy and a cross sectional study design with both qualitative and quantitative approaches. The study used a population of 73 with a sample size of 62 which was derived using the solven's formula. The study used census Sampling and Random sampling were used to select the sample. Self administered questionnaire and interview guide were the main data collection instruments.

The study findings revealed that, Umoja system implementation explains the major variations on the performance of United Nations Regional service center Entebbe, it was discovered that, Umoja systems implementation contributes 52.6% to the performance of United Nations Regional service center Entebbe represented by  $R^2=0.526$  and the remaining 47.4% is contributed by other factors not reflected on the study statistical model.

The study concludes that the UMOJA system implementation led to high client satisfaction; improved accountability, enhanced transparency; increased operational timeliness and effectiveness.

The study recommended that there should be a wider awareness of staff on the UMOJA implementation, 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. 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.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background to the study**

The study was about Umoja systems implementation and organizational performance using United Nations Regional Service Center, Entebbe, Uganda as a case study.

Umoja technology systems offer many potential benefits to the UN. Fundamentally these technology systems enable organizations to integrate data and business processes under a unified information system sharing a common set of data, while their modular design allows the selection of specific functional applications – such as finance and accounting, human resources management and supply chain management – most relevant to the needs of an organization. These applications can then help organizations to automate and integrate business processes, and people to produce, share and access real-time information. Most organizations have been trying to achieve efficient and effective performance and to cope up with the changing environment.

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), defines Umoja technology implementation as a practice that focuses on the services design and management. This 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 set expectations and needs. Organizational performance entails the efficiency and effectiveness of an organization in achieving its objectives, it can be evaluated by considering the quality of services, timely communication and good working conditions.

Therefore Umoja implementation within the organization is concerned with the acquisition of the required resources, their transformation, and processing into final service for use by the stakeholders. In their book, Chase *et al.* (2006) Umoja implementation helps an organization to create efficiency and effectiveness by achieving the core service objectives of accountability, monitoring, cost performance, Quality, Flexibility, and Speed.

Umoja is a complete re-working of the way the United Nations Secretariat manages its administration, in both business processes and Information Technology solutions. Umoja enables the transformation of work patterns, how to conduct our business and how we manage resources. Umoja is now used by approximately 42,000 UN Staff members across the globe. According to Umoja Times Issue No.4 (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 results into highly integrated 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 are redesigned process that eliminates redundancy and duplication of roles and controls. This enhances proper management of human, financial and physical resources across the organization. In order to achieve this, Umoja provides the platform on which this initiative is implemented.

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

- i. Facilitate faster and quicker processing of transactions with improved reporting timelines.



- ii. Enhance quality of reports giving more focus of value addition tasks resulting to efficient services.
- iii. Overcome barriers that result from geographical location, organizational challenges and functional responsibilities.
- iv. Improve transparency and accountability within the organization by encouraging stakeholder's empowerment, sharing of information and unity across the organization.

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. Researchers like with this suggestion were Rok Skrinjar *et al.* (2008) 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 included 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, Hirst Et al (2011), defines 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 Robert (1994), 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. Kohlbacher (2010) 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 Hofstede (2005) 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.

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 generally applied in the context of the current study as a result of varying contexts among the studies.

Organizations seek cost performance through process orientation to increase their bottom line effective and efficiency and hence make them remain best performers. Cost performance is concerned with the management of the costs within the organization through cost control. According to Harman (2003), 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 Schilit (2016) 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.

Organizations operating under intense pressures due to high demand 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 organization. Rok Skrinjar *et al.* (2008) states that organizations are rather made up of processes instead of services. According to McCormack and Johnson (2001), managing an organization means managing its processes. Organization 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 *at al.* (2014) explains that in regard to organization performance, businesses must be aware of the context in which they are operating. The organization's 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 for example nonprofit organization like UN 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, accountability, quality and to some extent, cost.

Umoja replaced numerous legacy systems, including 8 different instances of integrated management information systems, client-built software programmes used to manage procurement, accounting, payroll, and logistics not to mention countless standalone spreadsheets and paper-based administrative processes across the global Secretariat. Umoja is an administrative reform initiative for the United Nations Secretariat that includes a thorough

streamlining of UN business processes. At its core, it is an implementation of SAP Enterprise Resource Planning (ERP) software. Umoja provides a simplified and real-time approach to the Organization's management of finances, resources and assets. By 2016, the United Nations Secretariat will have transitioned to Umoja as its central administrative tool, leaving behind multiple and fragmented legacy systems such as integrated management information systems, Mercury, Sun, and many others. Every software implementation, regardless of the Umoja software and industry type, experiences some people and process issues post implementation. In most organizations this is a one time, major project and even though it may have been months in the planning, it is virtually impossible for the project manager to plan for every circumstance or to foresee all the problems. United Nations Regional Service Center Entebbe adopted the implementation of Umoja systems in order to improve its performance, however it has not achieved as expected.

## **1.2 Problem statement**

Most organizations since the 1980's have been employing process orientation in order to deliver value to their intended stakeholders with mixed results (Leyer, 2011). 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. UN agencies are faced with such a challenge and hence they seek for better ways to efficiently manage their scarce resources. Studies have been conducted 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 process come and go but the objective of achieving efficiency and effectiveness remains in style. This study shows the solutions to the problems faced in realizing the UMOJA solution. Some of the problems faced include schedule risks – the

project has been extended many times, resource risks, resignations of experienced employees and lack of proper and timely solution to the problems reported. The United Nations Regional Service Center Entebbe was set to achieve optimal output from the available scarce resources with the driving force being efficiency in the use of resources that's why they introduced UMOJA technologies, UMOJA times Issue No.4 (2010). However, there is a need to investigate UMOJA technology implementation has contributed to the performance of United Nations Regional Service Center Entebbe.

### **1.3 Purpose of the study**

The main purpose of the study was to evaluate the UMOJA systems implementation and organizational performance at United Nations Regional Service Center Entebbe, Uganda.

### **1.4 Specific objectives**

- i. To establish the factors that influence the success of UMOJA at United Nations Regional Service Center Entebbe.
- ii. To establish the strategies that can be adopted by UN in order to improve the success of UMOJA technology.
- iii. To determine the contribution of UMOJA technology to the performance of United Nations Regional Service Center Entebbe.

### **1.5 Research Questions**

The research questions were;

- i. What implementation factors that influence the success of UMOJA at United Nations Regional Service Center Entebbe?
- ii. What strategies can be adopted by UN in order to improve the success of UMOJA technology at Regional Service Center Entebbe?

- iii. What is the contribution of UMOJA technology to the performance of United Nations Regional Service Center Entebbe?

### **1.6. Hypothesis**

H<sub>0</sub>. There is no significant relationship between Umoja System implementation and performance of UNRSCE

H<sub>1</sub>. There is a significant relationship between Umoja System implementation and performance of UNRSCE

### **1.7 Scope of the study**

The scope of the study covered the time, geographical and the content.

#### **Time scope**

The period to be considered under research was from 2012-2016 years and this period is chosen because it is when the issues concerning implementation of UMOJA technologies at UN stated coming up.

#### **Geographical scope**

The study was carried out at United Nations Regional Service Center Entebbe, Uganda located at UN base station in Entebbe municipality, Wakiso District.

#### **Subject scope**

The study about the evaluation of the success of UMOJA implementation at United Nations Regional Service Center Entebbe, Uganda. The study was limited on the following objectives: to establish the implementation factors that influence the success of UMOJA at United Nations Regional Service Center Entebbe, to establish the strategies that can be adopted by UN in order to improve the success of UMOJA technology in United Nations Regional Service Center Entebbe.

### **1.8 Significance of the study**

The results of this study shall be relevant to UN agencies with interest on improved performance through implementation of UMOJA systems as they will understand the all the factors that can influence the initiative for desired organization performance.

#### **Management of UNRSCE**

The study shall point out the areas of difficulties in the implementation and how such challenges need to be addressed.

#### **Other organizations**

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

#### **Researchers**

Researchers shall use the study findings as reference point when studying process orientation and the related topics. The findings of the study shall provide and add knowledge to existing literature in higher institutions of learning and will also act as a foundation for further research in the areas of Umoja implementation and organizational performance.



## **CHAPTER TWO**

### **STUDY LITERATURE**

#### **2.1 Introduction**

This chapter contains literature regarding the topic under investigation; it outlines different views and ideas that have been written about the area under study. This will be covered in literature survey, literature review and conceptual frame. Sources of relevant information will be consulted like text books, journals, internet etc.

#### **2.2. Literature survey**

Muzola (2016) carried out the study on the challenges faced in the Umoja implementation. It is suggested that the word “integration” explains the true ambition of Umoja and it needs to be remembered that way. Muzola (2016) mentioned that the ultimate goal of UMOJA implementation is to improve business performance and software installation. UMOJA implementation needs to be directed by business requirements and objective. UMOJA is a project; albeit with special features compared to other projects. However, this study did not cover whether Umoja systems implementation contributes to organizational performance.

#### **2.3 Theoretical Review**

The section highlights the various theories that have been propagated to contribute to the concept of the implementation of UMOJA technology to organizational performance. The study adopted the systems and scientific management theories. These theories explain the need of process thinking in any organization that wants to compete in the highly competitive and dynamically changing environments.

##### **2.3.1 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 UMOJA implementation, both managers and employees are all focused on how the internal and external activities 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 execution. 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 (Evanshitzky, 2012).

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).

### **2.3.2. 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. (Durmusoglu, and Barczak, 2011) noted that this management approach sought to address the issue of employee motivation as the wages were linked to the outputs. Schein (2004) enunciated that work in the organization is done through selection and training of employees who are supervised. This theory assumed that organizations need automated systems in order to achieve their set goals and objectives.

## **2.4 Empirical Literature**

In managing the performance of any organization, managers have employed UMOJA as a key technique for ensuring success. As such, a key concern of management 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 success 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 UMOJA technology attempts to deliver the best possible result. It is inevitably inane if the value of UMOJA technology 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 success will be brought in to show the levels to which UMOJA technology can or cannot prevail without them.

## **2.5 Factors that influence UMOJA Implementation**

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, 2016). Whereas previous research studies have mainly emphasized on the direct effects of technologies on operational performance, the mixed outcomes and results can be addressed by including contextual variables that come into play when implementing UMOJA (Permeter, 2010, 2010). This argument is valid in that technology 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 organizations should be aware of the context in which they are operating in which may have an effect on the overall success despite UMOJA technologies and the continuously changing environment presents these challenges.

### **2.5.1 Culture and UMOJA technology implementation**

UMOJA technology 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, Ogoye. (2013). According to Harmon (2003), 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, Markus *et al* (2001) 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 Hamel and Prahalad (1994). 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

(Hirst et al. 2011). 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.

### **2.5.2 Industrial environment and UMOJA technology implementation**

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 Hirst et al. (2011). 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.

### **2.5.3 Geographical context and UMOJA technology implementation**

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 country 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.

## **2.6 UMOJA technology implementation and organizational performance**

Processes are the core of organizations where these processes are utilized to create value of services 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 success 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 activities. This has been through the provision of information on their 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 success.

According to McCormack and Johnson (2001), this rapid growth in information technology has accelerated process-oriented re-engineering within existing organizations with UMOJA technology being established. According to (Kohlbacher M. , 2010), the key areas organizational success as a results of UMOJA technology are speedy improvements in carrying work activities, improved service delivery due to high quality products and services, reduction of cost through efficient and effective management of available resources, and improvement of financial accountability.

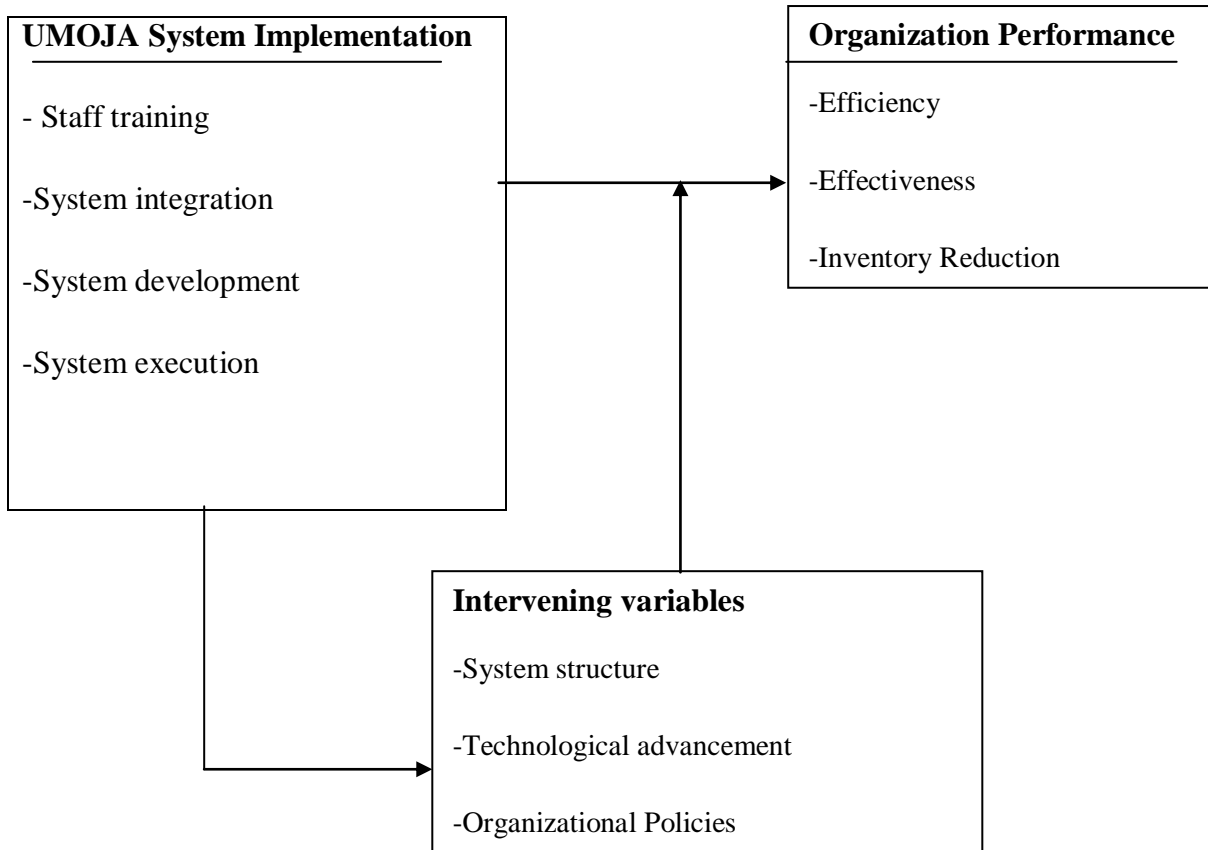
## **2.7. Conceptual Framework**

From the fore going literature review, the conceptual frame work of the study is shown in figure 2.1:

**Figure 2.1 Conceptual Framework**

**Independent variable**

**Dependent variable**



**Source: Developed by the researcher (2018)**

From figure 2.1, Umoja Implementation (independent variable) which include staff training, system integration, system development and system execution while performance (dependent variable) include: efficiency, effectiveness and inventory reduction. However, these are connected by the intervening variables which include system structure, technological advancement and organizational Policies

## **CHAPTER THREE**

### **STUDY METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the research methods that were followed in this study. It specifies the research design, research approach, sample design (study population, sample size and sampling strategy). It also shows the instruments of data collection, data sources, quality assurance, data analysis procedure, data presentation, procedural issues to be followed in data collection, and study limitation.

#### **3.1 Research Design**

Research design is a plan used by researchers to collect data to fill gaps or to answer research questions. The research design of the study was divided into four sections that were; research approach, research strategy, research duration and research classification.

##### **Research approach**

The researcher used both qualitative and quantitative approaches of data collection and analysis so as to capture the details and adequate information. The use of both methods ensured that the data was effectively interpreted using the numbers, figures as well as the narrative.

##### **Research strategy**

The study focused on the case study strategy. The case study approach refers to an in-depth study or investigation of a contemporary phenomenon using multiple sources of evidence within its real-life context. According to Sekaran (2003), case research is particularly useful when the phenomenon of interest is of a broad and complex nature and, hence, is best studied within the context in which it occurs. Sekaran (2003) also notes that using multiple cases is a powerful source of information. The study also adopted a cross-sectional research design because the researcher gathered data once over a period of time. It also base on a case study

design where data was obtained from one organization. Using this research design, data was collected from more than one respondent in UNRSCE. The choice of this design is due to the fact that it is cheap in terms of time and human resources.

### **Research duration**

This study focused on a period 2014-2017 due to the fact that, UNRSCE reports for this period were available. The question and answer process gave the researcher the flexibility to collect data and not only on the subject's activities and behavior pattern, but also on the respondents' attitudes towards the topic.

### **Research classification**

The study was classified as a descriptive and it was used to explain the way people experience social phenomena regarding Umoja system implementation and organizational performance. It further focused on understanding why something is happening rather than being able to describe what is happening. This approach was further used because it yielded valuable data.

## **3.2. Study population**

The population for task analysis survey was drawn from UN regional service center Entebbe. The population comprised of various staffs working at various UN entities based in Entebbe who were 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 which made a total of 73 respondents as shown in table 3. 1.

### 3.4. Sample size

The sample size comprised of 62 respondents and this was determined by the Soloven's formula for sample size determination, as shown below.

$$n = \frac{N}{1 + N(e)^2}$$

Where, N is the target population,

n is the sample size

e, is the level of statistical significance which will be 0.05 for purpose of this study.

$(e)^2 = 0.0025$ . For this case:

$$\begin{aligned} N &= 73 \\ n &= \frac{73}{1+73(0.0025)} \\ &= \frac{73}{1.1575} \\ n &= 62 \end{aligned}$$

In addition to the above formula, Sekaran (2003) contends that, a sample size larger than 30 but less than 500 is appropriate for most studies and this is in agreement with the current study. The distribution of the population and sample size is indicated in the table 3.1:

**Table 3.1 Distribution of the sample**

Type	Population	Sample size	Sampling Techniques
United Nations volunteers service line	10	9	Simple random
Vendor service line	8	8	Simple random
Nations staff service line	13	12	Simple random
International staff service line	11	9	Simple random
Travel and meeting service live	7	4	Simple random
Cashier service line	4	4	Census
Entitlement service line	4	4	Census
Educational grant service line	4	4	Census
On boarding and separation service line	8	6	Simple random
Financial reporting service line	4	4	Census
<b>Total</b>	<b>73</b>	<b>62</b>	

**Source: Primary data (2018)**

### **3.5. Sampling Techniques**

#### **Random sampling**

Random sampling involved organizing the units in the population into strata using common characteristics, in this way every person in the selected strata has an equal chance of being represented. This sampling technique was used because it ensured that significant sub-groups of the population are represented in the sample.

#### **Census Sampling**

A census is a study of every unit, everyone or everything in a population. It is known as a complete enumeration, which means a complete count, Joshua (2008). When a population has been identified a decision needs to be made and taking a census sample is more suitable option. This method was used because it provided a true measure of the population (no

sampling error). It also provided a benchmark data that was obtained for future studies, and further provides detailed information about small sub-groups within the population that would have been left out.

### **3.6. Source of data**

The study used both primary and secondary sources of data.

#### **3.6.1 Primary data**

This was obtained from the study population of the research. This was collected through distribution of questionnaires, interviews and observation. However some questions were close-ended for purposes of obtaining detailed information from respondents and they are relatively cheap to formulate, distribute and saves time.

#### **3.6.2 Secondary data**

This information was obtained from Published data and other sources which included: Newspapers, Magazines, Brochures and Websites.

### **3.7. Data collection methods**

The study used the following research methods:

#### ***Questionnaires***

The study used questionnaires when collecting data and this helped the researcher to get firsthand information. According to Groonos (2007), a questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. The researcher used questionnaire to collect data from respondents. This method was used to all valid respondents and it captured socio demographic characteristics of respondents, and their responses towards the success of Umoja Implementation.



## *Interviews*

The researcher carried out face-to-face interview with the respondents and this helped to obtain data that cannot be collected by the use of questionnaire. Structured interviews were used to collect data from the different stakeholders. Face to face interviews was conducted to enable the researcher establish what the respondents think about the topic.

### **3.8. Data collection Instruments**

The self-administered questionnaire was the major primary data collection instrument;

#### *The self-administered questionnaire (SAQ)*

The self-administered questionnaires with questions reflecting the study objectives containing questions on the Umoja Implementation and organizational performance were addressed to the respondents.

The self-administered questionnaire instrument was preferred because it is an appropriate instrument for any research Groonos (2007). The questionnaire contained statements requiring the respondents to opt for one answer out of five which is designed using the Likert scale. That is Strongly Disagree (SD) = 1, Disagree (D) = 2, Not Sure (NS) = 3, Agree (A) = 4, strongly Agree (SA) = 5, Questionnaires is appropriate for the study because the respondents filled them immediately in the presence of the researcher and this ensured positive response rate.

According to Groonos (2007), questionnaires are popular with researchers because information can be obtained fairly, easily and responses are easily coded. However, the major weaknesses of questionnaires is that they do not provide detailed information to the problem and this is why they were substantiated with documentary reviews on available literature as well as the interview guide.

## **Interviews guide**

The researcher also used interview guide to collect data from the respondents. The interview guide was preferred because most respondents were not in fixed places where questionnaires would be delivered and picked later. This method was also preferred because it generated a wide range of responses and hence facilitated the collection of rich data. The interview guide easily collects data from the primary source which was used to collect firsthand information for this study.

### **3.9. Quality of research instruments**

#### ***Validity***

Omagor (1986) defines validity as the accuracy and meaningfulness of inferences, which are based on the research results. Validity of instruments was ascertained by discussing the questionnaire drafts with the supervisor. To ensure that, data collection instruments were valid, they were pre-tested in UN regional service center Entebbe using a reasonable number of respondents. The supervisor and other experts in the field were consulted about the content of instruments, ambiguity of question items and their relevancy. Data collection instruments such as the self administered questionnaire and the interview guide were presented to a panel from Nkumba University who tested the content validity of the instrument thereafter pilot-tested on staff and top management of UN regional service center Entebbe to measure content validity. Groonos (2007) holds that validity is the appropriateness of the instrument. Validity is the extent to which data collection instrument collects data that have the characteristic or attribute the researcher wants to measure.

Joshua (2008) in support to Groonos (2007) holds that validity of an instrument is the ability of the instrument to collect justifiable and truthful data; that is, measuring what it is developed to measure Joshua (2008).

## **Reliability**

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Omagor, 1986). The reliability of instruments was established basing on the preliminary results derived from the pilot study. Results realized was discussed with the supervisor for reliability and to make sure that, the instruments were acceptable.

### **3.10. Data Collection Procedure**

A supporting letter from the school of business administration of Nkumba University signed by the dean was attached to the questionnaire explaining the objectives of the research. The cover letter assured respondents of confidentiality of the data that was provided. Prior arrangements with the respondents were made and the researcher made arrangements for the facilitation and security of the collected data and how it was analyzed.

### **3.11. Data management and presentation**

#### *Analysis of quantitative data*

The data was analyzed using the inferential statistics, with the aid of the statistical Package of Social Science (SPSS) which besides being user friendly, was appropriate for handling inferential statistics like correlations which was used to measure the relationship between the variables plus regressions in the study.

#### *Analysis of qualitative data*

Qualitative data was descriptive and obtained from interviews and review of documents. This data was presented in accordance with the objectives of the study and helped to substantiate findings from quantitative data. In case of the qualitative data, the responses obtained were categorized into common responses and the data was analyzed using both inferential and descriptive statistics. Content analysis was used to edit the data from interviews and

reorganize it into meaningful shorter sentences. This was then be presented to supplement the quantitative data in order to have a clear interpretation of the results.

### **3.12. Ethical Considerations**

The respondent whom data were collected from was assured that what they gave shall be kept confidential, and the data were only used for academic purpose only. On the other hand, the authors quoted in this study were acknowledged through citations and referencing. The researcher got a letter from the University signed by the dean of school and it was presented to the human resource department of UN regional service center Entebbe. This was to ensure them the confidentiality of the information gathered

### **3.13. Limitations of the study**

The limitations of the study could include;

#### ***i) Time***

The study required a lot of time and yet the researcher had commitments like taking tests and examinations at the University during the same period. However, this was handled by making a time table and this was because most respondents were expected to be busy due to their nature of work. This was solved by scheduling appointments with them at their own most appropriate time.

#### ***ii) Secrecy***

The study area was perceived as sensitive by many organizations because it involved matters of secret information that could not be revealed. This was overcome by assuring the respondents of their anonymity and proving to them that the study was strictly for academic purposes.

### *iii) Finance*

The researcher incurred many financial expenses related to collecting data from the field yet there were limited financial resources at her exposure. This was overcome by developing a budget which the researcher followed.

## CHAPTER FOUR

### FACTORS THE INFLUENCE UMOJA IMPLEMENTATION

#### 4.0. Introduction

The chapter presents the results from the field relating to factors that influence Umoja implementation. However, it starts with the background information of respondents. 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. Tables have been chosen as the most appropriate method of presentation as the results can be easily in a tabular form.

#### 4.1. Background information of respondents

The background information focused on gender, number of years in the organization, age group and the qualifications of respondents. Details of the findings are presented in the proceeding tables.

##### 4.1.1. Gender

**Table 4.1: Gender**

	Frequency	Percent
Male	33	53
Female	29	47
<b>Total</b>	<b>62</b>	<b>100.0</b>

**Source: Primary data (2018)**

From the table 4.1 above, majority of the respondents 33(53%) were male and 29(47%) were female. Majority of the respondents were males and this implies that UN regional service Center Entebbe employs more males than female and this means that males are more

qualified than females and they were willing to work with UN regional service Center Entebbe.

#### 4.1.2. Age of the respondents

**Table 4.2: Age group**

	<b>Frequency</b>	<b>Percent</b>
21 - 30 Years	14	23
31 - 40 Years	30	48
41 – 50 years	15	24
Above 50	3	5
<b>Total</b>	<b>62</b>	<b>100.0</b>

**Source: primary data (2018)**

From the table 3.3 above, 14(23%) were between the age brackets of 21-30 years, 30(48%) were between 31-40 years, 15(24%) were of 41-50 years and 3(5%) were above 50 years. Majority of the respondents were above 30 years and this implies that UN regional service Center Entebbe employs mature people and at the same time young and energetic people who performs better since the majority were below 50 years.

#### 4.1.3. Marital Status

**Table 4.3: Marital status**

	<b>Frequency</b>	<b>Percent</b>
Married	32	51
Single	27	44
Divorced/Separated	3	5
<b>Total</b>	<b>62</b>	<b>100.0</b>

**Source: Primary data (2018)**

From the above 4.3 table, 32(51%) were married, 27(44%) were single and 3(5%) had divorced/ separated. Majority of the respondents were married and this implies that UN regional service Center Entebbe employs people with responsibilities and thus they work better to protect their status quo.

#### 4.1.4. Highest Academic Qualification

The study asked respondents to state their highest academic qualification and the results are indicated in the table 4.4.

**Table 4.4: Education Level attended**

		Frequency	Percent
Valid	Diploma	8	13
	Degree	41	66
	Master	10	16
	PhD	3	5
	<b>Total</b>	<b>62</b>	<b>100.0</b>

**Source: Primary data (2018)**

According to the table 4.4 above, 8(13%) were diploma holders, 41(66%) were degree holders, 10(16%) were master holders and 3(5%) were PhD holders. Majority of the respondents had attained education levels and this implies that respondents would understand and interpret questions that were sent to them and thus gave reliable data.



#### 4.1.5. Duration of employment

**Table 4.5: Duration of employment**

	<b>Frequency</b>	<b>Percent</b>
Less than 1	8	13
1 – 3 years	19	31
3 – 6 years	24	38
Above 6 yrs	11	18
<b>Total</b>	<b>62</b>	<b>100.0</b>

**Source: Primary data (2018)**

According to the table 4.5 above, 8(13%) had worked in UN regional service Center Entebbe for less than 1 years, 19(31%) 1-3 years, 24(38%) for 5-9 years and 11(18%) above 6 years. Majority of the respondents had worked at the UN regional service Center Entebbe for more than one year and this implies that it maintains experienced staff. In addition, these respondents had gathered enough information about the topic under study and thus they gave reliable data.

## 4.2 Factors that influence Umoja implementation

### 4.2.1. The organizational culture

Respondents were asked to state whether organizational culture influence the implementation of Umoja and the results are presented in table 4.1.

**Table 4.6. The organizational culture**

	Frequency	Percent
Strongly agree	27	43.5
Agree	13	21.0
Not sure	19	30.7
Disagree	3	4.8
Total	62	100.0

**Source: Primary Data (2018)**

Findings, as presented in Table 4.6, indicate that organization culture in the studied UN service center had contributed to the success of the project. This was according to 43.5% of the respondents. 30.7% of the respondents reported that culture had a high influence, 21% reported a moderate extent of influence and 4.8% low extent.

#### **4.2.2. Management Support**

Respondents were asked to state whether management support systems is one of the factors that influence the implementation of Umoja and the results are presented in table 4.7.

**Table 4.7 Management Support**

	Frequency	Percent
Strongly agree	26	42
Agree	20	32
Not sure	-	16
Disagree	10	10
Strongly disagree	6	10
Total	62	100.0

**Source: Primary Data (2018)**

According to the findings in table 4.7, 74% 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.

#### 4.2.3. Effectiveness of the implementation Team

Teams in the organizations play vital roles in making organizations achieve their set goals and objectives, therefore respondents were asked to state whether effectiveness of the implementation team is one of the factors that influence the implementation of Umoja and the results are presented in table 4.8.

**Table 4.8 Effectiveness of the Implementation Team**

	Frequency	Percent
Strongly agree	17	27.4
Agree	20	32.3
Not sure	10	16.1
Disagree	-	24.2
Strongly disagree	15	100.0
Total	62	

**Source: Primary Data (2018)**

As illustrated in the table 4.8, most of the respondents (59.7%) ranked the implementation team as more effective towards the initiative implementation. 40.3% reported that the implementation team was ineffective, this generally shows that the implementation team was is effective towards the initiative implementation.

#### 4.2.4. Stakeholder Involvement in the Design and Development of the Initiative

According to Zabla (2012), organizations can not succeed without the stakeholders efforts. Respondents were asked to state whether stakeholder Involvement in the Design and Development of the Initiative is one of the factors that influence the implementation of Umoja and the results are presented in table 4.9.

**Table 4.9 Stakeholder Involvement in the Design and Development of the Initiative**

	Frequency	Percent
Strongly agree	15	24.2
Agree	-	-
Not sure	16	25.8
Disagree	-	-
Strongly disagree	31	50.0
Total	62	100.0

**Source: Primary Data (2018)**

According to the findings in table 4.9, 24.2% of the respondents agreed that most of the stakeholders involved in the design and development of the initiative on a monthly basis. Respondents represented by 50% disagreed that, stakeholders were not involved in the design and implementation of Umoja technologies. However, through interviews with the respondents, it was revealed that, some meetings were held to review the progress towards full implementation with suggestions of any development/design changes.

#### 4.2.5. Feedback Mechanism

Feedback communications in any system can be termed as a tool for improvement and advancement. Respondents were asked to state whether stakeholder feedback

mechanism is one of the factors that influence the implementation of Umoja and the results are presented in table 4.10.

**Table 4.10 Feedback Mechanism**

	Frequency	Percent
Strongly agree	20	32
Agree	21	34
Not sure	5	8
Disagree	8	13
Strongly disagree	8	13
Total	62	100.0

**Source: Primary Data (2018)**

Findings as presented in table 4.10, illustrate that 66% of the respondents agreed that, the organization carries feedback mechanisms for the questions/queries on challenges encountered in implementing the UN UMOJA technologies. On the other hand, 34% of the respondents reported that their organizations had no feedback mechanism for the questions/queries raised.

#### **4.2.6. Availability of the Communication Channels**

**Table 4. 11. Availability of the Communication Channels**

	Frequency (n)	Percent (%)
Strongly agree	23	37
Agree	18	29
Not sure	3	5
Disagree	8	13
Strongly disagree	10	16
Total	62	100

**Source: Primary Data (2018)**

As presented in the table 4.11, 66% of the respondents indicated that, there are many communication channels with Umoja implementation at the UN regional service center. However, the study also revealed that, communicational channels were effective enough represented by 34% of the respondents. Further more, the study discovered that, the communication channels used to share information among the team leaders in each of the departments/units, include periodical meetings, newsletter, and Email outlook channels. workshops were used in information sharing and the least used channel was the social media such as facebook and watsup.

#### 4.2.7. The reporting Process

**Table 4.12. The reporting Process**

	Frequency	Percent
Strongly agree	21	34
Agree	10	16
Not sure	6	10
Disagree	10	16
Strongly disagree	15	24
Total	62	100.0

**Source: Primary Data (2018)**

According to findings, a majority of the respondents (50%) reported that there were reports about the implementation process prepared to the UMOJA core team at the secretariat. However (40%) of the respondents indicated that there were no reports about the implementation process prepared to the UMOJA core team at the secretariat in their organization.

## CHAPTER FIVE

### STRATEGIES TO IMPROVE UMOJA IMPLEMENTATION

This section presents findings on the strategies that can be put in place towards implementation of the UN UMOJA technologies and the results are indicated in the proceeding tables. On this objective, the study was to determine the level to which the Umoja implementation can be successful; the project itself can be delivered and communicated to the team implementing the project.

#### 5.1. Well defining of the Umoja Goals

**Table 5.1. Well defining of the Umoja Goals**

	Frequency	Percent
Strongly agree	20	32
Agree	20	32
Not sure	1	2
Disagree	11	18
Strongly disagree	10	16
Total	62	

**Source: Primary Data (2018)**

As shown in the Table, a majority of the respondents reported (64%) that the UN UMOJA technologies goals were properly and this has contributed to the success of Umoja implementation. However, 36% of the respondents felt that the goals were not defined properly meaning that, to a small extent Umoja implementation has had some challenges.

## 5.2. Periodical assessment

**Table 5.2 Periodical assessment**

	Frequency	Percent
Strongly agree	16	26
Agree	14	23
Not sure	8	13
Disagree	12	19
Strongly disagree	12	19
Total	62	100

**Source: Primary Data (2018)**

Basing on the results in table above, majority of the respondents represented by 49% indicated that, periodically assessment of Umoja Implementation will improve its success. According to the findings, seniority in the UN was the major parameters used in carrying out the assessment in the implementation of the Umoja technology. The study further discovered that, the assessment of the Umoja is considered effective in the implementation. However, 38% of the respondents reported that assessment was not considered effective in the implementation of the Umoja.

## 5.3. Providing Learning Exchanges among Staff from Different Continents

**Table 5.3 Providing Learning Exchanges among Staff from Different Continents**

	Frequency	Percent
Strongly agree	19	31
Agree	19	31
Not sure	7	11
Disagree	8	13
Strongly disagree	7	11
Total	62	100

**Source: Primary Data (2018)**



As presented in table above, most respondents indicated that, providing learning exchanges among staff from different continents improves the implementation of Umoja technologies at UN. The respondents also reported that the UN agencies should arrange some learning exchanges among the staffs from different continents/ locations and this enhances easy coordination of Umoja implementation activities.

#### 5.4. Providing training to the end users of Umoja

**Table 5.4. Providing training to the end users of Umoja**

	Frequency	Percent
Strongly agree	38	61
Agree	-	-
Not sure	3	5
Disagree	11	18
Strongly disagree	10	16
Total	62	100

**Source: Primary Data (2018)**

As shown in the table, a majority of the respondents (61%) reported that training of end users of Umoja technologies is very necessary for the implementation process. The study also revealed that, providing training enables each task to be completed on time and within the set budget. However, a change of this enormity creates considerable upheaval and issues continually arose and had to be addressed, including through the delivery of additional training and support as appropriate

## 5.5. Using single integrated information source

**Table 5.5. Using single integrated information source**

	Frequency	Percent
Strongly agree	18	29
Agree	18	29
Not sure	4	6
Disagree	11	18
Strongly disagree	11	18
Total	62	100

**Source: Primary Data (2018)**

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.

## CHAPTER SIX

### CONTRIBUTION OF UMOJA SYSTEM IMPLEMENTATION TO PERFORMANCE OF UNITED NATION REGIONAL SERVICE CENTER ENTEBBE

This chapter presents findings on the contribution of Umoja system implementation to performance of United Nation Regional Service Center Entebbe. The success of Umoja implementation brought in some good performance as presented in the proceeding tables.

#### 6.1. Satisfaction of the UMOJA Information Users

**Table 6.1 Satisfaction of the UMOJA Information Users**

	Frequency	Percent
Strongly agree	25	40.0
Agree	16	26.0
Not sure	4	7
Disagree	7	11
Strongly disagree	10	16
Total	62	100.0

**Source: Primary Data (2018)**

As shown in the table above, majority of the respondents presented by 66% indicated that, the users of the information from UMOJA were satisfied. On the other hand, 34% of the respondents felt that the users were not satisfied. It was discovered that, due to the implementation of Umoja systems, services are easily delivered in time and thus better performance.

## 6.2. Increased operational effectiveness

**Table 6. 2. Increased operational effectiveness**

	Frequency (n)	Percent (%)
Strongly agree	19	31
Agree	17	27
Not sure	7	11
Disagree	8	13
Strongly disagree	11	18
Total	62	100

**Source: Primary Data (2018)**

Results from the table above, the findings indicated that, the majority of the respondents presented by 58% agreed that the adoption of Umoja technologies has increased operational effectiveness. This indicates that the UMOJA initiatives led to high effectiveness in the performance of UN regional service center Entebbe. However, 32% of the respondents also indicated that, the adoption of Umaja technologies has not increased operational effectiveness at UN regional service center and this means that, to some extent, the initiative didn't result in many streamlined processes and as such UMOJA was not very effective in achieving streamline processes.

### 6.3. Umoja system implementation has led to the international practice and standards

**Table 6.3. Umoja system implementation has led to the international practice and standards**

	Frequency (n)	Percent (%)
Strongly agree	23	37
Agree	20	32
Not sure	3	5
Disagree	8	13
Strongly disagree	8	13
Total	62	100

**Source: Primary Data (2018)**

Majority of the respondents presented by 69% indicated that, the implementation of the Umoja technologies has also resulted the practice of international management practice and standards. It was discovered that, UMOJA implementation led to the adoption of international best practices and standards by UN regional service center Entebbe in comparison with other UN agencies.

### 6.4. Umoja system implementation has improved accountability

**Table 6.4. Umoja system implementation has improved accountability**

	Frequency (n)	Percent (%)
Strongly agree	19	31
Agree	18	29
Not sure	3	5
Disagree	8	13
Strongly disagree	14	23
Total	62	100

**Source: Primary Data (2018)**

As presented in the table above, most respondents indicated that, Umoja implementation resulted into high improved accountability with 60% in agreement. This, in essence, means that that the organizations have become more accountable with the scarce resources allocated to them by various partners and hence good performance.

### 6.5. Umaja system implementation has led to better internal control and audibility

**Table 6. 5. Umaja system implementation has led to better internal control and audibility**

	Frequency (n)	Percent (%)
Strongly agree	15	24
Agree	15	24
Not sure	6	10
Disagree	13	21
Strongly disagree	13	21
Total	62	100

**Source: Primary Data (2018)**

Majority of the respondents presented by 48% indicated that, the implementation of the Umoja technologies has resulted into better internal control and audibility. This is because information can be accessed by any department. The study revealed that, Umoja Implementation has many loopholes and it can be easily manipulated and this represented by 42%.

## 6.6. Implementation of Umoja has led to the harmonization of policies and procedures

**Table 6.6. Implementation of Umoja has led to the harmonization of policies and procedures**

	Frequency (n)	Percent (%)
Strongly agree	22	36
Agree	15	24
Not sure	3	5
Disagree	13	20
Strongly disagree	9	15
Total	62	100

**Source: Primary Data (2018)**

Results in table above, indicates that, 60% of the respondents agreed with the statement that, Implementation of Umoja has led to the harmonization of policies, procedures and systems across the global secretariat of UN agencies. In addition, the study discovered that, most of the people were aware that, it would be difficult for the harmonization of policies and procedures without the Implementation of Umoja Systems.

## 6.7. Implementation of Umoja has ensured transparency

**Table 6.7. Implementation of Umoja has ensured transparency**

	Frequency (n)	Percent (%)
Strongly agree	25	40
Agree	15	24
Not sure	3	5
Disagree	10	16
Strongly disagree	9	15
Total	62	100

**Source: Primary Data (2018)**

Results from the table above, indicates that, implementation of Umoja has ensured transparency at UN regional service center in Entebbe. Majority of the respondents presented by 64% indicated that, the transparency seen in UN is largely contributed by the implementation of Umoja technologies.

### **Discussion of the findings**

The study findings indicated that, the need to put in place various strategies to ensure successful implementation of Umoja systems had varied results. It was discovered that, Umoja systems implementation resulted in increased operational effectiveness and timeliness. This because all systems are integrated into one single system and this has led to effective in achieving streamline processes, hence improving performance.

Umoja System implementation also resulted in having a common single data source for reporting implementation in their operations and this has resulted into high improved accountability. In addition, the adoption of Umoja systems has ensured the re-designing and integrated processes where most of the current disconnected software applications were replaced to form a single integration system that is used across the organization. This, in essence, means that that the organizations have become more accountable with the scarce resources allocated to them by various partners. Similarly, UMOJA system implementation led to the organizations adopting international leading best practices and standards in comparison with other similar UN agencies.



## CHAPTER SEVEN

### HARMONIZATION OF UMOJA SYSTEMS IMPLEMENTATION AND ORGANIZATIONAL PERFORMANCE

#### 7.1. Introduction

This chapter presents the harmonization of UMOJA systems implementation and performance of UNRSCE.

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 7.1, and Table 7.2 for regression model summary, ANOVA, the regression coefficients results respectively.

#### 7.2. Relationship between Umoja implementation and performance

The regression model summary results are as presented in Table 7.1 that shows the multivariate  $R^2$  and adjusted  $R^2$ .

**Table 7.1 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725 <sup>a</sup>	.526	.515	.63476

a. Predictors: (Constant), Evaluation

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 Umoja systems implementation contributes 52.6% of the organizational performance ( $R^2=0.526$ ,  $p=0.000$ ). The remaining 47.4% is contributed by other factors not reflected on the study statistical model.

**Table 7.2 Analysis of Variance (ANOVA)**

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

a. **Dependent Variable: Organizational performance**

b. **Predictors: (Constant), Umoja system Implementation**

Table 7.2 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 Umoja system implementation is jointly significant in explaining variations in the performance of United Nations Regional service center Entebbe.

Since the p value (0.000) is less than  $\alpha$  (0.05) then the result were significant, implying that the Umoja system implementation explains the major variations on the performance of United Nations Regional service center Entebbe. This led to the conclusion that different Umoja system implementation contributes to the performance of United Nations Regional service center Entebbe.

**Table 7.3 Regression Model Coefficients**

Model	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
	(Constant)	.964	.321		3.000	.003
1	Factors influencing Umoja Implementation Strategies	.058	.039		2.509	.033
				.081		
		.180	.062	.178	2.923	.004
	Contribution of Umoja Implementation to Performamnce	.191	.065	.182	2.958	.003

**a. Dependent Variable: Organizational performance**

Results in Table 7.3 shows the coefficients of the multiple regression model for the explanatory variables. At 5% significance level and 95% confidence level means that among the factors that affect the performance of United Nations Regional service center Entebbe is Umoja system 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, factors had a positive effect on implementation success ( $\beta = 0.058$ ), this was also significant at the 5% level of significance ( $p=0.033$ ); Umoja systems implementation had a significant influence on performance of UNRSCE at ( $\beta =0.180$ ,  $p=0.004$ ), whereas strategies indicated a positive and significant influence on the success of the implementation at ( $\beta =0.191$ ,  $p=0.003$ ).

## **CHAPTER EIGHT**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **8.1 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 performance improvement.

#### **8.2 Summary**

This study was done with aim of studying UN agencies that are currently implementing the UMOJA to better understand the factors which should be considered for a successful implementation, performance levels and strategies which can improve Umoja Implementation. The study was guided by three specific objectives; to establish the implementation factors that influences the success of UMOJA at United Nations Regional Service Center Entebbe, to determine the performance levels of UMOJA technology at United Nations Regional Service Center Entebbe and to establish the strategies that can be adopted by UN in order to improve the success of UMOJA technology.

The study established that, there were many factors that, influenced the success of Umoja implementation and some of them include: the organizational culture, management support system, effectiveness of the implementation team, stakeholders involvement, feed back mechanism and many others (all the agree rate was above 50%).

With regard to the contribution of Umoja System implementation to performance of United Nations Regional Service Center Entebbe, the study found out that the implementation had contributed to increased operational effectiveness and timeliness. The study through interviews with the respondents revealed that, the UN had a common single data source for

reporting implementation in their operations hence reducing any inconsistency. According to the findings also, the Umoja implementation led to high improved accountability across the UN's operations which is one of the initiative objectives. Further, the Umoja implementation resulted in the adoption of international best practices and standards. This has enhanced the image of UN among its peers and would be used as a reference point by various organizations in future studies. The Umoja implementation also led to enhanced transparency, better internal control and audit features as well as the harmonized policies and procedures across the entities implementing the Umoja. This means there will be no duplication of work resulting in uniformity. However, the study findings showed that the UMOJA implementation team was less effective towards the Umoja activities such as feed back communication.

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 factors influence implementation, performance levels and strategies to the success of Umoja implementation. The study also discovered that, there was feedback mechanisms for the questions/queries on challenges encountered in Umoja implementation.

Regarding the strategies that can improve the success of Umoja implementation, training to the end users is very important because it improves their productivity levels. The study also revealed that, organizational stakeholders involved in the design and development will address the challenges experienced by the implementation team. On the communication channels used to share information among the team leaders in each of the departments/units, include 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 can organize learning exchanges among the staffs from different continents/ locations which may facilitate creation of more competent personnel in the workforce for effectively implementing Umoja.

### **8.3 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 Umoja systems implementation significantly had influenced the success and performance of United Nations Regional service center Entebbe. Thus, the organization culture determines the success of the initiative and the perceived performance of the organization.

### **8.4 Recommendations**

The study recommends the following.

There should be a wider awareness of staff on the UMOJA implementation on its objectives and benefits that accrue from the implementation.

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.

### **8.5 Suggestion for Further Studies**

This study has been able to evaluate the success of Umoja Implementation in UN regional service center Entebbe. However, this is a case study 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 Uganda.

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.

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## APPENDICES

### Appendix I: Questionnaire

Dear respondent, I am Addisalem Tsegaye conducting a research on “examining the success of Umoja implementation. A case of United Nations Regional Service Center Entebbe, Uganda”. This questionnaire is aimed at collecting information that will enable the researcher to establish the success of Umoja Implementation. I request you to provide answers and the information will be treated with utmost confidentiality. Many thanks for your thoughtful contribution towards this study.

### SECTION ONE: GENERAL INFORMATION

Please Tick your appropriate Choice

1. Age (Years): 21-30  31 – 40  41 – 50  Above 50
  
2. Gender: Male  Female
  
3. Marital Status  
  
Single  Married  Divorced/Separated
  
4. Level of Education  
 Professional  Masters Degree  Bachelor Degree  Diploma  
 Certificate  Any other please specify .....
  
5. Length of service at United Nations Regional Service Center Entebbe, Uganda  
Less than one year  1 – 3 years  3 – 6 years  Above 6 years

**SECTION TWO: : Factors that influence Umoja Implementation**

In this section the researcher seeks to establish the **factors that influence Umoja Implementation**. Please Tick the appropriate alternative, Key: Where SA-strongly agree, A-agree, NS-not sure, SD-strongly disagree D-disagree

STATEMENT	SA	A	NS	SD	D
The organizational culture					
Management support systems at <b>United Nations Regional Service Center</b>					
Effectiveness of the implementation team					
Stakeholders involvement					
Feedback mechanism					
The communication channels					
The reporting process of the implementation					

**SECTION THREE: Performance levels of Umoja**

In this section the researcher seeks to establish the performance levels of Umoja. Please Tick the appropriate alternative

Key: Where, SA=strongly agree, A= Agree, NS= Not sure, D=Disagree, SD=strongly disagree

Statements	SA	A	NS	SD	D
Increased satisfaction of Umoja Users					
Increased operational effectiveness and timeliness					

Adoption of international leading practices and standards					
Better internal control and auditability features					
Harmonized policies, procedures and systems across the global Secretariat					
Enhanced transparency					

**SECTION FOUR: strategies to improve the success of Umoja Technology**

In this section the researcher seeks to establish the strategies to improve the success of Umoja Technology. Please Tick the appropriate alternative

Key: SA=strongly agree, A= Agree, NS= Not sure, D=Disagree, SD=strongly disagree

Statements	SA	A	NS	SD	D
Well defining of Umoja Goals at					
Periodical assessment of Umoja Implementation					
Providing learning exchanges among staff from different continents					
Providing training to the end users					
Using the single integrated information source at United Nations Regional Service Center Entebbe, Uganda					

## **Appendix II: Interview Guide**

- i. What implementation factors that influence the success of UMOJA at United Nations Regional Service Center Entebbe?
- ii. Which strategies that can be adopted by UNRSCE in order to improve the success of UMOJA technology at Regional Service Center Entebbe?
- iii. What is the contribution of UMOJA technology to the performance of United Nations Regional Service Center Entebbe?