

**PROJECT COMMUNICATION, INDIVIDUAL COMMITMENT, SOCIAL  
NETWORKS AND PERCEIVED PROJECT PERFORMANCE**

**(A Study of Citizenship Projects in Selected Commercial Banks)**

**BY**

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## Declaration

I, Sudi Nangoli, declare to the best of my knowledge that this Dissertation is my own original work and has not been published and/or presented for any other award to any other university or higher institution of learning before. Where it is indebted to the work of others, due acknowledgement has been given.

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# Approval

This is to certify that this dissertation has been submitted for examination with my approval as a university supervisor.

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Sign .....

Date .....

## **Dedication**

To my lovely parents Mr. Wambogo Sowed and Mrs Wamboga Nakusi Asa. I also dedicate it to my wife, children, my brothers, sisters, relatives and all those who treasure education. May the Almighty bless them all.

## **Acknowledgement**

All Glory belongs to the Most High who has not only kept me alive and active to see this work develop from scratch, but also given me the wisdom to get through challenging situations in life with much ease. I forever remain indebted to those individuals who have labored to see me leave a better life including but not limited to my father, mother, Mr. kibale W. D. and Makerere University Business School who substantially financed this study.

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## **List of Acronyms**

PMBOK	Project Management Body of Knowledge
SPSS-	Statistical Package for Social Scientists
CVI-	Content Validity Index
MGT-	Management

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## **Abstract**

The purpose of this study was to establish the relationship between Project Communication, individual commitment, Social networks and perceived Project performance of citizenship Projects in Commercial Banks. It was inspired by the fact that expenditure on citizenship projects by many commercial banks in Uganda has moved up the budget list as a priority vote despite the widespread outcry as regards poor performance of projects. The study adopted a cross sectional design. Since the study intended to test rather than generate theory, it adopted a quantitative approach. It involved descriptive and analytical research designs. The study targeted (92) citizenship projects that were undertaken by commercial banks in Uganda. Simple random sampling was used. The data collected was edited for incompleteness and inconsistency to ensure correctness of the information given by the respondents, through pretesting and adjustments by the two research supervisors. Variables were coded and Statistical package for social scientists (SPSS) was used for data entry and analysis. Findings showed that there were significant positive relationships between Project Communication, individual commitment, Social networks and Perceived Project Performance. It was concluded that effective Project Communication, Social Networks and individual Commitment are pre-requisites for better performance of citizenship projects in Ugandan commercial banks and that Social networks is a better predictor of performance than Project Communication and individual Commitment. It was recommended that for commercial Banks to improve performance of citizenship projects, commitment of individual stakeholders and social net works need to be enhanced through designing communications tailored to the preferences of their varied stakeholders.

# CHAPTER ONE

## 1.0 Background To The Study

Amidst intensifying competition, Commercial Banks have focused on new competitive strategies like ‘increased investment in citizenship projects’ as a means of sustaining performance (Hopkins, 2007; McDonald & Rundle-Thiele, 2008). According to Drucker (1993), Citizenship projects are those projects aimed at active commitment to making a difference in ones community, ones society and one’s country. In Uganda, Many Commercial Banks are becoming more involved in activities like improving education and public health (see e.g. the Barclays sustainability review report, 2007). Like other projects, Citizenship Projects go through inception, planning, testing, implementation and closure (Kerzner, 2006). At project inception, ideas often originate from community who identify and request the bank to both financially and otherwise come to their rescue (Stanbic Annual Report, 2008; Mike Hart, Standard Chartered Bank’s General Manager for East Africa, 2005). Some banks like Bank of Africa-Uganda have standardized forms (appendix 2) for collecting ideas from the society for vetting.

The Successful management of citizenship projects from idea generation to handover presents a win-win situation for the bank and the society (Scot, 2007; Smith, Corporate Affairs Manager, Standard Bank Group, 2005). However, local companies have failed to implement citizenship projects to the satisfaction of society (Ofori & Hinson, 2007). According to Baker (2007), over 95% of project failures could be attributed to Ineffective project communication. Scott (2007) alludes to the fact that perceived failure of citizenship projects causes negative publicity. For example, when Standard chartered Uganda, under their ‘Nets for life programme’ embarked on a project amidst insufficient sensitization, to distribute Insecticide Treated Nets (ITN's) in

Makindye-Kampala were malaria accounts for most deaths, the project was received with negative publicity as residents felt the bank intended to kill them. They posed questions like, ‘if these things can kill mosquitoes, why not us?’ (Zachary, 2005). Clarity of Project information fosters commitment and trustworthy relationships amongst the targeted societies (Scott, 2007).

According to Downes (2005), relationships amongst societies are referred to as social networks. These enhance performance by facilitating social capital exchanges (Hogg & Adamic, 2004). As such, the neglect of social norms, adversely affects performance (Bushuyu, 2006; North, 1996). The Insecticide Treated Nets ‘ITN’ project in Makindye, for example, created perceived segregation as the project scope covered only expectant mothers in disregard of the fact that in some African societies, men don’t sleep with expectant mothers. Thus Perceived segregation perhaps reduced the would-be collective-positive societal support and commitment to the project (Bushuyu, 2006). This is consistent with Sanchez and Brock (1996) who argue that a decline in one’s commitment may result from perceived discrimination. Up to date, some top level managers are still less committed to citizenship activities by suggesting that citizenship projects detract them from business-related responsibilities (Hoskins, 2005). This could be manifested in delays to pass decisions that pertain to implementation of citizenship projects. Usually, as a result, management makes late and less than required financial releases. The challenge widens as other project team members get influenced to peak up similar affections. Although Stanbic’s commitment to citizenship projects is well incorporated in its vision (Stanbic Bank Uganda; Annual report, 2009), anecdotal evidence surprisingly shows that over six of every ten of its employees are not aware of such undertakings and by implication are not committed to them. There is need to ensure that citizenship projects that commercial banks fund, meet their expectations.

## **1.1 Problem Statement**

Commercial banks have become more involved in citizenship projects both financially and otherwise because superior firm performance is linked with the success of citizenship projects (Devinney 2009; Hopkins, 2007; Scott, 2007). On average, however, over 70% of Citizenship projects fall short of the expected quality, fail to boost bank awareness, are cost overrun, and are completed behind schedule (Baker, 2007; Hong, Nahm & Doll, 2004; Lester, 2007). This could be attributed to ineffective project communication (Ramsing, 2009; Ruuska, 1996), inadequate social networks (Andrews, 2007; Downes, 2005; Granovater, 1973) and lack of individual commitment to such projects (Meyer & Allen, 1997).

## **1.2 Purpose of the Study**

To establish the relationship between Project Communication, individual commitment, Social networks and perceived performance of citizenship Projects in Commercial Banks.

## **1.3 Research Objectives**

- a) To examine the Nature of project communication
- b) To investigate the relationship between project communication and individual commitment
- c) To establish the relationship between individual commitment and perceived project performance.
- d) To find out the relationship between project communication, social networks and perceived project performance

e) To examine the Predictive Potential of the components of Project communication, social networks and individual commitment on perceived project performance

## **1.4 Research Hypothesis**

H1: There is a positive relationship between project communication and individual commitment

H2: There is a positive relationship between individual commitment and perceived project performance

H3: There is a positive relationship between project communication and social networks

H4: There is a significant relationship between social networks and perceived project performance

## **1.4 Scope of the Study**

**Geographical scope;** The study was limited to the citizenship projects of selected commercial banks within Kampala since all commercial banks currently operating in Uganda have their head offices and main branches in Kampala (Bank of Uganda Report, 2009) and their strategic activities in upcountry centers are more of a replication of those in Kampala. Also, Kampala branches are easily accessible to the researcher.

**Subject Scope;** The study reviewed literature related to perceived performance of projects (as a dependent variable) and project communication (as an independent variable), being moderated by individual commitment and social networks. The study followed claims by many scholars (e.g. Lester, 2007; Ramsing, 2009) that the number one cause of failure of many projects is

ineffective project communication. The intensity of the investigation of the variables was limited to the objectives of the study.

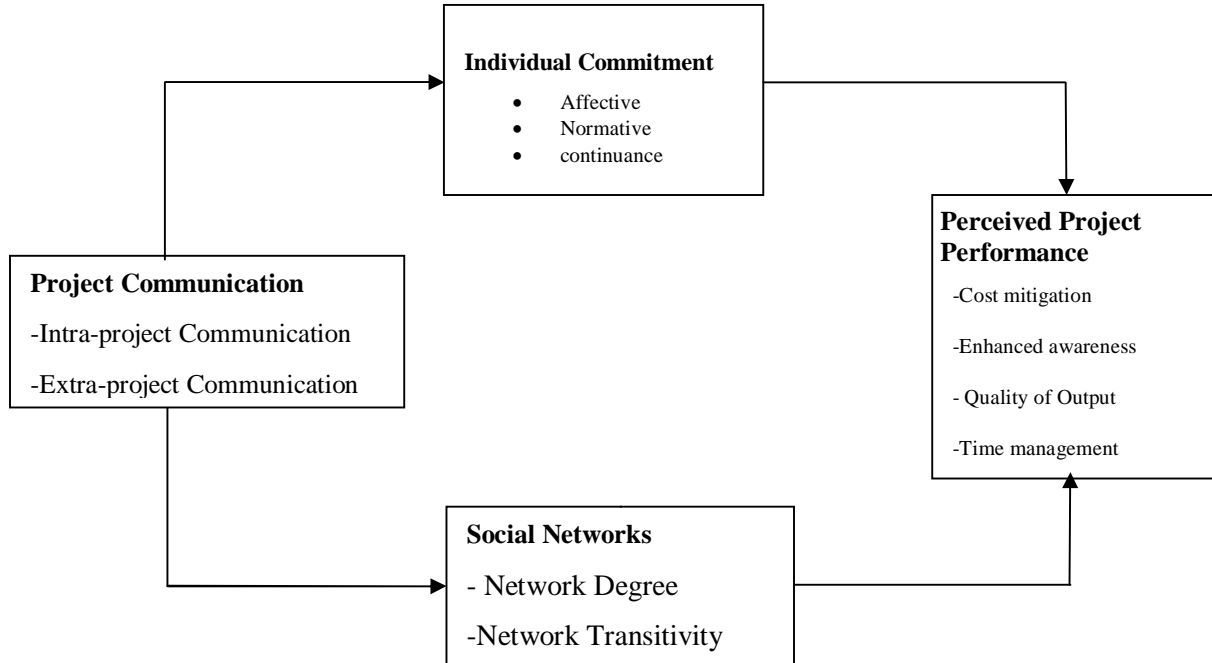
## **1.5 Significance of the Study**

- The study will help commercial banks to appreciate and improve the performance of their citizenship projects through proper management of project communications, individual commitment and enhancing social networking with envisaged stakeholders.
- The study will provide a reliable local source of literature for further studies on the concept of project communication and perceived project performance especially in developing countries like Uganda where there is still inadequate research on such a topical concept.
- The study will benefit both policy makers by enhancing their understanding of the inter-relationship of soft factors like project communication and commitment as prerequisites to achieving envisaged project outcomes and the eventual advancement of performance indicators for efficient project management.



## 1.6 The Conceptual Framework

FIG. 1



Source: Developed from the works of (Lievens & Moenaert, 2000; Ruuska, 1996; Tracy & Walker 2008; Fowler, Dawes & Christakis, 2009; Burt, 2000; Meyer & Allen, 1997; and PMBOK guide, 2000)

### Description of the model

Both Intra-project Communication and Extra-project Communication influence the commitment of individual stakeholders in executing citizenship activities. Individual commitment of stakeholders influences the perceived performance of citizenship projects in terms of costs, awareness, time and cost management. Also, Project communication influences the degree and Transitivity of social networks which then influence perceived performance of the project.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter presents a review of the existing scholarly literature on Project Communication, Commitment, Social networks and their relationship with Perceived project performance. While acknowledging the works of earlier researchers, the review brings out gaps that require redress.

#### **2.1.0 Project Communication**

Project communication refers to information exchanges intended to create understanding amongst project stakeholders (Ruuska, 1996). Stakeholders are any group of individuals who can affect or are affected by the project (Freeman, 1994) including the local communities, regulatory agencies, customers, project team, project sponsor and so on. The above explanation of project communication tends to agree with definitions advanced by many scholars like Baker (2007), and Lester (2007) on this subject. The fact that communication is crucial for project success has been echoed by scholars like (Baker, 2007; and Ramsing, 2009) although up-to-date communication still stands as a major cause of failure of many projects (Ramsing, 2009). Baker (2007) avers that ineffective communication contributes up to 95% of many project failures. According to Lester (2007), Effective communication is one of the most important factors that accounts for the success of any project. The effectiveness of project communication depends on the quality of the communication flows. The quality of communication all through the project life cycle can be described as the degree to which appropriate information reaches the intended information sources/receivers in an apt time (Rogers & Agarwala-Rogers, 1976). This calls for

the need to learn the way of life of those societies that the citizenship projects impact on so as to derive the appropriate channel and message design which most times are overlooked. According to Burt (2000), the most appropriate project communications take place where, during the encoding process, the sender captures the receiver's interests. Ray (1999) argues that such interests could be drawn from culture, past experience, religion, economic and or relations among others. As projects grow large and complex, communication and coordination both within and without the project becomes more and more difficult, yet more vital to the success of the project. In line with Lievens and Moenaert (2000), project Communication was conceptualized as extra-project communication (communication with the external project environment) and intra-project communication (communication flows within the project).

### **2.1.1 Intra-project communication**

According to Carrière and Bourque (2009), a project's internal communication practices consist of the full spectrum of communication activities, both formal and informal, undertaken by the project members for the purpose of disseminating information to one or more audiences within the project. Internal communication practices may be undertaken for the purpose of downward, horizontal, or upward communication and may be initiated by anyone within the project. Mintzberg (1973) argues though, that the primary onus of ensuring effective internal communication lies with the project's managers. Therefore, it is still the responsibility of management to ensure that an effective and efficient internal communication system is in place so as to ensure that all project staff are provided with timely, important, and relevant information (Carrière & Bourque, 2009). According to Ruuska (1996), Intra-project communication has two

emphases in a project, that is; the steering committee and the project team. The common official ways of communication are the regular project team meetings, memos and follow-up reports (Rasberry & Lamoine, 1986). Effective Intra-project communication is based on the effectiveness of project leaders who spend over 75% of their work day making communications (Mintzberg, 1973).

### **2.1.2 Extra-project communication**

Extra-project communication is the communication between the project and its relevant environment primarily the end-users (Lievens & Moenaert, 2000). It is very common for the project to experience external resistive pressures (Zachary, 2005). Ruuska (1996) advances that often resistance and negative attitudes are a result of the lack of information. Most times the external stakeholders simply don't know why the project has been founded and where it is aiming. Therefore to create a positive profile for itself, a project should keep the stakeholders well informed on its goals and operations. The important dilemma for managers remains what information, and how much of it, needs to be disseminated to project stakeholders (Hargie et al., 2002). While it is obvious that timely, relevant information is essential for high levels of individual commitment to the project by external stakeholders like the community, there is an unknown point at which information overload or underload with the associated negative consequences arise (Eppler & Mengis, 2004; Carrie`re and Bourque, 2009).

### **2.2.0 Individual Commitment**

Research by Bentein, Vandenberg, Vandenberghe, and Stinglhamber (2005) allude to the fact that individual commitment is a “psychological stabilizing or obliging force that binds individuals to courses of action relevant” to a particular citizenship project. Consistent with Kanter (1968) and Porter et al. (1974), for this research, Individual commitment is conceptualized as the willingness by an individual to devote energy and loyalty to a project as expressed in three forms; - affective, continuance, and normative (see also Meyer & Allen, 1997). The ‘net sum’ of a person’s commitment to a project reflects each of these separable psychological states (Meyer & Allen, 1997). Affective commitment is an individual’s emotional attachment with (i.e. identification with and involvement in) the project. Continuance commitment refers to the individual’s recognition of the benefits of continued association with the project compared to the perceived cost of leaving the project. Normative commitment refers to the employee’s feeling of obligation to stay in the project. All three forms of commitment affect the individuals’ willingness to remain with a project and their work related behavior.

### **2.3.0 Social networks**

Although social networks have been interpreted in a variety of lexis, most scholars allude to the fact that social networks are linkages/ (social ties) between entities. Downes (2005), for example, refers to social networks as a collection of individuals linked together by a set of relations. In a more elaborate form, Kempe, Kleinberg, and Tardos (2003), define a social network as a set of people, organizations or other social entities, Connected by a set of socially meaningful

relationships, such as friendship, co-working or information exchange, and interactions to better achieve desired outcomes, by sharing expertise, resources, and information. Social networks could also be defined as a “web” where direct or indirect social relationships surround the individuals. Entities in a network are called “nodes” and the connections between them are called “ties” (Cook, 2001). According to Fowler, Dawes, and Christakis (2009), social networks can be fundamentally discussed in terms of Degree and Transitivity

Social network Degree is the number of social ties the project has. Network Degree is at times referred to as Network size. On the other hand, Network transitivity refers to the likelihood that two of a persons’ contact are connected to each other. It transforms into the level of trust members give themselves. According to HaÊkansson and Snehota (1989), the establishment, development, defense and maintenance of network positions is done by developing multiple relationships in the focal net, i.e. in the relevant network in which the firm is active by relating externally and adapting internally (HaÊkansson & Snehota,1989).

#### **2.4.0 Perceived Project Performance**

Ramírez (2002) defines a Project as a temporary endeavor undertaken to create a unique product or service. Projects undergo a series of stages. These stages include initiation, planning, controlling, implementation and closing processes (PMBOK guide, 2000). The need for efficient project outputs/results, calls for the application of knowledge, skills, tools, and techniques to project activities at each stage of project development especially performance stage that normally consumes most resources. Successful project performance is measured as the ability to complete

the project according to desired specifications, within the specified budget and time schedule while keeping the customer and other stakeholders happy (Cella, Dymond, Cooper, & Turnbull, 2007).

Perceived Project Performance refers to what the project stakeholders like the project sponsor and client make out of the project performance. Usually, various directly and indirectly affected parties perceive the operations of the project differently due to the diversity of interests. What the recipient sees as a failure may be viewed as a success to the implementer of the project. Most times some stakeholders perceive successful projects as failures due to inadequate awareness. According to (Graham, n.d) as quoted in Ramírez, (2002), If project stakeholders know nothing of what the project is about, they will get the perception that the project is not worthwhile.

## **2.5 Project Communication and Individual Commitment**

According to Baker (2007), the mode of Project communication has an effect on commitment of individual team members. Yammarino and Naughton (1988) demonstrated that a positive relationship exists between amount of time spent communicating and the level of effort expended by each project team member on execution of tasks. Similar findings have been reported by Ng et al., (2006). Effective project communication creates a feeling of responsibility and attachment between a stakeholder and the project tasks that makes him/her indebted to the project thereby creating an atmosphere for individual team members to act without much control and coercion. Under search circumstances, what drives a person to work is the emotional attachment to the project as natured by communication. This is consistent with Fishbein and Ajzen's (1975) findings that workers with positive attitude about the task carry out certain role

behaviors well beyond the basic minimum levels required of them. They for example may not take extra breaks and they tend to obey the project rules and regulations even when no one is watching, they attend meetings that are not mandatory (Steers, 1997), but considered important. They also keep abreast of changes in and out of the project that affect/ are affected by the project and responsibly discuss them with those concerned. In terms of non-verbal forms of communication, Allen and Meyer (1993) have found that there is a positive relationship between an employee's age, time spent with the organization and their level of commitment.

Consistent with Oliver's (1997) cognitive and affective theory, when a manager or team member, with a high need for self esteem, volunteers to work on a project and communicates his intentions to associate within the project, he emotionally gets attached to ensuring the project succeeds. This is because he derives satisfaction from the success of philanthropic engagements. The level of satisfaction derived is dependent on monadic characteristics like age. According to Rasberry and Lamoine (1986), the age factor and experience (length of service) dictate the way a message is perceived. Earlier studies by Hunt, Chonko and Wood (1985) point out that People are more likely to get more committed to their organization as their age and tenure increase. This could imply that older individual project team members are more committed persons and that people will get more committed as the project progresses from inception to implementation and is in agreement with Maslow's hierarchy of needs which suggests that self esteem needs come later than physiological and safety needs (Rasberry and Lamoine, 1986). Mathieu & Zajac (1990) aver that employees with higher levels of education show less commitment yet maintain that workers who are pursuing higher education display high levels of commitment. The disparity here is that it is usually the more the time one spends in school (source of less



commitment) the older the person grows (more commitment). It is subject to research whether age and education-level are two conflicting determinants of an individual level of commitment.

Intra-project communications enable Individual Project team members to perceive, interpret and get committed to inferences drawn from the project charter as a form of psychological contract (Rousseau (1989). To concretize this argument, (Bentein et al., 2005), defines Commitment as a “psychological stabilizing or obliging force that binds individuals to courses of action relevant” to the project. Thus, project team members will typically interpret the various intra-project communications and on which basis they will find a commensurate level of commitment to offer in return (Schein, 1980). This atmosphere of reciprocity can only be sustained if the project manager meets his part of the informal bargain. As long as the project delivers as expected by its stakeholders, they will remain committed to the project’s values otherwise stakeholders may become less committed and dissociate themselves from the project (Gakovic & Tetrick, 2003; Conway and Briner, 2002). According to Eisenberger *et al.* (1990), individuals who perceive that they are cared for, have not only higher levels of commitment, but are more conscious about their responsibilities, have greater involvement in the organization, and are more innovative. Therefore Project managers ought to communicate their support to their staff for the work that they do because this perceived support allows for more commitment to the project activities.

H1: There is a positive relationship between project communication and individual commitment

## 2.6 Individual Commitment and Perceived Project Performance

Riketta (2002) and Ostroff (1992) aver that commitment is a major antecedent of performance. According to Liu and Walker (1998) as quoted in Ntayi, Rooks, Eyaa and Qian (2010), the overall performance of a project is a function of the individual commitment of each participant in the project. Studies by Yoon and Suh (2003) in a Korean context, found a positive relationship between individual Commitment and perceived service quality. This suggests that the quality of citizenship services is a function of the energy and loyalty that individual members devote to the project. Kuehn and Al-Busaidi (2002) found out that normative and affective commitment are significant predictors of acts of abstract thought, creativity and sportsmanship. Acts of sportsmanship are a sign of intrinsically motivated staff and are said to bring about cost savings through lessening supervision costs and rework costs resulting from laxity of workforce among other means. This is in agreement with (Meyer and Allen's, 1991) argument that were workers conceal their inner self and work primarily for extrinsic rewards, the project is put at a risk of experiencing poor quality outputs. The inadequacy of an intrinsic drive to perform tasks also causes project failures in terms of time overruns/ failure to beat deadlines (Riketta, 2002).

Committed project members more often than not have no intentions to quit (Addae, Parboteeah & Davis, 2006; Meyer *et al.* (2002) which saves the project costs of recruiting and orienting a new member both in form of time and money. Also, costs of supervision are mitigated if the project members are committed to their project tasks. It follows that where project stakeholders are joyful about the project's success, the investing bank's public image will blossom in the case of citizenship projects run by commercial banks. Regardless of the abundance of research that

has examined commitment and performance, there remain a number of gaps that form the basis for this study. Firstly, a literature review shows that although organizational commitment has been shown to be an important predictor of performance (Ricketta, 2002), very few studies (e.g. Ntayi, Rooks, Eyaa and Qian, 2010) have examined this phenomenon in a Ugandan context. Even then, they did not focus on performance of citizenship project which are gathering more strategic attention as drivers of organizational competitiveness of late (McDonald & Rundle-Thiele, 2008). It is imperative therefore, that the understanding of individual commitment as an antecedent of performance is enriched through extending the frontiers of research.

*H2: There is a positive relationship between individual commitment and perceived project performance*

## **2.7 Project Communication, Social Networks and perceived project performance**

According to Ruuska (1996), project communication acts as a connecting factor that links the various stakeholders of the project together and also the project to its environment let alone uniting its activities at different levels of development. Bian (1997) adds that the strength of the linkage (relationship) grows through a history of interactions in which members of a network develop friendship and trust. The above statement points to the fact that stronger relations in a network could be fostered through effective project communication over time. Herkt (2007) affirms that the project manager's major responsibility is to build supportive social networks (collaborative relationships) among a diverse group of stakeholders. Fowler, Dawes, and Christakis (2009) and (Stacy, 1996) maintain that in social networks, some nodes develop more contacts (Higher Degree) than others and that the clustering coefficient (transitivity) also differs

based on the level of interactions (communications) maintained. Although Boddy (2002), Herkt (2007) and (Scott, 1991) suggest that efficient social networks are those in which relationships have been reinforced and are dependable, that is, members enjoy close relationship (strong ties) and therefore highly trust each other, Granovater (1973) maintains that weak ties should never be sidestepped in favor of concretizing strong ties. This is because the constant interaction in strong ties may with time bring in no new vital information (Granovater, 1973) which would have been cheaply sourced through tapping into the power lines of a variety of weakly linked social networks. These arguments seem to imply that the manager's role of disseminating information should extend to periphery players thereby stretching project scope as opposed to the project management best practice of delimiting scope (PMBOK Guide, 2000).

On the contrary, Simmel (1950) tends to suggest that no social network can be fully depended upon because of the diversity in egocentricity among nodes. He avers that "the fact that an individual can live up to expectations of several others in different places and at different times makes it possible to preserve an inner core, to withhold inner attitudes while conforming to various expectations." There is an argument that face to face communications reveal one's inner core more than ECTs do. In favour of face to face communications, Burt 2000, and Nohria (1992), argue that face to face communications are necessary for strengthening the social ties between nodes. They argue that face to face communication provide an emotional basis for deciding whether they to pursue the interaction further. Therefore, a true expression of inner attitudes (Sandberg, 2000), can only be tapped through appreciating the timing and means of communicating to specific individual members (Rabery and Lamoine, 1986).

Although Rasberry and Lamoine's (1986) studies suggested that face to face communications creates more close ties than the impersonal telephone calls, recent studies by Chulkov and Desai (2005) indicate that most people prefer to relate using electronic communication Technologies (ECTs) than via holding face to face meetings. It remains unclear whether Chulkov and Desai's (2005) findings hold for both intra-project and extra project communication. The above argument could also suggest that under development of ECTs account for low degree centrality in social networks there by limiting spread of information yet Information under load fails the citizenship projects as misconceptions override actual details (Baker 2007).

Intra-Project Communication facilitates the streamlining of the project to the overall goals of the organization and how the existent organizational structures will coordinate in adding value to the project and specialized work units. Many studies reveal that informal meetings like a come together cup of tea at dinner with stakeholders or at least the project team can spur up a solid relationship that carries through the entire project lifecycle (Project-smart, 2008). Project communication enables the project team to visualize the interdependencies between diverse work units (Structural holes) as information and work flows are exchanged (Daft & Weick, 1984). These departments in turn communicate to the outside communities with whom they share interests (Gupta et al., 1986; Ruckert and Walker, 1987) hence creating more linkages building a web of social networks a phenomenon called boundary spanning . These arguments are well in line with granovaters' (1983) view that interdependency result in a wide variety of specialized role relationship with greater potential of providing vital information than stronger ties.

Project communication also determines the extent to which a particular project wins the collective support and efforts of organizational members (Parkin, 2007) away from other organizational tasks. This is because Project managers are not usually assigned the authority or status to manage their team members, who will still be organizationally attached to functional groups elsewhere in the organization. At best these members will be “loaned” to the project and may have roles on multiple projects (Pinto, 2000, p. 86). Ensuring the most supportive collaborations from these team members is therefore based on “cultivating other methods of influence” and building social networks is one sure way to win resources with ease.

Maintaining effective Communication with the project team over time (Kimball and Rheingold, 2000), raises the quantity of social ties and the clustering co-efficient both directly and indirectly. This is Consistent with Zhong and Low’s (2009) findings that Changes driven by the Project management are usually unlikely to produce desired effects without coordination and support from a variety of personnel. Project managers however, are most times preoccupied with addressing the technical issues and fail on soft issues like proper functioning of informal communication. In the manufacturing sector, this phenomenon has largely been attributed to the fact that most project managers are often less informed in people matters and as such ignorant of the value inherent in properly managing people (Ruuska, 1996). There is need to establish whether ineffective communications in citizenship projects are attributable to the inadequate skills amongst project managers in commercial banks.

A proper mix of Intra and extra project communication ensures empowerment of the project team with ample information. Conger and Kanungo (1988) define empowerment as a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness, and through their removal by both formal organizational practices and informal techniques of providing efficacy information. To them, the effect of empowerment is the initiation and persistence of behavior (commitment) by empowered employees to accomplish task objectives. This definition is rooted in management theory of power and authority delegation that gives an employee the right to control and use organizational resources to bring about desired organizational outcomes. The concept of desired outcomes is synonymous to conformance with standards which themselves should have been communicated to hold meaningfulness (Thomas & Velthouse (1990). Block (1987) adjoins that the creation of opportunities for employees to participate in decision making, and giving employees autonomy from bureaucratic constraints increases individual commitment. His arguments seem to broaden the current debate that flatter structures are more efficient for managing projects than tall ones as the former enable prompt and hence more effective communications.

The value of oral communication must be taken into consideration as it affects the interaction patterns among project members. In the current times of the internet, e-mail and instant messaging, the quality of the actual communication can determine the longevity of the group and help predict the likelihood of the group's survival. Face-to-face communication is needed, especially in the early stages, to establish understanding and trust among members.

H3: There is a positive relationship between project communication and social networks

### **Social Networks and Perceived Project Performance**

Social networking is perceived as a useful means of achieving intended social targets (Neergard et al., 2005) like providing social support. Social support is pertinent during implementation given that every project success is characterized by the need to beat deadlines which most times puts pressure on the project team. Social networks provide the shared maintenance (Hogg & Adamic, 2004; Hustad, 2004; Lean & Van Buren, 1999) necessary to calm down high stress levels and enable achievement of not only timely but quality outputs. Social networks act as a vehicle for quickly and easily getting the project message to intended audience thereby enhancing project awareness (Hogg & Adamic, 2004) and the organization's public image at large. According to (Burt, 1992), Social networks provide access to timely information and referrals to others in the network. (Shaw, 1999) adds that timely access to information among others creates a deeper understanding of community needs at initiation stage of any project development. This supports the view that ample information at initiation mitigates the possibility of losing out on quality in the later stages as a result of inadequate project planning.

In a social network, entities with a high degree centrality enjoy more collaborations than those with lower degree (Fernie et al., 2003). Also, those with high transitivity enjoy deeper and more trusting relationships amongst themselves while those with low transitivity aren't deeply engaged amongst themselves (Burt, 1992). According to Ntayi, Rooks, Eyaa and Qian (2010), collaborations (that are characteristic of social networks) improve performance through enabled



resource acquisition. This implies that Project teams can cheaply source new and vital information through collaborations with various nodes on their social network (Rosenthal, 2007). These nodes can range from organizational players and policy makers to society beneficiaries, religious leaders among others. Much earlier studies by Crawford and Da Ros (2002) also, reported a strong positive correlation between social networking and acquisition of project resources which account for better project performance. Particularly, Collaborations create perceived fairness in exchanges there by reducing transaction cost (Hoang & Antoncic 2003) in form of less detailed contracts and less restrictive closes with stakeholders like the government (Liebeskind, Amalya, Zucker, & Brewer, 1995). According to Coase (1998) and O'Malley (2007), transactions involve cost of discovering who it is that one wishes to deal with, informing people that one wishes to deal and on what terms, conducting of negotiations among others which is cheaply and quickly achieved through social networks.

*H4: There is a significant relationship between social networks and perceived project performance*

## **2.8 Conclusion**

In line with the above theoretical review, it is clear that vast literature related to the study variables have been conducted. It has been observed however, that most of the established relationships have been conducted in a developed environment. Also, no aggregative study had been conducted to examine their collective impact on performance of citizenship projects which are continuing to increase in terms of budget considerations of most commercial banks. It is pertinent that the pattern of their relationships is tested in a context of a developing country for more logical and worldwide conclusion as well as the application of these relationships.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter entails the methodology that was used in conducting the research. It consists of the research design, the study population, the sampling procedure and sample size, the variables and their measurements, reliability and validity of research instruments, data collection methods, data processing and analysis procedures and techniques, anticipated challenges and how the researcher overcome them.

#### **3.1 Research Design**

The study adopted a cross sectional survey design. Since the study was meant to test rather than generate theory, it adopted a quantitative approach which focused on describing and drawing inferences from the findings on the relationships between Project Communication, individual commitment, Social networks and perceived Project performance. Correlation and Regression approaches were used to investigate the relationships between the variables and the extent to which the independent variables explained perceived performance of citizenship projects.

#### **3.2 Study Population**

The study population comprised of 121 citizenship projects conducted by sixteen (16) commercial banks in Uganda (BOU report, 2009). The information about these projects was as captured from the sustainability review reports of the studied commercial banks (2005-2010), and interviews with some corporate affairs managers.

### **3.3 Sampling Procedure and Target Sample Size**

The unit of analysis comprised the citizenship projects. Simple random sampling method was used. The (121) citizenship projects were written down on small papers and mixed in a box and then (92) of them were randomly picked in accordance with Krejcie and Morgan (1970). This method of sampling gave equal chance to each project in the sampling frame that was chosen. The response rate was 68% of the targeted.

The unit of inquiry comprised the corporate affairs managers / (citizenship project champions) and those employees who were/had ever taken part in the sampled projects. From each selected bank, three project managers, two of whom were from any two conveniently selected branches of the bank and one from the bank's Head office were sampled. Five employees from each of the bank branches were purposively targeted (Patton, 1990) which added up to a total of 208 target respondents. The inclusion and exclusion criteria was that where a person was picked and found not to have participated in the selected projects, he/she was discarded and replaced with the next convenient person. The responses returned were 82% of what was targeted.

### **3.4 Data Sources**

#### **Primary Data**

Primary data was sourced from respondents and used in the study because it gives the original perceptions of stakeholders as regards the performance of citizenship projects at time of collecting data. Since different stakeholders on a project perceive the performance of the project differently, the researcher collected views from the bank project managers, the project team and

beneficiaries. On the assumption that bank employees are knowledgeable enough to answer questionnaires, yet are the ones who finance and spearhead the execution of tasks, the researcher used their views as a representative sample for all beneficiaries.

### **Secondary Data**

Secondary data relevant to the variables under investigation was obtained from published journal articles from publishers like the emerald publishing group. Previous dissertations by master's students from the MUBS library and literature provided by the project management body of knowledge were also reviewed. Other secondary sources that were used included Text books, News papers, reports and conference proceedings.

### **3.5 Data Collection Instrument**

Primary data was captured through administering Questionnaires. Questionnaires enabled the respondents to read and understand the questions before responding and were used to investigate feelings using the likert scale. The questionnaires contained structured questions. The respondents answered on the basis of how they agreed or disagreed with the statements in the questionnaire. Secondary data was obtained through literature review of preceding research findings and existing literature on each of the study variables.

### 3.6 Measurement of Variables

#### a) Project communication

Project communication was measured using an abridged version of Goldhaber and Rogers' (1979) Communication Audit Survey (CAS) questionnaire. This was because it captured the researcher's aspect of study more extensively compared to comparative tools like the information processing perspective by Lievens and Moenaert (2000). Also, the CAS is being used by many researchers today (e.g. Carrière & Bourque, 2009; Downs & Adrian, 2004; Madlock, 2008).

#### b) Individual Commitment

In measuring commitment, an abridged version of the employee Organizational Commitment Questionnaire (OCQ), as developed by Meyer and Allen (1997), was used to assess the commitment of individual members on the project teams because it specifies a clear delineation among the types of *organizational commitment* unlike Porter, Steers, Mowday, & Boulian (1974)'s OCQ. The tool solicited responses on a five (5)-point Likert scale with the following verbal anchors: strongly disagree, disagree, not sure, agree and strongly agree. This tool has been commonly used by recent researchers (e.g. Brown 2003). Abridged examples of items from the OCQ questionnaire included: (a) *continuance commitment* - It would be very hard for me to abandon citizenship activities even if I wanted to; (b) *affective commitment* - I find that my personal values and those of citizenship projects are very similar; and (c) *normative commitment* - I think it wouldn't be right for me to avoid taking part in citizenship projects.

### **c) Social Networks**

Social networks were measured using a combination of the network Degree and network transitivity (Fowler, Dawes, & Christakis, 2009; Rosenthal, 2007, P.293). Respondents assessed their perceived network position on a five (5)-point Likert scale ranging from strongly agree (1) to strongly disagree(5). Abridged examples of items used to measure social networks include: (a) Network Degree - Through citizenship activities, we have improved the lives of many citizens; and (b) Network Transitivity- Without hesitation I can act on the information that I receive through my teammates.

### **d) Perceived Project Performance**

Perceived Project performance was measured using an amalgam of the research tool used by Bushuyu (2006) and the competence areas defined in the Project Management Body of Knowledge (PMBOK, 1996).The two give more rational results as regards perceived project performance and have been used before by researchers like Ramírez (2002).

## **3.7 Validity and Reliability of the instrument**

The researcher sought approval of the data collection instrument from the two supervisors and thereafter the tool was pre-tested among a section of the intended respondents. Inappropriate questions were revised. The Content Validity Index and the Cronbach's Alpha value were used to measure the Validity and Reliability of the instrument respectively.

**Table 3.1: Cronbach Alpha Values and Content Validity Indices**

<b>Variable</b>	<b>Anchor</b>	<b>Cronbach Alpha Value</b>	<b>Content Validity Index</b>
Project Communication	5 Point	0.832	0.800
Individual Commitment	5 Point	0.867	0.889
Social Networks	5 Point	0.794	0.842
Perceived Project Performance	5 Point	0.868	0.714

**Source: Primary Data**

The results showed that the instrument was both reliable and valid since the coefficients were above 0.6 in either case.

### **3.8 Data Processing, Analysis and presentation**

After collecting the data using a pre-coded questionnaire, it was edited for inconsistencies. Statistical package for social scientists (SPSS) version 15.0 was used for data entry and analysis. Correlation analysis tools i.e. the Pearson' correlation coefficient was used to establish the relationship between project communication, social networks, commitment and perceived performance of citizenship projects. Multiple regression analysis was conducted to determine variance in the dependent variable that was explained by the independent variables because there was more than one study variable affecting perceived project performance. The study findings were then presented in a report that comprised of five chapters.

## **CHAPTER FOUR**

### **PRESENTATION AND INTERPRETATION OF FINDINGS**

#### **4.0 Introduction**

This chapter contains the presentation and interpretation of the findings. Statistics were generated with the aim of generating responses for the research hypothesis. The chapter begins with the sample characteristics of the unit of analysis and unit of inquiry. Descriptive statistics, correlations and regressions were used to generate the results for this chapter. The presentation was guided by the following research objectives;

- a) To examine the Nature of project communication
- b) To investigate the relationship between project communication and individual commitment
- c) To establish the relationship between individual commitment and perceived project performance.
- d) To find out the relationship between project communication, social networks and perceived project performance
- e) To examine the Predictive Potential of the components of Project communication, social networks and individual commitment on perceived project performance

#### **4.1 Sample Characteristics of the Unit of Inquiry and Unit of Analysis**

The results in the table 4.1.1 and Table 4.1.2 were generated to describe the sample. They depict the background information about the unit of analysis and unit of inquiry.



**Table 4.1.1 Background information on the Unit of inquiry**

		Count	Valid	Min	Max	Mean	Std.
<b>Gender</b>	Male	83	48.3	1.00	2.00	1.52	0.50
	Female	89	51.7				
	<b>Total</b>	<b>172</b>	<b>100.0</b>				
<b>Marital Status</b>	Single	79	45.9	1.00	4.00	1.57	0.56
	Married	89	51.7				
	Divorced	3	1.7				
	Others	1	.6				
	<b>Total</b>	<b>172</b>	<b>100.0</b>				
<b>Age Bracket</b>	Below 20 yrs	6	3.5	1.00	4.00	2.20	0.49
	20 - 30 yrs	126	73.3				
	31 - 40 yrs	39	22.7				
	Over 40 yrs	1	.6				
	<b>Total</b>	<b>172</b>	<b>100.0</b>				
<b>Experience in citizenship Projects</b>	Less than 3	65	37.8				0.66
	3 - 6 yrs	93	54.1				
	7 - 10 yrs	11	6.4	1.00	4.00	1.72	
	More than 10	3	1.7				
	<b>Total</b>	<b>172</b>	<b>100.0</b>				
<b>Position held in the execution of citizenship project</b>	Manager	18	10.5				
	Team	135	78.5				
	Beneficiary	7	4.1	1.00	4.00	2.08	0.65
	Others	12	7.0				
	<b>Total</b>	<b>172</b>	<b>100.0</b>				
<b>Highest level of education</b>	Diploma	16	9.3				
	Degree	125	72.7				
	Professional	25	14.5	1.00	4.00	2.12	0.60
	Masters	6	3.5				
	<b>Total</b>	<b>172</b>	<b>100.0</b>				

**Source: Primary Data**

The results in table 4.1.1 above revealed that most of the respondents were female (51.7%) and only (48.3%) were male which could imply that more females take up citizenship activities than their male counterparts. The results also show that most of the respondents were either married (52%) or single (46%). Majority of the respondents were in the age bracket of (20-30) years representing (73.3%) of the respondents with a minimal standard deviation of (0.49). The findings also showed that (72.7%) of the

respondents had attained at least a Bachelors degree. Basing on mean values, it was found out that the average respondent had between 20-30 years (Mean = 2.20, SD=.49) and had attained a bachelors degree (mean = 2.12). The findings also revealed that of the (172) respondents, only (6) and (25) of them, representing (4%) and (15%) had attained masters and professional qualifications respectively.

As regards the positions held in the execution of citizenship projects by individual respondents, majority (78.5%) of them revealed that they held the capacity of team members while (10.5%) were project managers. Only (7) of the (172) respondents (4.1%) indicated that they were project beneficiaries. The study findings showed that (38%) of the respondents had less than three years experience in citizenship activities. They also showed that (93) of the (172) respondents had been involved in the execution of citizenship projects for a period of (3-6) years (54%). (6.4%) and (1.7%) had spent (7-10) and more than (10) years respectively in the execution of citizenship projects. The above results point to the fact that most of the respondents (62.2%) had over three years of experience in their respective bank activities.

**Table 4.1.2 Background information on the Unit of Analysis**

		Count	Valid	Min	Max	Mean	Std.
Nature of Citizenship Project	Health	20	31.7				
	Education	12	19				
	Environmental	7	11.1	1.00	5.00	2.68	1.47
	Economic	16	25.4				
	Rehabilitation	8	12.7				
	<b>Total</b>	<b>63</b>	<b>100</b>				
Length of time citizenship projects Have been running	Less than 3 yrs	27	43.6	1.00	4.00	1.67	0.70
	3 - 6 yrs	31	48.8				
	7 - 10 yrs	3	4.7				
	More than 10	2	2.9				
	<b>Total</b>	<b>63</b>	<b>100</b>				
Commonly used Channels of communication	Radio	24	38.4				
	Television	22	35.5				
	Bill Boards	4	5.8				
	Newspapers	5	8.1	1.00	6.00	2.26	1.49
	Conferences	4	6.4				
	Face to Face	4	5.8				
	<b>Total</b>	<b>63</b>	<b>100</b>				

**Source: Primary Data**

The results in the table 4.1.2 above indicate that the nature of most of the citizenship projects that commercial banks are involved in are concerned with improving the health of the people in the community (32%) and bettering their economic status (25%). These projects included among others those intended at combating malaria, treatment of eye illnesses, and HIV reduction campaigns among others. The findings also indicate that Most of these projects have existed for about (3-6) years. The results presented further

revealed that most citizenship projects often use the Radio (38%) and Television (36%) as their predominant channels of communication. The use of news papers and conferences to channel project information respectively was represented by percentages of (8%) and (6%) respectively. About (6%) indicated that they use face to face meetings as a predominant channel of communication. It was also revealed that the percentage of those who testified to using bill boards to channel information about citizenship activities to their recipients, was equal to those who said they used face to face meetings often.

#### **4.2 Findings on the Nature of project communication**

The first objective was to investigate the Nature of project communication and to this effect, Factor analysis was used to extract the factors that measure project communication using the principal component Analysis method. The results that were generated are as presented in the table 4.2 below;-

**Table 4.2: The nature of project communication in citizenship projects**

	Intra-project Communication	Extra-project Communication
The amount of information disseminated by project supervisors is satisfactory	.758	
The language we use in our correspondences is familiar to all team members	.847	
I like the channels that we use to share information amongst team members	.844	
I frequently use electronic means to exchange information with team members	.727	
Informal communication amongst team members is usually active	.701	
New Information usually circulates amongst project team members in time	.664	
Supervisors are always attentive to what their subordinates have to say	.562	
We have reliable avenues for receiving reactions about our activities in the community		.860
We have always maintained timely communications with external stakeholders		.682
Information concerning our citizenship activities is widely availed to the public		.667
Our external stakeholders like the way we communicate with them		.652
Our information is largely shaped by preferences of the communities we serve		.651
Our external stakeholders are reliably informed of the progress of our citizenship projects		.540
<b>Eigen Value</b>	3.526	1.157
<b>Variance %</b>	52.886	11.571
<b>Cumulative %</b>	52.886	64.457

**Source: Primary Data**

Factor analysis results from table 4.2 above yielded two components which were interpreted as Intra-project Communication (53%) and Extra-project Communication (12%) explaining (64%) of the variance in project communication. Seven item scales were loaded on the component termed Intra-project Communication. The results indicated that the use of a familiar language in correspondences with project team members is a key pre-requisite for effective intra-project communication (.847). The item with the second highest loading was that concerning communication channels from

which it is revealed that the use of communication channels that are preferred by project team members, promotes effective project communication (.844). The next items in their descending order of loadings were amount of information received (.758), the frequency of electronic information exchanges (.727) and the how active informal communication was amongst project team members (.701). The least loaded items related to how first new information circulates (.664) and the attentiveness of supervisors to what their subordinates say (.562). The above imply that team members often use e-mails, telephone calls to communicate although feedback may not be made as soon as a mail is received and that supervisors give moderate attention to contributions from their subordinates.

Of the six loadings on the component termed Extra-project communication, it was found out that reliability of avenues for receiving reactions about a project's activities (.860) and maintenance of timely communication with external stakeholders (.682) are top prerequisites for effective extra-project communication. Also, factors like the extent to which project details are availed to the public (.667) and the degree to which the needs of special publics are satisfied emerged as key inputs to effective extra-project communication with loadings of (.860) and (.682) respectively. The other factors comprised what shaped project information (.651) and the required amount of detail about the progress of the project (.540). These results imply that effective extra-project communication calls for shaping the project information according to the preferences of the communities being served for example, by delivering the message in a language

familiar to them at a time they are convenient with. In the rural areas this could be in the evening after they are back from their farming activities.

#### 4.3.0 Findings on the Relationships among the study variables

The results in the table 4.3 below indicate the relationships between the study variables using the (r) Pearson correlation coefficient.

**Table 4.3: The relationships among the study variables**

	1	2	3	4	5	6	7	8	9	10	11
Intra-project communication-1	1.000										
Extra-project communication-2	.697**	1.000									
<b>Project Communication-3</b>	.858**	.838**	1.000								
Continuance-4	.345**	.443**	.325**	1.000							
Affective-5	.589**	.478**	.547**	.238**	1.000						
Normative-6	.598**	.562**	.560**	.405**	.514**	1.000					
<b>Individual Commitment-7</b>	.667**	.640**	.623**	.777**	.767**	.809**	1.000				
Net work Transitivity-8	.726**	.658**	.680**	.477**	.456**	.564**	.643**	1.000			
Network Degree-9	.658**	.624**	.619**	.405**	.405**	.505**	.577**	.784**	1.000		
<b>Social Networks-10</b>	.701**	.596**	.606**	.321**	.430**	.528**	.569**	.831**	.829**	1.000	
<b>Perceived Project Performance-11</b>	.730**	.734**	.722**	.478**	.557**	.530**	.672**	.815**	.808**	.764**	1.000

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

**Source: Primary Data**

#### 4.3.1 Findings on the relationship between project communication and individual commitment

The results in table 4.3 showed that there exists a significant positive relationship between project communication and individual commitment ( $r = .623^{**}$ ,  $p < .01$ ). The

results revealed further, that Intra-project Communication ( $r = .667^{**}$ ,  $p < .01$ ) and Extra-project Communication ( $r = .640^{**}$ ,  $p < .01$ ) are both positively related to individual commitment. It was also highlighted that project communication had a much stronger relationship with normative commitment ( $r = .560^{**}$ ,  $p < .01$ ) than the other components of individual commitment, that is, Continuance and affective commitment whose correlation coefficients were ( $r = .325^{**}$ ,  $p < .01$ ) and ( $r = .547^{**}$ ,  $p < .01$ ) respectively. These results are in support of hypothesis H1. As such, the results may imply that were project supervisors pay attention to what project team members have to say, they (project team members) are likely to perceive that they have an obligation to keep performing citizenship activities.

#### **4.3.2 Findings on the relationship between individual commitment and perceived project performance**

The results in table 4.3 showed that there exists a significant and positive relationship between individual commitment and perceived project performance ( $r = .672^{**}$ ,  $p < .01$ ). Specifically, it was shown that improvements in Continuance commitment, affective and Normative commitment are likely to result in improvements in project performance ( $r = .478^{**}$ ,  $p < .01$ ), ( $r = .557^{**}$ ,  $p < .01$ ) and ( $r = .530^{**}$ ,  $p < .01$ ) respectively. These results highlight the fact that if individual team members on a given citizenship project are committed to execution of project tasks, the project in question usually succeeds. The findings are in support of hypothesis H2. The results reveal that where project members willingly exert more effort to guarantee the success of, say, AIDs reduction campaigns;



they will perceive their efforts to have enabled the bank to incur lower costs of operation. The above statement is supported by a coefficient of ( $r = .530^{**}$ ,  $p < .01$ ). These findings also imply that there are individuals within project management teams that find it just too hard to exclude themselves from execution of citizenship projects but they perceive their efforts to positively contribute to performance. This contribution could be in terms of ensuring activities are completed in time and at minimal cost.

#### **4.3.3 Findings on the relationship between Project Communication, Social Networks and perceived project performance**

Project communication and social networks were noted to be positively related ( $r = .606^{**}$ ,  $p < .01$ ). The results further revealed that Intra-project and Extra-project Communication are both positively related to Social networks and the values for the relationships were ( $r = .701^{**}$ ,  $p < .01$ ) and ( $r = .596^{**}$ ,  $p < .01$ ) respectively. The findings hold up hypothesis H3. The results imply that if elements of project communication are improved, for example, ensuring that internal and external meetings are regularly held to exchange information regarding performance of citizenship tasks, the trust amongst team members could be strengthened. This could be reflected through for instance enhanced awareness about the banks' citizenship Projects amongst the members of the general public and ease with which new and vital information is provided to the bank by the public.

A positive and significant relationship was observed to exist between social networks and perceived project performance ( $r = .764^{**}$ ,  $p < .01$ ). The findings further indicated that transitivity and network degree are both positively related to perceived project performance and the values for the relationships were ( $r = .815^{**}$ ,  $p < .01$ ) and ( $r = .808^{**}$ ,  $p < .01$ ) respectively. These findings point to the fact that hypothesis H4 holds. They suggest that if, for example, a wider population of the general public perceive a given bank's citizenship activities to have improved their lives, majority of the people in the general public will be willing to contribute to that bank's profitability which could be done through holding active account numbers in that bank. These findings further imply that enhancement in social networks explain about a 76% perceived improvement in quality, time and cost management in citizenship projects.

#### **4.4 Findings on the Predictive Potential of the components of Project communication, social networks and individual commitment on perceived project performance**

The results in the table 4.4.1 and table 4.4.2 below help to assess the level to which Project Communication, Individual Commitment and Social Networks explain Perceived Project Performance.

**Table 4.4.1: Regression of Project Communication, Individual Commitment and Social Networks on Perceived Project Performance**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.960	.181		5.292	.000		
Project Communication	.272	.063	.292	4.313	.000	.482	2.075
Individual Commitment	.190	.056	.220	3.420	.001	.534	1.873
Social Networks	.281	.040	.451	7.062	.000	.544	1.838
<b>Dependent Variable: Perceived Project Performance</b>							
R Square	0.703						
Adjusted R Square	0.697		<b>Sig.</b>	0.000			

**Source: Primary Data**

The results in table 4.4.1 indicated that Project Communication, Individual Commitment and Social Networks can explain 69.7% of the variance in Perceived Project Performance (Adjusted R Square = .697). The table further reveals that Social networks is a better predictor of performance than all the rest of the variables (Beta = .451, Sig. <.01). The regression model was noted to be significant (sig. <.01). The results imply that if project Performance is for instance seen to have improved through cost savings of about five million shillings without decline in quality, then, about three and half million (69.7%) of such savings are attributed to improvements in Project Communication, Individual Commitment and Social Networks.

**Table 4.4.2: Regression of the components of the independent variables and Perceived Project Performance**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
<b>(Constant)</b>	.598	.229		2.612	.010		
Intra-project communication	.024	.066	.026	.360	.719	.459	2.178
Extra-project communication	.187	.062	.213	3.037	.003	.487	2.054
Continuance-commitment	.031	.032	.059	.984	.327	.657	1.521
Affective-commitment	.108	.039	.165	2.810	.006	.691	1.447
Normative-commitment	.082	.047	.111	1.738	.085	.589	1.696
Network Transitivity	.315	.086	.310	3.673	.000	.336	2.978
Network Degree	.251	.054	.358	4.620	.000	.398	2.510
<b>Dependent Variable: Perceived Project Performance</b>							
R Square	0.715						
Adjusted R Square	0.698						
						Sig.	0.000

**Source: Primary Data**

The results shown in table 4.4.2 above indicate that the components of Project Communication, Individual Commitment and Social Networks explain (69.8%) of the variance in Perceived Project Performance. It was found that Network Degree (Beta = .358, Sig. <.01) is a better predictor of performance than all the other components of the independent variables that included;- Intra-project (Beta = .026, Sig. <.01), Extra-project (Beta = .213, Sig. <.01), Continuance (Beta = .059, Sig. <.01), Affective (Beta = .165, Sig. <.01), Normative (Beta = .111, Sig. <.01) and network transitivity (Beta = .310, Sig. <.01). The Variation Inflation Factors was less than 4 indicating that multi-collinearity in

this study was not a problem (Garson, 2010) and as such the interpretations of the beta weights and R-squares were reliable.

#### 4.5 FURTHER FINDINGS

**Table 4.5.1 Factor analysis table for Individual Commitment**

	Continuance Commitment	Affective Commitment	Normative Commitment
I think no other activities can match the benefits that citizenship activities present to me	.666		
It would be very hard for me to abandon citizenship activities even if I wanted to	.723		
My life would be upset if I decided not to engage in citizenship activities	.695		
It would be too costly for me to quit citizenship activities right now	.814		
Taking part in citizenship projects is a matter of necessity as much as desire	.600		
I would proudly accept any job assignments related to serving community		.704	
I find that my personal values and those of citizenship projects are very similar		.746	
I feel like part of the family of the citizenship project teams		.603	
I feel emotionally attached to citizenship projects		.859	
I feel a strong sense of belonging to citizenship projects		.710	
I feel I have an obligation to keep performing citizenship activities			.527
I have a sense of obligation to the recipients of citizenship projects			.769
I owe a great deal to citizenship projects			.756
	3.433	1.442	1.063
	38.146	16.022	11.809
	38.146	54.168	65.977

**Source: Primary Data**

The Factor analysis results in the above table yielded three components which were interpreted as Continuance Commitment (38.146%), affective Commitment (16.022%), and Normative Commitment (11.809%). The trio together explained (65.977%) of the variance in individual commitment.

Of the five items that were loaded on the components termed Continuance Commitment, The results revealed that most of the respondents felt that their continued commitment to performing citizenship activities is because they perceive quitting citizenship projects to be costly (.814). This could be in form of totally losing a job due to absconding from such activities. The item with the second highest loading was that respondents could not abandon citizenship activities even if they wanted to (.723). The third most loaded factor was that respondents felt they could be upset in life in case they abandoned citizenship activities (.695). The thinking that no other activities can yield the benefits that citizenship activities (.666) and that taking part in citizenship projects is a matter of necessity as much as desire (.600) were the other factors that made up continuance commitment. The results imply that there are people on the project team that continue to work because they have no alternative or feel they receive more benefits from this engagement than any other. Affective Commitment featured items like I feel emotionally attached to citizenship projects (.859), I feel a strong sense of belonging to citizenship projects (.710) and I would proudly accept any job assignments related to serving community (.704) among others. Normative Commitment as the last component of individual commitment studied, featured items like I owe a great deal to this citizenship project (.756) and, I feel I have an obligation to keep performing citizenship activities.

**Table 4.5.2 Factor analysis table for Social Networks**

	Network Transitivity	Network Degree
I think that the beneficiaries of our citizenship projects become our advocates	.651	
I believe that many consumer groups are pleased with our citizenship projects	.823	
Without hesitation I can act on the information that I receive through my teammates	.613	
Community leaders have always welcomed our citizenship projects	.694	
In my view, our citizenship activities are liked by people of diverse interests	.547	
We have united many communities through our citizenship activities	.808	
Many members of the general public know much about our citizenship projects		.659
Through citizenship activities, we have improved the lives of many citizens		.689
We trust that many societies are in support of our citizenship projects		.760
This bank's top management strongly supports citizenship activities		.800
	3.114	1.210
	49.170	19.102
	49.170	68.272

**Source: Primary Data**

The two components of social network that were yielded by the results in the table above include Transitivity (49.170) and network Degree (19.102). The duo explained (68.272) of the variance in social network. The items that constituted transitivity included among others the uniting of many communities through citizenship activities (.808) and the belief that many consumer groups are pleased with the activities of a given citizenship project (.823). Four items were loaded on the component named network degree. The most loaded item was that activities to do with citizenship project are strongly supported by the bank. The trust that many societies are in support of our citizenship activities had a factor loading of (.760).

**Table 4.5.3 Factor analysis table for Perceived Project Performance**

Perceived Project Performance	Quality of Output	Enhanced awareness	Time management	Cost mitigation
Local communities are always happy about our citizenship activities	.668			
Investing in citizenship activities has boosted our profitability	.564			
Our citizenship projects have greatly improved the livelihood of many individuals	.695			
I am satisfied with the outcomes of the citizenship activities this bank has undertaken	.845			
We do not doubt the quality of our services to the community	.793			
To a great extent, the citizenship activities we undertake meet our expectations	.753			
In my view many of our customers are aware of our citizenship activities		.830		
I think that many people have known about this bank through its citizenship activities		.736		
Stakeholders are fully aware of the citizenship projects that this bank is involved in		.517		
Our stakeholders are reliably informed of the progress of our citizenship projects		.795		
We often set reliable time estimates ahead of project implementation			.519	
Our citizenship Project team is always committed to beating set deadlines			.793	
We usually provide necessary information to project stakeholders in time			.776	
Our project activities from initiation to closure are always timely			.756	
We often set reliable cost estimates ahead of any citizenship project execution				.696
I think citizenship projects are a cost effective way of promoting this bank				.650
I think Citizenship activities have enabled this bank to incur lower costs of operations				.533
	8.808	1.855	1.72	1.109
	41.943	8.834	8.191	5.282
	41.943	50.777	58.968	64.249

**Source: Primary Data**

As has is shown in Table 4.5.3 above, Perceived Project Performance was studied using four components. These included Quality of outputs by the project team that explained (41.943%) of the variance in Perceived Project Performance. The others were Enhanced awareness (8.834%),



Time management (8.191%) and Cost mitigation (5.282%). These four explained (64.249%) of the variance in Perceived Project Performance. The component named Quality of Output featured items like; I am satisfied with the outcomes of citizenship activities (.845) and I do not doubt the quality of our services to the community (.793) among others. Enhanced awareness had items like; many of our customers are aware of our citizenship activities (.830) and our stakeholders are reliably informed of the progress of our citizenship projects (.795) as the items with the highest factor loading.

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter comprises the Summary and Discussion of findings. It presents the information about the variables and their comparison between different categories of respondents and the results in relation to the literature as guided by the research hypothesis. It also contains Conclusions, recommendations and areas for further study.

#### **5.2.0 Discussion of Findings**

##### **5.2.1 Discussion of findings on the nature of project communication**

Project communication was found to comprise both the communication with internal stakeholders like project team and project managers, and communication with external stakeholders like the local community and Beneficiaries. This was in agreement with earlier studies by Lievens and Moenaert (2000). It was established that the use of a common language is valued in creating effectiveness in project communications. The results agree with earlier studies by Lester (2007) that the quality of project communication depends on the quality of the communication flows. Communication flows included upward communication, downward, vertical and grape vine. It was revealed that channels that ensure efficient project communication are those that are liked by the intended project beneficiaries among other stakeholders. This is in agreement with earlier studies by Ray (1999) who argued that such interests could be drawn from culture,

past experience, religion, economic and or relations among others. In agreement with Carrière and Bourque (2009), the findings also revealed that Informal communication amongst the project staff is a primary avenue for communication.

### **5.2.2 Relationship between Project Communication and Individual Commitment**

A positive and significant relationship between Project Communication and individual Commitment was shown by the results in Table 4.3. These results support the hypothesis that Project Communication and Individual Commitment are positively related. The results confirm Ng et al., (2006), Varona (1996), Yammarino and Naughton's (1988) studies that demonstrated that a positive relationship exists between amount of time spent communicating and the level of effort expended by individuals on execution of tasks.

The results also indicated that communication in citizenship projects is largely shaped by the preferences of the communities for which they are intended. They showed that most of the communities feel that they are cared for and are like part of the family of the citizenship projects' implementation team. These results are in agreement with those of Eisenberger et al. (1990), who argued that when individuals recognize that they are cared for, they become more committed and conscious about their responsibilities, they take greater involvement in the executing tasks, and are more innovative. However, Caution has to be taken by management since studies by Schein (1980), Conway and Briner (2002) indicate that this atmosphere of reciprocity can only be sustained if the project management continues to observe their part of the formal or rather informal bargain. The

same advice was re-echoed by Gakovic and Tetrick (2003) who argued that as long as a project delivers as expected, its stakeholders remain committed to the project's values.

### **5.2.3 Relationship between Individual Commitment and Perceived Project Performance**

The results indicated a significant and positive relationship between individual commitment and perceived project performance. As such, hypothesis H2 that stated that there is a positive relationship between individual commitment and perceived project performance was adopted. These results concretize Ricketta's (2002) argument that individual commitment is a major antecedent of performance and other recent studies by Liu and Walker (1998) that the overall performance of a project is a function of the individual commitment of each participant in the project. The researcher therefore argued that commitment of internal stakeholders to execution of citizenship project tasks is likely to improve performance.

Of the three aspects of individual commitment, Affective commitment was found to have the strongest relationship with Perceived project performance. These results imply that individuals whose willingness to devote at most energy and loyalty to a project is derived from the similarity of their personal values to those of citizenship projects, will ignite higher performance levels in citizenship projects than Normative and Continuance commitment. These results re-echo Meyer et al.'s (2002) argument that where the workers conceal their inner self and work primarily for extrinsic rewards, the project is put at a risk of experiencing poor quality outputs.

## **5.2.4 Relationship between project communication, social networks and Perceived Project Performance**

### **a) Project communication and social networks**

The Results showed a significant positive relationship between Project communication and social networks. Specific aspects of project communication, that is, Intra- project communication and extra- project communication were also found to be positively related to social networks. Hypothesis H3 was thus held. This indicates that where project managers listen to other stakeholders and incorporate their views in the decisions they implement, over time, many stakeholders are likely to be propelled to act as the bank's advocates and may be depended on by the bank as marketing agents. These findings are in agreement with those of Granovater (1973) and Herkt (2007) who showed that reinforced relationships overtime become dependable. Furthermore, the findings support the fact that Project communication determines the extent to which a particular project wins the collective support and efforts of team members (Parkin, 2007). The results also meant that efforts to promote effective communications through availing timely information to stakeholders leads to strengthening of the relationships that exist amongst stakeholders. The results are in agreement with Rasbery and Lamoine (1986) who argued that the consideration of the recipient's preferences in terms of time and means of communication bring about building of trust amongst the two parties. According to

(Granovater, 1973) trust is widely experienced in social networks with high transitivity/strong ties.

However, Contrary to Rabery and Lamoine (1986), who alluded to the fact that face to face communications reveal one's inner core more than ECTs and therefore the most appropriate for building trust amongst network nodes, results revealed that there is a liking for the use of ECTs and that they are in frequent use as channels of communication amongst project team members. This could probably be to the fact that face to face communications require more time to effect than ECTs (Sandberg, 2000) amidst the need to expand the network degree as wide and as swift as management can. The results as such confirm Chulkov and Desai's (2005) findings that of late most people, prefer to socialize using electronic communication Technologies (ECTs) than via holding face to face meetings like e-mailing.

#### **b) Relationship between Social Networks and Perceived Project Performance**

The results from the study portrayed a positive significant relationship between Social Networks and Perceived Project Performance. As such, hypothesis H4, that there is a significant relationship between social networks and perceived project performance was held. These results are in agreement with (Coleman, 1988), who argued that the existence of networks created for one purpose may be used for another implying that it is probable that the networks commercial banks indirectly creat through running citizenship projects are used for promoting the banks commodities. These findings also implied that when the societies within which a commercial bank operates are in support

of its citizenship projects, the bank incurs lower cost on implementation of such projects. This could be in terms of the locals availing some free labour during implementation. It could be in form of having locals actively pass on the information to other locals at no cost. These findings are in agreement with those of Hogg and Adamic (2004) who seemed to indicate that Social networks act as a vehicle for quickly and easily getting the project message to intended audience thereby enhancing awareness and the banks' public image at large. The findings also agreed with those of Hustad (2004), Lean and Van Buren (1999) that Social networks provide the shared maintenance necessary to calm down high stress levels and enable achievement of not only timely but quality outputs.

The results also showed that Collective efforts from locals during project implementation is associated with the ability to beat set deadlines and avoid financial cost that could come up had the project experienced a time overrun. These findings are in line with earlier studies by (Shaw, 1999) which pointed towards the fact that timely access to information creates a deeper understanding of community needs at initiation stage of a project's development and the view that ample information at initiation mitigates the possibility of losing out on quality in the later stages as a result of inadequate project planning. Also, the results are similar with those of Ntayi, Rooks, Eyaa and Qian (2010), who argued that collaborations improve performance through enabled resource acquisition. Same conclusions were also reached at by Crawford and Da Ros (2002) who reported a strong positive correlation between social networks and acquisition of project resources which account for better project performance.

The results further indicate that in instances where the activities of a citizenship project are widely celebrated by a many individuals amongst the public, they will not doubt or over question certain innovations that the investing bank tries to promote along with the citizenship project. These results are in line with Hoang and Antoncic (2003), and Liebeskind, Amalya, Zucker, and Brewer's (1995) studies were they argued that social networks creates perceived fairness in exchanges there by reducing transaction cost in form of less detailed contracts and less restrictive closes with stakeholders like the government and the local communities.

### **5.3 Conclusions**

The study used project communication, social networks and individual commitment to predict perceived project performance. The Research findings revealed a positive and significant relationship between the variables. Project communication and social networks were noted to be positively related ( $r = .606^{**}$ ,  $p < .01$ ). A significant positive relationship was observed between project communication and individual commitment ( $r = .679^{**}$ ,  $p < .01$ ). Social networks and perceived project performance also had a significant positive relation ( $r = .764^{**}$ ,  $p < .01$ ) just as individual commitment and perceived project performance ( $r = .739^{**}$ ,  $p < .01$ ). The researcher also concluded that Social networks is a better predictor of performance than all the rest of the variables (Beta = .408, Sig.  $< .01$ ) as deduced from the regressions that the researcher run during analysis.



As such, unless project sponsors and champions ensure that other project stakeholders have been provided with and are satisfied with the availed project information, the efforts (both financial and otherwise) invested into citizenship projects could be seen as having been fruitless. In the same vein, where project supervisors are not as attentive to their subordinates' views and no appropriate avenues have been designated to capture feedback from implementers' and beneficiaries of the project, there will be a high chance of failure of citizenship projects.

#### **5.4 Recommendation**

In line with the findings, discussions and the conclusions of the study, the following recommendations were drawn;

In line with the finding that a strong positive relationship exists between project communication and individual commitment, project champions, corporate affairs managers and other individuals in commercial banks who comprise the citizenship project team, ought to communicate activities that they require their staff to do, in an effective manner. This is likely to be in ways including but not limited to actively listening to their recipient's point of view. There is need to ensure that resourceful persons like the top management in the various commercial banks involved in execution of citizenship projects, give due support to citizenship projects. This should be in ways that include prompt release of funds meant for such activities, top management scrutiny of reports about progress of such projects and increasingly participating in their implementation.

Since the study pointed out a positive relationship between project communication, social networks and perceived project performance, commercial banks like standard chartered Bank that have stepped up investment in citizenship projects need to ensure effective project communication as an important component of their strategy to ensure success of citizenship projects. This should include provision of timely information to project staff. The researcher recommends that external project communication be given at most attention since it is a significant predictor of performance of projects.

Since the findings revealed a significant positive relationship between individual commitment and perceived project performance, the Project managers in charge of citizenship projects in commercial banks ought to ensure commitment of project staff to achievement of objects by creating an atmosphere of feeling like they (project staff) are part of the family of the project implementation team. This could be through fulfilling the promises that top management sets forth. In this way, the various stakeholders involved in implementation are likely to perceive the project as a success.

## **5.5 The Limitations to the Study**

The instruments used were designed for use in developed countries which may have rendered them not very appropriate for studies in Uganda. However less biased results were obtained after incorporating the supervisor's advice and *pretesting* of the tool.

The data collection instrument was a standard questionnaire which usually limits the ability to collect views about information outside asked question. The researcher used

extensive questions and also included some open ended questions in the data collection instrument and was thus able to solicit unstructured views about the performance of these projects as a way of lessening this limitation.

The results of the study must be taken with caution since with the use of a cross sectional research design, the behaviors of the variables over a long time could not be completely analyzed and this restricted the applicability of the findings as a longitudinal study may give different results from the ones that were obtained.

## **5.6 Suggested Areas for Further Research**

Further research should be undertaken to test the relationship between Project Communication, individual commitment, Social networks and perceived performance of citizenship Projects in other competitive sectors of the economy like the manufacturing sector. This is because manufacturing industries have a noticeable footprint that raises a lot of questions on how they perceive citizenship activities and what their other stakeholders think about the industry's citizenship efforts. Further research should also be undertaken to explore the concept of project communication in other areas of study like engineering, construction, and the military among others. This follows from the relatively scarce studies that have been made on the concept of project communication in these areas albeit the fact that they run large projects.

Future researchers can explore the same concept with a wider sample involving other stakeholders like the regulators, customers, local population, among others. This is so

because the study only captured the perceptions of bank staff that had taken part in executing citizenship projects and was intended to justify the continued investment in citizenship projects by commercial banks yet accommodation of various stakeholders could give a different view.

Since this study did not directly look at the institutional set-up of various stakeholders and how their mental framing affects performance of citizenship projects, future researchers could explore this area with the purpose of establishing relationship between institutional framework and successful implementation of citizenship projects in various cultural setting in uganda. This is so since anecdotal evidence has continuously indicated that citizenship projects can perform differently in different institutional framework.

There is need to investigate whether same results could be obtained should the variables be subjected to a longitudinal study. This follows from the argument by some scholars that the benefits of citizenship projects like enhanced public image and customer loyalty cannot be traced to the very accounting period within which the investment on particular citizenship activities was made.

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# Appendices

## Appendix 1

### MAKERERE UNIVERSITY

Dear Respondent,

You have been chosen to participate in this study, that seeks to establish, the relationship between Project Communication, Social networks, commitment and perceived Project performance of citizenship Projects in Commercial Banks. The study is purely academic and any information provided will be treated with at most confidentiality.

*Note: Citizenship projects here mean a set of time bound activities the bank does for the good of community but with a win-win orientation E.g. organizing AIDS awareness campaigns, malaria reduction campaigns, providing safe water and shelter to community among other activities*

#### SECTION A (Please tick/fill-in as appropriate)

- a) Gender: Male  1 Female  2
- b) Marital status: Single  1 Married  2 Divorced  3 Others (Specify).....
- c) Age bracket : Below20 years  1 20-30 years  2 31-40 years  3 Over 40 years  4
- d) Highest education attained
- Diploma  1 Degree  2 Professional  3 Masters  4 Others (Specify).....
- e) What is the Name of the commercial bank you are employed with.....
- f) For what length of time have you been employed with this bank
- Less than 3 years  1 3-6years  2 7-10 years  3 more than 10 years  4
- g) Tick the channels of communication you often use to pass on information to the community
- Over the radio  1 Over the TV  2 Use of Bill boards  3 Newspapers  4
- Conferences  5 face to face meetings  6 others please specify.....
- h) For how long have you been involved in citizenship activities
- Less than 3 years  1 3-6years  2 7-10 years  3 more than 10 years  4
- i) What position do you hold/have ever held in the execution of citizenship projects
- Manager  1 Team member  2 beneficiary  3 Others (please specify).....

## SECTION B

Code	With reference to the citizenship project you are/ were involved in, Please evaluate each statement by ticking in the appropriate box. Use the scale; 1= <b>strongly disagree</b> , 2= <b>I disagree</b> , <b>Am not sure</b> , 4= <b>I Agree</b> and 5= <b>I strongly agree</b> .	I Strongly disagree	I Disagree	Not sure	I Agree	I Strongly agree
IPC01	Am satisfied with the amount of information I receive from my supervisor(s)	1	2	3	4	5
IPC02	The language we use in our correspondences is familiar to all team members	1	2	3	4	5
IPC03	We always hold meetings to share information regarding performance of our tasks	1	2	3	4	5
IPC04	Supervisors are always attentive to what their subordinates have to say	1	2	3	4	5
IPC05	I frequently use electronic means to exchange information with team members	1	2	3	4	5
IPC06	I like the channels that we use to share information amongst team members	1	2	3	4	5
IPC07	I believe each of my co-workers has the appropriate communication skills	1	2	3	4	5
IPC08	Informal communication amongst team members is usually active	1	2	3	4	5
IPC09	I always hold face to face communications with co-workers	1	2	3	4	5
IPC10	New Information usually circulates amongst project team members in time	1	2	3	4	5
IPC11	We have a policy on communication that guides our interactions	1	2	3	4	5
EPC01	Information concerning our citizenship activities is widely availed to the public	1	2	3	4	5
EPC02	We have reliable avenues for receiving reactions about our activities in the community	1	2	3	4	5
EPC03	Our information is largely shaped by preferences of the communities we serve	1	2	3	4	5
EPC04	The media we use when communicating with community are those they like	1	2	3	4	5
EPC05	We always use the language that community understand well when talking to them	1	2	3	4	5
EPC06	We usually use electronic means to convey information to the community	1	2	3	4	5
EPC07	Our external stakeholders are reliably informed of the progress of our citizenship projects	1	2	3	4	5
EPC08	Our external stakeholders like the way we communicate with them	1	2	3	4	5
EPC09	We have always maintained timely communications with external stakeholders	1	2	3	4	5
AFF1	I really feel as if the challenges that community faces are my own	1	2	3	4	5
AFF2	I am willing to exert more effort to guarantee successful execution of citizenship activities	1	2	3	4	5
AFF3	I would proudly accept any job assignments related to serving community	1	2	3	4	5
AFF4	I find that my personal values and those of citizenship projects are very similar	1	2	3	4	5
AFF5	I feel like part of the family of the citizenship project teams	1	2	3	4	5
AFF6	I feel emotionally attached to citizenship projects	1	2	3	4	5
AFF7	I feel a strong sense of belonging to citizenship projects	1	2	3	4	5
NOR1	Extending a serving hand to the community deserves my loyalty	1	2	3	4	5
NOR 2	I think it wouldn't be right for me to avoid taking part in citizenship activities	1	2	3	4	5
NOR 3	I would feel guilty to abscond from taking part in citizenship activities	1	2	3	4	5
NOR 4	I feel I have an obligation to keep performing citizenship activities	1	2	3	4	5
NOR 5	I have a sense of obligation to the recipients of citizenship projects	1	2	3	4	5



NOR 6	I owe a great deal to citizenship projects	1	2	3	4	5
CON1	I think no other activities can match the benefits that citizenship activities present to me	1	2	3	4	5
CON2	It would be very hard for me to abandon citizenship activities even if I wanted to	1	2	3	4	5
CON 3	My life would be upset if I decided not to engage in citizenship activities	1	2	3	4	5
CON 4	It would be too costly for me to quit citizenship activities right now	1	2	3	4	5
CON 5	Taking part in citizenship projects is a matter of necessity as much as desire	1	2	3	4	5
ND01	Many members of the general public know much about our citizenship projects	1	2	3	4	5
ND02	Through citizenship activities, we have improved the lives of many citizens	1	2	3	4	5
ND03	We trust that many societies are in support of our citizenship projects	1	2	3	4	5
ND04	This bank's top management strongly supports citizenship activities	1	2	3	4	5
ND05	We at times partner with NGOs, and Gov't ministries in carrying out citizenship activities	1	2	3	4	5
ND06	I find time to interact with people outside my work team	1	2	3	4	5
ND07	I have many sources from which I can get the information I need to do my job well	1	2	3	4	5
ND08	I always interact freely with most of my teammates	1	2	3	4	5
ND09	I enjoy trusting relationships with most of my workmates	1	2	3	4	5
ND10	I love telling others about the various activities of this bank	1	2	3	4	5
ND11	I always say something new to my teammates every time we meet	1	2	3	4	5
TR01	I think that the beneficiaries of our citizenship projects become our advocates	1	2	3	4	5
TR02	I believe that many consumer groups are pleased with our citizenship projects	1	2	3	4	5
TR03	Without hesitation I can act on the information that I receive through my teammates	1	2	3	4	5
TR04	Community leaders have always welcomed our citizenship projects	1	2	3	4	5
TR05	I think many people have benefited from more than one of our citizenship projects	1	2	3	4	5
TR06	In my view, our citizenship activities are liked by people of diverse interests	1	2	3	4	5
TR07	We have united many communities through our citizenship activities	1	2	3	4	5
TR08	I like interacting freely with a diversity of people in the communities we serve	1	2	3	4	5
ENA1	In my view many of our customers are aware of our citizenship activities	1	2	3	4	5
ENA2	I think that many people have known about this bank through its citizenship activities	1	2	3	4	5
ENA3	Stakeholders are fully aware of the citizenship projects that this bank is involved in	1	2	3	4	5
ENA4	Our stakeholders are reliably informed of the progress of our citizenship projects	1	2	3	4	5
ENA5	I think Investing in citizenship activities has enhanced this bank's publicity	1	2	3	4	5
PQ01	Our Citizenship projects have greatly improved our social relations with society	1	2	3	4	5
PQ02	Local communities are always happy about our citizenship activities	1	2	3	4	5
PQ03	Investing in citizenship activities has boosted our profitability	1	2	3	4	5
PQ04	Our citizenship projects have greatly improved the livelihood of many individuals	1	2	3	4	5
PQ05	I am satisfied with the outcomes of the citizenship activities this bank has undertaken	1	2	3	4	5
PQ06	We do not doubt the quality of our services to the community	1	2	3	4	5
PQ07	To a great extent, the citizenship activities we undertake meet our expectations	1	2	3	4	5
TM01	We often set reliable time estimates ahead of project implementation	1	2	3	4	5
TM02	Our citizenship Project team is always committed to beating set deadlines	1	2	3	4	5
TM03	We usually provide necessary information to project stakeholders in time	1	2	3	4	5

TM04	Our project activities from initiation to closure are always timely	1	2	3	4	5
CM01	We often set reliable cost estimates ahead of any citizenship project execution	1	2	3	4	5
CM02	Often, the actual money we spend on citizenship activities is less than the budgeted	1	2	3	4	5
CM03	We often get volunteers in the society who carry out some of our roles free of charge	1	2	3	4	5
CM04	I think citizenship projects are a cost effective way of promoting this bank	1	2	3	4	5
CM05	I think Citizenship activities have enabled this bank to incur lower costs of operations	1	2	3	4	5

**Section C**

Please fill in or tick the following as appropriate, or provide documentation that entails the following details

1) Mention the citizenship project that you have participated in .....

2) Please categorize the citizenship project you have mentioned above using the scale below

Health  Education  Environmental conservation  Economic   
 Rehabilitation

3) Which one of the following categories of citizenship projects do you think receives most financing from the bank

Health  Education  Rehabilitation  Economic  Enviromental

4) On average, the frequency with which inception meetings for such projects are held is...

Once a year  Twice a year  Four times a year  Others (please specfy)

5) Please list some key citizenship projects your bank is currently participating in?

.....

List a few challenges that you have encountered in executing citizenship activities

.....

**\*\*\*Thank you! \*\*\***