



HUMAN RESOURCE ASPECTS AND PERFORMANCE OF CHILD DEVELOPMENT CENTRE PROJECTS IN ARUA CITY, UGANDA

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Abstract:

The study assessed the levels of human resource aspects, examined performance levels of Child Development Centre (CDC's) Projects and ascertained the influence of human resource aspects on the performance of CDC Projects in Arua city. It was hypothesized that there was no significant influence of human resource aspects on the performance of CDC Projects in Arua city. The study employed descriptive research designs; data were obtained from 72 respondents through questionnaires, interviews and follow-up interviews. The study revealed that generally, the level of human resource aspects in CDC's in Arua city was high as shown by a grand Mean of 3.62 (72.4%), and the level of performance of CDC Projects in Arua city was high as shown by a grand mean of 3.78 (75.6%). The study further found out that human resource aspects: staff competences ($B=.485$; $p=.000$) and motivation ($B=.347$; $p=.000$) significantly influenced the performance of CDC Projects in Arua city while health and safety ($B=.002$; $p=.689$) had statistically insignificant influence on the performance of CDC projects in Arua city. However, overall, Human resource aspects ($R=.673$, $R^2=.452$; $P=.000$) significantly influenced the performance of CDC Projects in Arua city. The null hypothesis that there was no significant influence of human resource aspects on the performance of CDC Projects in Arua city was rejected because the P-values of 0.000 was found to be less than the level of significance of 0.05. Therefore, it was recommended that CDC Projects in Arua city improve the levels of human resource aspects such as staff competences, motivation, health and safety to further increase their performance. Additional studies are carried out on other factors contributing to 54.8% in influencing the performance of CDC Projects in Arua city.

Keywords: human resource aspects, performance, child development centre projects

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1. Introduction

The notion of performance in relation to compassion international supported child development centres describes the degree of hard metrics, such as achieving the project scope, meeting milestone dates, achieving cost targets, reaching specific goals, and managing project risks such as safety, health, environmental, and security requirements (Claire, 2020; Khan, 2016). Performance of CDC projects is meeting project goals, time goals, and budget to significantly impact on organizations' ability to thrive. Project performance perfection for companies and non-governmental agencies remains the main challenge of the new century internationally (Lewis, Kanji & Themudo, 2020). Business joint ventures, subsidiaries of international corporations, aid projects, and similar international projects have been multiplying in recent decades and have had blemished records of success reasonably, in view of their inbuilt complexity. The notion explains the performance of child development centres as quality of services, budget performance and timeliness. Quality of services refers to the description or measurement of the overall performance of services offered by child development centres, such as the construction of houses for needy children, provision of school fees and scholastic materials, caring for the medical needs of the children, skills development courses in tailoring, bakery, knitting, and spiritual services such as Bible study and conferences (Unterhitzengerger & Bryde, 2019). Budget performance is the possibility of effectiveness in managing the planned funds so that the actual budgets spent are in line with the planned budget. The indicators of budget performance in child development centres include the process of having clear identification of needs, sources of funds, allocation of resources, clear approval systems, and frequent internal and external audits (Mujabi, Omuudu, Kasekende & Mpeera, 2015). Timeliness is about the occurrence at a suitable or opportune time which is well timed. This means that all activities set in a project are performed within the time allocated. The indicators of timeliness in child development centres include the timely release of funds by the funders, planning, approval and checking systems, activity reports and provision of services (Cooper & Kleinschmidt, 1994). It is vital to note that the significance of the performance of child development centres has been recognised globally.

This study was based on the universalistic theory developed by Delery & Doty in 1996; the argument behind this universalistic theory is that the relationship between a given independent variable (Human Resource) and the Dependent variable (Performance of CDC projects) is universal across the population of an organization. Theorists adopting the universalistic theory posit that greater use of specific human resource practices will always result in better or worse organizational performance. But then this research took note of Delery and Doty (1996) who cautioned on the limitations of the universalistic theory that it does not clearly show how a human resource system should be determined as an integrated and synergetic human resource practice that blends better in producing higher organizational performance; finally, operationalization of variables is difficult as different researchers may use different definitions for human

resource practices. For the benefit of this study, the universalistic theory connects human resource aspects and performance of CDC Projects in Arua district in a way that if the human resource aspects such as staff competences, motivation as well as health and safety fail to be handled rightly, then, the performance of CDC Projects in terms of quality of services, budget performance and timeliness are put in danger affecting the performance of CDC Projects in Arua district. However, if the human resource aspects such as staff competences, motivation as well as health and safety are rightly handled, the performance of CDC Projects in terms of quality of services, budget performance and timeliness improve.

In the context of countries in Sub-Saharan Africa, measuring the performance of Projects are not new (Mujabi et al., 2015). There are a number of development projects which are being undertaken by the government as well as non-governmental organizations that have suffered quality, time, relevance and cost overruns. While in the case of Arua city, child development centre projects still do not perform to the expected standards. According to the Compassion International Audit Report 2014, the Arua child development centre project made contract agreements with service providers that were not economically viable, transactions worth 845,000 were not accounted for, 1,053,400 was spent without approval, and support funds were overspent by 790,744, and in the program, there was inadequate documentation in children's folders. This trend clearly indicates a big challenge concerning the performance of the projects, which might be attributed to the human resource aspects such as staff competence, health and safety, and motivation.

Child Development Centre Projects are expected to perform well continuously in areas of quality of services delivered, budget performance and timeliness in the execution of activities (Senabulya, 2012; Atima, 2013). However, According to Olyet (2013), 71% of Child Development Centres in Arua sub-clusters are underperforming in their projects. There was a low quality of services delivered, delayed execution of project activities, children's folders had insufficient information, there were no staff appraisals and unaccounted for funds worth Ush. 2,990,750 and much of this performance seems to be linked to human resource aspects such as staff competence, motivation, as well as health and safety. Following this, the compassion international Audit report (2014) also brought out performance issues concerning unclear service contracts which were not economically viable, unauthorized expenditures worth 1,053,400, inadequate documentation in the children's folders, unaccounted for funds worth 845,000, overspent funds of 790,744 and unsupported expenditure worth 500,000. This kind of trend in the performance of CDC Projects shows that there may be gaps associated with human resources that need attention. The researchers, therefore, desire to investigate and examine the influence of human resource aspects on performance in the Child Development Centre Projects in Arua city.

2. Study Objectives

Generally, the study was envisioned to assess the influence of human resource aspects on the performance of child development centre projects in Arua city. Specifically, the study sought to (1) determine the level of human resource aspects such as staff competence, motivation, health and safety, (2) to examine the performance levels of CDC Projects in terms of quality of services, budget and timeliness and (3) ascertain the influence of human resource aspects on performance of CDC Projects in Arua city. It was hypothesized that there is no significant influence of human resource aspects such as staff competences, motivation, health and safety on the performance of CDC Projects in Arua city.

3. Literature Review

Few scholars have already investigated the issues of staff competence, motivation, health and safety, quality of services, budget performance and timeliness. For example;

3.1 Staff Competences

According to Burkov et al. (2017), staff competence refers to a combination of skills, aspects and behavior that are directly related to successful performance on the job. It is a cluster of related abilities, commitments, knowledge and skills that enable a person or an organization to act effectively in a job or situation. Ley and Albert (2003). argues that competency improvement is a crucial inspiring force for increasing employee effectiveness and employability. This means that it is really very imperative for organizations to invest in staff competency development so as to impart the kind of traits, skills or aspects such as intellectual, interpersonal and leadership competencies that are needed by the employees to perform their jobs most effectively. Ross and Armstrong (2017) concurs with Ley and Albert that organizations need competence assurance because; we live in an ever-changing world where policies, procedures, regulations and technology are constantly evolving. This means that the knowledge and skill we have today may not be adequate enough for the jobs we have to do tomorrow. Therefore, competence assurance helps to identify performance gaps and manages continual improvement. Competencies also provide organizations with a way to define in behavioral terms what it is that people need to produce the result that the organization desires. Having competencies defined in an organization, allows employees to know what they need to produce. The staff of a particular organization can be competent through training them.

Rodriguez and Walters (2017) argues that training presents a prime opportunity to expand the knowledge base of all employees, but many employers find the development opportunities very expensive. To him, employees miss out on work time while attending training sessions which may delay the completion of projects. He further explains that despite the potential drawbacks, training and development provide both

the company and the individual employee with benefits that make the cost and time a worthwhile investment. To him, training is important because it enhances staff competences, addresses weaknesses and improves staff performance.

According to Benton et al. (2015), most business managers wouldn't like to hire unqualified employees but so many of them do employ underqualified employees. He further explains that many of the employees become underqualified because of changes in technology or new methods brought on board. Brian agrees with Shelley by arguing that training employees cost time, money and materials hence it's expensive, however not training your employees also comes at a cost. This is because untrained employees are unhappy, they have a low production value, they are inefficient, there is a loss of time and money due to mistakes, and there is an increase in miscellaneous expenses which leads to loss of customers. This makes training very crucial to organizational development and success. It is fruitful to both employees and employers of an organization since it benefits an organization in a way that it improves the morale of employees, reduces supervision, reduces accidents, enhances promotion, and increases productivity. There are two ways of training as on-job training and off-job training. When the staffs of a company have frequent training, then the organization can be sure of the skills of the staff. Skill refers to the ability coming from one's knowledge, practice and aptitude to do something well. It means an ability and capacity acquired through deliberate systematic and sustainable effort to smoothly and adaptively carry out complex activities or job functions involving ideas such as cognitive skills, technical skills and interpersonal skills. Staff with the necessary skills are always trusted and can be delegated with specific tasks which improve on their experience of the duties to perform. Experience is familiarity with a skill or field of knowledge acquired over months or years of actual practice which presumably has resulted in superior understanding or mastery.

In conclusion, having looked at the views of researchers above, the view of the researchers is that the competence of a particular staff in CDC Projects is clearly seen in the skill and the level of experience exhibited in performing specific tasks and duties entrusted into their hands and this is possible if the staff have chances of training availed to them so as to improve on the core competencies such as skill and experience. Therefore, if managers are able to understand, predict and control the behavior of the employees, they should equally know exactly what the employees need from their jobs. This definitely makes it very imperative for the managers especially in CDC Projects to understand well and effectively manage staff competences.

3.2 Motivation

According to Cherry (2016), motivation refers to the process that initiates, guides and maintains goal-oriented behavior. It is what causes people to act the way they do. Cherry further explains that motivation involves the biological, emotional, social and cognitive forces that activate behavior and it is frequently used to describe why a person does something. This is in line with the view of Vinithi (2019) who defines motivation as the factors that activate, direct and sustain goal-directed behavior. He further argues that we

don't actually observe a motive rather we infer that one exists based on the behavior we observe. While Smriti (2016) asserts that motivation is derived from the word "motive" which is defined as the inner state of the mind that activates and directs our behavior. The argument continues that our motive makes to move to act which is always internal and internalized through our behavior. There are three major components of motivation and these are activation, persistence and intensity (Kendra, 2016). Activation is the decision to initiate behavior such as enrolling on a psychology class; persistence refers to the continual effort towards a goal even if there are obstacles while intensity is the concentration and vigour that goes into pursuing a goal. Kendra continues to argue that psychologists have proposed three theories to explain motivation namely; the instinct theory of motivation which states that behaviors are motivated by instincts. An instinct refers to a fixed and inborn pattern of behavior. Followed by the drives and needs theory which states that people have basic biological drives and their behaviors are motivated by the need to fulfill these drives. Lastly, the arousal theory of motivation states that people are motivated to engage in behavior that helps to maintain their optimal level of arousal. This means that a person with low arousal levels chooses to pursue relaxing activities while a person with high arousal needs can engage in very exciting thrill-seeking behaviors.

The importance of motivation according to (Honore, 2009) is improved performance level, reduced absenteeism, reduced staff turnover rates, reduced resistance to change and change of negative attitudes of the employees. In the view of (Gopalan et al., 2017) motivation has an effect on goal attainment. To him, well-defined goals are difficult to be achieved if motivation is low. This then calls for a balance between goals and motivation. (Wagner et al., 2017) noted that motivation is a feeling of movement and a company's survival depends on it so it is very important for organizations to create a good environment for people to do their work. The researchers agree with the other writers that Employee's motivation refers to the internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role, or subject or to make an effort to attain a goal. It is the desire to work and perform well in order to contribute to the organizational performance of CDC Projects. Motivation is important because it provides the drive for people to accomplish their goals, maintain their responsibilities or solve problems. However, for the case of CDC Projects in Arua city, scanty information is available on staff motivation, hence the need for this study.

3.3 Health and Safety

Although legal and technical tools and measures to prevent occupational accidents and diseases exist, the national efforts to tackle health and safety problems are always fragmented and hence have less impact. Benton et al. (2015) further elaborates that the time lag between, the changes in the work world, detection of new hazards and risks as well as the development and implementation of appropriate responses in most cases affect the kind of measures to prevent occupational accidents and diseases. He then

suggests that there is a need to train the new generation of workers as they replace the old ones so as to keep occupational health and safety continuously at the front of national and enterprise priorities so as to sustain decent working conditions as well as a working environment. This can certainly be done by raising awareness about occupational safety and health in a social and economic context as well as integrating it into national and business plans as a priority element. According to Alli (2008), health and safety problems are complex and there are many occupational hazards and work-related diseases with no single intervention. It is important that if there needs to be impacted, then actions have to proceed at various levels. The measures adopted practically, therefore, vary from one country to another depending on the type of technology of a given country as well as the availability of resources. According to Aziz et al. (2015), in a typical workplace which is unbiased, health and safety management covers employers as well as employees. Employers are required to provide a safe workplace to their employees while employees also adhere to the rules and regulations introduced to them during work orientation. According to Galvan (2016), the cost of occupational injuries and illnesses in the US, was approximately 250 billion US dollars. He, therefore, discussed some steps to reduce the potential work injuries so as to reduce the financial implication on the organizations. These include the following; training them well, rewarding the employees for safe behavior, partnering with occupational clinicians to tour the workplace to identify areas with high risks for employee injuries, using labels and signs, keeping things clean, make sure the right tools and have regular inspections, implement safety protocols from the start, keep an open dialogue and have regular meetings on issues concerning workplace safety. Improving safety performance and preventing workplace accidents is a challenge but can be made easy when the employees give in a hand. The following are the ways to improve safety performance: identify hazards, plan ahead, stay alert, and ask questions. According to Rawlance (2015), health care workers operate in environments considered to be hazardous occupational settings. This is due to their workplace-related activities. The prevalence of back pain among healthcare workers according to Rawlance is 77%. Health care workers are also exposed to blood-borne infections which expose them to diseases such as HIV. AIDS and TB. However, in the case of CDC Projects in Arua city, scanty information is available on health and safety. There is a need to further investigate the status of health and safety in CDC Projects in Arua city hence the need for this study.

3.4 Performance of CDC Projects

A project is defined as a temporary endeavor undertaken to create a unique product, service or result. Performance is doing something up to standard. It is meeting project goals, time goals and budget. It further refers to the ability of the project to effectively apply available resources in ways that achieve results. According to Bryde (2019) Project performance, and perfection for companies and non-governmental agencies remains the main challenge of the new century internationally. Business joint ventures, subsidiaries of multinational corporations, aid projects and comparable international projects have been multiplying in recent decades and have had spotty records of success reasonably,

in view of their inbuilt complexity. Meredith, Shafer, Mantel, and Sutton (2020) noted that project managers should ensure that time estimates are not superseded, cost, scope and end-user products should be well managed to avoid underperformance of the projects. Managers should employ staffs who are competent and look for the best ways to motivate their staff. According to Maltz, Shenhar and Reilly (2003), there is no single measure of performance of projects that universally applies to all organizations. The appropriate set of measures mainly depends on the strategy, technology, and environment of the different organizations. Maltz et al brings out some measures of performance of projects as; productivity, employee satisfaction, alignment to the strategic business goals, requirements performance, cycle time, customer satisfaction, schedule performance, cost performance, cost of quality and return on investment. This study looked at the following dimensions in relation to the performance of CDC Projects.

3.5 Quality of Services

According to Yarimoglu (2014), quality is fitness for use. It is a mark of uncompromising standards and high achievement. To him services are intangible and this makes them more complicated to measure. However, service quality measures how much the service delivered meets the customer or beneficiary's expectations. Emel further notes that in order to measure the quality of intangible services, researchers often use the term perceived service quality which is a result of the comparison of perceptions about the service delivery process and the actual outcome of service. The quality of a service is determined by customer satisfaction. (Manyi, 2011). To her when a customer is contented with the service or product, this is termed as satisfaction and this clearly shows that the good or service is of quality. Therefore, the quality of a service is determined by the level of customer satisfaction. To her quality is the totality of features or characteristics of a product or service. According Chidimma (2015), the source of definition for quality comes from the donor, the beneficiary and the organization may also have their set standards to measure quality. It is defined as the totality of characteristics of an entity that bear on its ability to satisfy the stated needs. The characteristics of quality identified by Chidimma include functionality, reliability, performance, relevance, timeliness, completeness and consistency. The purpose of managing quality is to ensure that the project meets or exceeds the needs and expectations of the stakeholders. Stakeholders in this case are the people involved in the project like the donor, the beneficiaries, and the management. The quality of the services should be managed well and this is only possible through the quality management process which includes quality definition, quality assurance, quality control and quality improvement. The researchers concur with the views above. However, to her, Quality service refers to meeting the expectation of the beneficiaries. When the beneficiaries of a particular service are not satisfied, the efforts of the donor and the management might have been in vain, beneficiaries sometimes refuse the final products provided to them. So much as the expectations of the donor and management are important, the expectation of the final product beneficiaries is more important. However, in the case of CDC Projects in Arua city, scanty information is

available on the quality of services offered. There is a need to further investigate the status of the quality of services offered by CDC Projects in Arua city hence the need for this study.

3.6 Budget Performance

Running a business always requires the owners to carefully plan and review their finances (Daniel & Ugochuku, 2020). The tools used to review and forecast include budgets, financial statements, and so on. A budget is an important tool used in an organization. Budgets usually explain in detail how an organization intends to use or spend money in future time periods. Many companies make their budgets annually to carefully outline the expected needs of each department in the organization. The major benefit of a budget in an organization is to limit the expenditure on unessential items and check to overspend. Budgets create a financial roadmap and plans for growth present five types of budgeting which include a master budget which is very comprehensive, the operational budget which explains the revenues and expenditures, a cash flow budget which examines the inflow and outflow of funds, a financial budget and static budget (Scott, 2017). Looking at the views above, a budget is the analysis, organization, and oversight of costs and expenditures for an organization. Managing a budget requires strict adherence to internal controls on expenditures. A well-managed budget allows for smooth operations and growth of the organization. A budget further refers to the possibility of effectiveness in managing the planned funds so that the actual budgets spent are in line with the planned budget. Budget performance is poor when the actual expenses exceed over and above the planned budget. The management of an organization has the entire mandate to manage the success of a budgeting process and the performance of the entire organization relies on the extent to which the budget of the organization is managed. However, in the case of CDC Projects in Arua city, scanty information is available on their budget performance. There is a need to further investigate the status of budget performance in CDC Projects in Arua city hence the need for this study.

3.7 Timeliness

Tracking the key project indicators or measures is very critical in a project. Without them, it is difficult to see how you are doing in progress toward your goals (Cooper et al., 1994). With the help of measures that have deadlines and budgets, you can be sure that you are on track. According to Copper et al. (1994), timeliness covers the following aspects: cycle time which is the time needed to complete a specific task and this is normally important for repeated activities, and on-time completion rate which looks at whether or not an assignment given was completed by a given deadline, time spent which is the amount of time spent by the project team on implementing the project and number of adjustments which looks at how many times the team adjusted the time meant to complete the tasks. According to Weiss & Potts (2012), project success is determined by the completion of the project in a timely manner and cited factors that lead to project delays as poor technical

performance, delays in payment to staff, and price escalation. To them, the delays in projects are mostly seen in the implementation phase. In Uganda, project performance issues are not new (Mujabi, Omuudu, Kasekende & Mpeera, 2015). There are a number of development projects which are being undertaken by the government as well as non-governmental organizations that have suffered quality, time, relevance and cost overruns. To the researchers' timeliness means that all activities set in a project are performed within the time allocated. If there is any delay in the performance of activity then the whole progress of the project is affected negatively. A project is also considered to be underperforming when it has not delivered what was required in line with expectations of cost, quality and time. This, therefore, calls for CDC Project practitioners to critically pay attention to the factor that brings about delays in project execution such as poor payment cultures, poor technologies and so on so as to improve the time management of the projects they manage.

In conclusion, available literature shows a serious lack of experiential studies designed to specifically explain the influence of human resource aspects on the performance of CDC Projects (Atima, 2013). These serious gaps still remain unattended (Waehrer et al, 2016). Most of the research had examined human resource factors with reference to planning, recruitment and monitoring, unlike the current study that will concentrate on staff competences, motivation, health and safety and how it influences the performance of CDC Projects in Arua city. Most of the studies on Human resource factors and performance of CDC Projects were carried out mainly in developed countries outside Africa. None of the studies specifically looked at Human resource aspects and performance of Child Development Centre Projects in Arua city. Therefore, this study seeks to seal this gap.

4. Materials and Methods

This study used a descriptive survey design, which employed a qualitative research technique to provide a full description of the emotions and attitudes of the respondents. Furthermore, a quantitative research technique was used to provide numerical information. The study was conducted in Arua city, which is found in the West Nile region of Uganda, more specifically in the Arua sub-cluster Child Development Centre Projects comprising of Abiriambati CDC, Arua Full Gospel CDC, Awindiri CDC, and Onialeku CDC. The target population was comprised of 4 project directors, 9 child development officers, 4 overseer pastors, 3 umbrella partners, and 55 Centre guides, totaling 75 respondents using questionnaires, interviews, and follow-up interviews. These tools were preferred because they were very convenient and enabled a lot of data to be collected over a short period of time, which was relatively cost-effective. The data collected was easily analyzed using the statistical package for social scientists (SPSS) version 22.0. Descriptive statistics were presented as means, standard deviations, and percentages and interpreted using the mean range of the Likert scale, while multiple regression analysis was employed to establish the influence of human resource aspects

on the performance in child development centers. The data from the interviews were analyzed using thematic method where the researchers collected data from the respondents, organized the data through coding, described the data, identified themes and interpreted the data by giving meaning.

5. Results and Discussion

5.1. Demographic Information of the Respondents

The population size for this study was 75 respondents and the researchers managed to gather 72 questionnaires from the respondents which represented a 96% return. Descriptive statistics were used to analyze demographic data of the respondents in terms of gender; age and highest education level from the questionnaires received (refer to Table 1).

Table 1: Demographic Information of the Respondents

Items	Description	Frequency	Percentages
Gender	Male	38	52.8
	Female	34	47.2
	Total	72	100
Highest education level	None	01	1.4
	Certificate	07	9.7
	Diploma	24	33.3
	Bachelors	27	37.5
	Postgraduate	04	5.6
	Masters	09	12.5
	Total	72	100
Age bracket	18 – 35 years	32	45.7
	36 – 53 years	33	47.1
	Above 53 years	05	7.1
	None	02	2.8
	Total	72	100

Source: Primary data (2021).

In Table 1 above, the majority 38 (52.8%) of the respondents were males as compared to females who were 34 (47.2%) of the 75 respondents in the study. However, though the number of males was more than the females, the study shows that there was proportionate participation by both males and females which availed the researchers with the opportunity to interact and discuss a lot of views with both men and women at various levels. Further, 9 (12.5%) of the respondents had a master's degree, 4 (5.6%) had a postgraduate diploma, 27 (37.5%) had a bachelor's degree, 24 (33.3%) had a diploma, 7 (9.7%) had a certificate and 1 (1.4%) had none of the above. This shows that the researchers obtained information from respondents who are highly educated meaning that they were able to read and interpreted the research instrument hence giving relevant information concerning human resource aspects and performance of child development center projects in Arua city. The result shows that 32 (45.7%) of the respondents were in

the age bracket of 18-35 years, 33 (47.1%) of the respondents were in the age bracket of 36-53, 5 (7.1%) were above 53 years and 2 respondents did not respond concerning their age bracket. This clearly indicates that the researchers dealt with mature people hence she obtained reliable information from the respondents on human resource aspects and performance of CDC Projects in Arua city.

5.2. The Levels of Human Resource Aspects

The first specific objective of the study was to determine the level of human resource aspects such as staff competence, motivation and health and safety within Child Development Centers in Arua city.

5.2.1. Staff Competences

This section shows the level of staff competences by using the mean value as well as displaying the degree to which scores deviate from the mean.

Table 2: Descriptive statistics on the level of staff competences in CDC Projects in Arua city (N=72)

Items	Mean	Std. Deviation	Interpretation
Staff at child development centers easily embrace changes, remain enthusiastic when faced with challenges and keep positive attitude during the introduction of new process	4.00	.73	High
Staff at child development centers have the rightful academic and other qualifications for their jobs	4.14	.83	High
Staff at child development centers have good intellectual knowledge and skill to carry on their jobs well	3.99	.76	High
Staff at child development centers have good interpersonal relations required to get along with others effectively	3.99	.93	High
Staff at child development centers have good leadership skills required to lead others	3.90	.84	High
Staffs have self-management skills to direct themselves towards achieving the child development centre's goals	3.77	.98	High
Aggregate Mean & Standard Deviation	3.97	.85	High
Legend: 1.00-1.79 = Very Low; 1.80-2.59 = Low; 2.60-3.39 = Moderate; 3.40-4.19 = High and 4.20-5.00 = Very high			

Source: Primary data (2021).

In respect to Table 2, the result indicated that the level of staff competences in CDC Projects in Arua city was high at an aggregate mean of 3.97 (79.4%) and standard deviation of 0.85 indicating that there was a lesser deviation in the views of the respondents from the mean value which shows that there was a higher degree of consistency in the answers. This finding is in agreement with the views and opinions of the umbrella partner of the child development centre projects in an interview who said that:

"...Child development centre's employ staff with the equitable academic experience who have the skills and understanding needed to execute their duties well which helps them to do their jobs with confidence as they know what to do in their jobs..."

The finding further concurs with the opinion of the Director Arua CDC Project who noted that:

"...child development centre staff have good interpersonal relations and self-management skills which help them to relate well with their colleagues and also do manage themselves well which improves performance..."

In a follow-up interview, the researchers conducted, she got the words of the CDO in charge of finance Arua CDC Project who stated that;

"...CDC Projects were last audited in 2014 in which issues of unacceptable accounting procedures came up and they had a response dialogue with the auditors and the audit queries were clarified and the rightful accounting procedures started to be implemented..."

The Director Arua CDC Project further said that:

"... A training was organized for the staff specifically on the proper accounting procedures to be followed in the child development centres which has now improved on the competency levels of the staff at child development centres in Arua city..."

From the above interviews with the respondents, the researchers analyzed and found out that the Staff of CDC Projects are competent, evidenced in the way they perform their jobs since they have knowledge, skills, rightful academic qualifications, good interpersonal relations and leadership skills. The finding of this study is in line with the view of Rousseau (2012) who observed that competency improvement is a crucial inspiring force for increasing employee effectiveness and employability. He suggests that it is imperative for organizations to invest in staff competency development so as to impart the kind of traits, skills or aspects such as intellectual, interpersonal and leadership competencies that are needed by the employees to perform their jobs most effectively. The finding of this study is further supported by CASYs (2017) that organizations need competence assurance because; we live in an ever-changing world where policies, procedures, regulations and technology are constantly evolving. This means that the knowledge and skill we have today may not be adequate enough for the jobs we have to do tomorrow. Therefore, CDC Projects should uphold a high level of staff competency by recruiting competent staff with rightful academic qualifications, good intellectual knowledge and skills, good interpersonal relations, and good leadership skills and training the staff to become more competent to improve the performance of CDC Projects.

5.2.2. Motivation

This section shows the level of motivation by using the mean value and displaying the degree to which the scores deviate from the mean.

Table 3: Descriptive statistics on the level of motivation in CDC Projects in Arua City (N=72)

Items	Mean	Std. Deviation	Interpretation
Child development centres give both individual and team awards to staff and ties rewards to quality	3.17	1.22	Moderate
Child development centres provide clear information to employees concerning their roles and duties	3.93	.88	High
Child development centre staffs are satisfied with their salaries and other benefits	2.63	1.24	Moderate
Child development centres provide the necessary equipment and materials to their staff for effective work	3.72	1.05	High
The staffs at child development centres are involved in making decisions on issues that affect their jobs	3.50	.99	High
Promotion and advancement of employees in child development centres is based on their performance and on merit	3.24	1.27	Moderate
Aggregate Mean & Standard Deviation	3.37	1.11	Moderate
Legend: 1.00-1.79 = Very Low; 1.80-2.59 = Low; 2.60-3.39 = Moderate; 3.40-4.19 = High and 4.20-5.00 = Very high			

Source: Primary data (2021).

As seen from Table 3 above, the result showed that the levels at which staff were motivated in CDC Projects in Arua city were moderate at an aggregate mean of 3.37 (67.4%) and standard deviation of 1.11 which was far from zero indicating that the views of the respondents on the level of staff competences were highly varied. In an interview with the Director of Abiriambati CDC Project, she said that:

“...staffs of CDC Projects are given gifts especially when there is a good performance which is always on merit which motivates them. However, she suggested that the level of motivation the staff could further be improved upon by the CDC Projects by increasing their salaries and paying them on time to improve performance...”

From the above interviews with the Director in Abiriambati CDC Project, the researchers analyzed and found out that generally the staff of CDC Projects in Arua city are reasonably motivated evidenced by the awards given to the staff. This moderate level is not yet good enough to improve the performance of CDC Projects and so it needs much attention to be paid to it. The finding of this study agrees with Ovidiu-Iliuta (2013), who observed that all organizations strive to retain the best employees as well as acknowledge their role and influence on the effectiveness of organizations. He further explained that, in order for organizations to achieve their goals and objectives, they develop strategies to compete in highly competitive markets so as to increase their performance. Therefore,

CDC Projects should improve the level of motivation through individual and team awards to staff, which are agreed to quality, provide clear information to the staff concerning their roles and duties, give satisfactory salaries to staff on time, involve the staff in decision making, and promote the staff based on performance to improve the performance of CDC Projects.

5.2.3. Health and Safety

This section shows the level of health and safety by using the Mean value and displaying the degree to which the scores deviate from the Mean.

Table 4: Descriptive statistics on the level of health and safety in CDC Projects in Arua city (N=72)

Item	Mean	Std. Deviation	Interpretation
Inspection of the workplace is done to ascertain good working conditions and safeguard against occupational injuries, accidents and diseases.	3.92	1.11	High
There is adequate provision of occupational health services for staff at the child development centers	3.37	1.17	Moderate
Health and safety policies are availed to all staff at child development centers	3.62	1.22	High
Health and safety focal persons are employed at child development centers	3.88	1.03	High
Workshops and seminars on health and safety skills are regularly organized for the staff	3.58	1.18	High
Employees who get injuries while on duty are equitably compensated in child development centers	2.75	1.32	Moderate
Aggregate Mean & Standard Deviation	3.52	1.17	High
Legend: 1.00-1.79 = Very Low; 1.80-2.59 = Low; 2.60-3.39 = Moderate; 3.40-4.19 = High and 4.20-5.00 = Very high			

Source: Primary data (2021).

In respect to Table 4, the result indicated that the level of health and safety in CDC Projects in Arua city was high at an aggregate mean of 3.52 (70.4%) and a standard deviation of 1.17 which was far from zero showing that the views of the respondents on the level of health and safety were highly varied. In an interview with the CDO health, he argued that:

“There are regular inspections done in the child development centres to ensure that the environment is good. He continues to say that there are health and safety policies in place, and training and seminars are organized frequently.”

From the above interviews with the CDO health, the researchers analyzed and found out that the level of health and safety in the CDC Projects is high evidenced by the frequent inspections done to ensure a clean environment, training and seminars

organised as well as health and safety policies that are in place. The finding of this study is in line with Aziz et al., (2015.) that in a typical workplace which is unbiased, health and safety management covers employers as well as employees. Employers are required to provide a safe workplace to their employees while employees also adhere to the rules and regulations introduced to them during work orientation. Therefore, the level of health and safety should be kept high by the CDC Projects by frequently carrying out inspections of the work environment to ascertain good working conditions and safeguard against occupational injuries and diseases. Further, CDC Projects should ensure that health safety policies are in place and availed to all staff through workshops and seminars and finally employ more staff in areas of health and safety.

Table 5: General level of human resource aspects
in child development centres in Arua city (N=72)

Item	Mean	Std. Deviation	Interpretation
Staff competences	3.97	.85	High
Motivation	3.37	1.11	Moderate
Health and safety	3.52	1.17	High
Grand Mean & Standard Deviation	3.62	1.04	High
Legend: 1.00-1.79 = Very Low; 1.80-2.59 = Low; 2.60-3.39 = Moderate; 3.40-4.19 = High and 4.20-5.00 = Very high			

Source: Primary data (2021).

In general, the level of human resource aspects in child development centre projects in Arua city was high which revealed that staff competences produced a Mean of 3.97 (79.4%) at 0.85 standard deviation, motivation produces a mean of 3.37 (67.4%) at a standard deviation of 1.11 and Health and Safety produced a Mean of 3.52 (70.4%) at a standard deviation of 1.17 generating a grand mean of 3.62 (72.4%) at a standard deviation of 1.04 which was far away from zero meaning that the views of the respondents on human resource aspects were significantly varied away from the central location the Mean. This study result revealed that the level of human resource aspects was high. This means that the staffs of the CDC Projects in Arua city are competent with the right academic qualifications, skills and knowledge, they are reasonably motivated and they are healthy and safe at work. Therefore, CDC Projects need to uphold the high level of staff competencies, improve staff motivation and maintain the level of health and safety, to improve the performance of the CDC Projects in Arua city.

5.3. The Performance levels of CDC Projects

The second specific objective of this study was to examine the level of performance of CDC Projects in terms of quality of services, budget and timeliness in Arua city.

5.3.1. Quality of Services

This section shows the level of quality of services by using the mean value and displaying the degree to which the scores deviate from the mean.

Table 6: Descriptive statistics on the level of quality of services in CDC Projects in Arua city (N=72)

Items	Mean	Std. Deviation	Interpretation
Child development centers offer quality services during the construction of houses the needy children hence improving performance of the project.	3.74	.99	High
Child development centers offer quality services towards providing fees and scholastic materials for needy children hence improving the performance of the projects.	3.97	1.07	High
Child development centers offer quality services for caring for the medical needs of the children hence improving performance of the projects.	3.62	.82	High
Child development centers offer quality services towards skills development courses in tailoring, bakery, and knitting for needy children hence improving the performance of the project	3.96	1.03	High
Child development centers offer quality spiritual services such as bible study, and conferences for needy children hence improving the performance of the project.	4.20	.96	Very high
Aggregate Mean & Standard Deviation	3.89	.85	High
Legend: 1.00-1.79 = Very Low; 1.80-2.59 = Low; 2.60-3.39 = Moderate; 3.40-4.19 = High and 4.20-5.00 = Very high			

Source: Primary data (2021).

As seen in table 6 above, the finding showed that the level of quality of services in CDC Projects in Arua city was high with an aggregate mean value of 4.03 (80.6%) and standard deviation of 0.85 implying that there were lesser deviations in the views of the respondents. This indicates that there was a higher degree of consistency in the answers given by the respondents. This finding concurs with the view of the CDO sponsorship who stated that:

“...Many of the disadvantaged children have benefited from the provision of school fees and scholastic materials, medical services and some have already been built houses of good quality of which the children are contented...”

This agrees with the voice of the overseer Pastor who said that:

“...He personally visited the construction sites for the houses built for the children and confirmed that the houses are of good quality and the children together with the caretakers are very satisfied of the services offered to them...”

From the above interviews with the respondents, the researchers analyzed and found out that CDC Projects in Arua city build good quality houses, and medical services for needy children as noted by the caretakers. This is in line with Manyi (2011) who noted that the quality of a service is determined by customer satisfaction. To her when a

customer is contented with the service or product, this is termed satisfaction and this clearly shows that the service is of quality. Therefore, CDC Projects should maintain a high level of quality of services in areas of building houses for disadvantaged children, providing fees and scholastic materials, skill development, and caring for the medical needs as well as spiritual needs of the children.

5.3.2. Budget Performance

This section shows the level of budget performance by using the mean value and displaying the degree to which the scores deviate from the mean.

Table 7: Descriptive statistics on the level of budget performance in CDC Projects in Arua city (N=72)

Items	Mean	Std. Deviation	Interpretation
Child development centres have a clear identification of needs in developing their budget to improve the performance of the project.	3.89	.91	High
Child development centres have adequate sources of funds to support their budget in a bid to improve their project performance.	3.68	1.12	High
Funds are allocated effectively across the departments in child development centres to improve the performance of the project.	3.61	1.25	High
There are clear approval systems for the funds received in child development centres aimed at improving the performance of the project.	3.78	1.08	High
Internal and external audits are carried out frequently with the aim of improving the performance of the project.	3.41	1.34	High
Aggregate Mean & Standard Deviation	3.67	1.14	High
Legend: 1.00-1.79 = Very Low; 1.80-2.59 = Low; 2.60-3.39 = Moderate; 3.40-4.19 = High and 4.20-5.00 = Very high			

Source: Primary data (2021).

As can be observed from Table 7 above, the result indicated that the level of budget performance in CDC Projects in Arua city was high with an aggregate mean value of 3.67 (73.4%) and a standard deviation of 1.14 which was far from zero the central location the mean value indicating that the views of the respondents concerning the level of budget performance in the CDC Projects in Arua city were significantly varied. In an interview with the CDO finance, she confirmed that:

"...CDC Projects have clear budget approval systems which are consistent with clear sources of funds which make their budget process very clear hence improving the performance of CDC projects..."

This agrees with the view of the umbrella partner who noted that:

“... There is a clear classification of need through the heads of departments by first identifying their activities and then the allocation of resources is done across the departments according to their activity need...”

From the above interviews with the respondents, the researchers analyzed and found out that CDC Projects have clear budget approval systems and processes and classification of needs and allocation of resources. This finding is in line with Daniel and Ugochuku (2020) who stated that a budget is an important tool used in an organization. Budgets usually explain in detail how an organization intends to use or spend money in future time periods. The finding of this study further agrees with Scott (2017) who noted that the major benefit of a budget in an organization is to limit the expenditure on unessential items and to check the overspending. Budgets create a financial roadmap and plans for growth. He presents five types of budgeting which include a master budget which is very comprehensive, the operational budget which explains the revenues and expenditures, the cash flow budget which examines the inflow and outflow of funds, the financial budget and a static budget. To him, managing a budget requires strict adherence to internal controls on expenditures and a well-managed budget allows for smooth operations and growth of the organization. A budget further refers to the possibility of effectiveness in managing the planned funds so that the actual budgets spent are in line with the planned budget. Therefore, CDC Projects should maintain a high level of budget performance by upholding the standards set.

5.3.3. Timeliness

This section shows the level of timeliness by using the mean value and displaying the degree to which the scores deviate from the mean.

Table 8: Descriptive statistics on the level of timeliness of service delivery in CDC Projects in Arua city (N=72)

Items	Mean	Std. Deviation	Interpretation
Project funds are released timely by the funders to minimize delays in the delivery of services to the children.	3.76	1.16	High
Child development centres' activities are planned early and aimed at delivering services on time to the beneficiaries.	3.97	.88	High
There are no delays in the approval and checking systems to enhance the timely delivery of services to the children.	4.01	1.09	High
All project activity reports are prepared as soon as the activities are done aimed at mitigating delays in planning the following activities.	3.69	1.07	High
Services are provided to the children within the stipulated time hence improving the performance of the project.	3.59	1.13	High
Aggregate Mean & Standard Deviation	3.80	1.07	High
Legend: 1.00-1.79 = Very Low; 1.80-2.59 = Low; 2.60-3.39 = Moderate; 3.40-4.19 = High and 4.20-5.00 = Very high			

Source: Primary data (2021).

As noted in Table 8 above, the result indicated that the level of timeliness in service delivery in CDC Projects in Arua City was high with an aggregate mean value of 3.80 and a standard deviation of 1.07 which was far from zero in the central location the mean value indicating that the views of the respondents concerning the level of timeliness in the CDC Projects in Arua city were significantly varied away from the central location the mean. In an interview with the Director, he noted that:

“...CDC Projects get funds appropriate from the funders and this makes their activities to be carried out on time. He further supposed that early planning of activities helps the CDC Projects to always be on schedule...”

From the above interview with the Director, the researchers analyzed and found out that CDC Projects get suitable funds from funders and make activities to be carried out timely and on schedule. This result of the study agrees with the view of Weiss& Potts (2012) who stated that project success is determined by the completion of the project in a timely manner. The finding of this study further agrees with Mowbray et al. (2017). who noted that timeliness covers cycle time which is the time needed to complete a specific task and this is normally important for repeated activities, on-time completion rate which looks at whether or not an assignment given was completed by a given deadline, time spent which is the amount of time spent by the project team on implementing the project and number of adjustments which looks at how many times the team adjusted the time meant to complete the tasks. Therefore, CDC Projects should uphold the level of timeliness by planning activities early enough and following their schedules well to avoid delays.

Table 9: General level of performance of CDC Projects in Arua city (N=72)

Item	Mean	Std. Deviation	Interpretation
Quality of services	3.89	.85	High
Budget performance	3.67	1.14	High
Timeliness	3.80	1.07	High
Grand Mean & Standard Deviation	3.78	1.04	High
Legend: 1.00-1.79 = Very Low; 1.80-2.59 = Low; 2.60-3.39 = Moderate; 3.40-4.19 = High and 4.20-5.00 = Very high			

Source: Primary data (2021).

In general, the level of performance of child development centre projects in Arua city was high which revealed that the quality of services produced a mean of 3.89 (77.8%) at 0.85 standard deviation, and budget performance produces a mean of 3.67 (73.4%) at a standard deviation of 1.14 and timeliness produced a mean of 3.80 (76%) at a standard deviation of 1.07 generating a grand Mean of 3.78 (75.6%) and a standard deviation of 1.04 which was far away from zero meaning that the views of the respondents on the performance of CDC project were significantly varied away from the central location the

Mean. This study result revealed that quality services were provided to the beneficiaries, budget performance was good and project activities were managed timely.

5.4. Influence of Human Resource Aspects on Performance of Child Development Centre Projects in Arua City

The third specific objective of this study was to ascertain the influence of human resource aspects on the performance of child development center projects in Arua city. This objective was analyzed using multiple regression analysis as in table 10 (a) below;

Table 10 (a): Regression model summary

Model	r	r ²	Adjusted R Square	Std. Error of the Estimate
1	.673 ^a	.452	.432	.45449
a. Predictors: (Constant), Staff competences, Motivation, Health and safety				
b. Dependent variable: Performance of CDC Projects				

Source: Primary data (2021).

The results in Table 10 (a) show that human resource aspects (Staff competences, Motivation, Health and safety) explained 45.2% of the variation in performance of CDC Projects in Arua city (R² = 0.452). This means that 54.8% was a result of other variables such as finance, leadership etc. that this investigation did not deliberate on.

Table 10 (b): Multiple regression analysis test for the influence of human resource aspects on performance of CDC Projects in Arua city

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.664	.555		-1.195	.236
	Staff Competences	.777	.158	.485	4.934	.000
	Motivation	.424	.168	.347	2.532	.000
	Health and Safety	.002	.140	.002	.013	.689
a. Dependent Variable: Performance of CDC Projects						

Source: Primary data (2021).

An examination of the degree to which each of the variables of human resource aspects influenced the performance of CDC Projects in Arua city was carried out and results revealed that staff competences were significantly topmost in influencing the performance of CDC Projects with Beta value of 0.485 at P value of 0.000, followed by motivation which significantly contributed to the performance of CDC Projects in Arua city with Beta value of 0.347 at P Value of 0.000, while it was discovered that health and safety insignificantly contributed to the performance of CDC Projects in Arua city with Beta value of 0.002 with P value of 0.689 implying that health and safety do not significantly affect the performance of CDC Projects in Arua city.

5.5. Testing the Study Hypothesis

This study hypothesized that there was no significant influence of human resource aspects such as staff competences, motivation, health and safety on the performance of child development centres in Arua city. The result from multiple regression analysis on Table 10 (b) showed that the human resource aspects of staff competences and motivation significantly influenced the performance of CDC Projects hence contributing to the rejection of the null hypothesis, while for health and safety the null hypothesis was accepted.

6. Conclusions

From the findings of the study, the following conclusions were drawn. From the first objective, it was concluded that generally, the level of human resource aspects in CDC Projects in Arua city was high, level of performance of CDC Projects was high too. However, the influence of human resource aspects on the performance of CDC Projects was moderate implying that their contribution to the performance of CDC Projects was average. Human resource Aspects of staff competences and motivation significantly contributed to the performance of CDC Projects and therefore contributed to the rejection of the null hypothesis while health and safety insignificantly contributed to the performance of CDC Projects hence the acceptance of the null hypothesis. Despite the statement that CDC Projects in Arua city were underperforming in their projects as a result of human resource aspects, the study revealed that the level of human resource aspects was high which justifies a moderate positive influence on the performance of CDC Projects. The study, therefore, concludes that human resource aspects such as staff competences, motivation as well as health and safety should be handled well to improve the performance of CDC Projects in terms of quality of services, budget performance and timeliness as attested by the universalistic Theory developed by Delery & Doty in 1996 which stated that the relationship between a given independent variable (Human Resource) and the Dependent variable (Performance of CDC Projects) is universal across the population of an organization; and greater use of specific human resource aspects will always result into better or worse organizational performance.

7. Recommendations

It was recommended that child development centres should maintain a high level of human resource aspects such as staff competences by recruiting competent staff with rightful academic qualifications, good intellectual knowledge and skills, good interpersonal relations, good leadership skills and training the staff to become more competent. Child development centre projects should improve on the level of motivation through individual and team awards to staff which are tied to quality, provide clear information to the staff concerning their roles and duties, give satisfactory salaries to staff on time, involve the staff in decision making and promote the staff based on performance.

Child development centers should maintain the high level of performance of CDC Projects in areas of quality of services provided in building houses for disadvantaged children, providing fees and scholastic materials, skill development, and caring for the medical needs as well as spiritual needs of the children. CDC Projects should maintain a high level of budget performance by upholding the standards set and CDC Projects should uphold the level of timeliness by planning activities early enough and following their schedules well to avoid delays. Health and safety insignificantly contributed to the performance of CDC Projects in CDC's therefore it is recommended that it should mainly be improved on if the performance of CDC Projects is to improve, followed by motivation and staff competences.

Conflict of Interest Statement

The authors certify that they have NO affiliations with or involvement in any organization or entity with any financial interest (such as honoraria; educational grants; membership, employment, consultancies, stock ownership, or other equity interest, or non-financial interest (such as personal or professional relationships, affiliations, knowledge or beliefs) in the subject matter or materials discussed in this manuscript.

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