

**Stakeholder Involvement, Project Ethical Climate, Commitment to the Project and
Performance of Poverty Eradication Projects in Uganda: A study of NAADS
Projects in Mukono District**

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Award of a Masters Degree in Business Administration of Makerere University**

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DECLARATION

I Hassan Bashir, declare to the best of my knowledge that, this dissertation is my original work which has never been published and/or submitted for any award in any other University/ Institution of Higher Learning.

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APPROVAL

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DEDICATION

I dedicate this work to my children, wives and parents for the over whelming support, advice and encouragement that you gave me during the research process. You have always been my reason for working hard, please keep up the support.

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The Almighty Allah, All things are possible with you and surely this has been made possible with your unending love and presence in my life. I am forever beholden to you. Am indebted to Makerere University Business School Management for the financial support given to me to pursue this program, my supervisors Dr. Muhammad Ngoma and Dr. Joseph Ntayi for the priceless guidance accorded to me throughout this process. May the Almighty Allah abundantly bless you.

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LIST OF ABBREVIATIONS

ACCA: Association of Chartered Certified Accountants

DDP: District Development Program

IDA: International Development Association

NAADS: National Agricultural Advisory Services

PMI: Project Management Institute

SPSS: Statistical Package for Social Scientists

UNCDF: United Nations Capital Development Fund

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Abstract

The purpose of the study was to establish the relationship between stakeholder involvement, project Ethical Climate, Commitment to the Project and Performance of Poverty Eradication Projects in Uganda. The study adopted a cross sectional and quantitative survey design. Correlational and regression designs were adopted to explain the relationships between the variables of study and the extent to which the independent variables explain the dependent variable. The study sample consisted of 323 NAADS projects undertaken in the 28 sub-counties of Mukono district. The data was tested for reliability, analyzed using SPSS and results presented based on the study objectives.

The results from the study revealed that there is a positive and significant relationship between stakeholder involvement and performance of poverty eradication projects, stakeholder involvement and commitment to the project, stakeholder involvement and project ethical climate, Project Ethical Climate and Performance of Poverty Eradication Projects, Project Ethical Climate and Commitment to the Project and between Commitment to the Project and Performance of Poverty Eradication Projects. In addition, stakeholder involvement was found to be a better predictor of performance of poverty eradication projects than project ethical climate and commitment to the project. This implies that to improve performance of poverty eradication project, emphasis should be put on ensuring that stakeholders are highly involved in the projects activities.

The study therefore recommended project managers to encourage teamwork among stakeholders, efficient and effective ways of doing work in order to increase stakeholder involvement which eventually improves performance of the projects.

CHAPTER ONE

INTRODUCTION

1.0 Background to the Study

The increasing turbulence in the modern business environment has made it necessary for many organizations to adopt project approach as the means to achieving organizational goals. Public organizations have not been exceptional as they have also adopted project approach to ensure achievement of social goals like poverty eradication (Westerveld, 2002). In Uganda for example, National Agricultural Advisory Services (NAADS) projects are some of the projects the government has started so as to eradicate poverty through enhancement of agriculture. Each project however, strives for excellence and success yet is by definition a unique task normally subjected to severe restrictions on budget and time (Andersen, 2006). A project has therefore to perform well in terms of the planned budget, time, and the quality of the project processes and outputs (Munns & Bjeirmi, 1996), so as to fulfill the intended objectives of satisfying the stakeholder's needs (Baccarini, 1999).

This therefore implies that although projects involve a complex set of processes, they are expected to be completed on time, according to the agreed budget, to perform as expected and to satisfy the customers' needs (Shenhar *et al*, 2001). Failure to achieve this, the project will be branded unsuccessful and failed. For example in 2001, NAADS a government entity was created under the National Agricultural Advisory Services Act of 2001 by the Ugandan government to eradicate poverty through enhancement of agriculture. However according to NAADS secretariat report of 2003/04, the NAADS

projects had registered 60% failure rate with some projects in districts like Kotido registering 100% failure rate while projects in more than 10 districts registering a failure rate of above 90%. As a result of this high failure rate of public projects in Uganda, the poverty level has remained high with more than 31% of Ugandan population living below a dollar a day.

The weak performance of public projects could be attributed to the lack of involvement of the key stakeholders in the activities of the projects leading to low commitment thus poor performance of public projects. According to NAADS secretariat report of 2003/04, in districts like Kotido farmers who are the principle beneficiaries of the projects were not involved in the projects activities thus registering 100% failure rate. The Auditor General's report of 2008 also indicates that NAADS coordinators spent most of the money on workshops which were never attended by farmers. This shows the low commitment of the key stakeholders to the projects.

Weak performance levels in public projects can also be attributed to unethical climate in these projects (Joyner and Payne, 2002). Bandura (1999) contends that moral standards in many public projects are always neglected for self satisfaction thus giving rise to moral disengagement in these projects. According to Mubatsi (2009), NAADS projects had been flawed by corruption and political interferences. Bickering over the quality of products supplied to farmers was also rampant. The auditor general's report also established that there were fraudulent activities that took place in NAADS projects where for example in Wakiso district at Masuliita sub county, funds totaling to Ushs 24,465,400 were lost in fraudulent transactions.

It is probable that there is a link between stakeholder involvement, project ethical climate, commitment to the project and performance of poverty eradication projects (Crawford, 2005; Koh & Boo, 2001). The challenge for project champions is to ensure involvement of key stakeholders in project activities and to ensure project ethical climate among the stakeholders so as to promote commitment to the project in order to improve performance of poverty eradication projects in Uganda.

1.2 Statement of the Problem

Project managers are always looking forward to seeing public projects perform well. This involves finishing the project on time, within budget, meeting end product specifications, meeting customer needs and requirements and meeting management objectives (Cooke-Davies, 2002). Despite the quest for project success, many poverty eradication projects in Uganda have continuously experienced time overrun, budget overrun, unmet end product specifications, unmet customer needs and requirements and unmet management objectives (Auditor general's report, 2008). The high failure rate in poverty eradication projects could be due to failure to involve key stakeholders in project activities, increased unethical project climate and lack of commitment to the project by project stakeholders.

1.3 Purpose of the study

To establish the relationship between stakeholder involvement, project ethical climate, commitment to the project and performance of poverty eradication projects.

1.4 Objectives of the study

- To examine the components of stakeholder involvement and ethical climate in the performance of poverty eradication projects
- To establish the relationship between stakeholder involvement, project ethical climate, commitment to the project and performance of poverty eradication projects
- To determine the predictive potential of stakeholder involvement, project ethical climate and commitment to the project to the performance of poverty eradication projects
- To examine the predictive potential of stakeholder involvement and ethical climate components to the performance of poverty eradication projects

1.5 Research Hypothesis

- H1:* Job involvement and project centrality are the components of Stakeholder involvement
- H2:* Egoism, Benevolent and Principled Are the Components of Project Ethical Climate
- H3:* Stakeholder involvement positively relates with performance of poverty eradication projects
- H4:* Stakeholder involvement positively relates with commitment to the project
- H5:* Stakeholder involvement relates with ethical climate of poverty eradication projects
- H6:* Project ethical climate positively relates with performance of poverty eradication projects

- H7:* Project ethical climate positively relates with commitment to the project
- H8:* Commitment to the project positively relates with performance of poverty eradication projects
- H9:* Stakeholder involvement, project ethical climate and commitment to the project Predict performance of poverty eradication projects
- H10:* Stakeholder Involvement and Ethical Climate Components Predicts Performance of Poverty Eradication Projects

1.6 Scope of the Study

- **Geographical Scope**

The study focused on NAADS projects undertaken in the 28 sub-counties of Mukono district. Mukono district was selected to be the study area because the District has had the benefit of being first on many government pilot programs; namely decentralization, the IDA/UNCDF, District Development Program (DDP), *ENTANDIKWA* scheme and now NAADS. (NAADS baseline study report of 2002). NAADS projects were selected for this study because they have the biggest budget of over 133 billion and have a wide scope covering over 79 districts in Uganda unlike other poverty eradication projects in Uganda. (Uganda National Budget 2009/10)

- **Subject Scope**

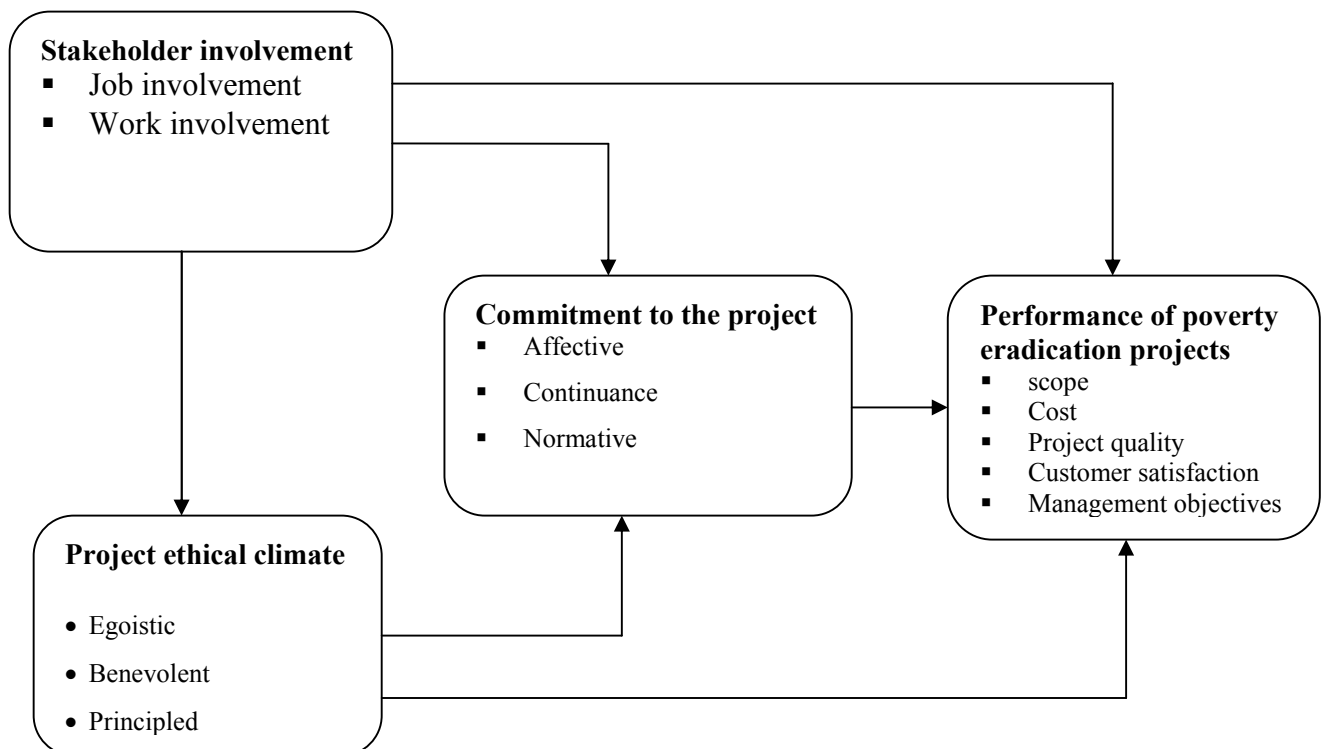
The study focused on the relationship between stakeholder involvement, project ethical climate, commitment to the project and performance of poverty eradication projects in Uganda

1.7 Significance of the Study

- (i.) The results and recommendations of the study will enable policy makers of public sector/ government design appropriate projects that will address the needs of particular stakeholders in order to eradicate poverty in the country.
- (ii.) The study will enable NAADS officials understand the impact of NAADS projects to the key stakeholders (farmers/ beneficiaries) in terms of meeting the project expectations.
- (iii.) The study will give insights in project research and propose areas for further research that will enable future researchers build knowledge of project research.

1.8 Conceptual framework

Figure 1: Conceptual framework



Source: *Self developed from literature review* (Arnstein 1971 and Edelenbos, 2000; Victor and Cullen, 1993; Allen and Meyer, 1990b; Lipovetsky et al., 1997; Lim and Mohamed, 1999; Zwikael and Globerson, 2006; Kerzner, 2006; Voetsch, 2004; Bryde, 2005)

1.9 Description of the Conceptual framework

The level of involvement of stakeholders in a project influences the ethical climate of the project, the commitment of the stakeholders towards the project and the performance of the project. The ethical climate of the project also influences the commitment of stakeholders towards the project and the performance of the project. However commitment of stakeholders towards the project also determines the performance of the project.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter focuses on the theoretical frame work of the study. The section is divided into four parts. Literature was reviewed while basing on the conceptual frame work.

2.1 Components of Stakeholder Involvement and Ethical Climate that Predict the Performance of Poverty Eradication Projects

Literature shows that there are two dimensions of stakeholder involvement; that pertaining to a specific job/ project activity (Job involvement) and that pertaining to work/projects in general (work involvement/ centrality). Literature also shows that ethical climate is divided into five categories; caring, instrumental, rules, law-and-code and independence based on the ethical criteria used in decision making i.e. egoism, benevolence, principle. This is discussed below.

2.1.1 Components of Stakeholder Involvement

Stakeholders are individuals or organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project implementation or successful project completion (PMI, 2000). According to Freeman (1984), Stakeholders are those involved and affected by the activities of the project. McElroy & Mills (2000), looks at project stakeholders as persons or groups of people who have a vested interest in the success of a project and the environment within which the project operates. Stakeholders can either be primary or secondary stakeholders (Winter *et al.*, 2006). Primary stakeholders have more interest in the project than the

secondary stakeholders (Morris *et al.*, 2006). According to Baker, *et al.*, (1988), there are four primary stakeholders to any project; these include customers, developers/ sponsors, project teams and product end-users. Secondary stakeholders can be organizations or individuals who are affected by the project in any form, for example politically, economically, socially or otherwise (Veraz, 2007). In a study of large engineering projects that was carried out by Olander and Landin (2005), it was found out that it is important for a project management team to identify stakeholders that can affect a project, and then manage their differing demands throughout the project stages in order to be involved in the activities of the project so as to achieve the intended project goals.

Stakeholder Involvement has been defined as the degree to which stakeholders of the project are willing to participate in the project work/ activities (Robinson 1969). According to Paullay *et al.*, (1994), stakeholder involvement is the degree to which one is cognitively preoccupied with, engaged in, and concerned with one's present project activities. Lodahl and Kejner (1965) look at involvement as the degree to which a person is identified psychologically with his work or the importance of work in his total self-image. According to Saleh and Hosek (1976), involvement is the degree to which the person identifies with his/her job, actively participates in it and considers his/her performance important to his/her self-worth. Robinson (1969) argues that Individuals who are willing to work hard are highly involved, whereas individuals without this willingness are lowly involved. According to Dubin (1968), an individual is highly involved in the job if the job situation is of central life interest to him/her. Lodahl and Kejner (1965) also believe that an individual is highly involved in the job if the job is of high importance to his/her total self image. Involvement can also be looked at as the

degree to which an individual participates in his job to meet such needs as prestige, self-respect, autonomy, and self-regard (Allport, 1943) and the degree to which the individual perceives his job performance as central to his self-concept or self-esteem (French and Kahn, 1962). Job involvement can also be defined as an individual's ego involvement with work (Kanungo, 1982). This study adopts Kanungo's definition of involvement as the cognitive state of an individual's psychological identification with the job (Igbaria *et al.*, 1994).

According to Kanungo (1979), two dimensions of stakeholder involvement are set forth, that pertaining to a specific job/ project activity (Job involvement in the role and setting) and that pertaining to work/projects in general (work involvement/ project centrality). Job involvement is the degree to which one is engaged in the specific tasks/ activities that make up one's project whereas project centrality is the degree to which one finds carrying out the tasks of the project in the present project environment to be engaging. It is the beliefs that individuals have regarding the degree of importance that projects plays in their lives. Project centrality there for looks at the stakeholders willingness to participate in the project yet project involvement in the roles looks at stakeholders' willingness to carry out the specific tasks of the present project. Project stakeholder involvement is said to be at maximum when a stakeholder is engaged in both components of project involvement. (Lodahl & Kejner's, 1965; Kahn, 1990; Kanungo, 1979; Lawler, 1986; Pfeffer, 1994). From the above discussion, the first hypothesis is derived:

H1: Job involvement and project centrality are the components of Stakeholder involvement

2.1.2 Components of Ethical Climate

Project Ethical Climate on the other hand is defined as perceptions that are psychologically meaningful to molar descriptions that people can agree of that are characterized in a system's practices and procedures (Schneider, 1975). Schneider (1975) adds that the prevailing perceptions of typical organizational practices and procedures that have ethical content constitute the ethical work climate. For example, when faced with a decision that has consequence for others, how does an organizational member identifies the right alternative at least in the organization's view? Ethical climates are conceptualized as general and pervasive characteristics of organizations, affecting a broad range of decisions. Thus, ethical climate refers to how people in an organization typically decide whether it is right or wrong to do something (Trevino *et al.*, 1998).

The ethical climate may be viewed as one component of the overall organizational culture or climate constructs that have long been recognized to influence individual decision making (Victor & Cullen, 1987, 1988; Trevin~o *et al.*, 1998). This is in line with the argument of Dower (1997), who looks at ethical climate as consisting of a set of values and norms considered to be universal or applicable to all people, and a set of obligations or responsibilities towards all people in the organization. With such an approach, ethical climates are conceptualized as general and pervasive characteristics of organizations, affecting a broad range of decisions in the organization. The existence of an ethical work climate therefore, requires that normative systems in the organization be institutionalized. That is, organizational members must perceive the existence of normative patterns in the organization with a measurable degree of consensus.

Organizational members are asked to report not on their own behavior and values but, rather, on the practices and procedures that they perceive to exist in their organizations.

In explaining the categories and classification of ethical climate, Victor and Cullen (1988, 1987) proposed a conceptual typology of climate types based on two dimensions that is; the ethical criteria used in decision making (egoism, benevolence and principle); and the locus of analysis (individual, local, cosmopolitan). The ethical criteria is based on three major classes of ethical theory that is; egoism which focuses on maximizing self-interest, benevolence (maximizing joint interests) and principle (adherence to moral principles). The adoption of these criteria assumes that organizations or organizational subgroups may be prototypically benevolent, principled, or egoistic (Victor & Cullen, 1988). The locus of analysis dimension refers to who is considered when contemplating ethical or moral issues, or the limits of consideration when making moral judgments. The locus of analysis may be at the individual, local (organizational), or cosmopolitan (social) level.

A cross-tabulation of these two dimensions produces nine potential ethical climates. In a factor analysis performed by Victor and Cullen (1988), these nine factors were collapsed into five ethical climates: caring (egoism at the cosmopolitan level and benevolence at all levels, where employees have genuine interest in others' welfare); instrumental (egoism at the individual and local levels, where personal and organizational interests are most important); rules (principle at the local level, where employees are mainly directed by organizational rules and procedures); law-and-code (principle at the cosmopolitan level, where employees are directed by laws, regulations and professional codes); and

independence (principle at the individual level, where employees are guided by personal convictions and personal morality).

Farrell and Fraedrich (1997) clarified Victor and Cullen (1987)'s ethical framework, through contending that an egoistic or instrumental criterion is based on the moral philosophy of egoism, which implies that a consideration of what is in the individual's best interest will dominate the ethical reasoning process. The benevolence or utilitarian criterion is based largely on utilitarian principles of moral philosophy, which suggests that individuals make ethical decisions by considering the positive or negative consequences of actions on reference to others (Farrell & Fraedrich, 1997; Erundu *et al.*, 2004). The principled or deontological criterion is largely based on deontological principles of moral philosophy, which posits that individuals make ethical decisions after considering actions in regard to universal and unchanging principles of right and wrong (Farrell & Fraedrich, 1997; Erundu *et al.*, 2004). This classification of ethical climates has been validated in various organizations, including non-profit ones (Deshpande, 1996; Joseph & Deshpande, 1997). From the discussion above, the second hypothesis is derived:

H2: Egoism, Benevolent and Principled Are the Components of Project Ethical Climate

2.1.3 Performance of Poverty Eradication Projects

Project performance can be viewed narrowly as achievement of intended outcomes in terms of project specification, completing the activities on time, completing the project on the agreed budget, only carrying out activities within the Scope, with requisite performance (technical requirements) (Atkinson, 1999; Pinto & Slevin, 1988; Wateridge,

1998). According to PMI Standards Committee (2004) and Bryde (2005), this is the golden or the iron triangle measurement of project performance i.e. that if the project is completed in time, within budget, and to specification it would achieve the intended objectives thus performing well. This is the operational mindset, which is influenced by the “get the job done” approach (Dvir *et al.*, 2006). Several studies support the inclusion of customer satisfaction as a fourth dimension of project performance (Lipovetsky *et al.*, 1997; Lim & Mohamed, 1999; Zwikael & Globerson, 2006; Kerzner, 2006; Voetsch, 2004; Bryde, 2005). This study therefore adopts the measurement of project performance in terms of Schedule, project quality, Customer satisfaction, time management and achieving project objectives (reducing poverty level).

2.2 Relationship between Stakeholder Involvement, Project Ethical Climate, Commitment to the Project and Performance of Poverty Eradication Projects

Literature shows that there is a relationship between stakeholder involvement and performance of poverty eradication projects, stakeholder involvement and commitment to the project, stakeholder involvement and project ethical climate, project ethical climate and performance of poverty eradication projects, project ethical climate and commitment to the project and a high relationship between commitment to the project and performance of poverty eradication projects. This is discussed below.

2.2.1 Stakeholder involvement and performance of poverty eradication projects

According to literature, there is a strong relationship between Stakeholder involvement and performance of poverty eradication projects. Project managers therefore, have to ensure that the key stakeholders are involved in the activities of the project as this has a

positive impact upon the performance of the project. Stakeholder involvement leads to improved performance of poverty eradication projects, according to Kanungo (1979), stakeholders who are highly involved in the project will put forth substantial effort towards the achievement of project objectives and will be less likely to withdraw from project work yet stakeholders who are lowly involved in the project work are more likely to abandon the project and/or withdraw effort from the project work and either apply that energy to tasks outside the scope of the project or engage in various undesirable on-the-job activities. Cohen's (1999) research also supported the important status of job involvement, through arguing that those individuals with high levels of job involvement, which stem from positive experiences on-the-job (Kanungo, 1979; Witt, 1993), make attributions for these experiences to the organization. Thus, having previously received benefits from the organization and being obligated by the norm of reciprocity (Gouldner, 1960) to repay them, high job involvement employees feel compelled to reciprocate in some form. The findings of the MESsAGE project of (2007) also revealed that involvement of primary stakeholders in the project has a positive effect to performance of the project through creating widespread support for the project, which increases the acceptance and legitimacy of policy plans. According to Liu and Walker (1998) project performance is a function of the performance of each participant in the project. Bourne (2005) demonstrates a direct link between the successful management of the relationships between the project stakeholders and the performance of the project. This is in agreement with the findings of Loo (2002)'s study of internal best practices of project management where a sample of project managers from 34 Canadian organizations that are project-driven was studied. Among the people practices he found out that stakeholder involvement has a significant influence to project performance. This shows that project

overall performance is highly depended to involvement of stakeholders in the various activities of the project. It can therefore be concluded that for poverty eradication projects to perform well, the primary stakeholders have to be involved in the activities of the project. From this discussion, the third hypothesis is derived:

H3: stakeholder involvement positively relates with performance of poverty eradication projects

2.2.2 Stakeholder Involvement and Commitment to the Project

Stakeholder Involvement leads to increased commitment to the project (Kerzner, 1998). Cohen's (1999) research supports this hypothesis as an antecedent to organizational commitment. Specifically, Cohen argued that those individuals with high levels of project involvement, which stem from positive experiences on-the-job (Kanungo, 1979; Witt, 1993), make attributions for these experiences to the project. Thus, having previously received benefits from the project and being obligated by the norm of reciprocity (Gouldner, 1960) to repay them, high job involvement stakeholders feel compelled to reciprocate in some form. Cohen (1999) adds that stakeholders reciprocate to the extent that their positive experiences are attributed to the efforts of project officials. These are reciprocated with increased affective organizational commitment to the persons who caused them. According to Tansky *et al.*, (1997), Job involvement influences affective commitment to the organization and continuance commitment to the organization. Another argument by Cohen (1999) is that normative commitment is positively related to job involvement. Employees that internalize the appropriateness of being loyal to their organization (Meyer & Allen, 1997) are likely to be more involved in their job than those who do not. Strong normative commitment translates into a high job involvement

because one will invest his/her efforts to meet his/her beliefs regarding loyalty expectations. Furthermore, becoming highly involved in one's job is a kind of self-persuasion of the good of being a normative, committed person.

Further still, Job involvement and organizational commitment were the key structures in Cohen's (2000) study, and there was a strong relationship ($r = 0.63$) between job involvement and organizational commitment. Mathieu and Zajac (1990) made a Meta analysis that examined the relationships among antecedents, correlates, and consequences of organizational commitment. They found moderate relationship between job involvement and organizational commitment and the relationship between job involvement and Affective Commitment was stronger than that of job involvement and Continuous Commitment. Likewise, Ketchand and Strawser (2001) stated that the relationship between job involvement and Affective Commitment was stronger ($r = 0.47$) than that of Continuance Commitment ($r = 0.27$) in their meta analysis study of organizational commitment. This research findings show that job involvement affects two dimensions of organizational commitment (Affective Commitment and Normative Commitment), but it has no effect on Continuance Commitment. This finding is in accordance with the results of Freund and Carmeli (2003) and Meyer *et al.* (2002).

According to Meyer and Allen (2002) stakeholder involvement leads to increased affective commitment where stakeholders adopt the project's goals as their own and, therefore, desire to remain with the organization to help it achieve its goals. It is this that leads to increased project performance as Carmeli and Freund (2001) also notes that stakeholders who have high levels of job involvement might reciprocate in the form of

greater affective commitment to the organization leading to increased in-role performance. Mowday (1979) is in agreement with Meyer and Allen (2002) that job involvement is positively related to normative commitment. He contend that stakeholders who internalize the appropriateness of being loyal to their projects are likely to be more involved in his/ her project activities than those stakeholders who do not. Ketchand and Strawser (2001) also believe that high job involvement translates into strong normative commitment because one will invest his/her efforts to meet his/her beliefs regarding loyalty expectations. Furthermore, becoming highly involved in one's job is a kind of self-persuasion of the good of being a normative, committed person. Meyer and Allen's arguments are supported by Abraham Carmeli's (2005) research where highly involved top executives were found with a high level of emotional identification with their organization, which is affected by both the organizational image and their degree of satisfaction. These findings indicate that being involved in the project activities leads to a high level of attachment to the project.

Cleland's (1999) findings coincides with the findings of the earlier studies, he asserts a strong willingness of stakeholders to carry out project activities influences their expectations and perceptions towards the project and this leads to emotional attachment of these stakeholders to the interests of the project and willingness to achieve the project goals. According to Crawford, (2005) and Morris *et al.*, (2006), Stakeholder involvement is one of the core soft skills areas that have been highlighted as being necessary for building commitment to the project in order to achieve desired outcomes. In their study, Cooper, (1998) and Loo, (2002) state that involvement of senior management was found to be essential in building their commitment towards the project in order to avoid wastage

of resources or even termination of the project. Bourne (2005) avers that commitment to the project is strongly influenced by both the expectations and perceptions of its stakeholders, and the capability and willingness of project managers to manage these factors. Palmer (2002) also found a link between stakeholder involvement and project commitment; he argued that involvement of stakeholders like team members and end users helps to gain their commitment towards the project. This coincides with Winter *et al.*, (2006)'s study where he developed a tool as a mechanism for assessing the relative influence of a project's stakeholders to the performance of the project. He found out that understanding stakeholders' expectation as a result of involving them in the various stages of the project life cycle is essential in building their commitment to the project activities. Bourne (2008)'s argument does not differ from the arguments of earlier researchers as he contends that one winning strategy for project commitment would be to develop a culture of stakeholder engagement by developing and nurturing a strong relationship with key stakeholder. From this discussion, the forth hypothesis is derived:

H4: stakeholder involvement positively relates with commitment to the project

2.2.3 Stakeholder Involvement and Project Ethical Climate

Studies have established a positive relationship between stakeholder involvement and project ethical climate. According to Brown (1996), individuals with a high level of involvement possess a high work ethic level as they consider the virtue of work as an end in itself. This coincides with the findings of Dubin (1956) who concluded that high job-involved persons perceive work as a very important aspect of their lives thus maintaining a good work ethical climate. Job involvement therefore leads to ethical climate as it is a major determinant of value of one's work in life. This conclusion is supported by

Kanungo (1979) who noted that stakeholders with a strong work ethic level are those who devote a significant amount of time and involvement to their job. In a recent meta-analysis, Brown (1996) reported a strong corrected correlation of $r = 0.449$ between work ethic and job involvement. However Morrow's (1993) circle-based commitment model assumes that job involvement is not influenced by situation-related conditions because individuals may hold a strong work ethic endorsement without developing a strong feeling of involvement towards a particular job. Morrow's (1993) findings are disputed by Zimmerer and Yasin (1998) who argued that individuals with a strong work ethic level are not only likely to be more involved in their job, but also have a strong normative commitment.

According to the study by Zimmerer and Yasin (1998) about stakeholder involvement of American project managers, stakeholder involvement was found to have a positive influence on ethical climate, demonstrating trust in project activities. Wood's (2002) study examining the ethical implementation, communication and benefits that are put in place by public sector organizations to embed the ethos of their codes into their organization, also revealed that the ethical climate of an organization is determined by involvement of stakeholders in carrying out organizational activities. In the same vein, Starratt (1991), mentioned that the ethical climate of caring, characterized by values such as fidelity to persons and honoring their dignity, is as a result of involving key stakeholders in the project activities. Similarly, Farrar and Crabtree (1999) reported that the culture of care and respect is highly influenced by parents' involvement into school activities. This was emphasized by Griffith (1996 & 1998) who showed that a school

ethical climate characterized by caring for parents as well as students was related to increased parental involvement.

According to Griffith (1996, 1998), ethical climate can also influence stakeholder involvement. In a study of over 33,000 parents in 122 elementary schools, he found out that school ethical climate affected parental involvement through empowerment. He asserts that if parents perceived their school's ethical climate as positive, being empowered by school, this leads to increased involvement. However if parents perceived their school's ethical climate as negative, parent's involvement would reduce. Goldring and Shapira (1993) found similar findings in a study conducted in Israelite schools. Their findings showed that parent empowerment led to higher involvement and contributed to higher parent satisfaction with school. From the foregoing discussion, the fifth hypothesis is derived:

H5 Stakeholder involvement relates with ethical climate of poverty eradication projects

2.2.4 Project Ethical Climate and Performance of Poverty Eradication Projects

Studies have shown that ethical climates influence performance of projects. For example, Deshpande (1996) showed that managers perceived a caring climate as responsible for managerial success in a non-profit organization. In another study conducted in hospitals, a caring climate was found to increase performance of nurses (Joseph and Deshpande, 1997). According to Stajkovic and Luthans (1997), ethical climate affects organizational performance through influencing the ethical standards of people in organizations. According to Berenbeim (2000) project champions have to set codes of ethics that will build a favorable ethical climate in order to ensure responsible ethical stakeholders.

Nijhof *et al.*, (2003) compliments that ensuring that the code values are embedded in the project ethical climate can be one hope to ensure not only responsible individuals but also responsible projects. In his analysis of moral disengagement in organizations, Bandura (1986 and 1999) identifies a number of distinct points at which the individual can disengage from these internal self regulatory mechanisms, these includes moral justification, advantageous comparison, euphemistic labeling, displacement and diffusion of responsibility, diminishing or disregarding the consequences of his/her actions and dehumanization or attribution of blame. It is expected that each of these points will weaken the linkage between the individual's moral reasoning and intention to behave in accordance with that reasoning thus affecting the performance of the project (Bandura, 1986 and 1999). Project ethical climate therefore has a major part to play in enhancing the performance of the project (Wood, 2000). From this discussion, the sixth hypothesis is derived:

H6: project ethical climate positively relates with performance of poverty eradication projects

2.2.5 Project Ethical Climate and Commitment to the Project

Ethical climates have been found to influence performance through increasing commitment (Pritchard & Karasick, 1973). Victor and Cullen (1987 and 1988) indicated that ethical climates influence commitment of employees by providing information about the organization and guidance regarding appropriate conduct. Empirical data from other researchers have also shown that there is a significant and positive association between project ethical climate and commitment to the project. For example, Deshpande's (1996) research examined the impact of ethical climate types (caring, rules, instrumental,

efficiency, and independence) on job commitment in a large non-profit organization. The results of his study indicated that organizational ethical climate influenced some aspects of job commitment. Koh and Boo's (2001) survey of 237 managers in Singapore showed that organizational ethical climate types were associated with job commitment. The findings imply that project leaders can favorably influence project performance outcomes by encouraging, engaging, and rewarding ethical behavior. In their study of the ethical fit of medical workers' attitudes and intentions to turnover, Sims and Kroeck (1994) found that climate types affect attitudes and intentions to turnover, and organizational commitment. A more recent study by Oz (2001) investigating the relationship between the organizational commitment and ethical behavior of 71 IS professionals and 250 other professionals, found that IS professionals were more committed to their organizations than other professionals, implying that organizational ethical climate affects organizational commitment. A study of organizational ethical standards and organizational commitment also lends support to previous studies. The results of the findings suggest that organizational ethical climate standards influence organizational commitment. This is consistent with the findings of Trevino *et al.* (1998) who assert that ethical culture and ethical climate influence organizational commitment. More recently still, Schiebel and Pochtrager (2003) reported that favourable organizational ethical climate increases employees' commitment.

In all literature reviewed, the correlations between ethical climate types and organizational commitment were positive and significant. This implies that favorable project ethical climate would encourage commitment and thus increased performance of poverty eradication project. Project champions have been advised to maintain an ethical

climate in order to improve commitment to the project. These findings are complimented by Cullen *et al.* (1993) who argued that organizational commitment should be higher in organizations with principle and benevolence-based climates than in organizations with egoism-based climates. Stakeholders therefore feel more attached to and may identify themselves more to the values of project that cares about the interests of the stakeholders (Cullen *et al.*, 1993; Mowday *et al.*, 1979). From this discussion, the seventh hypothesis is derived:

H7: project ethical climate positively relates with commitment to the project

2.2.6 Commitment to the Project and Performance of Poverty Eradication Projects

Past studies have defined commitment in many different ways. Mowday *et al.* (1979) and Porter *et al.* (1974) defined organization commitment as the relative strength of an individual's identification with, and involvement in, a particular organization. According to Moorman *et al.*, (1992) commitment is an enduring desire to maintain a valued relationship. Dwyer, Schurr and Sejo (1987) described commitment as the existence of an implicit or explicit pledge of relational continuity of exchange partners. Morgan and Hunt (1994) described commitment as exchange partner believing that an ongoing relationship with another is so important as to warrant maximum efforts at maintaining it. Porter *et al.* (1974) characterized commitment by three factors. These factors are a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization. Allen and Meyer (1990b) conceptualized three components of organizational commitment: affective (i.e., employee's emotional attachment to,

identification with, and involvement in the organization); continuance (i.e., commitment based on the costs that the employee associates with leaving the organization); and normative (i.e., employee's feelings of obligation to stay with the organization).

Various scholars have established that commitment has a positive influence to performance (Lum *et al.*, 1998; Sims & Kroeck, 1994). Commitment to the project affects its performance (Benkhoff, 1997; Brett *et al.*, 1995). Stakeholders with strong affective commitment remain with the project because they want to, and they attach strong belief in and acceptance of the project's goals and values. Stakeholders with strong continuance commitment remain attached to the project because they need to, and they are willing to exert a considerable effort on behalf of the organization. Stakeholders with strong normative commitment remain in the project because they feel they ought to, due to their strong loyalty to the project (Schappe & Doran, 1997). From the foregoing discussion, the eighth hypothesis is derived:

H8: commitment to the project positively relates with performance of poverty eradication projects

2.3 Predictive Potential of Stakeholder Involvement, Project Ethical Climate and Commitment to the Project to the Performance of Poverty Eradication Projects

According to Kanungo (1982), Stakeholder involvement predicts performance of poverty eradication projects, stakeholders who are highly involved in the project will put forth substantial effort towards the achievement of project objectives and will be less likely to withdraw from project work yet stakeholders who are lowly involved in the project work are more likely to abandon the project and/or withdraw effort from the project work and

either apply that energy to tasks outside the scope of the project or engage in various undesirable on-the-job activities. According to Kerzner (1998), Stakeholder Involvement predicts performance of projects through influencing stakeholders' commitment to the project. Cohen's (1999) research supports this hypothesis as an antecedent to organizational commitment. Specifically, Cohen argued that those individuals with high levels of project involvement, which stem from positive experiences on-the-job (Witt, 1993), make attributions for these experiences to the project. Thus, having previously received benefits from the project and being obligated by the norm of reciprocity (Gouldner, 1960) to repay them, high job involvement stakeholders feel compelled to reciprocate in some form. Cohen (1999) adds that the extent to which positive experiences are attributed to the efforts of project officials, these are reciprocated with increased affective organizational commitment to the persons who caused them thus leading to improved performance of poverty eradication projects.

Studies also show that ethical climate predicts performance of poverty eradication projects. For example, in his findings, Deshpande (1996) showed that managers perceived a caring climate as responsible for managerial success in a non-profit organization. In another study conducted in hospitals, a caring climate was found to increase performance of nurses (Joseph and Deshpande, 1997). According to Stajkovic and Luthans (1997), ethical climate predicts organizational performance through influencing the ethical standards of people in organizations. Berenbeim (2000) therefore argued that project champions have to set codes of ethics that will build a favorable ethical climate in order to ensure increased performance of organizations. Ethical climate has also been found to predict performance through increasing commitment (Pritchard &

Karasick, 1973). Victor and Cullen (1987 and 1988) indicated that ethical climates influence commitment of employees by providing information about the organization and guidance regarding appropriate conduct. Empirical data from other researchers has also shown that there is a significant and positive association between project ethical climate and commitment to the project. For example, Deshpande's (1996) research examined the impact of ethical climate types (caring, rules, instrumental, efficiency, and independence) on job commitment in a large non-profit organization. The results of his study indicated that organizational ethical climate influenced commitment thus predicting performance of the organization.

Studies have also indicated that commitment on its own predicts performance of organization (Lum *et al.*, 1998; Sims & Kroeck, 1994), for example, according to Benkhoff (1997), Stakeholders with strong affective commitment remain with the project because they want to, and they attach strong belief in and acceptance of the project's goals and values. Stakeholders with strong continuance commitment remain attached to the project because they need to, and they are willing to exert a considerable effort on behalf of the organization. Stakeholders with strong normative commitment remain in the project because they feel they ought to, due to their strong loyalty to the project (Schappe & Doran, 1997). It is this that leads to improved performance of the organization. From the foregoing discussion, the ninth hypothesis is derived:

H9: Stakeholder involvement, project ethical climate and commitment to the project Predict performance of poverty eradication projects

2.4 Predictive Potential of Stakeholder Involvement and Ethical Climate Components to the Performance of Poverty Eradication

Stakeholder involvement has been categorized into job involvement and work involvement. Job involvement pertains to specific project activity yet work involvement pertains to working attitude in general (work centrality). Job involvement is the degree to which one is engaged in the specific tasks/ activities that make up one's project whereas work involvement/ project centrality is the degree to which one finds carrying out the tasks of the project in the project environment to be engaging. It is the beliefs that individuals have regarding the degree of importance that projects plays in their lives. Project centrality there for looks at the stakeholders willingness to participate in the project yet job involvement looks at stakeholders' willingness to carry out the specific tasks of the present project (Kanungo, 1982).

According to Brown (1996), job involvement and work/ project centrality predict project performance significantly. Kahn (1990) and Pfeffer (1994) argued that if stakeholders are highly involved in the project activities and have a general willingness to work in projects, they will behave well towards the company objectives. They argue that job involvement affected employees' motivation and effort, which subsequently determined project performance.

For highly involved employees, their jobs seem inexorably connected with their very identities, interests and life goals, and are crucially important (Mudrack, 2004). Job involvement develops in the individual through a long and meaningful process (Lodahl & Kejner, 1965). The prevailing assumption in research is that high job involvement is an

inherently desirable attribute of employees (Mudrack, 2004, p. 490), since job involved workers develop strong relationships with their jobs and invest “personal resources” in their current job (Kanungo, 1982). Indeed, highly job involved individuals generally seem to be satisfied with their jobs, to be in characteristic positive moods at work and to be highly committed to their employing organizations, their careers, and their professions (Carson *et al.*, 1995; Cohen, 1995). Moreover, job involved individuals believe that personal and organizational goals are compatible (Chay & Aryee, 1999); tend to focus on job activities even in their spare time – such as thinking of ways to perform even better (Mudrack, 2004); feel competent and successful and are inclined to assist others at work (Holton & Russell, 1997). This in the end leads to high project performance in terms of time management, cost control, improved quality and generally achieving the project objectives.

Work/ project centrality as another component of stakeholder involvement has a strong prediction to performance of poverty eradication projects. According to Paullay *et al.* (1994), stakeholders with high work/ project involvement take work to be of central life interest which makes make them work hard thus leading to high project performance. Dubin (1968), adds that such individuals work for their total self image thus improving the quality of the products they produce hence achieving the project objectives in general. Lodahl and Kejner (1965) believed that individuals with high work involvement participate in their jobs to meet such needs as prestige, self-respect, autonomy, and self-regard. This in the end makes them work to achieve their objective while helping the project to achieve its objectives.

According to Victor and Cullen (1988, 1987) ethical climate is categorized based on two dimensions that is; the ethical criteria used in decision making (egoism, benevolence, principle); and the locus of analysis (individual, local, cosmopolitan). According to Victor and Cullen (1988, 1987), egoism focuses on maximizing self-interest, benevolence focuses on maximizing joint interests and principle looks at adherence to moral principles. The adoption of these criteria assumes that organizations or organizational subgroups may be prototypically benevolent, principled, or egoistic (Victor & Cullen, 1988). The locus of analysis dimension refers to who is considered when contemplating ethical or moral issues, or the limits of consideration when making moral judgments. The locus of analysis may be at the individual, local (organizational), or cosmopolitan (social) level. A cross-tabulation of these two dimensions produced nine potential ethical climates. In a factor analysis performed by Victor and Cullen (1988), these nine factors were collapsed into five ethical climates: caring (egoism at the cosmopolitan level and benevolence at all levels, where employees have genuine interest in others' welfare); instrumental (egoism at the individual and local levels, where personal and organizational interests are most important); rules (principle at the local level, where employees are mainly directed by organizational rules and procedures); law-and-code (principle at the cosmopolitan level, where employees are directed by laws, regulations and professional codes); and independence (principle at the individual level, where employees are guided by personal convictions and personal morality).

Ethical climate has been argued to have a high predictive potential of performance of projects. According to Victor and Cullen (1988), ethical climates influence attitudes and behaviors of stakeholders by providing information about the project and guidance

regarding appropriate conduct thus predicting the performance of projects. Empirical data from other researchers have also shown that there is a significant and positive association between project ethical climate and project performance, for example, Deshpande's (1996)'s research examined the impact of ethical climate types (caring, rules, instrumental, efficiency, and independence) on various facets of organizational performance (quality management, cost control and customer satisfaction) in a large non-profit organization. The results of his study indicated that organizational ethical climate influenced some aspects of organizational performance. Koh and Boo's (2001) survey of 237 managers in Singapore showed that organizational ethical climate types were associated with organizational performance. The findings imply that organizational leaders can favorably influence organizational performance by encouraging, engaging, and rewarding ethical behavior (Cullen *et al.*, 2003).

Another study conducted by Rosenblatt and Peled (2002) investigated these five dimensions of ethical climate in Israelite schools in which they identified two conspicuous climate types: caring and formal (the latter characterized by both rules and law-and-code). The two climates emerged as the most powerful and valid predictors of school performance. Caring climate which is characterized by the employees' genuine interest in each other's welfare inside and outside the organization was found to be a major predictor of organizational performance. At work, a caring group shows concern for all organizational stakeholders affected by their decisions. A formal climate which emphasizes organizational rules and professional codes, and encourages respect for the stakeholders was also found to a major predictor of organizational performance. In such a climate employees are expected to follow the rules of the organization and adhere to the

codes and regulations of their organization. It is through ethical rules that everyone in the organization learns how to behave, which values are held in high esteem, and which behaviors are rewarded (Appelbaum *et al.*, 2005). Because a formal ethical climate is based on fair resource distribution and transparent procedures, it is perceived as protecting employees from abusive treatment by management and others. From this discussion, the tenth hypothesis is derived:

H10: Stakeholder Involvement and Ethical Climate Components Predicts Performance of Poverty Eradication Projects

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter covers the way the research was carried out in line with the research design, the procedures of sampling, Source of data, methods of data collection, processing and analysis and measurement of study variables.

3.1 Research Design.

The study adopted a cross sectional and quantitative survey design. Correlational and regression designs were adopted to explain the relationships between the variables of study and the extent to which the independent variables explain project performance the dependent variable. This is because the objective was to examine the relationship between variables and the predictive potential of independent variables to the dependent variables.

3.2 Study Population.

The study population was 2,062 NAADS projects undertaken in the 28 sub-counties of Mukono district. These comprise of 14214 team members/ farmers and 569 NAADS project coordinators, giving a total of 14,783 stakeholders (NAADS physical progress report for the 4th quarter of Financial Year 2008/09). Mukono district was selected to be the study area because the District has had the benefit of being first on many government pilot programs; namely decentralization, the IDA/UNCDF, District Development Program (DDP), and now NAADS (NAADS baseline study report of 2002). Two categories of stakeholders of the project were considered, these included sponsors/

coordinators, project beneficiaries/ team members. These were considered because they are the key stakeholders who run NAADS projects (Baker, *et al.*, 1988).

3.3 Sampling Procedure and Target Sample Size.

The research sample consisted of 323 projects of the population of 2062 projects which was determined using the approved sampling table of Krejcie and Morgan by Bartlett et al., (2001). This study adopted a multi stage sampling procedure in order to get representative views of the various stakeholders on performance of poverty eradication projects in Uganda. This involved using proportionate sampling to select the 323 projects in the 28 sub-counties of Mukono district and 370 project stakeholders (respondents) who comprised of 356 farmers/ team members and 14 NAADS coordinators from the 323 projects. Simple random sampling was used to select respondents of the two categories (team members and or project coordinators) from each project. This is illustrated in table 1 below. The unit of analysis in this study was projects in the 28 sub-counties of Mukono district. In this study, project team members included the key beneficiaries who are the farmers and the project coordinators who were NAADS administrators and technical team who represented the project sponsors (government).

Table 1: Sampling Method and Size

No	Sub-county	POPULATION (projects)	SAMPLE SIZE (Projects)	RESPONSE (Projects)
1	Bugaya	38	6	5
2	Buikwe	75	12	11
3	Busamuzi	60	9	8
4	Bweema	40	6	5
5	Goma	78	12	11
6	Kasawo	139	22	19
7	Kawolo	55	9	8
8	Kimmenyedde	78	12	11
9	Koome	47	7	6
10	Kyampisi	79	12	11
11	Lugazi TC	47	7	6
12	Mukono TC	54	8	7
13	Nabbale	79	12	11
14	Nagojje	68	11	10
15	Nairambi	60	9	8
16	Najja	96	15	13
17	Najjembe	79	12	11
18	Nakisunga	80	13	12
19	Nama	75	12	11
20	Ngoggwe	84	13	12
21	Njeru TC	76	12	11
22	Nkokonjeru	45	7	6
23	Ntenjeru	113	18	17
24	Ntunda	53	8	7
25	Nyenga	98	15	13
26	Seta-Namuganga	85	13	12
27	Ssi-bukunja	105	16	15
28	Wakisi	76	12	12
Total		2062	323	286
				(88.5% response rate)

Source: Adopted from NAADS physical progress report for the 4th quarter of Financial Year 2008/09

The response rate was 88.5% that is to say, 286 projects represented by 1 respondent per project. This is an acceptable response rate as per the rule of thumb of Roscoe (1975) as cited by Sekaran (2000), sample sizes of larger than 30 and less than 500 are appropriate for most research.

3.4 Data Sources

- **Primary Data**

The required primary data was collected directly from the respondents (project stakeholders) of NAADS projects. This was done through administering a structured questionnaire with the help of one research assistant. Respondents were guided through the questionnaires to ensure high level of accuracy in the data collection process.

- **Secondary Data**

Secondary data was used to support the empirical findings of the study. This data was obtained from existing literature in previous research paper findings, News papers, reports and conference proceedings. This literature relates to Stake holder involvement, project ethical climate, commitment to the project and performance of poverty eradication projects in Uganda. This data was obtained from NAADS secretariat report, news papers, ministry of agriculture, online libraries, Uganda Bureau of Statistics and Public libraries.

3.5 Data Collection Instrument

Primary data was collected through administering a Questionnaire. The questionnaire contained structured questions relating to each study variable in question. The questions related to Stakeholder involvement, project ethical climate, commitment to the project and performance of poverty eradication projects in Uganda. The respondents answered based on the extent to which they agree or disagree with the statements in the

questionnaire. Secondary data was obtained through literature review of previous research findings and existing literature on each study variable.

3.6 Measurement of Variables

The independent variables were stakeholder involvement ethical climate and commitment to the project while the dependent variable was Performance of poverty eradication project. For all variables a structured and standard questionnaire was used and all variables were measured on interval scales.

- Stakeholder involvement; was measured using the stakeholder involvement questionnaire developed by Kanungo (1982). This has two categories; job involvement which tested the stakeholders' willingness to carry out the current project activities and work centrality which tested the stakeholders' general willingness to carry out activities in project setting. Each of the two categories was measured by items on a five-point scale, where 5 represented "strongly agree" and 1 represented "strongly disagree".
- Project Ethical Climate; A questionnaire developed by Victor and Cullen (1993) was adopted to assess the ethical climate of the projects. This involved three categories; Egoistic which tested personal interest, Benevolent which tested team interest and Principled which tested adherence to rules, standards and operating procedures. Each of the three categories was measured by items on a five-point scale, where 5 represented "strongly agree" and 1 represented "strongly disagree".

- Commitment to the project was measured using the instrument developed by Allen and Meyer (1990b). This involved testing commitment to the project in terms of three categories; Affective (stakeholder's emotional attachment to, identification with, and involvement in the project activities), Continuance (commitment based on the costs that a stakeholder associates with abandoning the project) and Normative (stakeholder's feelings of obligation to stay with the project). Each of the three categories was measured by items on a five-point scale, where 5 represented "strongly agree" and 1 represented "strongly disagree".
- Project performance; this was measured using four dimension; Schedule overrun (this tests whether the project committed outputs were delivered within the agreed timeframe), Cost overrun (this tests whether the committed outputs were produced within the agreed budget), Project quality (this tests whether all committed outputs were delivered and met agreed quality standards), Customer satisfaction (this tested whether the project customers achieved all the targeted outcomes), Achieving project objectives (this tested whether the government achieved its major objectives, the key one being reducing poverty level) (NAADS secretariat report of 2003/04; Lipovetsky *et al.*, 1997; Lim and Mohamed, 1999; Zwikael and Globerson, 2006; Kerzner, 2006; Voetsch, 2004; Bryde, 2005). Each of the four categories was measured by items on a five-point scale, where 5 represented "strongly agree" and 1 represented "strongly disagree".

3.7 Reliability of the instrument

The research instrument was examined for its reliability by using Cronbach's Alpha value. All the items included in the scale adopted from reviewing literature on Stakeholder involvement, project ethical climate, commitment to the project and performance of poverty eradication projects in Uganda. This is in line with Ssekaran, (2000) that the research instrument used to collect data from the respondents should be valid and able to yield similar results at all time.

Table 2: Reliability of the instrument

Variable	Anchor	Cronbach Alpha Value
Stakeholder involvement	5 Point	0.697
Project ethical climate	5 Point	0.696
Commitment to the project	5 Point	0.915
Performance of poverty eradication projects	5 Point	0.845

Source: primary data

The results showed that the instrument was reliable with a coefficient that was above 0.5.

3.8 Data Processing and Analysis

The data collected was edited for incompleteness and inconsistency. The Statistical package for social scientists (SPSS) version 16.0 was used for data entry and analysis. Pearson's correlation coefficient was used to establish the relationships between stakeholder involvement, project ethical climate, commitment to the project and performance of poverty eradication projects. Multiple Regression Analysis was used to determine how the predictor variables can explain the dependent variable. This is because there are more than one variable affecting the dependent variable.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF FINDINGS

4.0 Introduction

This chapter is comprised of the presentation and analysis of findings. It includes descriptive statistics, factor analysis, correlation analysis and regression analysis. These show the results as tested by the objectives of the study which were;

- To examine the components of stakeholder involvement and ethical climate in the performance of poverty eradication projects
- To establish the relationship between stakeholder involvement, project ethical climate, commitment to the project and performance of poverty eradication projects
- To determine the predictive potential of stakeholder involvement, project ethical climate and commitment to the project to the performance of poverty eradication projects
- To examine the predictive potential of stakeholder involvement and ethical climate components to the performance of poverty eradication

4.1 Sample Characteristics

This section presents the general characteristics of respondents and projects. Cross tabulations were used to indicate variations in the respondents' characteristics.

4.1.1 Sampling Characteristics of Respondents

The results in table 3 below highlight the respondents' background characteristics in form of category, age, gender, marital status, working experience in projects, highest education attained and professional skill

Table 3: Sampling Characteristics of Respondents

		Count	Percent	Mean	St. Dev
Category of stakeholder:	Project Team	263	92.0	1.08	0.27
	Coordinators	23	8.0		
	Total	286	100.0		
Age Group	24 yrs & Below	6	2.1	3.17	0.79
	25 - 34 yrs	51	17.8		
	35 - 44 yrs	116	40.6		
	45 yrs & Above	113	39.5		
	Total	286	100.0		
	Male	139	48.6	1.51	0.50
	Female	147	51.4		
Gender	Total	286	100.0		
	Single	16	5.6	2.09	0.51
	Married	239	83.6		
	Divorced	21	7.3		
	Others	10	3.5		
Marital status	Total	286	100.0		
	Diploma	40	14.0	5.16	1.79
	Degree	6	2.1		
	Masters	3	1.0		
	PHD	10	3.5		
	Others	227	79.4		
	Total	286	100.0		
Highest education attained	Project	11	3.8	2.05	0.35
	Management				
	None	250	87.4		
	Others	25	8.7		
	Total	286	100.0		

Source: primary data

It was observed that the majority of the respondents were Project Team Members (92%) while 8% were project coordinators. Generally speaking, the average respondent was a project team member (Mean = 1.08). Furthermore, most of the respondents were in the

age bracket of between 35 to 44 years (41%), between 25 and 34 years were 18 %, 45 and above were 40% while the least age bracket was between 24 years and below (2%). Generally the average respondent was aged between 35 and 44 years (Mean = 3.17). This shows that majority of people who participate in NAADS activities are in the active age bracket. It was also found out that majority of the respondents were female (51%) while male respondents were 49%. This indicates that both male and female participate in the projects. Further still, most of the respondents were married (84%) while the divorced were 7%, 6% were singles and the least respondents were in the others category (did not disclose). This implies that the average respondent was a married person (mean = 2.09)

Findings also indicate that most respondents were below diploma level (certificate, secondary, primary and non formal) as their highest education attained (79%), 14% of respondents attained diploma as their highest education level, 2% degree level, 1% masters level and 4% had attained PhD as their highest level of education. Generally, the average respondent had attained less than a diploma as the highest education (mean = 5.16). This would imply that most people who participate in NAADS projects are the ones who fail to get formal employment due to lack formal education. However there were outliers as seen from the high standard deviation (1.79). In relation to the above, only 4% of the respondents had studied project management as a professional course, yet 9% of them had qualifications in other professional programs like ACCA and the majority of the respondents did not have any professional qualification. This implies that the average respondent did not have any professional qualification (mean = 2.05)

4.1.2 Background characteristics of the Projects

The results in table 4 below show the ranking of variables on the projects that were investigated.

Table 4: Project Ranking on the Variables

	No of Projects	Min	Max	Mean	Std. Deviation
Stakeholder Involvement	286	1.75	4.67	3.69	0.40
Perceived Ethical Climate	286	1.56	4.72	3.65	0.47
Commitment	286	1.44	5.00	3.89	0.72
Performance of poverty Eradication Project	286	1.86	4.71	3.67	0.47

Source: primary data

Results in table 4 above indicated that all the 286 projects did not perform well in terms of Stakeholder Involvement (3.69), Project Ethical Climate (3.65), Commitment to the Project (3.89) and Performance of poverty Eradication Project (3.67). This is true because the mean was less than 4.000 and the standard deviation of all the constructs was less than one, an indication that there were no outliers.

Table 5: Period for which projects have been running

	No of Projects	Percent	Mean	St. Dev
Period for which projects have been Running	Less than 2 yrs	85	29.7	1.94
	2 - 5 yrs	133	46.5	
	6 - 8 yrs	67	23.4	
	More than 8 yrs	1	.3	
	Total	286	100.0	

Source: primary data

The results in table 5 above show that most of the projects had been running for a period of between 2 to 5 years (47%) while 30% had run for less than 2 years, 23% had been in operation for a period of between 6 and 8 years and only 0.3% had been running for a period of more than 8 years. Generally the average project had been running for a period between 2 to 5 years (mean = 1.94). This shows that most of the projects visited had enough experience of NAADS activities.

4.2 Components of Stakeholder Involvement and Ethical Climate That Predict the Performance of Poverty Eradication Projects

Results indicated that Job Involvement and Project Centrality are the major components of Stakeholder Involvement that influence performance of poverty eradication projects. Results also indicated that in influencing poverty eradication projects, Benevolent is the major component of project ethical climate followed by Principled and then Egoism.

4.2.1 Stakeholder Involvement

The results in table 6 below highlight the relative composition of stakeholder involvement in the projects. Factor analysis was used in order to determine those components of stakeholder involvement that have more factor loadings than others. This was done in response to the first objective which was intending to examine the components of stakeholder involvement and ethical climate in the performance of poverty eradication projects

Table 6: Factor Analysis of Stakeholder Involvement

Factor Analysis Results: Stakeholder Involvement	Job Involvement by role	Project Centrality
I don't mind spending half an hour past finishing time, if I can accomplish the project activity I have been working on.	.601	
Often when I am not engaged in project work, I find myself thinking about things that I have done or things that need to be done in the project.	.617	
Am willing to work overtime to accomplish un finished tasks	.624	
I am absorbed in the activities that I carry out in this project.	.618	
I am very much involved personally in the activities I do in this project.	.621	
I often try to think of ways of doing my activities more effectively.	.693	
I am really interested in my project work.	.636	
I really feel as if the team's problems are my problems.	.649	
In general I am involved in my "work environment" (for example, the team, or NAADS project in general).	.626	
I am very much involved in what goes on with other stakeholders	.685	
I have other activities that I do which are more important than my project activities.		.625
Working in a project setting should be considered central to life.		.538
Most things in life are more important than project work.		.527
Overall, I consider working on projects to be very central to my existence.		.536
Eigen Value	3.259	1.160
Variance %	46.552	16.571
Cumulative %	46.552	63.123

Source; Primary data

Results in table 6 above indicate that Job Involvement by role and Project Centrality are the major components of the Stakeholder Involvement variable and they comprise variances of 47% and 17% respectively. With Job involvement by role, specific issues that should not be overlooked if performance of poverty eradication projects is to be improved had to do with ensuring that team members are willing to give in more time past finishing time, if they can accomplish the project activities they have been working on (.601), ensuring that stakeholders thinking about project's activities that need to be done in the project (.617), ensuring that stakeholders are fully absorbed in the activities that they carry out in the project (.618), making sure that stakeholders always think of ways of doing their project activities more effectively (.693). With project centrality, specific issues that were emphasized if performance of poverty eradication projects is to be improved had to do with ensuring that stakeholders give project activities the first priority compared to other activities that they do outside the project (.625) and ensuring that working in a project setting is considered central to the life of stakeholders (.538). These findings conform to *H1*: which says that Job involvement and project centrality are the components of Stakeholder involvement.

4.2.2 Project Ethical Climate

The results in table 7 below highlight the relative composition of project ethical climate in the performance of poverty eradication projects. Factor analysis was used in order to determine those components of project ethical climate that have more factor loadings than others. This was done in response to the first objective which was intending to examine the components of stakeholder involvement and ethical climate in the performance of poverty eradication projects.

Table 7: Factor Analysis of Project Ethical Climate

	Benevolent	Principled	Egoism
Factor Analysis Results: Project Ethical Climate			
What is best for each individual is a primary concern in this project	.844		
It is expected that each individual is cared for when making decisions in this project	.783		
The most important concern is the good of all the people in the project (BL).	.632		
People in this project view team spirit as important	.610		
Our major consideration is what is best for everyone in the project	.447		
The effects of decisions on the public are a primary concern in this project (BC).	.755		
People in this project are actively concerned about the public interest	.751		
People in this project have a strong sense of responsibility to the outside community	.794		
Everyone is expected to stick by project rules and procedures		.788	
In this project, the law or ethical code of the profession is the major consideration (PC)		.845	
People are expected to comply with the law and professional standards over and above other considerations		.788	
The first consideration is whether a decision violates any law		.767	
In this project, people are expected to strictly follow legal or professional standards		.693	
The most efficient way is always the right way, in this project (EC)			.792
The major responsibility for people in this project is to consider efficiency first			.794
In this project, each person is expected, above all, to work efficiently			.804
Efficient solutions to problems are always sought here			.664
Eigen Value	4.752	1.924	1.374
Variance %	39.602	16.036	11.451
Cumulative %	39.602	55.638	67.089

Source; primary data

Results in table 7 above indicate that Benevolent is the major component of project ethical climate variable with a variance of 40 %, followed by Principled with a variance of 16% and Egoism with a variance of 12%. With Benevolent, specific issues that should not be overlooked if performance of poverty eradication projects is to be improved had to do with ensuring that individuals' concerns are catered for in the project (.844), ensuring that each individual in the project is cared for when making decisions that affect stakeholders (.783), promoting team spirit among stakeholders of the project (.610), interests of the general public should be a primary concern when making decisions in the project (.755) and making sure that people in the project have a strong sense of responsibility to the outside community (.794). With Principled, specific issues that should be emphasized if performance of poverty eradication projects is to be improved had to do with ensuring that every stakeholder of the project sticks to project rules and procedures set (.788), making sure that ethical code of the profession is the major consideration in the project (.845) and ensuring that no decision is taken in the project if it violates any professional laws (.767). With Egoism, specific issues that should be emphasized if performance of poverty eradication projects is to be improved had to do with ensuring that the most efficient way is always the right way of doing work in the project (.792), making sure that the major responsibility for people in the project is considering efficiency first (.794), ensuring that above all, each person in the project works efficiently (.804) and ensuring that efficient solutions to problems are always sought in the project (.664). These findings conform to *H2*: which says that Egoism, Benevolent and Principled Are the Components of Project Ethical Climate.

4.3 Relationship between Stakeholder Involvement, Project Ethical Climate, Commitment to the Project and Performance of Poverty Eradication Projects

The second objective of the study was to establish the relationships between Stakeholder Involvement, Project Ethical Climate, Commitment to the Project and Performance of Poverty Eradication Projects. In order to achieve this, the Pearson (r) correlation coefficient was computed given the interval nature of the data and the need to test the direction and strength of this relationship. Table 8 below presents the correlation analysis results.

Table 8: Pearson (r) Correlation Coefficient of The Variables

	1	2	3	4	5	6	7	8	9	10	11	12
Job Involvement-1	1.000											
Project Centrality-2	.376**	1.000										
Stakeholder Involvement-3	.895**	.750**	1.000									
Egoism-4	-.338**	-.156**	-.317**	1.000								
Benevolent-5	.284**	.153**	.277**	-.319**	1.000							
Principled-6	.424**	.387**	.489**	-.209**	.250**	1.000						
Project Ethical Climate-7	.430**	.302**	.453**	-.504**	.810**	.623**	1.000					
Affective-8	.390**	.190**	.370**	-.228**	.336**	.231**	.317**	1.000				
Normative-9	.297**	.206**	.311**	-.207**	.278**	.162**	.232**	.674**	1.000			
Continuance-10	.216**	.311**	.304**	-.167**	.113	.262**	.183**	.413**	.628**	1.000		
Commitment-11	.340**	.286**	.380**	-.232**	.269**	.257**	.276**	.771**	.910**	.846**	1.000	
Performance of Poverty Eradication Project -12	.537**	.427**	.589**	-.323**	.432**	.410**	.493**	.376**	.358**	.316**	.407**	1.000

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

Source; primary data

The results from table 8 above indicate that stakeholder involvement, ethical climate and commitment to the projects positively relate to performance of poverty eradication projects. This implies that in order to improve the performance of poverty eradication projects, stakeholders should be highly involved in the activities of the project, ensure that the ethical climate of the project is good and ensure that stakeholders are committed to the project.

4.3.1 Stakeholder Involvement and Performance of Poverty Eradication Projects

The results indicated that stakeholder involvement and performance of poverty eradication projects are positively related ($r = .589^{**}$, $p < .01$). It was also observed that the elements of Stakeholder Involvement i.e. Job Involvement and Project Centrality are positively related to performance of poverty eradication projects with the parameters ($r = .537^{**}$, $p < .01$) and ($r = .427^{**}$, $p < .01$) respectively. These results imply that if team members are willing to work overtime to accomplish unfinished tasks and consider working on projects to be very central to their life, this may improve the quality of products and services that the project comes up with, a measure of Performance of poverty eradication projects. This conforms to *H3*: that states that stakeholder involvement positively relates with performance of poverty eradication projects.

4.3.2 Stakeholder Involvement and Commitment to the Project

The results indicated that stakeholder involvement and commitment to the projects are positively related ($r = .380^{**}$, $p < .01$). It was also observed that the elements of Stakeholder Involvement i.e. Job Involvement and Project Centrality are positively related to commitment to the projects with the parameters ($r = .340^{**}$, $p < .01$) and ($r = .286^{**}$, $p < .01$) respectively. These results imply that if stakeholders are fully absorbed in the project activities that they carry out in the project and often do extra work beyond what is expected of them, they are more likely to become

emotionally attached to the project and therefore loyal to the objectives of the project, a measure of commitment to the project. These results concur with *H4*: which states that stakeholder involvement positively relates with commitment to the project

4.3.3 Stakeholder Involvement and Project Ethical Climate

The results indicated that stakeholder involvement and project ethical climate are positively related ($r = .453^{**}$, $p < .01$). It was also observed that the elements of Stakeholder Involvement i.e. Job Involvement and Project Centrality are positively related to project ethical climate with the parameters ($r = .430^{**}$, $p < .01$) and ($r = .302^{**}$, $p < .01$) respectively. These results imply that if team members are very much involved in the activities of the project and therefore consider working on projects to be very central to their life, this may increase stakeholders concern for the project's interests and even follow strictly the project's rules and procedures, a measure of project ethical climate. This conforms to *H5* which states that Stakeholder involvement positively relates with project ethical climate.

4.3.4 Project Ethical Climate and Performance of Poverty Eradication Projects

The results show that project ethical climate and performance of poverty eradication projects are positively related ($r = .493^{**}$, $p < .01$). It was also observed that the elements of project ethical climate i.e. Benevolent and Principled are positively related to performance of poverty eradication projects with the parameters ($r = .432^{**}$, $p < .01$) and ($r = .410^{**}$, $p < .01$) respectively. These results imply that if People in the project view team spirit as important and are actively concerned about public interest, this will probably improve the quality of products and services that the project comes up with and even improve the income level of project beneficiaries, both a measure of Performance of poverty eradication projects. The results conform to *H6*: which states

that project ethical climate positively relates with performance of poverty eradication projects. However results indicate that Egoism the third element of project ethical climate is negatively related to performance of poverty eradication projects with the parameter of ($r = -.323^{**}$, $p > .01$). This implies that if project stakeholders are very concerned about what is best for themselves and protect their own interest above other considerations, this can lead to failure of completing the project activities in the agreed time and Project products shall not meet the required quality standards, both a measure of Performance of poverty eradication projects. The results disqualify *H6*: which states that project ethical climate positively relates with performance of poverty eradication projects.

4.3.5 Project Ethical Climate and Commitment to the Project

The results show that project ethical climate and commitment to the project are positively related ($r = .276^{**}$, $p < .01$). It was also observed that the elements of project ethical climate i.e. Benevolent and Principled are positively related to commitment to the project with the parameters ($r = .269^{**}$, $p < .01$) and ($r = .257^{**}$, $p < .01$) respectively. These results imply that if project stakeholders strictly obey the project policies and view team spirit as important, they will feel a strong sense of belonging to the project and an obligation to remain part of the project. This qualifies *H7*: which states that project ethical climate positively relates with commitment to the project. However results indicate that Egoism the third element of project ethical climate is negatively related to commitment to the project with the parameter of ($r = -.232^{**}$, $p > .01$). This implies that if project stakeholders are very concerned about what is best for themselves and protect their own interest above other considerations, they might not have the sense of obligation to the people in the project and they may have many other options to consider thus leaving the

project. This disqualifies *H7*: which states that project ethical climate positively relates with commitment to the project.

4.3.6 Commitment to the Project and Performance of Poverty Eradication Projects

Findings indicated that commitment to the project and performance of poverty eradication projects are positively related ($r = .407^{**}$, $p < .01$). It was also observed that the elements of commitment to the project i.e. Affective, Normative and Continuance are positively related to performance of poverty eradication projects with the parameters ($r = .376^{**}$, $p < .01$), ($r = .358^{**}$, $p < .01$) and ($r = .316^{**}$, $p < .01$) respectively. These results imply that if stakeholders feel emotionally attached to the project and have an obligation to remain part of the project, this will probably improve the quality of products and services that the project comes up with, thus producing products that meet the needs of the customers/ buyers, both a measure of Performance of poverty eradication projects. This qualifies *H8*: which states that commitment to the project positively relates with performance of poverty eradication projects

4.4 Predictive Potential of Stakeholder Involvement, Project Ethical Climate and Commitment to the Project to the Performance of Poverty Eradication Projects

Regression analysis was employed to assess the degree to which Stakeholder Involvement, Project Ethical Climate and Commitment to the project can predict performance of Poverty Eradication Projects. This was done in response to the third objective which was seeking to determine the predictive potential of stakeholder involvement, project ethical climate and commitment to the project to the performance of poverty eradication projects. Table 9 below shows the results from regression analysis.

Table 9: Regression Analysis of Global Variables

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model	B	Std. Error	Beta		
(Constant)	.561	.211		2.653	.008
Stakeholder Involvement	.463	.060	.401	7.659	.000
Project Ethical Climate	.258	.050	.261	5.173	.000
Commitment	.119	.032	.183	3.760	.000
Dependent Variable: Performance of Poverty Eradication Projects					
R Square	0.439			F Statistic	73.643
Adjusted R Square	0.433			Sig.	0.000

Source; primary data

The results in table 9 above show that Stakeholder Involvement, Project Ethical Climate and Commitment to the project can predict 43% of the variance in Performance of Poverty Eradication Projects (Adjusted R Square = .433). The remaining 57% is predicted by other factors outside this study. It was also noted that Stakeholder Involvement (Beta = .401, sig. < .01) is a better predictor of Performance of Poverty Eradication Projects than Project Ethical Climate (Beta = .261, sig. <.01) and Commitment to the project (Beta = .183, sig. <.01). This implies that management of poverty eradication projects should ensure that project stakeholders

are highly involved in project activities in order to improve performance of these projects. The regression model was also valid (sig. <.01). These findings qualify *H9*: which states that Stakeholder involvement, project ethical climate and commitment to the project Predict performance of poverty eradication projects.

4.5 Predictive Potential of Stakeholder Involvement and Ethical Climate Components to the Performance of Poverty Eradication projects

Regression analysis was also employed to assess the degree to which the components of stakeholder involvement and ethical climate can predict Performance of poverty Eradication Project. This was done to determine the better predictor component as a response to the fourth objective which was intending to examine the predictive potential of stakeholder involvement and ethical climate components to the performance of poverty eradication projects. Table 10 below presents the regression analysis results.

Table 10: Regression Analysis of Components of Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.830	.249		3.336	.001
Job Involvement	.302	.059	.281	5.117	.000
Project Centrality	.153	.041	.191	3.760	.000
Egoism	-.026	.019	-.067	-1.371	.172
Benevolent	.125	.026	.236	4.748	.000
Principled	.103	.051	.106	2.030	.043
Affective	.024	.046	.033	.529	.597
Normative	.036	.036	.071	.995	.321
Continuance	.034	.028	.072	1.210	.227
Dependent Variable: Performance of Poverty Eradication Project					
R Square	0.460			F Statistic	29.48
Adjusted R Square	0.444			Sig.	0.000

Source; primary data

The results in table 10 above show that the components of stakeholder involvement i.e. job involvement and project centrality can predict performance of poverty eradication projects. However job Involvement (Beta = .281, sig. < .01) is a better predictor of Performance of Poverty Eradication Projects than project centrality (Beta = .191, sig. < .01). This implies that management of poverty eradication projects should ensure that project stakeholders are highly involved in the project activities and put less effort on the general liking of projects thus improving performance of these projects.

The results show that the components of ethical climate i.e. Benevolent and Principled can predict performance of poverty eradication projects. Benevolent (Beta = .236, sig. < .01) is a better predictor of Performance of Poverty Eradication Projects than Principled (Beta = .106, sig. < .01). Egoism (Beta = -.063, sig. < .01) the third component of Project Ethical Climate does not predict performance of Poverty Eradication projects. This implies that management of poverty eradication projects should put emphasis on benevolent by ensuring that stakeholders have concern for each other in the project in order to improve performance of these projects. Less efforts should be put on principled and Egoism should be discouraged (individuals having concern for the own interests). The regression model was also valid (sig. < .01). These results qualify *H10*: which states that Stakeholder Involvement and Ethical Climate Components Predicts Performance of Poverty Eradication Projects

The results showed that the components of commitment to the projects i.e. affective, normative and continuance do not predict performance of projects independently. Affective (Beta = .033, sig. > .01), Normative (Beta = .071, sig. > .01) and Continuance (Beta = .072, sig. > .01). this implies managers of poverty eradication projects cannot increase performance of projects emphasizing commitment independently.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.0 Introduction

The study focused on the relationship between stakeholder involvement, ethical climate, commitment to the project and performance of poverty eradication projects. The study was carried out to find out whether performance of poverty eradication projects can be attributed to stakeholder involvement and project ethical climate. This chapter is divided into five sections, discussion of findings, conclusions, recommendations, limitations to the study and areas for further research. These sections are guided by the study objectives.

5.1 Discussion of Findings

The discussion of the findings is in relation with the objectives of the study. These are discussed below.

5.1.1 Components of Stakeholder Involvement and Ethical Climate that predicts

Performance of Poverty Eradication Projects

Results from factor analysis indicated that Job Involvement and Project Centrality are the major components of the Stakeholder Involvement that influence performance of poverty eradication projects. Results also indicated that Benevolent is the major component of project ethical climate followed by Principled and then Egoism which influence performance of poverty eradication projects

5.1.1.1 Components of Stakeholder Involvement

Results from factor analysis indicated that Job Involvement and Project Centrality are both components of the Stakeholder Involvement variable. However Job involvement takes a bigger percentage (47%) compared to project centrality (17%). Job involvement takes a bigger percentage most likely because most people in Uganda are mainly looking forward to carrying out any activity that solves their problem (poverty eradication) without minding whether these activities are in project setting or not. As a conformation to H1, these findings mean that for stakeholders' job involvement to increase, managers have to ensure that stakeholders are willing to give in more time than the normal working time in order to accomplish the project activities, ensuring that stakeholders think about projects activities that need to be done in the project, ensuring that stakeholders are fully absorbed in the activities that they carry out in the project, making sure that stakeholders always think of ways of doing their project activities more effectively than the usual ones. For project centrality to increase, project managers have to ensure that stakeholders give project activities the first priority compared to other activities that they do outside the project and ensuring that stakeholders consider working in a project setting central to their life.

5.1.1.2 Project Ethical Climate

Results from factor analysis also indicated that Benevolent is the major component of project ethical climate variable (40 %), followed by Principled (16%) and Egoism (12%). Benevolent is a major component of ethical climate most likely because in Uganda people are so social and therefore think that they can easily solve problems through collective efforts. As a qualification of H2, these results mean that in order to improve the project ethical climate, Benevolent should be improved through ensuring that individuals' concerns are catered for in the project, ensuring

that each individual in the project is cared for when making decisions that affect them, promoting team spirit among stakeholders of the project, interests of the general public should be a primary concern when making decisions in the project and making sure that people in the project have a strong sense of responsibility to the outside community. For principled component to improve, specific issues that should be emphasized include ensuring that every stakeholder of the project sticks to project rules and procedures set, making sure that ethical code of the profession is the major consideration in the project and ensuring that no decision is taken in the project if it violates any professional laws. For egoism to reduce among members, specific issues that should be emphasized include; ensuring that the most efficient way is always the right way of doings in the project, making sure that the major responsibility for people in the project is considering efficiency first and ensuring that above all, each person in the project work efficiently

5.1.2 Relationship between Stakeholder Involvement, Project Ethical Climate, Commitment to the Project and Performance of Poverty Eradication Projects

Results from the correlation coefficients indicated that there is a significant positive relationship between stakeholder involvement, Project Ethical Climate, Commitment to the Project and performance of poverty eradication projects. This is discussed below.

5.1.2.1 Stakeholder Involvement and Performance of Poverty Eradication Projects

Correlation coefficients indicated that there is a significant positive relationship between stakeholder involvement and performance of poverty eradication projects. As a conformation to H3, this means that if project stakeholders are highly involved in project activities, the performance of these projects would improve. This is in agreement with Bourne (2005) who

demonstrated a direct link between the successful management of the relationships between the project stakeholders and the performance of the project. The study findings also agree with Kanungo (1979) who argues that stakeholders who are highly involved in the project will put forth substantial effort towards the achievement of the project objectives and will be less likely to withdraw from project work yet stakeholders who are lowly involved in the project work are more likely to abandon the project and/or withdraw effort from the project work and either apply that energy to tasks outside the scope of the project or engage in various undesirable on-the-job activities. Cohen's (1999) research also supported the relationship between job involvement and project performance, whereby he argued that those individuals with high levels of job involvement, which stem from positive experiences on-the-job, make attributions for these experiences to the organization. Thus, having previously received benefits from the organization and being obliged by the norm of reciprocity (Gouldner, 1960) to repay, high job involvement employees feel compelled to reciprocate in some form hence improved performance.

5.1.2.2 Stakeholder Involvement and Commitment to the Project

Results from correlation coefficients also indicated that there is a significant positive relationship between stakeholder involvement and commitment to the project. As a qualification of H4, this means that for stakeholders to be committed to the project, they must be highly involved in the activities of the project. This is in line with Kerzner (1998) who asserts that stakeholder Involvement leads to increased commitment to the project. Cohen (1999) adds that those individuals with high levels of project involvement reciprocate with increased affective organizational commitment to the persons who caused them. The relationship between stakeholder involvement and commitment to the project is further emphasized by Cohen's (2000) study, who found a strong relationship between job involvement and organizational commitment.

Mathieu and Zajac (1990) made a Meta analysis and found a significant relationship between job involvement and organizational commitment and the relationship between job involvement and Affective Commitment was stronger than that of job involvement and Continuous Commitment. Likewise, Ketchand and Strawser (2001) found a strong relationship between job involvement and Affective Commitment which was stronger than that of Continuance Commitment.

5.1.2.3 Stakeholder Involvement and Project Ethical Climate

Results from the findings indicated that there is a significant positive relationship between stakeholder involvement and project ethical climate. As a conformation to H5, this means that if stakeholders are highly involved in the project activities, the project ethical climate would improve. This is in line with Brown (1996) who states that individuals with a high level of involvement possess a high work ethic level as they consider the virtue of work as an end in itself. This coincides with the findings of Dubin (1956) who concluded that high job-involved persons perceive work as a very important aspect of their lives thus maintaining a good work ethical climate. Kanungo (1979) also noted that stakeholders with a strong work ethic level are those who devote a significant amount of time to their project activities. In a related study by Zimmerer and Yasin (1998) about stakeholder involvement of American project managers, stakeholder involvement was found to have a positive influence on ethical climate, demonstrating trust in project activities. Wood's (2002) study revealed similar findings.

5.1.2.4 Project Ethical Climate and Performance of Poverty Eradication Projects

Correlation coefficients results also indicated that there is a significant positive relationship between project ethical climate (benevolent and principled) and performance of poverty eradication projects. As a conformation to H6, this means that if the project ethical climate is

good, the performance of the poverty eradication projects would improve. This finding is in agreement with the findings of Stajkovic and Luthans (1997) who argued that ethical climate affects organizational performance through influencing the ethical standards of people in organizations. Berenbeim (2000) concurs with the findings as he argued that project champions have to set codes of ethics that will build a favorable ethical climate in order to ensure responsible ethical stakeholders. Nijhof *et al.*, (2003) compliments that ensuring that the code of values is embedded in the project ethical climate can be one hope to ensure not only responsible individuals but also responsible projects. However correlation coefficient results indicated that Egoism the third element of project ethical climate is negatively related to performance of poverty eradication projects. As a disqualification to *H6*, this means that if project stakeholders are very concerned about what is best for themselves and protect their own interest above other considerations, this would reduce the performance of these projects. This is in line with the findings of Bandura (1986 and 1999) who identified a number of distinct points at which the individuals with Egoism can disengage from the internal self regulatory mechanisms through moral justification, advantageous comparison, euphemistic labeling, displacement and diffusion of responsibility, diminishing or disregarding the consequences of his/her actions and dehumanization or attribution of blame. He concluded that each of these points will weaken the linkage between the individual's moral reasoning and intention to behave in accordance with the ethical code of an organization thus reducing the performance of these organizations.

5.1.2.5 Project Ethical Climate and Commitment to the Project

Results from correlation coefficients also indicated that there is a significant positive relationship between project ethical climate (benevolent and principled) and commitment to the project. As a conformation to *H7*, this means that if stakeholders are ethical, this would increase their

emotional attachment to the project. These findings concur with findings from other studies which have also shown that there is a significant and positive relationship between project ethical climate and commitment to the project. For example, Deshpande's (1996) findings of a study examining the impact of ethical climate on job commitment in a large non-profit organization, indicated that organizational ethical climate influences job commitment. Victor and Cullen's (1987 and 1988) findings also indicated that ethical climates influence commitment of employees by providing information about the organization and guidance regarding appropriate conduct. However results from correlation coefficients indicate that Egoism the third element of project ethical climate is negatively related to commitment to the project. As a disqualification to *H7*, this means that if project stakeholders are very concerned about what is best for themselves and protect their own interest above other considerations, this would reduce their commitment to the project. This concurs with the findings of Bandura (1986 and 1999) who identified a number of distinct points at which the individuals with Egoism can disengage from the internal self regulatory mechanisms through moral justification, advantageous comparison, euphemistic labeling, displacement and diffusion of responsibility, diminishing or disregarding the consequences of his/her actions and dehumanization or attribution of blame. He concluded that each of these points will weaken the linkage between the individual's moral reasoning and intention to behave in accordance with the ethical code of an organization thus affecting the stakeholders' commitment to project.

5.1.2.6 Commitment to the Project and Performance of Poverty Eradication Projects

Correlation coefficients results also indicated that there is a significant positive relationship between commitment to the project and performance of poverty eradication projects. As a conformation to *H8*, this means that if stakeholders feel emotionally attached to the project, they

will put in the required efforts in the activities that they carry out thus leading to improved performance of poverty eradication projects. These findings concurs with the findings of Benkhoff (1997), who asserted that Stakeholders with strong affective commitment remain with the project because they want to, and attach strong belief in and acceptance of the project's goals and values, Stakeholders with strong continuance commitment remain attached to the project because they need to, and they are willing to exert a considerable effort on behalf of the organization and Stakeholders with strong normative commitment remain in the project because they feel they ought to, due to their strong loyalty to the project (Schappe & Doran, 1997).

5.1.3 Predictive Potential of Stakeholder Involvement, Project Ethical Climate and Commitment to the Project to the Performance of Poverty Eradication Projects

The results from regression analysis show that Stakeholder Involvement, Project Ethical Climate and Commitment to the project predict Performance of Poverty Eradication Projects. Results showed that Stakeholder Involvement is better predictor of Performance of Poverty Eradication Projects than Project Ethical Climate and Commitment to the project as a qualification of H9, this means that management of poverty eradication projects should ensure that project stakeholders are highly involved in project activities, then improve the ethical climate and build commitment in order to improve performance of these projects. These findings are in line with Kanungo (1982) who argued that stakeholder involvement has a high predictive potential to the performance of poverty eradication projects because stakeholders who are highly involved in the project will put forth substantial effort towards the achievement of project objectives and will be less likely to withdraw from project work. Kerzner (1998) also believes that Stakeholder Involvement predicts performance of projects through influencing stakeholders' commitment to the project. According to Stajkovic and Luthans (1997), ethical climate also predicts project

performance through influencing the ethical standards of people in organizations. Berenbeim (2000) therefore argued that project champions have to set codes of ethics that will build a favorable ethical climate in order to ensure increased performance of organizations. Ethical climate has also been found to predict performance through increasing commitment (Pritchard and Karasick, 1973). Victor & Cullen (1987 and 1988) indicated that ethical climates influence commitment of employees by providing information about the organization and guidance regarding appropriate conduct.

5.1.4 Predictive Potential of Stakeholder Involvement and Ethical Climate Components to the Performance of Poverty Eradication

The results from the regression model show that both the components of stakeholder involvement i.e. job involvement by role and setting and project centrality predict performance of poverty eradication projects. However, job Involvement by role has a better predictive potential than Project involvement by setting and project centrality. As a conformation to H10, this means that management of poverty eradication projects should ensure that project stakeholders are highly involved in project activities relating to roles in order to improve performance of these projects. These findings are in line with Brown (1996), who argued that job involvement predicts project performance significantly. Kahn (1990) and Pfeffer (1994) argued that for highly involved employees, their jobs seem inexorably connected with their very identities, interests and life goals, and are crucially important (Mudrack, 2004). They contend that job involved individuals believe that personal and organizational goals are compatible and tend to focus on job activities even in their spare time such as thinking of ways to perform even better and are inclined to assist others at work (Holton & Russell, 1997). This in the end leads to

high project performance in terms of time management, cost control, improved quality and generally achieving the project objectives.

Results from the regression model also show that the components of ethical climate i.e. Egoism, Benevolent and Principled predict performance of poverty eradication projects. However, Benevolent is a better predictor than principled and Egoism. This means that management of poverty eradication projects should ensure that project stakeholders maximize joint interest in the project in order to improve performance of these projects. These findings concur with the conclusions of Victor and Cullen (1988), who asserted that the benevolent component of ethical climate influences attitudes and behaviors of stakeholders through promoting team work and adherence to the ethical code. In such ethical climate, individuals' concerns are catered for in the project and each individual in the project is cared for when making decisions that affect them. Interests of the general public are also a primary concern when making decisions in the project thus having a strong sense of responsibility to the outside community. This in the end leads to improved performance of poverty eradication projects.

5.2 Conclusions

It was established from the study that there was a significant positive relationship between stakeholder involvement and performance of poverty eradication projects, a significant positive relationship between stakeholder involvement and commitment to the project, a significant positive relationship between stakeholder involvement and project ethical climate, a significant positive relationship between project ethical climate and performance of poverty eradication projects, a significant positive relationship between project ethical climate and commitment to

the project and a significant positive relationship between commitment to the project and performance of poverty eradication projects

The study findings revealed that a significant positive relationship between stakeholder involvement and performance of poverty eradication projects implies that if team members of the project are willing to work overtime to accomplish unfinished tasks and they consider working on projects to be very central to their life, this shall improve the quality of products and services that the project comes up with.

The study also showed that a significant positive relationship between stakeholder involvement and commitment to the project implied that if stakeholders are fully absorbed in the project activities that they carry out in the project and often do extra work beyond what is expected of them, they will become emotionally attached to the project and therefore loyal to the objectives of the project.

According to the study findings, a significant positive relationship between stakeholder involvement and project ethical climate implied that if team members are very much involved in the activities of the project and therefore consider working on projects to be very central to their life, this shall increase stakeholders concern for the project's interests and even follow strictly the project's rules and procedures.

The study findings further revealed that a significant positive relationship between project ethical climate and performance of poverty eradication projects implied that if people in the project view team spirit as important and are actively concerned about public interest, this shall improve the

quality of products and services that the project comes up with and even improve the income level of project beneficiaries. However results indicated that Egoism the third element of project ethical climate is negatively related to performance of poverty eradication projects implying that, if project stakeholders are very concerned about what is best for themselves and protect their own interest above other considerations, this shall lead to failure to complete project activities in the agreed time and the Project products shall not meet the required quality standards.

The study findings also showed a significant positive relationship between project ethical climate and commitment to the project which implied that if project stakeholders are very concerned about what is best for themselves and protect their own interest above other considerations, they will not have a sense of obligation to the people in the project and they may have other options to consider hence leaving the project.

Study findings also revealed that a significant positive relationship between commitment to the project and performance of poverty eradication projects implied that if stakeholders feel emotionally attached to the project and that they have an obligation to remain part of this project, this shall improve the quality of products and services that the project comes up with, thus producing products that meet the needs of the customers/ buyers.

5.3 Recommendations

The study was about the relationship between stakeholder involvement, ethical climate, commitment to the project and performance of poverty eradication projects. Since there was a positive relationship between stakeholder involvement and performance of poverty eradication projects, stakeholder involvement and commitment to the project, stakeholder involvement and

project ethical climate, project ethical climate and performance of poverty eradication projects, project ethical climate and commitment to the project and commitment to the project and performance of poverty eradication projects, the following recommendations were made;

Stakeholder involvement was a major predictor of performance of poverty eradication projects; it is therefore recommended that project managers should ensure that stakeholders are highly involved in the project activities. This can be achieved through ensuring that project team members are completely absorbed in the activities of the project to the extent of being ready to work overtime in order to accomplish any unfinished task of the project activities. Efficiency and effectiveness in carrying out the project work should be encouraged as one way of building people's interest in the project thus increasing stakeholders' involvement in the project.

Project Ethical climate was also found to be a major predictor of performance of poverty eradication projects. Project managers are therefore recommended to build a good ethical climate through encouraging teamwork among the stakeholders to the extent that stakeholders are concerned about what goes on with other stakeholders and therefore feel as if the team's problems are each individual's problems. This will increase stakeholders' commitment to the project thus improving performance of the projects.

Project managers should encourage stakeholders to be concerned about the public interest in each decision they make and stick by project rules and procedures in addition to complying with the laws and professional standards over and above other considerations. This is expected to build good ethical climate which will improve performance of poverty eradication projects.

Commitment was also found to predict performance of poverty eradication projects, project managers are therefore encouraged to build stakeholders' commitment through discussing with stakeholders the personal benefits of carrying out activities of the project such that stakeholders fill a great deal of personal meaning of the project to their lives. The working conditions should be improved such that stakeholders are willing and very happy to spend the rest of their career carrying out project activities.

5.4 Limitations to the study

- The study focused on stakeholders of NAADS projects. This limits the generalization of the findings to all the poverty eradication projects. However, given the large scope of NAADS projects, the study gives a picture of the situation in Uganda which other studies can build on.
- Some stakeholders were illiterate which posed a problem of language barrier. Though the researcher spent time with respondents trying to interpret the questionnaire for them, this might have caused some biasness and common understanding of the questionnaire. However, the researcher employed a research assistant who used local languages mainly *Luganda* in order to reduce on the biasness.

5.5 Areas for Further Research

The study concentrated on stakeholder involvement, project ethical climate, commitment to the project and performance of poverty eradication projects. There is need for research in the following areas.

- Project communications and performance of poverty eradication projects
- Stakeholder participation in decision making and performance of poverty eradication projects
- Project execution flexibility and performance of poverty eradication projects

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Appendix 1

Questionnaire

MAKERERE UNIVERSITY

Dear Respondent,

This study is about performance of poverty eradication projects in Uganda. You have been identified as a key informant, please spare a few minutes of your busy schedules to fill this questionnaire. The responses will be aggregated to the projects and used purely for academic research. Your honest and sincere responses are highly appreciated and shall be treated with utmost confidentiality.

SECTION: A

BACKGROUND INFORMATION (Please tick as appropriate)

- a) **Category of stakeholder:** Beneficiary/ farmer ☐ project team/ NAADS coordinator ☐
- b) **Age:** 24 years and below ☐ 25-34 years ☐ 35-44 years ☐ 45 and above ☐
- c) **Gender:** Male ☐ Female ☐
- d) **Marital status** Single ☐ Married ☐ Divorced ☐ Others (Specify).....
- e) **Period for which the project has been running :** Less than 2 years ☐ 2-5years ☐
6-8 years ☐ more than 8 years ☐
- f) **Highest education attained:** Diploma ☐ Degree ☐ Professional ☐ Masters ☐
PHD ☐ Others (Specify).....
- g) **Professional:** Project management ☐ None ☐ Others (Specify).....

SECTIONS: B - E

The table below shows the alternative responses and the number assigned to each response. For the following sections, please evaluate the statement by ticking in the box with the number that best suits your response.

Strongly disagree	Disagree	Not sure	Agree	Strongly agree
1	2	3	4	5

SECTION: B; Stakeholder involvement in project activities

Job involvement		Strongly disagree	Disagree	Not sure	Agree	Strongly agree
	Roles	1	2	3	4	5
Rol1	I don't mind spending half an hour past finishing time, if I can accomplish the project activity I have been working on.	1	2	3	4	5
Rol2	Often when I am not engaged in project work, I find myself thinking about things that I have done or things that need to be done in the project.	1	2	3	4	5
Rol3	Generally, I feel detached from the type of work that I do in this project.	1	2	3	4	5

Rol4	Am willing to work overtime to accomplish un finished tasks	1	2	3	4	5
Rol5	Sometimes I lie awake at night thinking about the things I have to do the next day in this project.	1	2	3	4	5
Rol6	In this project, I often do extra work beyond what is expected of me	1	2	3	4	5
Rol7	I am absorbed in the activities that I carry out in this project.	1	2	3	4	5
Rol8	I am really a perfectionist about the work that I do.	1	2	3	4	5
Rol9	I am very much involved personally in the activities I do in this project.	1	2	3	4	5
Rol10	I usually show up for project work a little early to get things ready.	1	2	3	4	5
Rol11	I often try to think of ways of doing my activities more effectively.	1	2	3	4	5
Rol12	I am really interested in my project work.	1	2	3	4	5
Rol13	I do only what am required of, no more no less.	1	2	3	4	5
Setting		1	1	2	3	4
Set 1	I feel part of the team on which I work.	1	2	3	4	5
Set 2	This work environment really inspires the very best in me in the way of job performance.	1	2	3	4	5
Set 3	There is something about the team on which I work that makes me want to do my best.	1	2	3	4	5
Set 4	I just carry out my project work and forget about social issues like parties.	1	2	3	4	5
Set 5	I always enjoy doing things with my team members.	1	2	3	4	5
Set 6	I really feel as if the team's problems are my problems.	1	2	3	4	5
Set 7	I am willing to put in a great deal of effort beyond that normally expected in order to help the NAADS projects be successful.	1	2	3	4	5
Set 8	In general I am involved in my "work environment" (for example, the team, or NAADS project in general).	1	2	3	4	5
Set 9	Am willing to spare time in order to meet with project coordinators to discuss better ways of carrying out NADDS activities.	1	2	3	4	5
Set10	I would prefer to work in a different setting than project environment.	1	2	3	4	5
Set11	I am very much involved in what goes on with other stakeholders (for example, project team members or supervisor).	1	2	3	4	5
Set12	I am extremely glad that I chose this project to work with, over the other projects I was considering at the time I joined.	1	2	3	4	5
Set13	I am willing to put in a great deal of effort beyond that normally expected in order to help my team be successful.	1	2	3	4	5
Project centrality		1	1	2	3	4
Cnt 1	Working in a project setting should only be a small part of one's life.	1	2	3	4	5
Cnt 2	The most important things that happen to me involve my work in the projects.	1	2	3	4	5
Cnt 3	I have other activities that I do which are more important than my project activities.	1	2	3	4	5
Cnt 4	Working in a project setting should be considered central to life.	1	2	3	4	5
Cnt 5	I would probably keep working on the projects even if I did not need the money.	1	2	3	4	5
Cnt 6	To me, my work in the project is only a small part of who I am.	1	2	3	4	5
Cnt 7	Most things in life are more important than project work.	1	2	3	4	5
Cnt 8	Overall, I consider working on projects to be very central to my existence.	1	2	3	4	5
Cnt 9	The major satisfaction in my life comes from working in projects.	1	2	3	4	5

SECTION: C; Project ethical climate

Egoism		1	2	3	4	5
	Egoism/ individual climate	1	2	3	4	5
EIC1	In this project, people mostly look out for themselves (EI)	1	2	3	4	5
EIC2	People in this project are very concerned about what is best for themselves	1	2	3	4	5
EIC3	In this project, people protect their own interest above other considerations	1	2	3	4	5
EIC4	There is no room for one's own personal morals or ethics in this project	1	2	3	4	5
	Egoism/ local climate	1	2	3	4	5
ELC1	People are expected to do anything to further the project's interests (EL)	1	2	3	4	5
ELC2	Decisions made in this project are primarily viewed in terms of contribution to profit	1	2	3	4	5
ELC3	People are concerned with the project's interests – to the exclusion of all else	1	2	3	4	5
ELC4	Work is considered sub-standard only when it hurts the project's interests	1	2	3	4	5
	Egoism/ cosmopolitan climate	1	2	3	4	5
ECC1	The most efficient way is always the right way, in this project (EC)	1	2	3	4	5
ECC2	The major responsibility for people in this project is to consider efficiency first	1	2	3	4	5
ECC3	In this project, each person is expected, above all, to work efficiently	1	2	3	4	5
ECC4	Efficient solutions to problems are always sought here	1	2	3	4	5
	Benevolent	1	1	2	3	4
	Benevolent/ individual climate	1	2	3	4	5
BIC1	In this project, people look out for each other's good (BI).	1	2	3	4	5
BIC2	In this project, our major concern is always what is best for the other person	1	2	3	4	5
BIC3	What is best for each individual is a primary concern in this project	1	2	3	4	5
BIC4	It is expected that each individual is cared for when making decisions in this project	1	2	3	4	5
	Benevolent/ local climate	1	2	3	4	5
BLC1	The most important concern is the good of all the people in the project (BL).	1	2	3	4	5
BLC2	People are very concerned about what is generally best for members in the project	1	2	3	4	5
BLC3	People in this project view team spirit as important	1	2	3	4	5
BLC4	Our major consideration is what is best for everyone in the project	1	2	3	4	5
	Benevolent/ cosmopolitan climate	1	2	3	4	5
BCC1	The effects of decisions on the public are a primary concern in this project (BC).	1	2	3	4	5
BCC2	People in this project are actively concerned about the public interest	1	2	3	4	5
BCC3	People in this project have a strong sense of responsibility to the outside community	1	2	3	4	5
BCC4	It is expected that i will always do what is right for the public	1	2	3	4	5
	Principled	1	1	2	3	4
	Principled/ Individual climate	1	2	3	4	5
PIC1	In this project, people are expected to follow their own personal and moral beliefs (PI)	1	2	3	4	5
PIC2	The most important consideration in this project is each person's sense of right and wrong	1	2	3	4	5
PIC3	Each person in this project decides for himself what is right and wrong	1	2	3	4	5
PIC4	In this project, people are guided by their own personal ethics	1	2	3	4	5
	Principled/ local climate	1	2	3	4	5
PLC1	It is very important to follow strictly the project's rules and procedures (PL)	1	2	3	4	5
PLC2	Successful people in this project strictly obey the project policies	1	2	3	4	5
PLC3	Successful people in this project go by the book	1	2	3	4	5
PLC4	Everyone is expected to stick by project rules and procedures	1	2	3	4	5
	Principled/ cosmopolitan climate	1	2	3	4	5
PCC1	In this project, the law or ethical code of the profession is the major consideration (PC)	1	2	3	4	5
PCC2	People are expected to comply with the law and professional standards over and above other considerations	1	2	3	4	5
PCC3	The first consideration is whether a decision violates any law	1	2	3	4	5

PCC4	In this project, people are expected to strictly follow legal or professional standards	1	2	3	4	5
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SECTION: D; Commitment to the project

Affective		1	2	3	4	5
Aff 1	I would be very happy to spend the rest of my career with this project	1	2	3	4	5
Aff 2	I enjoy discussing my project with people outside it	1	2	3	4	5
Aff 3	I really feel as if this project's problems are my own	1	2	3	4	5
Aff 4	I think that I could easily become as attached to another project as I am to this one	1	2	3	4	5
Aff 5	I feel like part of the family when with project team members	1	2	3	4	5
Aff 6	I feel emotionally attached to this project	1	2	3	4	5
Aff 7	This project has a great deal of personal meaning for me	1	2	3	4	5
Aff 8	I feel a strong sense of belonging to my project	1	2	3	4	5
Normative		1	1	2	3	4
Nom1	I feel I have an obligation to remain part of this project	1	2	3	4	5
Nom2	Even if it were to my advantage, I do not feel it would be right to leave my project now	1	2	3	4	5
Nom3	I would feel guilty if I left my project now	1	2	3	4	5
Nom4	This project deserves my loyalty	1	2	3	4	5
Nom5	I have a sense of obligation to the people in this project	1	2	3	4	5
Nom6	I owe a great deal to this project	1	2	3	4	5
Continuance		1	1	2	3	4
Con1	I am afraid of what might happen if I quit this project without having another one lined up	1	2	3	4	5
Con2	It would be very hard for me to leave this project right now, even if I wanted to	1	2	3	4	5
Con3	Too much in my life would be disrupted if I decided to leave this project now	1	2	3	4	5
Con4	It would be too costly for me to leave this project right now	1	2	3	4	5
Con5	Right now remaining part of this project is a matter of necessity as much as desire	1	2	3	4	5
Con6	I feel that I have too few options to consider leaving this project	1	2	3	4	5
Con7	One of the few serious consequences of leaving this project would be the scarcity of available alternatives	1	2	3	4	5
Con8	One of the major reasons I continue working with this project is that leaving would require considerable personal sacrifice - another project may not match the overall benefits that I have here	1	2	3	4	5

SECTION: E; Performance of poverty eradication projects

Schedule		1	2	3	4	5
Sch1	Activities of the project are usually carried out in the agreed time	1	2	3	4	5
Sch2	The final date of project completion is clearly defined and known by all the stakeholders	1	2	3	4	5
Sch3	The time limits for the project activities are always clearly stated	1	2	3	4	5
Sch4	The project is part of a well documented and understood strategy	1	2	3	4	5
Sch5	Project activities are always carried out exactly as planned	1	2	3	4	5
Sch6	Project executors normally follow the planned schedule for all activities	1	2	3	4	5
Cost		1	1	2	3	4
Cst 1	Activities of the project are usually carried out following a clear budget	1	2	3	4	5
Cst 2	The financial limits for the project are clearly stated	1	2	3	4	5
Cst 3	Project executors always follow the planned cost for all activities	1	2	3	4	5
Project quality		1	1	2	3	4
Qlt1	Project products always meet the required quality standards	1	2	3	4	5
Qlt2	Project products have high demand on the market than other products	1	2	3	4	5
Qlt3	The project is well described and coordinated with other poverty eradication projects	1	2	3	4	5
Qlt4	If the project fulfils its goals, the results will be of great value to the end-users	1	2	3	4	5
Qlt5	Needs and desires of the beneficiaries are always discussed with and agreed by	1	2	3	4	5

	NAADS officials					
Qlt6	Project executors always keep within quality parameters in all activities	1	2	3	4	5
Qlt7	Quality issues of the project products are often discussed in the project meetings	1	2	3	4	5
Customer satisfaction		1	1	2	3	4
Sat1	Project products often meet the needs of the customers/ buyers	1	2	3	4	5
Sat2	Customers/ buyers of the project products over complain about the products	1	2	3	4	5
Sat3	To a lager extent, the project meets the expectations of the beneficiaries	1	2	3	4	5
Sat4	The project goal and its terms can be changed any time in order to meet needs of the beneficiaries	1	2	3	4	5
Achieving project objectives		1	1	2	3	4
APO1	Project coordinators always provide beneficiaries with the required information and advice on which products to produce and markets to serve	1	2	3	4	5
APO2	NAADS has provided beneficiaries with the required technologies to produce and market their products	1	2	3	4	5
APO3	Training sessions are often organized to train beneficiaries on the modern technologies of producing and marketing agricultural products	1	2	3	4	5
APO4	I consider agriculture as a serious business that can make me prosper in life	1	2	3	4	5
APO5	This project has helped beneficiaries so much to improve the quality of produced products	1	2	3	4	5
APO6	Beneficiaries often receive officials from NAADS to monitor and regulate the quality standards of the agricultural activities	1	2	3	4	5
APO7	In addition to NAADS advisory services, beneficiaries always receive advice and information on products to produce and markets to serve from private institutions nured by NAADS	1	2	3	4	5
APO8	In addition to NAADS supplies, beneficiaries get subsidized supplies from private institutions	1	2	3	4	5
APO9	The NAADS setup structures (like NAADS board, NAADS executive, statistical data base, management information system) have helped beneficiaries in monitoring and evaluating their activities	1	2	3	4	5
Reducing poverty level		1	2	3	4	5
Pvt 1	Since I joined this project, my income level has increased	1	2	3	4	5
Pvt 2	As a result of joining NAADS project, am assured of enough food to feed my family for the next one month	1	2	3	4	5
Pvt 3	Joining NAADS projects has made beneficiaries produce enough agricultural products to serve the market	1	2	3	4	5
Pvt 4	As a result of joining this project, I can afford good health facilities for my family	1	2	3	4	5
Pvt 5	As a result of joining this project, my accommodation facilities have improved	1	2	3	4	5
Pvt 6	Joining NAADS project has enabled me pay my usual bills (telephone, water, transportation and electricity bills)	1	2	3	4	5
Pvt 7	As a result of joining this project, I live above the poverty line (2300/= per day)	1	2	3	4	5
Pvt 8	NAADS project has enabled me improve the education facilities of my children	1	2	3	4	5
Pvt 9	Generally, since I joined NAADS project, my standard of living has improved	1	2	3	4	5

Thank you so much for your time